



# ESG Report 2024

Tabreed's Sustainability Report

essential for progress





## TABLE OF CONTENTS

<b>Message from our Chairman</b>	<b>3</b>
<b>Message from our CEO</b>	<b>4</b>
<b>About this Report</b>	<b>5</b>
Scope of the Report	5
Our 2024 Highlights	6
<b>About Tabreed</b>	<b>7</b>
Company Overview	8
Our Awards & Accolades	9
<b>Our Sustainability Foundation</b>	<b>10</b>
Our Material Focus Areas	11
Sustainability in Action	12
<b>Our Environmental Stewardship</b>	<b>18</b>
Our Management Approach	19
Energy Efficiency & Optimisation	20
Technology Upgrades	21
Renewable Energy Integration	22
Supply Chain Management & Decarbonisation	23
Innovation and Strategic Partnerships	25
Compensating for Residual Emissions	27
GHG Emissions	28
Water Management	29
Waste Management	30

<b>Our People's Welfare</b>	<b>31</b>
Our Management Approach	32
Diversity, Equity & Inclusion (DE&I)	33
Our Workforce Representation	34
Employee Engagement & Development	39
Employee Rights	41
Health, Safety & Well-being	43
<b>Our Community Engagement and Impact</b>	<b>46</b>
Our Management Approach	47
Customer Relations & Engagements	48
Community Engagement & Development	49
<b>Empowering Change Through Governance</b>	<b>50</b>
Our Management Approach	51
Business Ethics & Corporate Governance	52
Information Disclosure & Cybersecurity	56
Systemic Risk Management	57
<b>GRI Content Index</b>	<b>58</b>
<b>Annexure 1</b>	<b>64</b>







## OUR CHAIRMAN'S MESSAGE GRI (2-14), (2-22)

Those three letters – E, S and G – have in recent years become a central pillar for Tabreed, a company in which they share equal billing. Environmentally sound, Tabreed is the world leader in sustainable cooling. Socially adept, the company is a renowned champion of diversity and provides year-round support to communities across the region and beyond. And governance, too, is of paramount importance as a transparent and progressive business that's publically listed on Dubai Financial Market.

Since its previous ESG Report 12 months ago, Tabreed has been a hive of impactful activity, honing its operations and corporate structure. During 2024 I was appointed Chairman of its Board of Directors and Mansoor Mohamed Al Hamed was welcomed as a new Board member. Each of Tabreed's nine Board member brings their own invaluable wealth of experience, to advise and guide the company to greater heights. Throughout the year, energy within Tabreed has been building with growth in mind and we work closely with regulators to ensure company goals are aligned with mandatory requirements and governmental climate neutrality objectives, such as the UAE's 'Net Zero by 2050' target.

Tabreed's innovation and energy efficiency continue to set industry standards and are gaining global recognition. In August 2024, we became the first district energy company, anywhere in the world, to achieve the 'Verified Carbon Standard' at one of our Abu Dhabi plants, certifying carbon credits to offset emissions. This year-long verification study, conducted by independent, non-profit agency, Verra, proved beyond doubt that district cooling is up to 50% more energy efficient than conventional methods.

During October 2024, Tabreed was honoured with two major wins at the Asian Power Awards for its recent, groundbreaking initiatives in renewable geothermal energy and game-changing efficiency advancements with nanofluid technology. And, during COP29 in Azerbaijan, our experts continued to lead the global conversation in sustainable cooling in support of the United Nations' Cool Coalition.

Of course, there are always things we can improve and lessons we can learn. As such, we proactively engage with our stakeholders to better understand their perspective and priorities, taking on board suggestions and applying best practices to our operations at every level. Tabreed's unwavering commitment to employees, communities and local stakeholders is exemplary, with tangibly positive results at multiple levels and historically high levels of customer satisfaction.

All of which provides the strongest possible foundation for growth, backed by robust financial performance and excellent cash flow management. By the time our next ESG Report is published Tabreed will be a very different company, having made good on our long-term strategic growth plans, meeting the ever-increasing demand for our sustainable services.

Tabreed's continued success is proof that being ESG-focussed is good for business and I pay tribute to the dedication and drive of everyone who makes it what it is: the world's leading district cooling company.

**Dr Bakheet Al Katheeri**  
Chairman | Tabreed





## OUR CEO's MESSAGE GRI (2-14), (2-22)

Welcome to Tabreed's fifth annual ESG report, which shines a spotlight on our operations and activities throughout 2024. As a transparent, open and accountable company, we welcome scrutiny and I'm personally proud of our impeccable sustainability record. Reducing our collective impact on the environment is good for everyone, everywhere, and Tabreed continues to prove itself a force for good.

A vital aspect of being held accountable is our compliance with the regulating authorities that oversee our industry and other utilities sectors. We work closely with government bodies, such as the Department of Energy, to ensure that every aspect of our operations is aligned with current and future legislation, while protecting the interests of our shareholders and stakeholders.

This probity sets the tone for every facet of Tabreed's business model, extending to the health, safety and wellbeing of our most important asset: our people, the more than 1,000 dedicated professionals from more than 40 different countries who drive our success all day, every day. It's a personal obsession of mine that every single colleague, contractor and visitor to our plants, our subsidiary premises and our headquarters, is able to go home without harm – it's a vital aspect of Tabreed's entire approach to ESG matters.

On a much broader scale, the energy efficiencies Tabreed brings with its daily operations positively impacts everyone. The more our footprint grows through expansion of our portfolio of district cooling plants, the more connections we secure, the more countries we enter, the better. During 2024, for example, we reduced 2.64 billion kWh of energy consumption, in turn preventing 1.58 million tonnes of CO2 emissions. And while district cooling is not a new industry, we remain committed to introducing new technologies and practices that make us even more lean, efficient and reliable. Businesses, industries and domestic clients depend on us, and we take our responsibilities to them and the environment very seriously indeed.

Tabreed is a serious company doing serious business. That doesn't mean, however, that we don't know how to have a good time. We celebrate our people, the diversity in our company at every level, actively encouraging everyone to share their cultures, identities, languages and customs. We regularly host social events with hospitality and catering at our plants, and we have annual sports days and DE&I events that are, not only enormous fun, but highly effective in team building. As a result, people in Tabreed feel valued and staff engagement is at record levels – a career with this company is one to aspire to.

There are many unsung heroes in Tabreed, working behind the scenes to drive the company forward and secure its long-term future, and we will all see the defining results of their endeavours in our next integrated Annual and ESG Reports. In the meantime, we remain entirely focussed on honing and refining our business, bringing strong financial returns for our shareholders and taking care of our people and the countries and communities in which we operate.

**Khalid Abdulla Al Marzooqi**  
CEO | Tabreed





ABOUT THIS REPORT

ABOUT TABREED

OUR SUSTAINABILITY FOUNDATION

OUR ENVIRONMENTAL STEWARDSHIP

OUR PEOPLE'S WELFARE

OUR COMMUNITY ENGAGEMENT AND IMPACT

EMPOWERING CHANGE THROUGH GOVERNANCE

GRI CONTENT INDEX

essential for progress



## About this Report

**Our fifth sustainability report provides information on our environmental, social, and governance (ESG) journey in 2024. It details how our organisation performed in each aspect in relation to our sustainability goals.**

The report highlights key initiatives, achievements, and areas where we plan to improve. It reflects our ongoing commitment to transparency, accountability, and creating long-term value for all our stakeholders.

### Scope of the Report GRI (2-2), (2-3), (2-4), (2-5)

#### Organisational details

National Central Cooling Company PJSC (the "Company" or "Tabreed") is a leading world utility provider of district cooling services, with a presence in the UAE, Saudi Arabia, Oman, Bahrain, Egypt and India.

#### GRI Accordance & Reporting period

Tabreed has reported in accordance with the GRI Standards for the period January 1, to December 31, 2024.

#### Entities included in the Sustainability reporting

The Human Capital disclosures in this year's report include all employees in UAE registered under their respective legal entities and considered under National Central Cooling Company PJSC (Tabreed). The Health, Safety, Environment, and Quality (HSEQ) disclosures are specific to Tabreed's operations and do not extend to its subsidiaries.

#### Restatements of information

No restatement of information has been provided in this report.

#### Monetary value

All monetary values mentioned are in Arab Emirates Dirhams (AED), unless stated otherwise.

#### External assurance

We did not conduct external assurance for the 2024 report. To ensure reliable, traceable, and accurate data we continued using Squarely, an AI-powered ESG reporting platform.

#### Contact point

For any queries regarding this sustainability report, please contact us at: [esg@tabreed.ae](mailto:esg@tabreed.ae)

## ABOUT THIS REPORT

ABOUT TABREED

OUR SUSTAINABILITY FOUNDATION

OUR ENVIRONMENTAL STEWARDSHIP

OUR PEOPLE'S WELFARE

OUR COMMUNITY ENGAGEMENT AND IMPACT

EMPOWERING CHANGE THROUGH GOVERNANCE

GRI CONTENT INDEX

essential for progress



## Our 2024 Highlights

2.64 billion kWh reduction in energy consumption

Prevented 1.58 million MT of CO2 emissions

Successfully earned Verified Carbon Standard (VCS) certification for its SeaWorld Abu Dhabi plant

Signed a MoU with the Ministry of Energy and Infrastructure (MOE UAE) to establish a framework for cooperation in achieving efficient cooling solutions in alignment with the National Demand Side Management Program

Recipient of the Asian Power Awards 2024 | Gold – Renewable Projects (Geothermal DCP), and Gold - DC Initiative of the Year – UAE (Nano-particle additive in CW System)

Recipient of the MEIRA IR Reporting Awards | Best ESG & Sustainability Report in the Middle East – Mid-cap

Gold Sponsor | 3rd edition of the Asia Pacific Urban Energy Association (APUEA) in Bangkok, Thailand

Silver Sponsor | Buildings and Cooling Pavilion, hosted by the UN Environment Programme, the Global Alliance for Buildings and Construction (GlobalABC) and the Cool Coalition

Exclusive Cooling Partner of World Utilities Congress

Tabreed CEO, Khalid Abdulla Al Marzooqi, hosted an international delegation organised by the UN Environment Programme (UNEP) and under the framework of the Cool Coalition, as part of a three-day technical visit and workshop series on district cooling





essential for progress



# About Tabreed





## About Us GRI (2-1), (2-6)

### Company Overview

Tabreed (National Central Cooling Company PJSC), a Public Joint Stock Company listed on the Dubai Financial Market (DFM), has operated as a reliable and environmentally conscious district cooling utility provider since 1998, headquartered in Masdar City, Abu Dhabi. Tabreed distributes chilled water via central plants and underground networks, offering energy-efficient air conditioning solutions to commercial and residential clients across public and private sectors, supporting projects from development to operation.

We continue to evolve in our corporate strategy with new developments and innovations to contribute to the national objectives and prioritise global urgency. Read more about us in our [Integrated Annual Report 2024](#).



#### Our Vision

To re-imagine the future of sustainable cooling for the world, setting standards for sustainability and efficiency. We envision a world where sustainable cooling is synonymous with urban progress and sound environmental stewardship.



#### Our Mission

To lead through relentless innovation, operational excellence, and enduring partnerships, by leveraging our global expertise, we deliver sustainable cooling that is safe, reliable, and environmentally responsible, ensuring a better quality of life for everyone, everywhere.

#### Our Values

##### Driven

Tabreed is a company with limitless ambition and entirely focused on remaining the world's leader in sustainable cooling.

##### Dynamic

Agile, full of energy and optimism, fully engaged with policymakers and developers in the quest for decarbonisation.

##### Dedicated

Committed to being the best there is, benefiting clients, shareholders, staff, and the communities in which we operate.

In 2024,  
we produced  
**2.57 billion**  
**Refrigeration**  
**ton hours (RTh)**  
**of district**  
**cooling**







## Our Awards & Accolades

In our pursuit of business excellence, we are honoured to have been recognised by various esteemed organisations. In 2024, the awards and accolades we received acknowledge our achievements across environmental, social, and governance spheres. They also inspire us to deepen our commitment to sustainability, innovation, and ethical practices as we strive to create lasting positive impact across all aspects of our operations.

### Strategic and Investor Relations Awards

#### MEIRA IR Reporting Awards

Best ESG & Sustainability Report in the Middle East – Mid-cap

#### Institutional Investors Survey

Number 1 in Emerging EMEA Utilities

#### Europe and Emerging EMEA IR Awards

Top 5 Corporate for IR – Energy

#### MEIRA IR Awards

Most Improved IR Program for GCC

#### International Finance Award

Best Finance Team UAE – Utilities  
Best IR Team UAE – Utilities

#### OnCon Awards

Top 100 Finance Team Award

### ESG & Sustainability Awards

**Global ESG Awards** | Gold – Health and Well-being Programs

**Gulf Sustainability Awards** | Silver – Best Employee Well-Being

#### IDEA Awards: District Energy Space |

Silver – Total Number of Buildings Added or Recommitted  
Silver – Total Square Footage Added or Recommitted

#### Asian Power Awards 2024 |

Gold – Renewable Projects (Geothermal DCP)  
Gold – DC Initiative of the Year – UAE (Nano-particle additive in CW System)

### HR & Leadership Excellence Awards

#### HRM Summit Awards (Bahrain) |

People-Focused CEO of the Year

#### SHRM STAR Awards |

Silver – Learning & Development  
Bronze – Excellence in Talent Acquisition and Retention





# Our Sustainability Foundation







## Our Sustainability Foundation GRI (3-3), (2-13), (2-22)

Tabreed's Executive Management Team shoulders the responsibility for all environmental, social, and governance (ESG) and sustainability-related issues, including climate risks. The Management is represented by the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Operating Officer (COO), Chief Development Officer (CDO), Chief Asset Management Officer (CAMO), and Chief Legal Counsel (CLC). Significantly, these executives also form part of the ESG Committee, alongside three additional members, Vice President - Strategy & PMO, Vice President - Strategic Communications and Manager ESG - Strategy & PMO, underscoring their dedication to the oversight and direction of our ESG efforts.

The ESG Committee, led by the CEO, acts as the primary body for comprehensive ESG governance. The ESG Committee, includes specialised subcommittees dedicated to Environmental, Social, and Governance matters. Additionally, the Executive Management Team has been tasked with defining a company-wide ESG objective with clear milestones, which is measured through the company's corporate scorecard. This structured governance ensures that climate-related risks and opportunities are systematically managed while reinforcing Tabreed's commitment to sustainable district cooling solutions.

As a testament to our dedication to environmental, social, and governance (ESG) practices, we also disclose specific ESG metrics in our integrated

annual report, fulfilling the Dubai Financial Market (DFM) mandates.

### Our Material Focus Areas

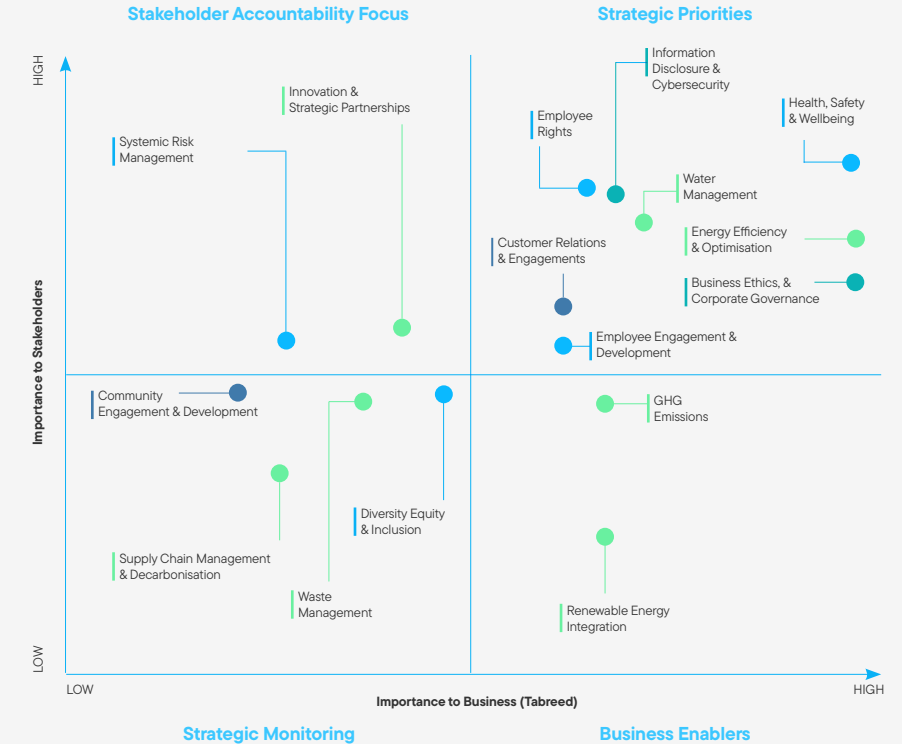
GRI (2-6), (2-25), (2-26), (2-28), (2-29), (3-1), (3-2)

In 2024, we conducted the second cycle of materiality analysis to assess our material topics which were initially identified in 2021. We led stakeholder engagement through online surveys and key discussions to identify and understand relevant sustainability topics to Tabreed. The materiality reassessment in 2024 began by benchmarking Tabreed's existing material topics against national and international peers to understand the relevance of our topics compared to our peers. Additionally, we also benchmarked our material topics against the SASB material topics - Electric Utilities & Power Generators. This helped us gain an understanding of both our existing material topics and possible new material topics on a larger scale.

Post benchmarking, we identified our relevant material topics whilst including possible new material topics and collected stakeholder responses to the new list of material topics through online surveys and in-depth discussions. We then collated the responses from our stakeholders - internal and external - to determine our new set of material topics. Based on the new materiality assessment conducted, we were able to identify a list of 16 ESG topics that were considered material to the organisation and our stakeholders.

### 2024 Materiality Matrix

● Environment ● People ● Community ● Business/Governance







This reassessment will help us prioritise and allocate resources accordingly to each topic to ensure that each individual topic is dealt with the same level of attention, rigour, and strategic focus. The new materiality process will not only help meet rising stakeholder expectations but also instil their confidence on our organisation and our commitment towards sustainability.







## Sustainability in Action GRI (2-1), (2-6)

By consistently adopting best practices, exploring innovative solutions, and aligning with recognised frameworks, we demonstrate our strong commitment to addressing our key ESG topics. The following table highlights some of the key practices and technologies implemented to reduce our environmental impact and foster a more sustainable future via our efficient district cooling.





Material Topics	Our Actions & Impact (2024)	SDGs Targets	UNGC Principles	DFM ESG Index
<div>     </div>				
<b>Our Environmental Stewardship</b>				
<b>Energy Efficiency &amp; Optimisation</b>	Achieved full year benefit of Tasheel 3 VFD Retrofit Project, resulting in 80,494,903 MJ of savings.	7.3 By 2030, double the global rate of improvement in energy efficiency	Principle 7: Businesses should support a precautionary approach to environmental challenges  Principle 8: Undertake initiatives to promote greater environmental Responsibility  Principle 9: Encourage the development and diffusion of environmentally friendly technologies	E3. Energy Usage  E4. Energy Intensity  E5. Energy Mix  E8. Environmental Management  E9. Climate Risk Management and Oversight
<b>Renewable Energy Integration</b>	Consumed 15,413.23 GJ of renewable energy from G2COOL, our geothermal plant	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	Principle 7: Businesses should support a precautionary approach to environmental Challenges  Principle 8: Undertake initiatives to promote greater environmental Responsibility  Principle 9: Encourage the development and diffusion of environmentally friendly technologies	E1. GHG Emissions  E2. Emissions Intensity  E5. Energy Mix  E8. Environmental Management  E9. Climate Risk Management and Oversight



Material Topics	Our Actions & Impact (2024)	SDGs Targets	UNGC Principles	DFM ESG Index
<div>     </div>				
Our Environmental Stewardship				
<b>Supply Chain Management &amp; Decarbonisation</b>	<p>Spent AED 436 million towards local procurement, in line with ICV</p> <p>Implemented Supplier Relationship Management (SRM) Framework across all supplier tiers</p>	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities	<p>Principle 4: The elimination of all forms of forced and compulsory labour</p> <p>Principle 5: The effective abolition of child Labour</p> <p>Principle 6: The elimination of discrimination in respect of employment and occupation.</p>	G4. Supply Chain Management
<b>Innovation &amp; Strategic Partnerships</b>	<p>Installed Solar Photovoltaics in two sites, enhancing our clean energy commitment</p> <p>Installed Nano Particles in 3 plants, enhancing heat transfer efficiency</p> <p>Operating Condenser Water Auto Tube Cleaning System which recycles sponge balls along with water flow, to improve cooling efficiency</p>	<p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries acting in accordance with their respective capabilities</p> <p>12.8.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p>		<p>E8. Environmental Management</p> <p>E9. Climate Risk Management and Oversight</p>









Material Topics	Our Actions & Impact (2024)	SDGs Targets	UNGC Principles	DFM ESG Index
<div>     </div>				
Our Environmental Stewardship				
<b>Water Management</b>	Investing in infrastructure and water systems to improve water efficiency like treated sewage effluent (TSE) and a seawater plant in Bahrain. Tabreed also has implemented water recycling initiatives in Abu Dhabi	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges</p> <p>Principle 8: Undertake initiatives to promote greater environmental responsibility</p> <p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>	<p>E6. Water and Effluents</p> <p>E8. Environmental Management</p> <p>E9. Climate Risk Management and Oversight</p>
<b>Waste Management</b>	Reduced the amount of non-hazardous waste sent to landfill	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse		<p>E7. Waste</p> <p>E8. Environmental Management</p>
<b>GHG Emissions</b>	<p>Reduced scope 1 &amp; scope 2 emissions by 31% and 28% respectively</p> <p>Reduced emission intensity by 30.6% for combined scope 1 and scope 2 emissions</p> <p>Identified relevant scope 3 categories and accounted the associated emissions</p>	<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>		<p>E1. GHG Emissions</p> <p>E2. Emissions Intensity</p> <p>E8. Environmental Management</p> <p>E9. Climate Risk Management and Oversight</p>







Material Topics	Our Actions & Impact (2024)	SDGs Targets	UNGC Principles	DFM ESG Index
<b>Our People's Welfare</b>				
<b>Diversity, Equity &amp; Inclusion</b>	Conducted numerous initiatives to build on an inclusive workplace			S4. Gender Diversity and Equality
<b>Employee Rights</b>	Educated employees on our Grievance Policy  Maintained adherence of all suppliers and contractors to our Human Rights Policy	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	S5. Human Rights
<b>Employee Engagement &amp; Development</b>	Increased employee engagement rating from 4.13 in 2023 to 4.20 in 2024  Increased the average hours of training per employee from 19 in 2023 to 39 in 2024  Continued the rewards and recognition initiatives for employees			S4. Gender Diversity and Equality
<b>Health, Safety &amp; Well-being</b>	Maintained zero fatalities  Provided a total of 13,923 hours of HSE training	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment		S5. Human Rights  S6. Health and Safety



Material Topics	Our Actions & Impact (2024)	SDGs Targets	UNGC Principles	DFM ESG Index
<div>     </div>				
Our Community Responsibilities				
<b>Customer Relations &amp; Engagement</b>	<p>Introduced multiple accounts for customers owning more than one premise</p> <p>Added FAQs to Tasleem's home page to help customers. This helped to enhance the customer's experience</p> <p>Increased customer satisfaction to 78% in 2024, compared to 69% in 2023</p>	16.6.2 Proportion of population satisfied with their last experience of public services		S7. Community Engagement
<b>Community Engagement &amp; Development</b>	Invested AED 414,550 in CSR activities	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services		S7. Community Engagement





Material Topics	Our Actions & Impact (2024)	SDGs Targets	UNGC Principles	DFM ESG Index
<div>     </div>				
Our Governance for Impact				
<b>Business Ethics &amp; Corporate Governance</b>	<p>Maintained female representation of 22% in our Board</p> <p>Maintained zero cases of corruption</p>	<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</p> <p>Principle 2: Make sure that they are not complicit in human rights abuses.</p> <p>Principle 4: The elimination of all forms of forced and compulsory labour</p> <p>Principle 5: The effective abolition of child labour</p> <p>Principle 6: The elimination of discrimination in respect of employment and occupation</p> <p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>G1. Board Diversity</p> <p>G2. Board Independence</p> <p>G5. Ethics and Anti-Corruption</p>
<b>Information Disclosure and Cybersecurity</b>	<p>Continued to report on Environmental, Social, and Governance (ESG) disclosures in alignment with Dubai Financial Market (DFM) guidelines, as part of our Integrated Annual Report.</p> <p>Maintained zero cases of data security breaches</p>	<p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>		<p>G6. Data Privacy</p> <p>G7. Sustainability Practices</p>





# Our Environmental Stewardship







## Our Management Approach GRI (3-3)

We embed efficient and environmentally-sound practices into our core business planning and strategic objectives, demonstrating our unwavering dedication to a sustainable future for the UAE and the world. This proactive approach not only mitigates environmental risks but also enhances our operational resilience and contributes to the long-term well-being of the communities we serve, aligning with the UAE's vision for a green economy.

Our Integrated Management System (IMS) is in tandem with key global benchmarks such as ISO 14001 for environmental management, ISO 50001 for energy management and ISO 45001 for occupational health and safety. Our rigorous protocols govern water discharge, waste handling, and emissions, with routine reporting to the appropriate regulatory bodies. Our commitment also encompasses the responsible management of hazardous substances, ensuring that chemicals, plastic storage, and operational procedures are free from carcinogenic compounds like PFAS (Perfluoroalkyl) and PFOA (Polyfluoroalkyl).

### Environmental Policy

As a leading provider in the Energy & Utilities sector across the United Arab Emirates, Tabreed maintains a comprehensive Environmental Policy that serves as the cornerstone of our commitment to environmental stewardship and climate risk management. This policy framework demonstrates our proactive approach to addressing environmental challenges while ensuring sustainable business operations.



The Environmental Policy is integrated into our corporate governance structure, ensuring oversight at all levels of the organisation.

## Our Net-Zero Transition & Decarbonisation Philosophy

In alignment with the UAE Energy Strategy 2050, we are advancing a comprehensive roadmap to reach net-zero emissions by mid-century. This plan integrates a wide range of initiatives focused on expanding the use of renewable energy, improving energy efficiency, and adopting cutting-edge technologies. By strategically applying these initiatives, we are firmly committed to lowering our carbon footprint and playing a vital role in building a more sustainable future.

The core principles that guide our efforts towards decarbonisation are:



Energy Efficiency & Optimisation



Technology Upgrades



Renewable Energy Integration



Supply Chain Management & Decarbonisation



Innovation & Strategic Partnerships "An Enabler to other principles"



Compensating for Residual Emissions through Offsetting





## Energy Efficiency & Optimisation GRI (3-3), (302-1), (302-2), (302-3), (302-4), (302-5)

Our approach to climate action is rooted in smart resource use, reduced emissions, and a strong focus on energy efficiency. By delivering dependable and eco-friendly cooling solutions at competitive rates, we not only meet the evolving needs of residential and commercial customers but also support the transition to a low-carbon future. This commitment enhances our sustainability leadership and strengthens our appeal to environmentally conscious stakeholders.

Tabreed participated in Earth Day by turning off non-essential lighting across its plants for one hour. This symbolic gesture complements our broader commitment to energy efficiency and climate action, while encouraging employee awareness of environmental responsibility.

	Direct Energy Use						Indirect Energy Use		Total Energy Usage	Energy Intensity
	Petrol		Diesel		Natural Gas		Electricity via utility provider			
	By Volume (Litres)	By Energy (TJ)	By Volume (Litres)	By Energy (TJ)	By Volume (m3)	By Energy (TJ)	By Volume (kWh)	By Energy (TJ)	(TJ)	(MJ/Ton-Hr Refrigeration Produced)
2022	805,014	28	3,339	0.13	10,607,238	438	1,909,345,484	6,874	7,313	3.35
2023	854,971	30	3,310	0.13	2,545,580	101	2,036.614,588	7,331	7,462	3.02
2024	1,105,522	38.48	3,820	0.15	2,616,143*	103.60	2,127,345,976	7,658	7,800	3.04

\*Internally generated electricity using Natural Gas = 23,856,895 kWh

Energy intensity in 2024 remained largely consistent with previous years, showing only a slight increase of 0.02. Despite rising weather temperatures, we maintained stable energy performance, thanks to several efficiency initiatives in place at Tabreed that promote responsible energy consumption. The key initiatives include:

Retrofitting chillers with Medium Voltage (MV) drives and pumps with Low Voltage (LV) drives

Utilising thermal energy storage (TES), including participation in a DoE demand response project

Operating a geothermal plant

Utilising solar panels to power plant auxiliaries



## Technology Upgrades

We embrace the power of innovation to drive meaningful change. Incorporating innovative technology into our cooling infrastructure allows us to boost performance while minimising environmental impact. These continuous improvements reflect our dedication to setting new standards in energy efficiency and sustainability across the industry. We are also deploying AI-driven digital solutions to optimise cooling efficiency.

### Project Tasheel | Pioneering the Next Generation of Smart, Low-Carbon Plant Operations

Launched in 2018, Project Tasheel is Tabreed's flagship initiative driving the transformation of district cooling operations towards a smarter, more sustainable future. The program focuses on four strategic pillars:

1. Automation and standardization of plant processes.
2. Advanced data analytics and remote monitoring.
3. Transforming plant rooms into fully variable systems for precise, real-time adaptation to changing loads and environmental conditions.
4. Establishment of Centralized Control and Dispatch Centers with a design that seamlessly integrates AI and supports cloud-agnostic deployment.

As part of the ongoing transition to all-variable plants, across 35 plants—the efforts are projected to deliver over 223 million kWh in energy savings and avoid approximately 105,000 metric tons of CO<sub>2</sub> emissions over the next decade.

Looking ahead, Project Tasheel is also enabling a shift toward unmanned plant operations, supported by real-time monitoring, AI-driven optimization pilots, and strategic industry collaborations. Together, these efforts position Tabreed at the forefront of operational innovation and environmental stewardship in the district cooling sector.



In 2024, the full year benefit of **Tasheel 3 VFD Retrofit Project** was achieved, and it resulted in **22,359,695 kWh savings**

Our sustainable cooling services reduced **energy consumption by 2.64 billion kWh**, enough to power approximately **150,000 homes** and prevented **1.58 million metric tons of CO<sub>2</sub> emissions**, equivalent to **removing approximately 343,000 vehicles from the road**



ABOUT THIS REPORT

ABOUT TABREED

OUR SUSTAINABILITY FOUNDATION

**OUR ENVIRONMENTAL STEWARDSHIP**

OUR PEOPLE'S WELFARE

OUR COMMUNITY ENGAGEMENT AND IMPACT

EMPOWERING CHANGE THROUGH GOVERNANCE

GRI CONTENT INDEX

essential for progress



In 2024,  
**15,413.23 GJ of renewable energy**  
was consumed  
by our geothermal plant

## Renewable Energy Integration GRI (3-3)

Our journey toward net-zero is strongly anchored in the pursuit of renewable energy solutions. We made significant strides in incorporating renewable energy into our operations and we continue exploring a range of renewable sources to enhance efficiency and cutting emissions across our operations. As we develop these initiatives into long-term strategies, we are also investing in the necessary infrastructure and partnerships to ensure reliable, clean energy integration.

### Geothermal Energy

Winning the Gold award for Geothermal Power Project of the Year at the Asian Power Awards 2024 stands as a proud milestone in our sustainability journey. This recognition celebrates the successful launch of G2COOL in partnership with ADNOC, the Gulf's first geothermal district cooling plant. By integrating geothermal energy with advanced absorption chiller technology, G2COOL demonstrates our commitment to low-carbon innovation and climate leadership.

The project is expected to reduce electricity consumption for cooling by around 30%, avoiding approximately 1,129 tons of CO<sub>2</sub> emissions annually. Aligned with ADNOC's 2045 net-zero target and the UAE Energy Strategy 2050, G2COOL reinforces our role in driving energy diversification and setting new benchmarks for sustainable cooling in the region.







## Supply Chain Management & Decarbonisation

GRI (3-3), (308-1), (308-2), (414-1), (414-2)

Tabreed's supply chain supports the efficient, reliable operation of our district cooling plants by sourcing materials, equipment, and services from key upstream partners. Strategic collaborations with service providers in technical support, engineering, and facility management help optimise plant performance, enhance efficiency, and drive sustainability. This integrated approach fosters innovation, resilience, and continuous improvement in line with our mission to deliver sustainable cooling solutions.

Our procurement practices prioritise ethical sourcing, supplier accountability, and reliability, ensuring consistent service delivery for our customers. By embedding sustainability within our procurement processes, we can drive positive change, manage risks, and contribute to a more sustainable future.

Additionally, we remain committed to supporting in-country value (ICV) by increasing local sourcing and contributing to the UAE's economic growth through investment in national market.

	2023	2024
<b>Total number of Suppliers</b>	576	571
<b>Total number of Local Suppliers</b>	520	521
<b>% of local suppliers to total number of suppliers</b>	90%	91%

Local procurement not only helps reduce costs and support the local economy, but it is also an environmentally responsible choice. By sourcing products locally, transportation emissions reduce, as shorter distances reduce the carbon footprint associated with product delivery. Additionally, sourcing locally helps to minimise packaging and storage requirements, further decreasing our total carbon output.



In 2024, we spent  
**AED 436 MN** towards local  
procurement, emphasising our  
**responsibility towards ICV**

As we continue to embed sustainability into every facet of our operations, supply chain decarbonisation remains a strategic priority. Through collaboration with responsible partners and a commitment to continuous improvement, we aim to drive long-term environmental benefits while reinforcing the resilience and integrity of our infrastructure.

**Supplier Code of Conduct:** This Code ensures ethical business practices and conducts along with adherence to relevant laws and regulations. Additionally, all our suppliers are required to agree to our Human Rights Policy during the registration process. 100% of our suppliers align with our Supplier Code of Conduct.

**Supplier Due Diligence:** The process includes a checklist that collects information on human rights practices, trade licenses, environmental sustainability, etc. This helps to strengthen our internal process and select responsible supplier partners.

**Supplier Relationship Management (SRM) Framework:** This was piloted in 2023 and in 2024 was implemented across all supplier tiers. Through a structured SRM Framework, we engage with key suppliers to ensure compliance with quality, safety, environmental, and ethical standards.

**Supplier Grievance:** Supplier grievances cover contract terms, payments, quality, communication, and delivery. Suppliers can either refer to our Supplier Code of Conduct for communication channels or utilise our internal Supplier Relationship Management (SRM) programme for issue resolution.





## Our Engagement with Suppliers

Tabreed's Supplier Onboarding Process rigorously assesses suppliers' sustainability and ethical commitments through detailed questionnaires covering environmental impact, labour practices, and human rights. Expectations are defined in onboarding and contracts, reinforced by regular Strategic Supplier Meetings and Performance Evaluations within our SRM framework, incorporating end-user feedback for improvement.

Transparent communication and mutual learning are emphasised, with continuous dialogue on compliance. Established dispute resolution procedures ensure professional and fair conflict management focused on continuous improvement, which is further encouraged through periodic feedback and performance assessments leading to regular updates in agreements and practices.

Meticulous record-keeping of agreements, communications, and corrective actions ensures accountability, and suppliers must commit to providing information for legal and regulatory compliance, fostering a responsible and sustainable supply chain.

## Sustainability Criteria in our Supplier Screening Process

### Environmental Criteria\*

- Presence of sustainability approach and/or strategy
- Practices to reduce environmental impacts
- Practices to reduce waste generation
- Monitoring and measurement of Greenhouse Gases (GHG) and energy data

### Social Criteria

- Presence of Child Labour Policy
- Presence of Human Rights Policy
- Application of fair employment practices to the workforce and sub-contractors

\*HSEQ evaluation is also conducted during tender and selection process, when required

In 2024,  
**288 suppliers**  
went through our supplier  
qualification process and  
**were approved**





## Innovation and Strategic Partnerships GRI (3-3), (2-13), (2-25), (2-28)

Innovation and new technology exploration is engrained in our organisation's identity and operations. In line with this, we have invested in several key initiatives, where each of them is at different stages ranging from pilot to operating fully. These initiatives cover areas like energy efficiency, waste management, operational efficiency, etc. Tabreed backs these initiatives as imperative in leading the organisation towards a more sustainable future.

Key Initiatives	Objective	Status in 2023	Status in 2024	Progress from 2023 to 2024
<b>Nano Particles</b>	Improve the thermal conductivity of the fluid, thereby enhancing heat transfer capabilities	In operation	<b>In operation:</b> Installed in 3 other plants.	Current results show 8-10% efficiency improvement. Measurement & verification still on going
<b>Solar Photovoltaics (PVs)</b>	Generate clean electricity during daylight hours, helping to reduce grid dependency and lower peak electricity demand	Ongoing	<b>Ongoing:</b> Installation completed in 2 sites	Now operational and generating power (~1 MW from each plant)
<b>Condenser Water Auto Tube Cleaning System</b>	Implements an in-line tube cleaning system that recycles slightly oversized sponge balls to continuously remove deposits from pipes, improving energy efficiency without disrupting water flow or pressure	In process	<b>Ongoing:</b> Project has already started and is actively progressing	Pilot completed in India. Shows 6% energy savings. Pilot project in Abu Dhabi ongoing
<b>Electrolytic Filtration System for Condenser Water</b>	Use of electrolytic reactions at cathode and anode to reduce scaling in condenser water	In process	<b>In process:</b> Pilot completed in India. Measurement and validation ongoing	The result from India shows 25% reduction in Makeup water requirement. Planning to conduct a pilot in Abu Dhabi Plant in 2025-2026



Key Initiatives	Objective	Status in 2023	Status in 2024	Progress from 2023 to 2024
<b>Phase Change Material (PCM)</b>	An efficient and cost-effective way of storing and releasing energy, as PCM can absorb and release energy at a phase transition. This enables it to be used to regulate temperatures in buildings and other applications, thus reducing energy consumption and costs	In process	<b>In process:</b> The project is in the process of exploration and start pilot	Planning to do desktop study in 2025 to utilise the PCM-based Thermal Energy Storage at the building location
<b>Renewable Energy</b>	PV Ultra modules mounted on a tower receiver, generating both electricity and heat. System offers efficiency around 70%	In process	<b>In process:</b> The project is in exploration stage	Desktop study ongoing for a plant in Abu Dhabi
<b>Cooling Tower-Fan</b>	Designed to move large volumes of air with minimal energy consumption, improving overall system performance	In process	<b>In process:</b> Cooling tower efficiency improvement	Planned to do pilot study in one of the Dubai plant cooling towers
<b>Leak Detection in Chilled Water Network</b>	Leak detection in external chilled water system using existing fibre optic cables. Allows easy maintenance work and reduces water losses	In process	<b>In process:</b> The project is in exploration stage	Planned to do pilot study in one of the chilled water piping networks in Abu Dhabi
<b>High Efficiency Magnetic Bearing Chillers</b>	Improving plant efficiency as magnetic bearing chillers reduce friction and eliminate the need for oil lubrication	Ongoing	<b>Closed:</b> Tested the magnetic bearing chiller	Performance results conclude smaller capacity chillers are only feasible

Updates mentioned are as of publication of ESG report.



## Compensating for Residual Emissions

GRI (3-3), (2-13), (2-25), (2-28)

Notwithstanding the nature of the district cooling industry, the reality is that some level of emissions is unavoidable. In response, we have initiated two primary initiatives to address this challenge. The first involves trading carbon credits generated by our energy-efficient cooling solutions. The second aims to identify and invest in offset projects that will help neutralise any remaining emissions, further strengthening our dedication to co-benefit contributions.

**DFM Carbon Credit Trading:** In 2023, Tabreed joined the DFM's pioneering carbon credit trading pilot at COP28 Dubai, alongside 23 other partners, exploring a voluntary market featuring DEWA and international projects. This participation signifies our commitment to environmental stewardship and positions us as a leader in the region's growing sustainable finance sector. We aim to further support the development of a strong regional carbon credit market, promoting environmental responsibility and carbon footprint reduction.

**Verified Carbon Standard:** In 2024, Tabreed achieved a significant milestone in decarbonising the cooling sector, with its SeaWorld Abu Dhabi plant becoming the first in the industry to earn the Verified Carbon Standard. This recognition by Verra qualifies Tabreed to generate carbon credits in the voluntary market, marking a pivotal moment for both the company and the wider district cooling industry. It also highlights the environmental impact of our broader renewable energy efforts in 2023, including our collaboration with ADNOC to design, construct, and commission the region's first district cooling plant powered by renewable geothermal energy.

**Clean Energy Certificates:** In a further renewable energy initiative, during 2023 Tabreed purchased 116,000 MWh of solar-sourced Clean Energy Certificates (CECs) from the Emirates Water and Electricity Company (EWEC), demonstrating its commitment to a diverse energy mix. These CECs are equivalent to the amount of energy required to cool prominent locations such as Masdar City, Raha Beach, and key attractions on Yas Island. We can use these CECs to offset a portion of our own emissions, supporting our decarbonisation goals.

## Participation in Climate Programmes

Tabreed participated in national and international climate programmes. This solidifies our position and commitment towards achieving net-zero emissions.

### Climate-Responsible Companies Pledge:

This initiative, supported by the Ministry of Climate Change and Environment (MOCCAE) and the National Dialogue for Climate Ambition (NDCA), aligns with the UAE's goal of reaching net-zero emissions by 2050. We signed this pledge in March 2023 and thereby formalised our commitment to reaching net-zero targets. The organisation through its Annual Report and ESG Report ensure the monitoring of our emissions.

### The Global Cooling Pledge - One of the outcomes for the COP28 Presidential Action Agenda:

Demonstrating our strong commitment to sustainability, Tabreed proudly signed the UNEP-backed Global Cooling Pledge, a key outcome of the UAE's COP28 Presidential Action Agenda. This pledge aims for a 68% reduction in cooling-related emissions by 2050, increased access to sustainable cooling by 2030, and a 50% improvement in new air conditioner efficiency. As a signatory, we reinforce our environmental stewardship and dedication to a sustainable future by implementing and promoting energy-efficient and environmentally friendly advanced district cooling technologies.



**Tabreed's SeaWorld plant became the first in the district energy sector to earn the Verified Carbon Standard, recognising its significant environmental benefits by saving electricity and preventing approximately 19,320 tons of CO<sub>2</sub> emissions annually compared to conventional cooling solutions**





## GHG Emissions

GRI (3-3), (305-1), (305-2), (305-3), (305-4), (305-5), (305-6), (305-7)

Monitoring greenhouse gas (GHG) emissions should be an integral part of an organisation's risk management. As understanding emissions and their origins is relevant to climate action, we established our baseline emissions in 2023 to finalise our net-zero targets.

In 2024, we are taking the next step by accounting for our Scope 3 emissions. As part of this we conducted screening exercise based on GHG Protocol's Scope 3 decision trees. We utilised the guidance to identify six relevant scope 3 categories as a starting point in our Scope 3 journey.

	2022	2023	2024
<b>Scope 1 Emissions</b> (tCO <sub>2</sub> e)	33,619	65,501	45,194*
<b>Scope 2 Emissions</b> (tCO <sub>2</sub> e)	1,201,313	816,682	588,120
<b>Scope 3 Emissions</b> (tCO <sub>2</sub> e)**			289,630
<b>Emissions Intensity</b> (kgCO <sub>2</sub> e/Ton-Hr refrigeration)	0.55	0.36	0.36

\*To prevent double counting, the emissions from internal electricity generation (23,856,895 kWh) from natural gas combustion are reflected in Scope 1 emissions, not Scope 2.

\*\*For the reporting year, we have prioritized disclosing a cumulative Scope 3 emissions figure across selected categories that are most material to our operations and for which data is currently available. These categories are Category 1: Purchased Goods and Services (partially reported), Category 3: Fuel and Energy-Related Activities (not included in Scope 1 or 2), Category 5: Waste Generated in Operations, Category 6: Business Travel, Category 7: Employee Commuting and Category 11: Use of Sold Service. Emission calculations were performed using emission factors sourced from databases, including Climatiq, DEFRA, CarbonCloud, MyClimate, and FutureTracker, among others.

We are committed to enhancing the completeness, granularity, and accuracy of our Scope 3 reporting in subsequent years, including providing category-level breakdowns as data quality and availability improve.

In 2024, our diligent efforts such as operational efficiency and renewable energy integration produced results, as demonstrated by the marked reduction in our absolute emissions and emissions intensity. This achievement not only underscores the effectiveness of our strategies but also reinforces our commitment to continuous sustainable progress. Notably, a significant part of this reduction is attributed to the application of accurate emissions factors based on the published lower emission factors by electricity providers in Abu Dhabi and Dubai. By using these emission factors, our calculations are grounded in an established, industry-recognised framework, ensuring greater reliability and transparency in our reported emission reductions.

## Assessing Emissions Impact

The evolving business and regulatory environment, shaped by climate change, presents Tabreed with a spectrum of challenges and prospects. Physical risks manifest as more frequent and severe extreme weather events like storms and floods, potentially causing infrastructure damage, operational disruptions, and increased maintenance expenses. Conversely, transition risks emerge from regulatory adjustments, market transformations, and technological progress, requiring investments in lower-carbon alternatives to maintain our competitive edge.

In 2023, we conducted an initial internal assessment guided by the Task Force on Climate-related Financial Disclosures (TCFD) framework, to identify physical and transition risks linked to climate change. To proactively manage these risks, we have now integrated climate considerations into our core corporate strategy and financial planning. This involves aligning with the UAE's Net Zero 2050 goal through the adoption of innovative cooling technologies, incorporating renewable energy sources such as geothermal cooling, and implementing AI-powered efficiency measures to optimise our operations. Strategic capital investments in enhancing infrastructure resilience, alongside the exploration of green financing options and participation in carbon credit markets to fund our climate initiatives, are crucial for ensuring long-term sustainability. This approach allows Tabreed to effectively mitigate risks while simultaneously bolstering our market leadership in the transition towards a low-carbon economy.

Despite the challenges, climate change also unlocks impactful opportunities for Tabreed. The increasing need for energy-efficient cooling in hot climate, positions district cooling as a compelling low-carbon solution. Supportive regulations and incentives for sustainable cooling infrastructure further fuels our business expansion. We are focused on reinforcing the climate risk assessment by embedding these considerations within our enterprise risk management system, which will guarantee their integration into strategic planning and investment decisions.

Reduction in emission intensity by

**30.6%**  
compared to 2023

(Scope 1 and Scope 2)

In 2024, we reduced our  
**Scope 1 & Scope 2 emissions  
by 31% and 28% respectively**



## Water Management

GRI (3-3), (303-1), (303-2), (303-3), (303-4), (303-5)

For us, water efficiency is more than just a metric, it is a cornerstone of our sustainable operations. Our efforts begin with leveraging the expertise of Cooltech, our dedicated water treatment subsidiary, to continually refine operations and minimise water use per unit of cooling. Cooltech is at the forefront of developing advanced solutions, such as specialised chemical treatments that operate efficiently at higher cycles of concentration (COCs), merging cleaning and passivation processes to further reduce water usage.

Our collaborative efforts with key government entities such as the Department of Energy (DoE), TAQA Distribution, and TAQA Water Solutions have paved the way for the integration of alternative water sources, including Treated Sewage Effluent (TSE). Additionally, our joint projects with the DoE enable us to repurpose cooling tower blowdown water for landscape irrigation.

We work closely with the DoE and the Dubai Municipality Environment Department to ensure that water discharged from both cooling towers and TSE polishing plants not only complies with but exceeds regulatory requirements. Innovation continues to propel our sustainability journey. The different water sources used by Tabreed are:



**Freshwater** | This is the main source of makeup for cooling water system.

**Treated Sewage Effluent (TSE) Water** | This is used as the make-up water source.

**Geothermal Water** | This is utilised as a natural heat sink in our district cooling plants and is a clean alternate solution.

**Sea Water** | Our Bahrain and Emaar Beach Front plants utilise carefully designed and treated Once-through Cooling (OTC) systems, reflecting our commitment to environmental responsibility and water resource management.

Wastewater from Tabreed's cooling tower blowdown at all plants is discharged into the sewerage network, ensuring compliance with trade effluent control standards. Similarly, reject water from the TSE Polishing Plant in our Dubai facilities is disposed of via the Dubai Municipality (DM) sewerage network, adhering to the DM Environment Department's discharge limit waivers.

### Tabreed complies with the following regulations:

- Local Order No. 61 of 1999 concerning Environmental Standards and Allowable Limits of Pollutants on Land, Water, and Air Environment issued by Dubai Municipality for Dubai.
- The Trade Effluent Disposal Waiver Letter issued by Dubai Municipality on June 27, 2011.
- The Trade Effluent Control Regulations 2022 issued by the Department of Energy for Abu Dhabi, Al Ain, and other emirates.

	2022	2023	2024
<b>Total amount of water consumed</b> (in m3) (i.e., Trucked water and National Utility)	16,495,096	17,560,957	17,636,887
<b>Total amount of water reclaimed</b> (in m3) (Industrial or municipal wastewater that is recycled and reused at the company)	2,607,143	4,330,106	1,212,561
<b>Water intensity</b> (water consumed in m3/ Refrigeration ton-hour production)	0.0074	0.0071	0.0073

Tabreed is investing in infrastructure and water systems to improve water efficiency by at least 20%, including treated sewage effluent (TSE) and a seawater plant in Bahrain. Water recycling initiatives in Abu Dhabi include pursuing TSE connections for 16 plants. In Dubai, cooling tower blowdown is routed through a TSE polishing plant for reuse as cooling tower makeup.



## Waste Management

GRI (3-3), (306-1), (306-2), (306-3), (306-4), (306-5)

Tabreed demonstrates its commitment to environmental stewardship through strategic waste management practices across our operations in the United Arab Emirates. We implemented targeted initiatives focusing on both hazardous and non-hazardous waste streams. We continue to track and manage waste generated across various locations through Waste Reduction Action Plan (WRAP).

We ensure all hazardous waste is properly handled and recycled through Municipality-approved contractors, demonstrating our dedication to responsible waste disposal practices.

	2022	2023	2024	Treatment Methods
<b>Paper Waste</b> (in tons)	0.449	0.449	0.499	Recycling
<b>Hazardous Waste</b> (in tons)	11.97	11.99	17.44	Third-party Treatment Service
<b>Non-Hazardous Waste</b> (in tons)	231.32	265.64	82.8	Landfill

All the district cooling plants (DCPs) are provided with a skip of 1.2 m3 volume and approved contractor (Suez) is removing the skip on a weekly basis. However, the quantity is not measured.

In 2024, we were able to drastically reduce the amount of non-hazardous waste sent to landfill. This reduction highlights our commitment to having the lowest possible impact on our surrounding and the planet. We will continue to build on this momentum to ensure that we maintain our standards in responsible consumption.



In 2024, we reduced the  
**amount of non-hazardous  
waste sent to landfill by**

**69%**  
compared to 2023







# Our People's Welfare







## Our Management Approach

GRI (3-3)

At Tabreed, employees are the driving force to our success. Their dedication, talent, and passion form the foundation of our growth and accomplishments. We are deeply committed to their safety, personal growth, and overall well-being—values that remain central to our organisation.

We cultivate an environment that supports both professional advancement and personal fulfilment. Through continuous learning opportunities, career development initiatives, and a culture rooted in mutual respect, innovation, and teamwork, we empower our employees to thrive. By emphasising open communication, work-life balance, and a positive work environment, we enable every team member to flourish and contribute to our collective goals.

Oversight of our human capital strategy lies with the Nomination and Remuneration Committee (NRC) of our Board. This committee plays a critical role in shaping and guiding people-related policies, including recruitment and separation at the senior management level, as well as executive succession planning. The NRC also establishes and reviews the annual compensation framework covering salaries, incentives, benefits, retirement plans, and other allowances for both senior executives and the leadership team, ensuring our talent strategy aligns with long-term organisational objectives.



ABOUT THIS REPORT

ABOUT TABREED

OUR SUSTAINABILITY FOUNDATION

OUR ENVIRONMENTAL STEWARDSHIP

**OUR PEOPLE'S WELFARE**

OUR COMMUNITY ENGAGEMENT AND IMPACT

EMPOWERING CHANGE THROUGH GOVERNANCE

GRI CONTENT INDEX

essential for progress



## Diversity, Equity & Inclusion (DE&I)

GRI (3-3), (405-1), (405-2)

At Tabreed, we understand that true sustainability can be achieved only when there is equality and inclusion. DE&I are important to our mission and values, and they influence how we operate, innovate, and grow. We believe that a diverse workforce, allows generation of more ideas and discussions which leads to better decisions and generates a sense of belonging.

The implementation of our DE&I Policy and the DE&I committee meetings held are proof of our ongoing commitment to maintaining an equitable, diverse, and inclusive working environment. Our Human Capital department actively supports the DE&I Committee, with members of the department sitting within the committee. In 2024, to continue their efforts, they did the following:

Training on 'Customer Service Excellence, Embracing Diversity & Determination'

Webinar on 'Nurturing Mental Wellbeing Through Diversity and Inclusion'

Participation in a workshop on 'Driving Gender Diversity in Heavy Industries'

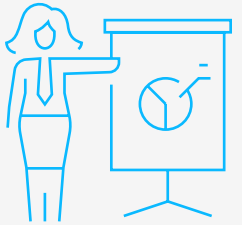
Participation at the 'Aurora 50 Inclusive Workplaces Summit 2024' as a delegate

Emirati Women's Day 2024 Traditional Breakfast celebration



In celebration of Women's Day, we **organised a half-day workshop for all female employees, recognising and honouring their achievements and contributions**

In 2024, we provided an **average of 35 hours of training to each female employee**



### Empowering our Female Employees

Our female employees have actively participated in transformative training programs, such as the Coaching/ Strength Coach and Hawkamah Directors Development Program, which was conducted for Board Members. These leadership-focused initiatives have empowered our female professionals to enhance their skills and make meaningful contributions to the workplace. Through these programs, they gained valuable insights and strategies to excel in leadership roles.

Additionally, we are analysing the results of the Culture and Engagement Survey that was conducted to better understand the challenges faced by female employees in the workplace. These insights will assist us in taking focused actions to address and support the needs of our female employees.





## Our Workforce Representation

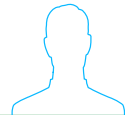
GRI (2-7), (2-8), (405-1), (405-2)



	2022	2023	2024
Full-time Employees	932	957	903
Temporary Employees*	107	132	211

\*At Tabreed, we don't designate employees as part-time. Instead, we have two main categories: full-time and temporary staff. The temporary category encompasses contractors and consultants who are engaged in discrete, project-based assignments rather than ongoing roles.

### Gender Diversity (Full-time Employees)



MEN

2022 **93%** | 2023 **90%** | 2024 **92%**



WOMEN

2022 **7%** | 2023 **10%** | 2024 **8%**



### Gender Median Pay: Men to Women Ratio

2022 **1:3.05** | 2023 **1:2.26** | 2024 **1:3.41**





Full-time Workforce by Employee Skill	2022	2023	2024
White Collar	369	333	332
Blue Collar	563	624	571

#### Full-time Workforce by Employee Category



Staff  
Level

2022

817

2023

830

2024

771



Mid  
Level

2022

98

2023

110

2024

115



Senior &  
Executive Level

2022

17

2023

17

2024

17

Full-time Employees by Age Group	2022	2023	2024
Under 30 years	79	69	55
31-50 years	713	739	682
51+ years	140	149	166

#### FULL-TIME EMPLOYEES BY GENDER DIVERSITY



MEN



WOMEN

	2022	2023	2024	2022	2023	2024
Entry-level Positions	57%	47.3%	51.1%	1%	0.5%	0.6%
Mid-level Positions	27%	31.7%	30.2%	4%	6.8%	6.2%
Senior-level Positions	8%	10%	9.2%	2%	1.9%	1.1%
Executive-level Positions	1%	1.5%	1.3%	0%	0.3%	0.3%

#### Full-time Employees by Years of Service

	2023	2024
0-4 years	555	450
5-9 years	232	243
10-14 years	38	39
15+ years	132	171

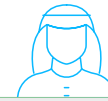
#### Temporary Employees by Age Group

	2023	2024
Under 30 years	38	42
31-50 years	90	163
51+ years	4	6





## Geographical Diversity



**UAE NATIONALS**

2022 **80**

2023 **93**

2024 **93**



**EXPATRIATE**

2022 **852**

2023 **864**

2024 **810**



**INDIA**

**40%**



**PHILIPPINES**

**21%**



**PAKISTAN**

**10%**



**SRI LANKA**

**3%**

**Remaining 26% of our expatriate workforce are from Jordan, the United Kingdom, Italy, France, Mexico, Algeria and several other countries**

Tabreed is honoured to have a workforce of diverse nationalities, which reflects a dynamic tapestry of cultures and perspectives. By combining a wide range of views and experiences, this diversity fosters innovative thinking and creative problem-solving. As we evolve, we are committed to nurturing this diverse set of views, understanding that our collective diversity is critical to sustainable growth and success.

As we evolve, we are committed to nurturing this diverse set of **views, understanding that our collective diversity is critical to sustainable growth and success**



## Emiratisation

We are deeply committed to nurturing and empowering Emirati professionals within our workforce, recognising their vital role in shaping a resilient, sustainable, and self-sufficient national economy. By continuing to create meaningful opportunities for the UAE nationals to grow, lead, and contribute, we not only strengthen our organisation but also help build a prosperous future that reflects the vision and values of the nation.

### Representation of UAE National Employees in Workforce

	2023	2024
Employees from Staff	73%	69%
Employees from Middle Management	17%	21%
Employees from Senior Management	10%	10%

We achieved a notable increase in the representation of national employees at the middle management level, with senior management figures remaining steady. This shift reflects our ongoing commitment to not only hiring UAE nationals but also supporting their growth into leadership roles, reinforcing our long-term efforts toward meaningful and impactful Emiratisation.

The rise in both the number of UAE nationals receiving training and the total training hours delivered underscores our strong commitment to the development and advancement of our Emirati talent.

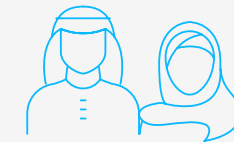
In 2024, we built on the momentum of our previous initiatives, continuing our focused efforts to support the development and empowerment of our UAE national employees. These initiatives were:

**Al Reyadah Development Programme:** We support our UAE national employees with 0-2 years of experience across both Corporate and Operations & Maintenance (O&M) roles through a role-specific development program. O&M participants follow a structured, milestone-driven curriculum over 1.5 to 2 years, while corporate staff pursue a flexible, department-tailored pathway that typically spans two years, with opportunities to accelerate progress.

**UAE National Gathering:** We organise exclusive events for our UAE national employees, offering insights into our Emiratisation initiatives and fostering community through interactive team-building activities.

**STEP Programme:** Our one-year programme equips our UAE national employees in O&M with essential technical skills and hands-on experience.

**UAE Nationals Coffee Chats with CEO:** This distinct event brings together newly hired UAE national employees for an exclusive conversation with our CEO, fostering open dialogue, a warm welcome, and a personalised introduction to our organisational culture.



**Training hours per UAE National employee increased 32%, from 17.1 hours in 2023 to 22.6 hours in 2024**





## Employee Turnover & Hiring

GRI (3-3), (401-1)

We recognise that attracting, developing, and retaining talent is vital to our long-term success and sustainability. Our approach to employee turnover and hiring is guided by our commitment to creating a dynamic, inclusive, and resilient workforce. By aligning our recruitment strategies with organisational goals, we strive to maintain a balanced and engaged team that drives our continued growth and innovation.

### Turnover rate | Full-time Employees

2022	8%
2023	7%
2024	9.25%

In 2024, our full-time employee turnover increased compared to previous years. However, this increase was relatively low, indicating that our full-time employees continue to be satisfied with their roles, opportunities for professional growth, and our workplace culture.

### Full-time Employees Turnover | Management Level



Staff

2022 **66** | 2023 **56** | 2024 **69**



Middle  
Management

2022 **5** | 2023 **6** | 2024 **13**



Senior & Executive  
Management

2022 **3** | 2023 **3** | 2024 **3**

### Full-time Employees Turnover | Gender



MEN

2022 **62** | 2023 **58** | 2024 **70**



WOMEN

2022 **12** | 2023 **7** | 2024 **15**

### Full-time Employees Turnover | Age Group

	2023	2023	2024
Under 30 years	15	7	6
Between 31-50 years	47	39	70
51+ years	12	19	9

### Total Number of New Full-time Employees

2022 **98** | 2023 **114** | 2024 **31**

### New Full-time Hires | Management Level

	2022	2023	2024
Senior & Executive Management	4	4	1
Middle Management	6	22	7
Staff	88	88	23

### New Full-time Hires | Gender



MEN

2023 **84** | 2024 **26**



WOMEN

2023 **30** | 2024 **5**

### New Full-time Hires | Age Group

	2023	2024
Under 30 years	28	13
Between 31-50 years	84	16
51+ years	2	2



## Employee Engagement & Development

GRI (3-3), (404-1), (404-2), (404-3)

Our people are our greatest asset, and their growth is integral to our long-term sustainability and success. Tabreed remains committed to fostering a supportive and engaging work environment where our employees feel valued, empowered, and inspired to reach their full potential.

In 2024, we achieved an Employee Satisfaction Score of 4.30, reflecting the positive workplace culture and overall employee experience. This result underscores our ongoing efforts to foster a culture of growth and shared success across the organisation. Key enablers include continuous learning opportunities, structured professional development programmes, and open feedback channels.

Additionally, our Employee Engagement Rating of 4.20 reflects the organisation's commitment to employee well-being, transparent communication, and professional growth opportunities.



Our Employee  
Engagement  
Rating increased  
**from 4.13 in 2023  
to 4.20 in 2024**

### Employee Training

Our investment in our employees' growth and development is evident in the training hours provided to them. This highlights our strategy to equip them with skills required to grow professionally, as our training sessions are designed to enhance competency and drive success and growth.

Additionally, we also conducted coaching programmes for people managers and individual contributors. In 2024, we completed a total of 282.6 coaching hours for 69 participants, compared to 208 hours for 42 participants in 2023.

### Skill Development Indicators

Total training hours for  
**WOMEN** 2022 **1,667** | 2023 **1,690** | 2024 **2,745**

Total training hours for  
**MEN** 2022 **7,136** | 2023 **8,777** | 2024 **26,000**

Total training hours for  
**ENTIRE WORKFORCE** 2022 **8,803** | 2023 **10,467** | 2024 **28,745**

Average hours of training	2022	2023	2024
Average annual training hours per woman	32	21	35
Average annual training hours per man	19	19	40
Average annual training hours per employee	20	19	39



The average training hours  
per employee increased from  
**19 in 2023 to 39 in 2024**





## Training Needs Analysis (TNA)

Our TNA strategy identifies and addresses unique learning requirements and needs of our employees. The strategic components of our TNA is as follows:



**Data Driven Insights** | We begin our TNA process by thoroughly collecting data. Using surveys and in-depth interviews with managers and employees, we get a complete picture of current skills compared to what our organisation needs, pinpointing any gaps.



**Prioritising for Impact** | After carefully analysing the survey results, we prioritise training based on how much positive change it'll bring and how possible and cost-effective it is. This way, we focus on what matters most and what we can realistically achieve.



**Collaboration** | Getting everyone involved – managers and employees – is key to our TNA. By working together, we make sure training plans are impactful for each team and employee.



**Resource for Allocation** | Once we determine which training is needed and what's most important, we collaborate with the management to finalise the budget. This ensures our training gets the resources it needs to really help employees grow.

## Training Platforms for Employees

Our employees have access to various learning opportunities provided by us on our training platform. Utilising these platforms, our employees become equipped to success and thereby contributing to Tabreed's journey and growth.



**E-learning Platform:** A digital learning platform which provides employees with online resources for skill and knowledge enhancement. Employees can independently select and enrol in courses via the platform, which is integrated with our human resource information system (HRIS).



**O&M Academy:** Our internal certified Subject Matter Experts (SMEs) conduct in-house training sessions focused on the detailed aspects of operations and maintenance.



**Maven Programme:** Internal training sessions, facilitated by corporate Subject Matter Experts (SMEs), offer employees direct access to practical knowledge and industry best practices from experienced management.



**External Trainings:** Our TNA identifies relevant gaps in employee skills and external trainings are provided to bridge this gap whilst receiving important industry knowledge.



**Knowledge Hub:** Our Knowledge Hub promotes collaboration and knowledge exchange. Employees benefit from awareness sessions and knowledge-sharing events organized across departments, facilitating continuous learning.

## Rewards & Recognition Programme

To recognise our employees' dedication and foster a culture of gratitude, we have rolled out multiple initiatives over the year. Our performance-based bonus system, supported by assessments of individual achievements, departmental targets, and overall company objectives, along with nomination-based increments and periodic external salary market analyses, ensures that our rewards remain competitive and reflective of our workforce's hard work.

To engage, retain important talent, and encourage excellent performance both individually and as a team, Tabreed recognises nominated employees through a disciplined and transparent method.

- **Veteran Employee Award**
- **Committed to HSEQ**
- **Employee of the year**
- **Project of the year**
- **Team of the year**





## Employee Rights

GRI (3-3), (401-2), (401-3), (402-1)

We are committed to operating responsibly and sustainably by upholding all UAE labour laws and aligning with the UN Global Compact principles. Our approach emphasises ethical practices, ensuring fair treatment, safe working conditions, and respect for human rights. We strictly prohibit child and forced labour, and we provide clear channels—both direct and anonymous—for reporting any breaches of our Code of Conduct.

We support our employees with a comprehensive benefits package designed for both personal and professional growth. This includes generous parental leave for new parents, up to 10 days of study leave for professional development for our UAE national employees, and exclusive discount cards. Moreover, we offer long-term financial security through stock ownership opportunities, end-of-service benefits, and a staff loan & advance scheme, along with mobile phone and corporate SIM provisions for our middle, senior and executive management

### Human Rights

We strive to create an environment that upholds the dignity and respect that every individual deserves. This commitment is reflected in our Human Rights Policy which aligns with International Labour Organisation (ILO) Conventions related to child labour (138 & 182) and forced labour (29 & 105).

Tabreed's employees, contractors and suppliers are made aware of various policies (like Sexual Harassment Policy) including the Human Rights policy and are expected to adhere to them. We believe in non-discrimination, equitable treatment, and safe working conditions for all employees. We also ensure to educate and empower our workforce with the tools like our Grievance Policy to voice concerns and alert our management if they come across or experience any unethical treatment of individuals.







**We support  
our employees  
with a comprehensive  
benefits package designed  
for both personal and  
professional growth**





## Parental Leave

Tabreed's commitment to inclusivity is reflected in its parental leave policy, which extends benefits to all new parents. While mothers receive a three-month maternity leave, an additional five days of paid parental leave is available to both mothers and fathers following the birth or adoption of a child. In 2024, 29 employees took the parental leave which helped in the transition to parenthood whilst maintaining work-life balance.

	2022		2023		2024	
						
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Employees eligible for parental leave	563	41	611	49	643	42
Employees who took parental leave	35	4	25	5	26	3
Employees who returned after completion of parental leave	35	4	25	5	24	2
Employees who returned to work after parental leave ended and were still employed 12 months after their return to work	34	4	25	5	24	2
Retention rate for employees who went on Parental Leave	97%	100%	100%	100%	92%	67%

Although our retention rate has dropped in comparison to the previous year, an important takeaway is that all employees who returned after their parental leave were retained by Tabreed.

## Notice Period

To facilitate a seamless transition for employees affected by organisational changes like restructuring, outsourcing, or expansion and voluntary exits or resignations, a well-defined separation notice procedure is established within employee contracts and company policy. The length of this notice period is determined by the following grading system:

Employment Contract	Duration of Notice
Grade M4 & Above	<b>3 MONTHS</b>
Grade P3 to M3	<b>2 MONTHS</b>
Grade P2 & Below	<b>1 MONTH</b>

## Pension Scheme

Under the UAE government's pension framework, UAE nationals become eligible for their pension benefits upon retirement, while expatriate employees follow a retirement timeline that is set at 60 years of age. Despite company guidelines mandating a three-month notice period before retirement, we go beyond by implementing an annual retirement planning initiative. This programme provides employees with early, detailed insights into their retirement options, compensation plans, and all necessary procedures, thereby ensuring a smooth and well-prepared transition as they conclude their distinguished careers with our organisation.

## Life, Personal Accident & Sickness Insurance

We offer an extensive Group Life, Personal Accident and Sickness policy, which includes coverage for unexpected scenarios with disability benefits. This highlights the priority we hold for our employees' well-being and safety whilst ensuring that they feel safe at Tabreed.





## Health, Safety & Well-being

GRI (3-3), (403-1), (403-2), (403-3), (403-4), (403-5), (403-6), (403-7), (403-8), (403-9), (403-10)

We maintain rigorous safety protocols and provide ongoing training to ensure a secure work environment that protects both physical and mental health. Tabreed not only meets industry standards but also enhances overall operational resilience, ensuring that every employee can thrive in a safe and healthy environment.

Tabreed's Integrated Management System (IMS) Policy covers occupational health and safety at the workplace. Our IMS aligns with the ISO 45001:2018 standard and this policy is mandated for all employees, contractors, sub-contractors, and visitors, as appropriate at Tabreed head office, plants, and project sites, within and outside the UAE.

Our Health & Safety (H&S) Hierarchy of Control prevents or mitigates significant negative occupational health and safety impacts through the following processes and steps:



**Elimination**

**Substitution**

**Engineering Controls**

**Administrative Controls**

**Personal Protective Equipment (PPE)**

## Occupational Health Services

Our commitment to fostering a safe and healthy work environment is a cornerstone of our organisation. We continuously strive to ensure that our workforce feels secure, valued, and equipped to handle work-related challenges. Through well-structured programmes and rigorous policies, we reinforce our promise to protect our people.

We have established robust procedures to manage occupational health and welfare concerns while proactively addressing work-related stress with our Job Stress Procedure, which empowers both managers and employees at all locations. In accordance with the guidelines of the Abu Dhabi Public Health Centre (ADPHC) and the Abu Dhabi Occupational Safety and Health Center (OSHAD), we also conduct an annual Employee Health Surveillance programme to safeguard public and occupational health. We also maintain strict confidentiality of employees' health information by following stringent data protection policies, such as those mandated by the Department of Health (DoH). Additionally, our Employees Assurance and Resolution System (EARS) supports a secure, confidential space for reporting any concerns.

Ensuring the safety of our employees is achieved through a systematic hazard management process aligned with our IMS procedure on Risk Management. This proactive and comprehensive approach cultivates a secure work environment and upholds operational excellence by identifying potential hazards and evaluating their impact, implementing effective control measures for risk mitigation, maintaining transparent communication and thorough documentation of risks and actions, and conducting continuous monitoring and review to ensure the ongoing effectiveness of our risk management strategies.



## Health & Safety Indicator

	2022	2023	2024
Total worked hours	2,301,039	3,205,708	3,376,713
Manhours for full-time employees	1,428,982	2,095,150	2,304,473
Manhours for contractors	872,057	1,110,558	1,072,240
Number of hazard and near misses	960	1,764	1,979
Average health and safety training hours per employee	20.8	18.65	20.22
Number of toolbox talk attendees (Awareness sessions for contractors in all project sites to provide safety instructions)	2,549	4,206	7,718
Number of unsafe acts (All unsafe acts are immediately corrected)	81	483	474
Number of unsafe conditions	726	1,281	1,505
Corrected unsafe condition*	726	1,281	954
Fire incidents	1	1	1
Lost Time Injury Frequency Rate (LTIFR)	0	0.31	0.29

\*In 2024, the KPI has changed from percentage closure of corrective actions to target date of closure of corrective actions, due to which the closure rate is low.



**Incident Reporting and Investigation:** The procedure ensures that incidents on Tabreed premises are reported and investigated in a timely and appropriate manner, based on their classification and potential severity. Tabreed employees receive monthly rewards for reporting on harmful circumstances, acts, and near misses. Tabreed swiftly addressed the situation by implementing corrective steps.



**Task Risk Assessment (TRA):** This is used to identify risks and hazards for all maintenance related non-routine activities performed by our employees or contractors, along with identifying accurate control measures to protect employees, contractors, damages to assets and environment.



**Generic Risk Assessment (GRA):** This is conducted for all routine operational and maintenance activities in addition to possible hazardous activities that have been identified in the risk register.

Our comprehensive Health & Safety training programme is integral to protecting our employees, reducing risks, and ensuring regulatory compliance. Organised into 26 courses across three main categories—Internal, External, and Slot trainings—the programme is designed for full-time employees, while our Projects and O&M contractors are required to complete only the Permit-to-Work (PTW) session. Through these initiatives, we maintain a prepared and resilient workforce capable of thriving under any circumstances while upholding our commitment to excellence in occupational health and safety.

## HSE TRAINING HOURS

2023	11,307
2024	13,923

**HSE training hours increased by 23%, rising from 11,307 hours in 2023 to 13,923 hours in 2024**



## Advancing Employee Health

Tabreed's Wellbeing Programme, a voluntary health initiative developed by Wellbees, provides personalised guidance to address significant non-work-related health risks. This programme aims to enhance community awareness and improve quality of life by integrating sustainable living into Tabreed's culture. Furthermore, our comprehensive Group Medical Insurance scheme offers extensive non-occupational medical and healthcare services, ensuring a holistic approach to employee well-being:



Preventive care, diagnostic procedures, and treatment for illnesses and injuries unrelated to work duties.



Global coverage for all types of accidents and injuries, irrespective of whether they are work-related or not.



Access to home country healthcare benefitting employees who may travel frequently or have family members residing in different countries.



24/7 worldwide coverage of the insurance plan to seek medical attention for non-occupational health issues outside employees' home country.



Inclusive access to non-occupational medical and health services, regardless of employees' role or level within the organisation.

## Tabreed's Holistic Well-being Programme with Wellbees

| Tabreed is proud of our existing Well-being Programme, powered by Wellbees. This programme takes a holistic, science-driven approach, offering personalised well-being journeys and fostering connections through employee-created communities and clubs.

Employees gain access to six free video sessions across each diet, physical training, and psychology experts, along with unlimited access to the Employee Assistance Programme (EAP) via video, not just telephonic support.

### Wellbees app also features:

- Programmes for self-improvement across various well-being categories.
- Clubs for shared interests and hobbies.
- Wellbeing Content for short, yet impactful articles for each wellbeing pillar.
- Gamified Challenges (both organisational and Wellbees-led) where active participation earns points convertible to vouchers in the WellMarket.

## Promoting Work-Life Balance

We recognise that fostering a healthy work-life balance is vital for both our employees' well-being and our long-term sustainability. To create an environment where personal and professional responsibilities can coexist harmoniously, we have continued our various initiatives which not only help reduce stress and prevent burnout but also promote productivity and engagement.



Flexible Work Hours



Remote Work



Personal Hours





ABOUT THIS REPORT

ABOUT TABREED

OUR SUSTAINABILITY FOUNDATION

OUR ENVIRONMENTAL STEWARDSHIP

OUR PEOPLE'S WELFARE

OUR COMMUNITY ENGAGEMENT AND IMPACT

EMPOWERING CHANGE THROUGH GOVERNANCE

GRI CONTENT INDEX

essential for progress



# Our Community Engagement & Impact







## Our Management Approach GRI (3-3)

We are dedicated to fostering a resilient and vibrant community that benefits not only our local neighbourhoods but also our valued customers. Recognising the impact we have on society, we ensure that our impact goes beyond delivering innovative products and solutions. Our customers are integral members of the broader community, and we strive to cater to their needs and maintain valued collaboration with them. Tabreed prioritises engaging with local stakeholders and investing in social and environmental initiatives.



## Customer Relations & Engagements

GRI (3-3), (416-1), (416-2)

Tasleem Metering and Payment Collection (Tasleem), a subsidiary of Tabreed, upholds strict ethical standards and prioritises transparency and customer satisfaction in its operations. The company emphasises continuous improvement through proactive client feedback and aims to deliver seamless, high-quality service experiences.

Tasleem holds four ISO certifications focused on customer satisfaction, complaint resolution, and service quality monitoring – ISO 10001, ISO 10002, ISO 10003, and ISO 10004.

It also ensures compliance with regulatory frameworks from the Department of Energy (DoE) and the Regulatory and Supervisory Bureau (RSB) in the UAE. In 2024, Tasleem received one complaint from the DoE, which was resolved, and no complaints from other regulatory bodies.



### Enhancing Customer Experience

Tasleem adopts a proactive, customer-focused strategy to enhance the end-user experience by emphasising transparency, efficiency, and continuous improvement. The company ensures clear communication to educate customers on services like metering, billing, and account management. By leveraging technology, Tasleem provides user-friendly digital platforms for convenient access to billing, payments, and support. Corporate clients benefit from seamless communication, timely updates, and 24/7 support through 800-TABREED, ensuring uninterrupted cooling services and prompt issue resolution.

Regular customer feedback, gathered through ongoing and annual surveys, helps us identify areas for improvement and implement enhancements that address customer needs. By maintaining high service standards and adopting best practices, we refine our operations to deliver a smooth and hassle-free experience for our customers.

Tabreed  
has maintained  
**100%**  
resolution rate  
of customer  
complaints  
from 2022 to  
2024

In 2024, we introduced multiple accounts for customers who have more than one premise. FAQs was also added in the home page of Tasleem to enhance the customer's experience. Automated calls for the customers who have an overdue payment was also introduced.

### We conduct two types of customer surveys:



**Voice of Customer Survey:** Customers can provide feedback online after each service interaction.



**Annual Customer Survey:** Tasleem distributes this survey annually to gather feedback on overall service performance.

In 2024, we received a total of 246 complaints from customers, all of which were resolved and without the need to be escalated to senior management.

	2022	2023	2024
<b>Total number of customers</b>	29,760	37,203	54,738
<b>Number of customer complaints</b>	179	202	246
<b>Ratio of complaints to total number of customers</b>	0.006	0.005	0.004

We are actively enhancing customer satisfaction by driving innovation in our engagement strategies and delivering more responsive, value-driven experiences. Maintaining reliable and long-standing relationships with our customers is critical to our organisation and our goal is to not only ensure that they are satisfied by our products and services but also to continuously nurture a sense of trust, transparency, and engagement.



In 2024, our customer satisfaction score rose **to 78%, up from 69% in 2023, reflecting a notable improvement in customer experience**





## Community Engagement & Development

GRI (3-3), (413-1), (413-2)

Guided by a strong ethical compass, deep respect for all our stakeholders, and an enduring dedication to environmental and social sustainability, our approach to corporate social responsibility is integral to who we are. Mindful of our broader societal footprint, we also recognise the increasing expectations from our stakeholders for us to operate with accountability and integrity in all that we do. We actively seek opportunities to contribute positively through community engagement as we believe that our success is intrinsically linked to the well-being of our planet and our stakeholders.

In 2024, Tabreed made both financial and in-kind contributions worth AED 414,550 and a total of 476 hours of volunteerism. More than 100 employees actively participated in a wide range of CSR activities including:



Sponsoring the Red Crescent Ramadan Iftar Tent



Funding solar panels for cooling and lighting at four mosques in India



Supporting school supplies for 260 students through the Back-to-School initiative



Contributing to the Sustainable Farm project at the Dubai Club for People of Determination



Supporting environmental efforts such as mangrove planting and beach clean-up activities

This reflects our ongoing commitment to creating positive social impact through both financial support and employee engagement.



### Our Internship Programme

In 2024, 15 students joined Tabreed as interns. The internship programme was for a period of 6-8 weeks where they received practical, real-world experience across corporate and Operations & Maintenance (O&M) aspects, allowing them to apply their academic knowledge in a professional setting. This programme provided the students with the opportunity to enhance their formal education with meaningful and career-focused exposure.

In 2024, Tabreed made  
**both financial and in-kind  
contributions worth  
AED 414,550**  
and a total of **476 hours**  
of volunteerism





# Empowering Change Through Governance







## Our Management Approach GRI (3-3)

At the heart of our Ethical Framework, which defines our corporate culture, is our commitment to fairness, respect, responsibility, and honesty. This framework not only details our code of conduct and organisational structure but also sets forth a wide array of policies approved by the Board of Directors, ensuring that we uphold best business practices across the organisation.

Effective governance underpins our success by establishing the oversight needed for transparent and principled decision-making. Our Board of Directors plays a pivotal role in supervising resource allocation, shaping policies, managing finances, and upholding ethical norms. Moreover, they actively steer our sustainability efforts by setting and monitoring ESG targets. Complementing this, the Compliance Officer manages all aspects of compliance, keeping the Audit, Risk, and Compliance Committee informed about investigation outcomes, policy revisions, and training progress—ensuring our team remains well-equipped to adhere to our rigorous standards and safeguard our long-term integrity.







## Business Ethics & Corporate Governance

GRI (3-3), (2-9), (2-10), (2-11), (2-12), (2-15), (2-16), (2-17), (2-18), (2-19), (2-20), (2-21), (2-23), (2-24), (2-27), (2-28)

Our corporate governance framework built on international best practices, meets UAE regulatory standards—including Decision 3/2020 and Federal Decree 32/2021—and is fully aligned with the requirements of the Dubai Financial Market.

Khaled Abdulla Al Qubaisi served as Chairman from January to August 2024, and Dr. Bakheet Al Katheeri served as Chairman from August 2024 to present. Our Board of Directors was led by Mr Al Qubaisi and Dr Al Katheeri during their respective terms. Mr Al Qubaisi has extensive knowledge in finance and energy sectors both nationally and internationally, whereas Dr Al Katheeri is highly experienced in the energy and industrial sectors. Their extensive knowledge and experience ensure that our organisation moves in the right direction, in alignment with our vision and targets.

Our Board of Directors is supported by four established committees. These committees are entrusted with guiding our corporate strategy, overseeing our financial performance, managing executive compensation, and ensuring robust corporate governance.



**Audit, Risk & Compliance (ARC) Committee**



**Nomination & Remuneration Committee (NRC)**



**Finance Committee**



**Projects Committee**

The Board of Directors reviews the effectiveness of the organisation's processes through regular audits, performance assessments, and sustainability reports. They assess compliance with policies, risk management, and ESG goals using key performance indicators (KPIs) and stakeholder feedback. Reviews are typically conducted annually or quarterly, with additional assessments as needed for major risks or regulatory changes.

In 2024, we maintained our Board's structure with nine members, including two women — all of whom serve as independent members. This continued representation demonstrates our commitment to diversity of thought and inclusive leadership. By bringing various perspectives to the table, our Board is better positioned to engage in discussions and make educated, balanced choices that reflect our stakeholders' unique demands.

**Boards seats occupied by MEN** 2022 **89%** | 2023 **78%** | 2024 **78%**

**Boards seats occupied by WOMEN** 2022 **11%** | 2023 **22%** | 2024 **22%**

**Board Members Independent** 2022 **89%** | 2023 **89%** | 2024 **100%**

**Board Members Non-Independent** 2022 **11%** | 2023 **11%** | 2024 **0%**

**Committee chairs occupied by MEN** 2022 **100%** | 2023 **100%** | 2024 **100%**

**Committee chairs occupied by WOMEN** 2022 **0%** | 2023 **0%** | 2024 **0%**

The General Assembly Meeting (AGA) is the key event where shareholders can influence the organisation's future. At this annual event, they allocate profits, elect and oversee the Board of Directors, and evaluate financial performance. A specialised committee nominates candidates for the Board, who are then elected by the shareholders. Once in place, the Board administers the company and establishes specialised committees to address major operational issues, ensuring that shareholder interests are adequately represented and integrated into our strategic direction.



The General Assembly also has the ability to elect and remove the members of the Board. In accordance with the Articles of Association (AoA), the term of each Board member is three years. All nominations for elected positions are reviewed and vetted by the Nominations and Remunerations Committee to ensure that the individuals put forward for election are suitably qualified for the roles. The Board of Directors elects the members of each of the Board committees and designates its Chairman.

**Code of Conduct:** Tabreed's Code of Conduct is a comprehensive guide for ethical behaviour, covering norms for professional conduct, workplace relationships, use of business resources, and dispute resolution. It encourages transparency, fairness, and respect, creating an environment in which ethical behaviour is both expected and supported. Employees are trained on a regular basis to apply these values in their everyday work, promoting operational integrity and sustaining stakeholder trust, which aligns with Tabreed's commitment to responsible and sustainable growth.

The Code is based on the Tabreed Group Values, which are ethical behaviours. Our values prioritize our consumers, shareholders, environment, community, and employees. Quarterly Value Awards recognize employees who actively adhere to the values. These group values are:



#### DRIVEN

Tabreed is a company with limitless ambition and entirely focused on remaining the world's leader in sustainable cooling.



#### DYNAMIC

Agile, full of energy and optimism, fully engaged with policymakers and developers in the quest for decarbonisation.



#### DEDICATED

Committed to being the best there is, benefiting clients, shareholders, staff, and the communities in which we operate.

**100%**  
of employees are  
aware of **Tabreed's**  
**Anti-Corruption Policy and**  
**ZERO** cases of corruption  
were reported in 2024



**Regulatory Frameworks:** Tabreed operates in compliance with the UAE Commercial Companies Law 32 of 2021 and the Securities and Commodities Authority (SCA), particularly Resolution 3 of 2020 and its amendments. We adhere to all relevant district cooling regulations set by the Abu Dhabi Department of Energy and the Dubai Regulatory and Supervisory Bureau. Additionally, Tabreed collaborates strategically with both regulatory bodies to further enhance the efficiency and sustainability of district cooling services.

#### NEW LICENSES

Abu Dhabi: Obtained 10 new district cooling licenses in 2024, bringing the total to 18 in the emirate.



#### NEW PERMITS

Dubai: Holds four permits for district cooling operations.



#### Complaints and Grievances Mechanism:

Complaints and grievances management is a critical aspect of Tabreed's organisational governance and employee satisfaction. Tabreed has developed in its Code of Conduct a reporting process for any grievance or complaints, which is known as the Employee Assurance and Resolution System (EARS). Complaints can be made anonymously, by telephone or online as preferred.

Additionally, regular reminders on how to use the EARS facility are circulated to employees to provide knowledge on where and how to lodge a complaint if needed. All grievance reports are documented and saved in a register, followed by a fair and impartial investigation, the result of which is shared with the complainant, including any remedial actions to be taken.

ABOUT THIS REPORT

ABOUT TABREED

OUR SUSTAINABILITY FOUNDATION

OUR ENVIRONMENTAL STEWARDSHIP

OUR PEOPLE'S WELFARE

OUR COMMUNITY ENGAGEMENT AND IMPACT

EMPOWERING CHANGE THROUGH GOVERNANCE

GRI CONTENT INDEX

essential for progress



ESG COMMITTEE\*

Tabreed's ESG Committee is integral to the company's commitment to sustainability, seamlessly integrating climate-related risks and opportunities into corporate decision-making. The committee is comprised of the Executive Management Team supported by three additional members and is chaired by the CEO.



Environmental Sub-committee

- **Atef Mohamed Awadh AlBreiki**  
Senior Vice President O&M Support [Chairperson]
- **Abdulla Anees AlHashmi**  
Vice President - HSEQ
- **Othman Abdulla**  
Senior Manager - Projects
- **Divesh Naresh Raney**  
Senior Manager - Asset Management
- **Joan Jane Quesada**  
ESG Manager - Strategy & PMO
- **Ahmad Hilmi Lutfi Al Obaidi**  
Manager - Capital Strategy, Risks and Physical Asset Information - O&M
- **Nithin Muralidharan**  
Manager - Physical Asset Performance - O&M
- **Arlene Flores**  
Senior Analyst HSE Performance - HSEQ



Social Sub-committee

- **Maha Sallam**  
Vice President - Strategic Communications [Chairperson]
- **Abdulla Anees AlHashmi**  
Vice President - HSEQ
- **Dalal Saleh Salem Al Yafei**  
Vice President - Human Capital
- **Mariam Safetli**  
General Manager - Tasleem
- **Joan Jane Quesada**  
ESG Manager - Strategy & PMO
- **Mariam Ali Ahmed Mesmar**  
Manager Customer Services - Tasleem



Governance Sub-committee

- **Sean James Magee**  
General Legal Counsel [Chairperson]
- **Mousa Sajwani\*\***  
Vice President - Internal Audit
- **Mohamed Habib**  
Vice President - Supply Management
- **Salik Malik**  
Vice President - Finance
- **Joan Jane Quesada**  
ESG Manager - Strategy & PMO
- **Hanifa AlJasmi**  
Risk Manager - Strategy & PMO



Innovation Sub-committee

- **Antonio Di Cecca**  
Chief Operating Officer - [Chairperson]
- **Philippe Coquelle**  
Chief Development Officer
- **Colin Stuart Sangster**  
Senior Vice President - Business Development International and Oversight
- **Atef Mohamed Awadh AlBreiki**  
Senior Vice President - O&M Support
- **Irshad Hamid Hussain**  
Senior Vice President Manager - Projects
- **Mohammad AlSele**  
Vice President - Strategy & PMO
- **Sudheer Perla**  
MD - Tabreed Asia and Country Manager - India
- **Husam A.M. Al Smadi**  
General Manager - Cooltech
- **Sleiman Dahabra**  
Head of Operations
- **Jean-Marc Bazart**  
Head of Strategic Planning and Performance
- **Gaurav Bhandari**  
Head of JVs-UAE - Asset Management
- **Ajeesh Musthafa**  
Manager- Commercial Support - Projects
- **Hamad Almutawa**  
Manager- Electrical - Projects
- **Chito Ludovice**  
Project Engineer - HSEQ Controller - Building Services

To ensure proper governance, we refreshed our ESG framework to consolidate all our efforts under one umbrella

<b>Khalid Abdulla Al Marzooqi</b> , Chief Executive Officer	<b>Chairperson</b>	<b>Nadia Isabelle Bardawil</b> , Chief Legal Counsel	<b>Member</b>
<b>Adel Al Wahedi</b> , Chief Financial Officer	<b>Member</b>	<b>Mohammad AlSele</b> , Vice President - Strategy & PMO	<b>Member</b>
<b>Antonio Di Cecca</b> , Chief Operating Officer	<b>Member</b>	<b>Maha Sallam</b> , Vice President - Strategic Communications	<b>Member</b>
<b>Dr. Yousif Al Hammadi</b> , Chief Asset Management Officer	<b>Member</b>	<b>Joan Jane Quesada</b> , Manager ESG - Strategy & PMO	<b>Member</b>
<b>Philippe Leon Coquelle</b> , Chief Development Officer	<b>Member</b>		

\* Composition of the committee at the time of ESG Report publication

\*\* Syed Aley, Acting Vice President - Internal Audit





In 2024, we  
continued to have  
**ZERO**  
cases of data security  
breaches

## Information Disclosure & Cybersecurity GRI (3-3)

In our steadfast commitment to remaining transparent and responsible in our operations, we fully abide by the guidelines established by the Securities and Commodities Authority (SCA). These guidelines mandate that we provide extensive information in our Integrated Annual Report, which details our corporate governance practices, financial performance prepared in line with International Financial Reporting Standards (IFRS), and environmental, social, and governance (ESG) disclosures as required by the Dubai Financial Market (DFM).

Our Annual Report\* undergoes a stringent review process by the Chairman, CEO, and CFO, ensuring that every detail accurately reflects our operational performance and its impact on our stakeholders. Once this review process is complete, the report is promptly made available to shareholders well in advance of the annual general meeting. Additionally, it is accessible to everyone through the DFM website as well as on our own website, reinforcing our commitment to transparency.

### Cybersecurity at Tabreed

At Tabreed, cybersecurity and data privacy are fundamental priorities. We are committed to implementing robust safeguards to ensure that all stakeholder data—especially that of our customers—is protected against ever-evolving digital threats. In line with this, we are working towards finalising our Data Privacy policy, which will further strengthen the digital safety of our stakeholders. Our proactive partnership with the Information Technology team has been ongoing to establish effective rollout measures for this policy, along with our established Data Classification policy, ensuring our preparedness for forthcoming mandatory data protection regulations.

Furthermore, in our ongoing pursuit of excellence, we are actively exploring innovative strategies to strengthen our cybersecurity framework and data protection measures. enhancing internal protocols and continuously updating our systems to defend against emerging cyber risks.

Our commitment to continuous improvement in this area not only ensures compliance with evolving regulatory requirements but also reinforces the confidence our stakeholders place in our ability to safeguard their data.

\*Our 2024 Integrated Annual report is available on our [website](#).



## Systemic Risk Management

GRI (3-3), SASB (Electric Utilities & Power Generators)

Systemic Risk Management was identified as a material topic during our materiality reassessment, where we conducted in-depth stakeholder engagements, benchmarked against peer practices and regulatory developments. This rigorous process revealed that interdependencies pose significant threats not only to our operations but to the stability of the broader energy ecosystem.

By formally recognising Systemic Risk Management as a new material topic, we aim to ensure that our governance structures, risk assessment methodologies and strategic planning processes are aligned to identify, monitor and mitigate these complex, organisation-wide risks.

### Enterprise Risk Management (ERM)

Our commitment to effective risk management is exemplified through our comprehensive Enterprise Risk Management (ERM) system, which adheres to ISO 31000:2018 standards. This robust framework serves multiple essential functions in safeguarding the organisation by:



Optimisation of operational efficiency

Protecting and preserving company assets

Strategic support for achieving business objectives

Strengthening of organisational resilience and adaptability

Enhancement of stakeholder confidence through transparent risk management

The ERM framework is supported by a detailed policy that outlines specific roles and responsibilities across all organisational levels, and the systematic risk management process encompasses thorough risk identification and assessment, comprehensive risk evaluation procedures, development of targeted control and mitigation strategies, and regular quarterly reporting to the audit and risk committee.



At Tabreed, we demonstrate a strong commitment to building risk management capabilities throughout the organisation by offering comprehensive awareness sessions and workshops for our non-risk employees, supplemented by specialised training programmes for our designated Risk Champions. These Champions are strategically deployed across business units to ensure effective knowledge dissemination within departments, while regular reinforcement of risk management principles and practices further embeds a proactive risk culture at every level.

Tabreed's integrated approach to risk management exemplifies corporate governance best practices by seamlessly integrating risk and compliance functions and embedding continuous monitoring and improvement into our management systems. Regular assessments of system effectiveness enable proactive identification of emerging risks and concerns, while a steadfast commitment to transparency and accountability maintains trust and integrity throughout the organisation and with our stakeholders.



## GRI CONTENT INDEX

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

Statement of use **Tabreed has reported in accordance with the GRI Standards for the period January 2024 and December 2024**

GRI 1 used **GRI 1: Foundation 2021**

Applicable GRI Sector Standard(s) **Not Applicable**

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-1 Organizational details	08,12			
	2-2 Entities included in the organization's sustainability reporting	05			
	2-3 Reporting period, frequency and contact point	05			
	2-4 Restatements of information	05			
	2-5 External assurance	05			
	2-6 Activities, value chain and other business relationships	08, 11, 12			
	2-7 Employees	34			
	2-8 Workers who are not employees	34			
	2-9 Governance structure and composition	52			
	2-10 Nomination and selection of the highest governance body	52			
	2-11 Chair of the highest governance body	52			
	2-12 Role of the highest governance body in overseeing the management of impacts	52			
	2-13 Delegation of responsibility for managing impacts	11, 25, 27			
	2-14 Role of the highest governance body in sustainability reporting	03, 04			





## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	52			
	2-16 Communication of critical concerns	52			
	2-17 Collective knowledge of the highest governance body	52			
	2-18 Evaluation of the performance of the highest governance body	52			
	2-19 Remuneration policies	52			
	2-20 Process to determine remuneration	52			
	2-21 Annual total compensation ratio	52			
	2-22 Statement on sustainable development strategy	03,04,11			
	2-23 Policy commitments	52			
	2-24 Embedding policy commitments	52			
	2-25 Processes to remediate negative impacts	11, 25, 27			
	2-26 Mechanisms for seeking advice and raising concerns	11			
	2-27 Compliance with laws and regulations	27, 52			
	2-28 Membership associations	11, 52			
	2-29 Approach to stakeholder engagement	11			
	2-30 Collective bargaining agreements	N/A		Legal Prohibitions	Collective bargaining is legally prohibited in UAE.
MATERIAL TOPICS					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	11			
	3-2 List of material topics	11			



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
Energy Efficiency & Optimisation					
GRI 3: Material Topics 2021	3-3 Management of material topics	20			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	20			
	302-2 Energy consumption outside of the organization	20			
	302-3 Energy intensity	20			
	302-4 Reduction of energy consumption	20			
	302-5 Reductions in energy requirements of products and services	20			
Water Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	29			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	29			
	303-2 Management of water discharge-related impacts	29			
	303-3 Water withdrawal	29			
	303-4 Water discharge	29			
	303-5 Water consumption	29			
GHG Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	28			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	28			
	305-2 Energy indirect (Scope 2) GHG emissions	28			
	305-3 Other indirect (Scope 3) GHG emissions	28			
	305-4 GHG emissions intensity	28			
	305-5 Reduction of GHG emissions	28			



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
<b>GRI 305: Emissions 2016</b>	305-6 Emissions of ozone-depleting substances (ODS)	28			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	28			
Waste Management					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	30			
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	30			
	306-2 Management of significant waste-related impacts	30			
	306-3 Waste generated	30			
	306-4 Waste diverted from disposal	30			
	306-5 Waste directed to disposal	30			
Renewable Energy Integration					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	22			
Employee Rights					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	41			
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	38			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	41			
	401-3 Parental leave	41			
<b>GRI 402: Labor/ Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	41			





## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
Health, Safety & Well-being					
GRI 3: Material Topics 2021	3-3 Management of material topics	43			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	43			
	403-2 Hazard identification, risk assessment, and incident investigation	43			
	403-3 Occupational health services	43			
	403-4 Worker participation, consultation, and communication on occupational health and safety	43			
	403-5 Worker training on occupational health and safety	43			
	403-6 Promotion of worker health	43			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	43			
	403-8 Workers covered by an occupational health and safety management system	43			
	403-9 Work-related injuries	43			
	403-10 Work-related ill health	43			
	Employee Engagement & Development				
GRI 3: Material Topics 2021	3-3 Management of material topics	39			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	39			
	404-2 Programs for upgrading employee skills and transition assistance programs	39			
	404-3 Percentage of employees receiving regular performance and career development reviews	39			



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
Diversity, Equity & Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	33			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	33, 34			
	405-2 Ratio of basic salary and remuneration of women to men	33, 34			
Community Engagement & Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	49			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	49			
	413-2 Operations with significant actual and potential negative impacts on local communities	49			
Customer Relations & Engagements					
GRI 3: Material Topics 2021	3-3 Management of material topics	48			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	48			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	48			
Supply Chain Management & Decarbonisation					
GRI 3: Material Topics 2021	3-3 Management of material topics	23			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	23			
	308-2 Negative environmental impacts in the supply chain and actions taken	23			



## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	23			
	414-2 Negative social impacts in the supply chain and actions taken	23			
Business Ethics & Corporate Governance					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	52			
Innovation & Strategic Partnerships					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	25			
Information Disclosure & Cybersecurity					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	55			
Systemic Risk Management					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	56			





## ANNEXURE 1

### Organizational Overview Within the Scope of This Report:

	Tabreed's UAE Subsidiaries	Country of Incorporation	PRINCIPAL ACTIVITIES
<b>Chilled Water Segment</b>	National Central Cooling Company Ras Al Khaimah LLC	UAE	Sale of chilled water
	Summit District Cooling Company	UAE	Sale of chilled water
	Al Wajeez Development Company PJSC	UAE	Sale of chilled water
	Prime District Cooling Company LLC	UAE	Sale of chilled water
	S&T Cool District Cooling Company LLC	UAE	Sale of chilled water
	Downtown District Cooling LLC	UAE	Sale of chilled water
	Tabreed Sustainable City Limited	UAE	Sale of chilled water
	Saadiyat District Cooling LLC	UAE	Sale of chilled water
	Saadiyat Cooling LLC	UAE	Sale of chilled water
<b>Value Chain Business Segment</b>	Gulf Energy Systems LLC	UAE	Construction of secondary networks
	Tabreed Operation & Maintenance Zones Cooling Stations Company	UAE	Operation and maintenance of plants
	Emirates Preinsulated Pipes Industries LLC	UAE	Manufacturing of pre-insulated pipes
	Cooltech Energy Water Treatment LLC	UAE	Water treatment services and sale chilled water related products
	Sahara Cooling and Air Conditioning LLC	UAE	Supervision services
	Tasleem Metering and Payment LLC	UAE	Billing and collection of chilled water charges
	Cooltech Water Treatment LLC	UAE	Water treatment services and sale chilled water related products
	Cooltech Water Service LLC	UAE	Water treatment services and sale chilled water related products
	Tabreed Energy Service LLC	UAE	Building energy efficiency service
<b>Others - Unallocated</b>	Tabreed Al Maryah District Cooling Investment LLC	UAE	Act as a holding company
	District Utilities Energy Investments LLC	UAE	Act as a holding company
	Tabreed Energy Investments Sole Proprietorship LLC	UAE	Act as a holding company
	Tabreed Utilities & Metering Energy Investment LLC	UAE	Act as a holding company
	Central Utilities & Metering Energy Investment LLC	UAE	Act as a holding company



essential for progress

[www.tabreed.com](http://www.tabreed.com)

