



Environmental, Social and Governance Report 2025



Leading the Curation of Innovative Ecosystems that Drive Sustainable Growth and Future Development.



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About this Report

TECOM Group's vision is to curate innovative ecosystems that foster sustainable growth and future development. Our business model brings together global companies, regional leaders, small-and medium-sized enterprises (SMEs) and start-ups across 10 specialised business districts in 6 key sectors, supported by a wide range of community, government, and business services.

As a major participant in the commercial real estate sector, TECOM Group plays an integral role in the planning, development, and operation of business districts. As such, we recognise both the opportunities and responsibilities associated with advancing climate action, strengthening social wellbeing, and supporting sustainable economic growth.

In 2025, TECOM Group continued to advance sustainability and Environmental, Social, and Governance (ESG) integration across the Group, embedding ESG principles throughout its operations. Our efforts were rigorously aligned with national priorities and the United Nations' Sustainable Development Goals (SDGs), driving initiatives that foster sustainable growth, inclusivity, and innovation.

This 2025 ESG Report outlines our approach to ESG integration and provides a transparent view of our performance during the reporting period from 1 January 2025 to 31 December 2025. It reflects our commitment to responsible business practices, long-term value creation for stakeholders, and alignment with both national and global sustainability priorities.

Our ESG initiatives and disclosures are guided by recognised frameworks, ensuring transparency, comparability, and alignment with global best practices. These frameworks include the ESG disclosure guidance issued by the Dubai Financial Market (DFM), the Global Reporting Initiative (GRI) Standards, the European Public Real Estate Association (EPRA) Sustainability Best Practices Recommendations, and the assessment criteria of the Global Real Estate Sustainability Benchmark (GRESB) and Morgan Stanley Capital International (MSCI) ESG Ratings.

This report is organised into four core sections that align with international reporting best practice and TECOM Group's internal ESG management approach:

ESG Overview

This section explains how we manage sustainability. It outlines our ESG framework and objectives, aligned with long-term strategic focus areas, as well as our ESG governance structure, policies, and ISO certifications. It also includes our materiality assessment, which identifies the sustainability issues most relevant to our business and stakeholders.

Performance Dashboard

A concise overview of core metrics and year-on-year (YoY) performance across all Pillars.

Deep Dive - Pillar and Focus Areas

A detailed review of each ESG pillar and associated strategic focus areas covering commitments, key initiatives undertaken during the year and way forward.

Appendices

Supporting information, including data tables, GRI content index and EPRA Index.

CEO Introduction to ESG

2025 marked another pivotal year in TECOM Group's journey towards shaping sustainable, inclusive, and innovation-driven ecosystems. Building on the momentum of recent years and guided by strategies such as the UAE's National Framework for Sustainable Development and Dubai Economic Agenda 'D33', we continued to integrate ESG principles across our operations, ensuring that sustainable development remains central as we create and deliver long-term value.

Abdulla Khalifa Belhoul

Chief Executive Officer
TECOM Group

Our priorities are anchored in aligning our operations and investments with the UAE's Net Zero 2050 ambition and the UAE Energy Strategy 2050.



Our efforts in 2025 remained firmly aligned with programmes such as the UAE's Net Zero by 2050, UAE Energy Strategy 2050, Dubai's Clean Energy Strategy, and the Dubai Demand Side Management Strategy. These national priorities continued to shape the way we approach, operate, and invest in energy efficiency, clean energy deployment, emissions management, and sustainable urban development.

After the launch of TECOM Group's solar initiatives in 2019 and large-scale energy retrofit project in 2022 to support emissions reduction, we increased the share of LEED-certified properties within our Commercial portfolio in 2025, reinforcing our commitment to climate action and future-ready infrastructure. Additionally, throughout the year, a significant share of waste was diverted away from landfills and towards waste-to-energy facilities, underscoring our commitment to resource efficiency and contributing to Dubai's long-term sustainability and zero-waste ambitions.

Our commitment to people and community wellbeing is equally central to our mission. We inherently recognise the role of talent as a key enabler in our long-term growth and continue to maintain a strong base of Emirati professionals across our organisation, reflecting TECOM Group's position as a catalyst in national development.

We are also aligned with the UAE Gender Balance Council Strategy 2026, with a strong focus on maintaining robust representation of women across our workforce and leadership.

In 2025, we further tied our initiatives with the National Strategy for Wellbeing 2031 and the Dubai Quality of Life Strategy 2033, reinforcing our emphasis on the physical, mental, and social wellbeing of our people, customers, and communities. The Group also maintained a high-performing health and safety culture through continuous training, audits, and engagement, while customer health, safety, and experience remained a priority, supported by routine property assessments, service enhancements, and community events across our business districts.

Additionally, entrepreneurship and innovation remain key pillars of TECOM Group's contribution to national economic growth. Through our in5 incubator, we continued to support a vibrant community of entrepreneurs and start-ups in alignment with the UAE's National Agenda for Entrepreneurship and SMEs and Dubai Economic Agenda 'D33', accelerating the development of high-potential SMEs and innovation-led sectors.

Our social impact initiatives, including the WeWalk charity walkathon in partnership with Dubai Charity Association, The Good Store, and our partnership with Pink Caravan further enhanced community wellbeing, engagement, and empowerment during 2025. These programmes underscore our commitment to corporate responsibility and meaningful, sustained social contribution.

We also advanced our responsible procurement practices with Emirati-owned businesses, SMEs, and women-owned enterprises during the year, supporting national priorities under the UAE In-Country Value Programme and the Dubai In-Country Value Programme. These efforts highlight our role in shaping an inclusive and resilient economic ecosystem that extends beyond our direct operations.

As we reflect on the progress made during the year, I am deeply grateful for the collective dedication of our employees, customers, strategic partners, and stakeholders towards enriching our efforts. Thank you for your continued trust and partnership as we advance our ESG ambitions and support the UAE's and Dubai's long-term development agenda. Together, we will continue to shape vibrant, resilient, and future-ready ecosystems that contribute to the nation's vision for sustainability and create lasting value for generations to come.

Abdulla Belhouli
Chief Executive Officer
TECOM Group



In recognition of our ongoing progress, TECOM Group was awarded the Majra ESG Gold Impact Label, reflecting our strong contribution to the UAE's sustainability and social responsibility agenda. We were also honoured by the European Public Real Estate Association (EPRA) with the Silver Award and Most Improved Awards for ESG Reporting in 2025, affirming the continued enhancement of our ESG disclosures and performance."

ESG Highlights

Planet

59

LEED certified buildings.

57%

GLA LEED certified (Commercial).

7.7%

Electricity consumption from solar.

14.8%

Savings between 2023-25 from energy retrofits.

53%

Waste sent to Waste to Energy facilities.

ISO 14001 certified.

Climate risk assessment undertaken.

People

35%

Women employees.

28%

Emiratisation rate.

20.9

Average hours of training per employee.

Wellbeing programme launched.

200+

Events undertaken across all business districts.

ISO 45001 certification for employees and all properties.

ESG awareness workshop for leadership and ESG champions.

Community

Annual WeWalk charity walkathon to fundraise for children impacted by diabetes.

Award-winning The Good Store fundraising campaign and Iftar meal donations during Ramadan.

Pink Caravan partnership for breast cancer awareness in business districts.



Economy

88.1%

Customer Experience Index.

1,100+

Startups supported by in5 incubator since inception.

17.5%

Of startups supported by in5 are women-owned.



Governance & Risk

Focussed training on compliance.
ESG risk register developed.

35%

Procurement spend on local Emirati-owned businesses,
Dubai SMEs and women-owned businesses.

Achieved ISO 9001:2015 certification for
TECOM Group's Quality Management system
across its Finance, Engineering, and
Government Services operations.



Awards



EPRA Silver and Most Improved
Awards for ESG Reporting.



ESG Impact Seal - Gold by
UAE Majra - the National CSR Fund
for ESG and CSR performance.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

ESG Overview

Our ESG approach is supported by a structured framework that ensures alignment with national priorities, global standards, and TECOM Group’s long-term sustainability vision. The following components guide the way we manage, implement, and continuously strengthen ESG across our operations.

ESG Framework and Focus Areas

Defines TECOM Group’s strategic ESG focus areas, guiding initiatives towards the topics of greatest relevance and impact across our business districts and communities.

ESG Objectives

Outlines clear commitments and measurable objectives that provide a roadmap for achieving TECOM Group’s sustainability vision and driving meaningful progress across all ESG pillars.

ESG Governance

Details the roles and responsibilities across TECOM Group that enable effective oversight and active participation in ESG implementation - from Board-level oversight to operational execution.

Supporting Policies and ISO Certifications

Highlights the policies, guidelines, and certifications - including our ESG Policy - that formalise expectations, reinforce accountability, and ensure consistency in ESG practices across the organisation. This also includes ISO certifications that underpin our commitment to quality, safety, and environmental management.

ESG Materiality Refresh

Presents the material sustainability issues identified through our materiality assessment, based on both the impact of TECOM Group’s activities on people and the environment, and the financial implications of sustainability-related risks and opportunities.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

ESG Framework

At the heart of TECOM Group’s sustainability approach is its ESG Framework, structured around five core pillars – Planet, People, Community, Economy and Governance and Risk. This framework guides how we integrate ESG considerations into our operations and supports alignment with the UAE’s national sustainability agenda, economic priorities, and evolving regulatory landscape. In 2025, we updated our ESG Framework by introducing additional

standalone focus areas that reflect TECOM Group’s evolving priorities and operating context, as well as formalising key enablers to support effective ESG implementation across the organisation.

TECOM Group’s ESG approach reflects and supports key UAE strategies, including the UAE Net Zero by 2050 strategic initiative, UAE Green Agenda 2030, Dubai Demand Side Management (DSM) Strategy 2050,

UAE Agenda for Entrepreneurship and SMEs, and many other relevant strategies.

Our framework also ensures alignment with key regulatory requirements, including the latest regulation on Climate Change, Waste and CSR. Together, these national strategies and regulatory requirements shape TECOM Group’s sustainability direction and inform the priorities embedded within our management approach towards the focus areas.

Our ESG Framework further aligns with the SDGs, supporting global priorities across climate action and societal progress. TECOM Group contributes to several SDGs, including SDG 11 Sustainable Cities and Communities, SDG 13 Climate Action, SDG 9 Industry, Innovation and Infrastructure, SDG 3 Good Health and Wellbeing, among others.

TECOM Group ESG Framework

Our vision is to lead the curation of innovative ecosystems that drive sustainable growth and future development.



Planet

- Energy Efficiency
- Water Efficiency
- Waste Management
- Sustainable & Resilient Buildings
- Reducing GHG Emissions

→ [Read more on page 19](#)



People

- Health & Safety
- Diversity & Inclusion
- Capacity Building
- Customer Wellbeing

→ [Read more on page 29](#)



Community

- Investing in Local Communities

→ [Read more on page 37](#)



Economy

- Economic Performance
- Incubating Innovation
- Customer Experience

→ [Read more on page 41](#)



Governance & Risk

- Ethical Business Practices & Policies
- Robust Governance
- Risk Management
- Responsible Supply Chain

→ [Read more on page 41](#)

Enablers

Digitalisation

Policy & Procedures

Performance Management

Awareness & Training

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

ESG Objectives

TECOM Group's objectives towards ESG, outlined in its ESG Policy.

- Promote robust governance and ethical standards in line with our Code of Conduct, expecting the same from our suppliers and partners.
- Pioneer environmental stewardship within the commercial real estate sector in the UAE by promoting efficient and responsible consumption of natural resources, minimising our environmental impact, and continuously improving energy efficiency.
- Build a resilient portfolio by investing in high-quality, sustainable infrastructure to mitigate climate risks, including natural hazards and extreme weather events.
- Engage in and advocate for global climate action initiatives by actively working towards reducing our carbon footprint.
- Ensure the health, safety, and wellbeing of our employees, customers, and suppliers while fostering a diverse and inclusive workplace and business environment that ensures fair treatment for all.
- Invest strategically in employee development, empowering them to realise their full potential.
- Create sustainable and inclusive spaces that deliver long-term social value for customers and communities.
- Establish sustainable supply chains by working with our suppliers and prioritise support for women-owned businesses and SMEs, including those within our start-up incubators.
- Contribute to community development initiatives that benefit society at large while promoting responsible living and fostering healthier lifestyles.
- Ensure ongoing compliance with evolving ESG regulatory standards.
- Maintain consistency, transparency and reliability in measuring and communicating our ESG impacts and expand on our reporting frameworks periodically.
- Foster strong stakeholder relationships to drive ESG initiatives forward.

These objectives are designed to guide TECOM Group in achieving its vision of leading the curation of innovative ecosystems that drive sustainable growth and future development. They also shape the Group's commitments across each material topic outlined in its ESG Policy and this report, ensuring a cohesive approach to creating value for stakeholders and fostering a resilient, sustainable future.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

ESG Governance

In 2025, we leveraged our ESG Governance structure to further our ESG ambitions. Our ESG governance structure provides a clear, tiered approach for decision-making, oversight, and the execution of ESG initiatives, ensuring that ESG objectives are achieved transparently and cohesively.

- At the top of this structure, the **Board Risk Committee** serves as the primary decision-making body, overseeing ESG implementation by monitoring objectives, strategies, and associated risks.
- The **CEO** plays a pivotal role in reviewing and guiding ESG strategy and governance, receiving quarterly updates from the ESG Committee to ensure alignment with TECOM Group’s broader objectives.
- The **ESG Committee**, led by the Executive Vice President of Strategy and Marketing and composed of senior leaders across Engineering, Business Support and Finance, are accountable for ESG implementation and offers essential coordination and strategic recommendations to drive ESG performance.
- Supporting this governance structure, **ESG Champions** within each department actively work with the ESG Committee to implement initiatives, track progress, and address barriers, fostering an integrated culture of sustainability throughout TECOM Group.



ESG governance is structured to align with broader risk management and strategic objectives, embedding accountability and continuous improvement across all levels of the organisation.

ESG key performance indicators have been integrated into selected departments to strengthen accountability, directly linking them to performance incentives.

This ensures that ESG priorities are embedded within daily operations, motivating teams to deliver measurable outcomes and reinforcing the importance of achieving set objectives.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Policies Supporting ESG and ISO Certifications

TECOM Group's commitment to fostering a responsible and sustainable business environment is reflected in its comprehensive policies and globally recognised certifications. These policies ensure that the Group operates with integrity, prioritising sustainability, employee and customer wellbeing, and environmental stewardship in all aspects of its business.

ESG Policy

TECOM Group's ESG Policy underpins its commitment to embedding sustainability throughout its operations, supporting a business model geared towards growth, resilience, and sustainable development. This comprehensive policy outlines the Group's strategic approach to material ESG matters, setting defined objectives that integrate sustainability across all operational areas. The policy addresses all focus areas within the ESG Framework, focusing on responsible business practices, environmental stewardship, and social responsibility. To drive accountability and progress, a robust governance structure is in place to support and oversee the implementation of these commitments.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Health, Safety, and Environmental (HSE) Policy

TECOM Group's HSE Policy ensures the highest occupational health, safety, and environmental responsibility standards across its operations. This policy is designed to comply with all applicable HSE regulations while adhering to the Group's rigorous internal HSE management standards.

Through this policy, TECOM Group aims to protect the wellbeing of its employees and the environment, actively minimising risks and fostering a safe, responsible work environment that prioritises sustainability in all operations.

Customer HSE Handbook

In 2025, the community guidelines were reviewed and updated, resulting in their consolidation into a comprehensive Customer HSE Handbook. The document is a comprehensive guide for all customers, outlining mandatory requirements and best practices for maintaining a safe, sustainable, and well-managed environment within the Group's assets. It encompasses key health, safety, and environmental aspects, including emergency response protocols, operational risk management measures, and water and waste management guidelines. Customers are required to acknowledge the guidelines, ensuring alignment with the Group's standards for safety and sustainability.

Business Continuity Management Policy

The Business Continuity Management Systems (BCMS) Policy ensures TECOM Group's comprehensive oversight of business continuity and crisis management across all departments. Its purpose is to ensure TECOM Group can continue delivering services with minimal impact and within predefined recovery time objectives during disruptions.

The BCMS is implemented through a robust framework that includes the BCMS Manual, Business Continuity Plans (BCPs), Crisis Management Plan, and Crisis Communication Plan. Aligned with TECOM Group's mission to create innovative ecosystems that support Dubai's economic aspirations, the Policy covers the business districts, centralised corporate functions, and critical third parties.

The BCMS Policy highlights TECOM Group management's commitment to operational resilience, ensuring it is effectively communicated, understood, and regularly reviewed to safeguard business continuity.

Human Capital (HC) Manual

The Human Capital Manual establishes fair and consistent practices for managing TECOM Group's workforce and ensures a supportive, equitable work environment. It includes key policies on recruitment, leave, compensation, benefits, and allowances, alongside comprehensive guidelines for employee development.

The manual also encompasses the company's Code of Conduct and grievance mechanisms, promoting ethical behaviour, addressing workplace concerns, and supporting career growth. These policies are a foundation for fostering a motivated and empowered workforce aligned with the Group's values.

Corporate Social Responsibility and Charitable Contributions (CSR) Policy

The Corporate Social Responsibility and Charitable Contributions Policy provides a compliant framework for delivering positive social impact as part of our broader ESG agenda. The policy defines the approach to community development through charitable giving and fundraising initiatives implemented in partnership with licensed charitable organisations. Underpinned by strong governance, Board and shareholder oversight, and transparent disclosures, the policy ensures that CSR initiatives are strategic, well-managed, and aligned with national priorities and the UN Sustainable Development Goals, while creating meaningful value for communities and stakeholders.

ISO Certifications

TECOM Group is proud to be certified under ISO 9001, ISO 14001 and ISO 45001, which reflect its dedication to Quality Management, environmental management and occupational health and safety. These certifications serve as a cornerstone for the Group's ESG objectives, reinforcing its commitment to maintaining the highest standards of sustainability and employee wellbeing.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Materiality Assessment

This year, we undertook a materiality assessment in collaboration with internal stakeholders to ensure our sustainability priorities reflect stakeholder expectations, regulatory developments, and the evolving strategic context of our organisation.

Building on our established ESG framework, this assessment marked an important step forward in aligning with international best practices on double materiality. It strengthened our ability to identify and prioritise the sustainability issues most significant to our business, ensuring a more comprehensive and future-ready approach.

Awareness Workshop

Ahead of the assessment, we conducted an ESG Awareness Session with Leadership and key individuals across the business to build a shared understanding of the broader sustainability landscape. The session covered key themes including, climate action, the UN SDGs, national sustainability strategies and regulations in the UAE, ESG reporting frameworks such as GRI and EPRA, and the methodologies used by major rating and ranking agencies such as MSCI and GRESB. This workshop ensured that participants were informed and equipped to contribute meaningfully to the materiality evaluation.

Assessment Methodology and Outcome

Our objective with the workshop was to develop a shared understanding of why specific ESG issues matter to TECOM Group and to help build a shared understanding of the extent and nature of materiality. The assessment began with a long list of 22 sustainability issues, developed using our existing framework, international practices, peer benchmarks, and emerging sector trends.

Each issue was then assessed from two perspectives:

- **Impact on People and the Environment** - Considering the potential impacts our activities may have on society and the environment, based on our business model and value chain.
- **Impact on TECOM Group's Business** - Exploring how sustainability-related risks and opportunities may influence our operations, financial performance, resilience, and long-term strategic positioning.

For each issue, we prepared structured statements describing associated impacts, risks, and opportunities. This provided a consistent basis for discussion and evaluation across the workshop participants. The evaluation phase involved a collaborative scoring process. Perspectives were shared on strategic relevance, operational implications, and potential exposure.

The final output is a materiality matrix mapping all 22 issues based on their inward and outward materiality. These results will guide our ESG priorities, risk management processes, and disclosures, ensuring we focus on the issues most important to long-term value creation and meaningful impact.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

TECOM Group Materiality Matrix



Prioritised Sustainability Issues

- 1 Corporate Governance & Oversight
- 2 Climate Resilience/Physical Risk
- 3 Employee Health, Safety & Wellbeing
- 4 Supply Chain Health & Safety
- 5 GHG Emissions & Net Zero
- 6 Energy Management
- 7 Business Ethics, Anti-Corruption & Anti-Money Laundering
- 8 Training & Skills Development
- 9 Customer Health, Safety & Wellbeing
- 10 Stakeholder Engagement & Grievances
- 11 Contractor Labour Rights & Standards
- 12 Responsible Procurement & Supply Chain Governance
- 13 Customer Experience & Satisfaction
- 14 Diversity & Inclusion
- 15 Local Economic Development
- 16 Wastewater & Reuse
- 17 Water Management
- 18 Waste & Circular Resource Use
- 19 Community Programmes & CSR
- 20 Data Privacy & Cybersecurity
- 21 Biodiversity & Land Use
- 22 Environmental Pollution

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

2025 ESG Performance Dashboard



Planet

Energy Efficiency

- Overall, 2.4% reduction in Like-for-Like (LfL) purchased energy from 2024 to 2025.
- 1.8% reduction in LfL electricity consumption from 2024 to 2025.
- 6.7% reduction in LfL district cooling consumption from 2024 to 2025.
- 11.53 MWp solar capacity with 1.48 MWp added in 2025.
- 15.25 GWh electricity from solar generation in 2025, 6.9% increase from 2024 to 2025.
- 7.7% electricity consumption from solar in 2025, broadly consistent with 2024.
- 14.8% savings between 2022-25 from Energy Retrofit project initiated in 2022.

Water Efficiency

- 16.2% increase in water consumption from 2024 to 2025.
- 1.6% increase in LfL water consumption from 2024 to 2025.

Waste Management

- 53% waste diverted to Waste to Energy facilities compared to 48% in 2024.
- 2% of waste recycled in 2025 compared to 1% in 2024.

Sustainable Buildings

- 16 LEED certifications added in 2025.
- Total 59 LEED certified buildings – 6 Platinum, 46 Gold and 7 Silver.

Reducing GHG Emissions

- Scope 1 – 19.0% increase from 2024 to 2025.
- Scope 2 – 5.0% increase from 2024 to 2025 as a result of new operations.
- Scope 3 – 2.0% reduction from 2024 to 2025, with increase in waste diverted to Waste to Energy (WtE) facilities instead of landfill.
- Emissions intensity – 5.8% reduction from 2024 to 2025.
- Climate risk assessment undertaken.



People

Health and Safety

- 0.076 injury rate and zero Lost Day Rate (LDR), Accident Severity Rate (ASR), Absentee Rate (AR) and Work-Related Fatalities.
- 1,368 total trainings undertaken with 41,942 attendees.

Diversity and Inclusion

- 35.4% women in workforce in 2025 compared to 34.8% in 2024.
- Average 0.88 gender pay gap in 2025 compared to 0.91 in 2024.
- 28% Emiratisation in 2025 compared to 26% in 2024.

Capacity Building

- 20.9 average training hours undertaken per employee.
- Performance reviews completed for 100% of employees.

Customer Wellbeing

- Health and safety assessments undertaken in 100% of assets.
- Additional AED 15 million invested in 2025 in improving outdoor spaces (totalling AED 115 million since 2022).

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED



Community

Investing in Local Communities

- Cash contributions – AED 180,000 direct cash contribution for iftar meal distribution during Ramadan to Dubai Charity Association.
- Cash fundraising – AED 154,322 raised in cash through The Good Store and WeWalk fundraising initiatives undertaken in partnership with Dubai Charity Association.
- In-kind fundraising – Tiggo 7 Premium 2025 Car worth AED 93,900 donated through WeWalk fundraising initiative by AWR Motors to Dubai Charity Association.



Economy

Incubating Innovation

- +1,100 startups supported since inception.
- 17.5% startups supported women owned.
- 170 new registered startups in 2025.

Customer Centricity

- 88.1% Customer Experience Index in 2025 compared to 87.1% in 2024.



Governance and Risk

Corporate Governance

- Maintained as per SCA regulations (read more in TECOM Group Annual Report).

Ethical Business Practices

- Compliance training undertaken for employees.

Prudent Risk Management

- ERM Framework updated.
- ESG Risk Register drafted.

Responsible Supply Chain

- 35% procurement spend on local Emirati-owned businesses, Dubai SMEs and women-owned businesses compared to 22% in 2024.



Dubai International Academic City

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Planet

The UAE's long-term climate and sustainability agenda forms the foundation of TECOM Group's initiatives under this pillar. Our approach is aligned with the UAE Net Zero by 2050 strategic initiative, UAE Energy Strategy 2050, Dubai Clean Energy Strategy 2030, the Dubai Demand Side Management Strategy 2050 and the UAE Circular Economy Policy 2021-2031, which collectively aim to reduce emissions, improve resource efficiency, and advance a low-carbon, circular economy.



7 AFFORDABLE AND CLEAN ENERGY 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION
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Dubai Internet City

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Planet

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Economy

Governance and Risk

Our environmental management practices are governed by an ISO 14001-certified Environmental Management System, which sets out processes for monitoring, improvement, and regulatory compliance across our operations. In 2025, we also continued preparing for evolving environmental regulations, including Federal Law No. 11 of 2024 on Climate Change and Dubai Municipality's waste segregation requirements. We support these by committing to Net Zero, reporting our GHG emissions and implementing decarbonisation measures such as large-scale energy efficiency projects and on-site solar deployment, increasing green building certifications, and strengthening waste diversion and recycling.

To enhance resilience, TECOM Group completed a climate risk assessment in 2025, covering both physical risks from climate change impacts, such as extreme heat, humidity, and rainfall, as well as transition risks, such as regulatory developments, decarbonisation expectations, and market demand. The outcomes will be formalised under a Climate Action Roadmap to be developed in 2026, aligned with national Net Zero objectives and principles of the Taskforce for Climate-related Financial Disclosures (TCFD).

We remain steadfast in our commitment to environmental stewardship and actively pursue initiatives to enhance our energy efficiency, expand our use of renewable energy, and increase the ratio of green buildings within our built portfolio. In parallel, we strive to foster a culture of environmental responsibility among our customers, collaborating with them to minimise our collective environmental footprint and advance our shared sustainability goals.

Certified

ISO 14001

Energy Efficiency

Commitments

- We reduce the energy intensity of our built portfolio and increase savings, by leveraging innovative technologies and best practices.
- We continue to invest in renewable energy projects in accordance with regulations.
- We support green transportation through provision of Electric Vehicle (EV) chargers.
- We strive to foster a culture of environmental responsibility among our tenants, collaborating closely with them to minimise our collective environmental footprint and advance our shared sustainability goals.

Performance

In 2025, TECOM Group's energy management approach remained closely aligned with national strategies, including the UAE Energy Strategy 2050, the Dubai Clean Energy Strategy 2030, and the Dubai Demand Side Management Strategy 2050. Collectively, these frameworks aim to reduce consumption, enhance efficiency, and expand the share of clean and renewable energy across the country. TECOM Group's energy performance continued to evolve in line with operational activity, portfolio expansion, and ongoing optimisation measures.

- **Electricity** – Total electricity consumption increased by 7.1% due to the acquisition of new buildings in 2024, which were transferred to our accounts in 2025. On an LfL basis, electricity consumption decreased by 1.8%, reflecting gains from the operationalisation of new solar projects as well as energy performance monitoring and optimisation.

- **District Cooling** – District cooling consumption rose by 12.8%, driven by new operations. However, LfL district cooling consumption declined by 6.7%, indicating improved efficiency across existing assets.
- **Fuels** – Diesel consumption decreased significantly by 35.6% due to reduced requirements, while LPG consumption increased by 47.7% due to the additional leasing of cooking facilities at worker accommodation. After accounting for these changes, the data has been retained on an LfL basis.
- **Overall Energy Performance** – Total energy consumption increased by 8.5%, primarily due to new acquisitions & developments and higher occupancy levels. Despite this growth, LfL energy consumption decreased by 2.4%, demonstrating the effectiveness of ongoing energy efficiency and monitoring initiatives. As a result, energy intensity declined by 6.1% for Electricity and 9.1% for District Cooling over the reporting period.

Reduction in LfL Energy Consumption (2024-25)

-2.4%

Reduction in LfL Electricity Consumption (2024-25)

-1.8%

Reduction in LfL District Cooling Consumption (2024-25)

-6.7%

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Planet

People

Community

Economy

Governance and Risk

Initiatives

Energy Retrofit Programme (2022-Present)

Launched in 2022 with a total investment of AED 43 million, TECOM Group’s energy retrofit programme has become one of the most impactful contributors to long-term decarbonisation across our built portfolio. The programme has delivered cumulative energy savings of 14.8% between 2023 and 2025, achieved through a series of integrated engineering and operational improvements implemented across nine business districts.

Key measures implemented include replacing outdated chillers with high-efficiency models, optimising chilled water systems, deploying digital controls such as motion sensors and Variable Frequency Drives (VFDs), and completing continuous

commissioning and optimisation of HVAC infrastructure. These upgrades have materially strengthened asset performance and helped stabilise electricity use despite portfolio growth and increased footfall. The programme’s impact was recognised in 2024 when TECOM Group received the ‘Exemplary Retrofit Project’ award under the Dubai Supreme Council of Energy’s Demand Side Management Recognition Programme, highlighting our leadership in energy innovation and operational efficiency.

Energy Savings from Retrofits (2023-25)

14.8%

Energy Performance Monitoring and Optimisation

TECOM Group closely monitors energy performance across its portfolio through regular benchmarking, equipment-level tracking, and digital monitoring tools. This approach allows us to quickly identify unusual consumption patterns and implement corrective measures to

optimise efficiency. Our monitoring practices are aligned with international energy management principles, ensuring accurate performance insights that support operational improvements, regulatory compliance, and long-term decarbonisation efforts.

Enhancing Green Mobility Through Expanded EV Infrastructure

To support Dubai’s clean transportation agenda and reduce transport-related emissions across our business districts, TECOM Group continued to expand its EV charging network.

As of 2025, 45 EV charging stations are available across high-density districts, providing convenient access for customers, employees, and visitors.



EV Charging Stations

45

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Planet

People

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Governance and Risk

On-Site Solar Capacity and Generation (2019-Present)

Renewable energy adoption continues to underpin TECOM Group's long-term decarbonisation strategy. In 2025, 3 new solar installations were completed, adding 1.48 MWp of capacity and bringing the Group's total installed capacity to 11.53 MWp. Across 2023-2025, solar energy contributed an average of 7% of total electricity consumption.

Through ongoing partnerships with leading technology providers, TECOM Group continues to integrate high-impact solar solutions aligned with national decarbonisation pathways.

Installed Solar Capacity

11.53 MWp

Average Electricity Consumption from Solar (2023-25)

7%



Looking Ahead

We will continue strengthening our decarbonisation efforts by ensuring that energy efficiency is embedded into all newly built and acquired assets. At the same time, we will consistently maintain our digital monitoring systems to drive energy insights and enable proactive management of performance across our business districts. These will allow for more precise decision-making and support ongoing reductions in consumption and emissions.

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Water Efficiency

Commitments

- We continue to make efforts towards improving our water efficiency and reducing our water footprint by leveraging water-saving technologies and implementing practices that encourage responsible water management.
- We raise awareness among our stakeholders to support these efforts.

Performance

Water efficiency remained a key environmental priority in 2025. Our approach focuses on the deployment of water-saving technologies and the use of monitoring systems to identify inefficiencies early. Water performance continued to evolve in line with operational activity, increased occupancy, portfolio expansion, and ongoing optimisation measures.

- **Total Water Consumption** – Total water consumption increased by 16.2% from 2024 to 2025, primarily due to the integration of new assets into the portfolio, along with significant changes in operations and higher occupancy levels at selected assets.
- **LfL Performance** – On a like-for-like basis, water consumption increased marginally by 1.6%, reflecting broadly stable and consistent operational performance across existing assets.
- **Water Intensity** – Water intensity increased marginally by 1.8% reflecting broadly stable performance.
- **Treated Sewage Effluent (TSE)** – TSE usage increased by 61.8% from 2024 to 2025, driven by the inclusion of additional landscaped areas and expanded irrigation requirements across the portfolio.

Initiatives

Water Conservation Technologies

TECOM Group has implemented a set of water-saving measures across assets, including the installation of water displacement bags in flush tanks and flow reducers at wash basins and toilet fixtures. These installations continue to provide long-term conservation benefits. We also conduct periodic assessments to identify areas for improvement and guide optimisation measures across our districts.

Wastewater Treatment Units

TECOM Group continues to invest in sustainable water infrastructure through decentralised wastewater treatment systems, including a greywater treatment unit in d3 and a Sewage Treatment Plant (STP) in Dubai Industrial City. These systems support reuse applications and reduce pressure on municipal supply and treatment networks.

Treated Sewage Effluent (TSE) for Irrigation

To further reduce reliance on water resources, TECOM Group utilises TSE for landscaping irrigation across six business districts. The use of TSE supports efficient water stewardship and contributes to the sustainable maintenance of green spaces.

Looking Ahead

We will continue deploying water-saving technologies wherever relevant and conducting regular assessments to identify efficiency opportunities across assets.

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Waste Management

Commitments

- We strive to enhance resource management, minimise waste and promote circularity within our built portfolio.
- We continue to monitor our waste generation, recycling, and landfill diversion rates and implement measures to bolster these efforts.
- We work towards collaborating closely with our customers to optimise waste management practices.

Performance

Waste management in the UAE is guided by the UAE Circular Economy Policy 2021-2031 and the Dubai Integrated Waste Management Strategy 2021-2041, which aim to reduce waste generation, increase recycling, and divert waste from landfill through improved segregation, treatment, and recovery systems. TECOM Group remains committed to supporting these national ambitions through monitoring and continuous improvements to waste management and recycling practices.

- **Total Waste Generation** - 28,699 tonnes of waste were generated in 2025, representing a 2.7% increase from 27,935 tonnes in 2024. On an LfL basis, total waste generation also increased by 2.4%. However, waste intensity has been stable for 2024 and 2025, demonstrating consistent waste management across existing assets, independent of portfolio changes.
- **Recycling Performance** - Recycling accounted for 2% of total waste generated during the reporting period. On an LfL basis, recycling performance remained broadly consistent with overall performance.
- **Waste Diversion** - Waste diverted to WtE facilities represented 53% of total waste generated, increasing from 48% in 2024. On an LfL basis, diversion to WtE facilities increased in line with overall performance, highlighting improved diversion practices across existing assets.
- **Landfill Disposal** - The remaining waste was disposed of to landfill. Landfill volumes decreased significantly YoY, both on a total and LfL basis, driven by higher diversion rates to WtE facilities and reduced overall waste generation.

Initiatives

Dubai Can

As part of ongoing circularity efforts, TECOM Group expanded the installation of Dubai Can water stations across selected districts, encouraging the reduction of single-use plastic bottles and promoting sustainable consumption.

Reuse of Fitouts and Materials

Wherever feasible, furniture, fixtures, and fitout materials are reused or repaired to extend their lifespan and minimise waste. These actions reduce demand for new materials and help lower overall waste generation across the portfolio.

Looking Ahead

We will continue strengthening our waste management approach to align with local guidelines, with a particular focus on improving source segregation and maintaining proper collection systems across all assets. Through these efforts, we will continue advancing our contribution to Dubai's long-term waste diversion and circularity ambitions.

Increase in Waste Generation

2.7%

Waste diverted to Waste to Energy Plants

53%

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Sustainable Buildings

Commitments

- We undertake new developments and implement retrofits as per sustainable design, construction, operation, and end-of-life principles.
- We remain steadfast in our commitment to environmental stewardship and actively pursue initiatives to increase the proportion of green buildings within our built portfolio.

Overview

In 2025, TECOM Group continued advancing sustainable and resilient building practices in alignment with the UAE Green Agenda 2030, the UAE Net Zero 2050 strategic initiative and Dubai's broader sustainability and climate adaptation objectives. Recognising that high-performance buildings are central to achieving national climate goals, TECOM Group expanded its green-certified asset base and enhanced operational performance. We also strengthened our approach to climate resilience across business districts.

LEED Certified Commercial GLA

57%



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Initiatives

Scaling LEED Certification Across the Portfolio

TECOM Group achieved a major milestone in 2025 by expanding its green-building portfolio to 59 LEED-certified buildings, up from 43 in 2024 - the largest YoY increase to date. This growth significantly increased the share of LEED-certified GLA within the Commercial portfolio. It reinforced the Group's position as one of the leading owners of certified buildings in the region. All 16 buildings certified in 2025 achieved LEED Gold, reflecting continued progress in high-performance and resource-efficient building operations.

Certification efforts advanced under both LEED Operations and Maintenance (O&M) and LEED Core and Shell (C&S) frameworks. A substantial share of 2025 certifications came through LEED O&M, demonstrating TECOM Group's commitment to enhancing the performance of existing assets. New developments, such as Innovation Hub Phase 2, continued to apply LEED-aligned design standards, strengthening sustainability integration across the development pipeline. The accelerated certifications were supported by performance improvements achieved

through the Group's multi-year energy retrofit programme, which delivered 14.8% energy savings between 2023 and 2025 (read more on page 21).

Overall, the expansion of TECOM Group's LEED portfolio demonstrates a sustained commitment to high-performance buildings, embedding sustainable standards across both new developments and existing assets, and advancing the Group's contribution to national environmental and climate objectives.

LEED Platinum Certifications

6

LEED Gold Certifications

46

LEED Silver Certifications

7

Strengthening Climate Resilience Across Districts

Climate-related risk management remains a key area of focus. Property assessments and proactive measures have been consistently implemented to address climate-related physical risks, reflecting TECOM Group's ongoing commitment to preparedness and resilience. Following the unprecedented rainfall experienced in the UAE in April 2024, additional assessments were carried out, leading to targeted mitigation measures designed to minimise the impact of future events. These actions form part of a broader, long-standing strategy to enhance resilience

to intense weather conditions and maintain operational excellence. Routine monitoring of extreme weather patterns and the tracking of related ESG risks - initiated in 2024 - also continued to support informed decision-making and early risk identification. Further, a formal climate risk assessment was completed in 2025 to evaluate exposure to key physical risks from climate change impacts.

Looking Ahead

We will continue increasing the proportion of green-certified buildings across our portfolio by pursuing LEED certification for all new developments and evaluating complementary frameworks such as the WELL Building Standard where appropriate. Climate resilience will remain a core component of asset planning. Through these continued efforts, TECOM Group aims to enhance further the sustainability, performance, and long-term resilience of its built environment.



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Reducing GHG Emissions

Commitments

- We maintain our commitment to reporting our emissions, periodically refining our calculation methodology for accuracy.
- We continue to make efforts to reduce emissions directly within our control and primarily focus on energy, water, and waste management.
- We extend our emissions reduction impact by collaborating with customers and suppliers, particularly in segments like Built-to-Suit, to decrease emissions within our sphere of influence over the long term.

Performance

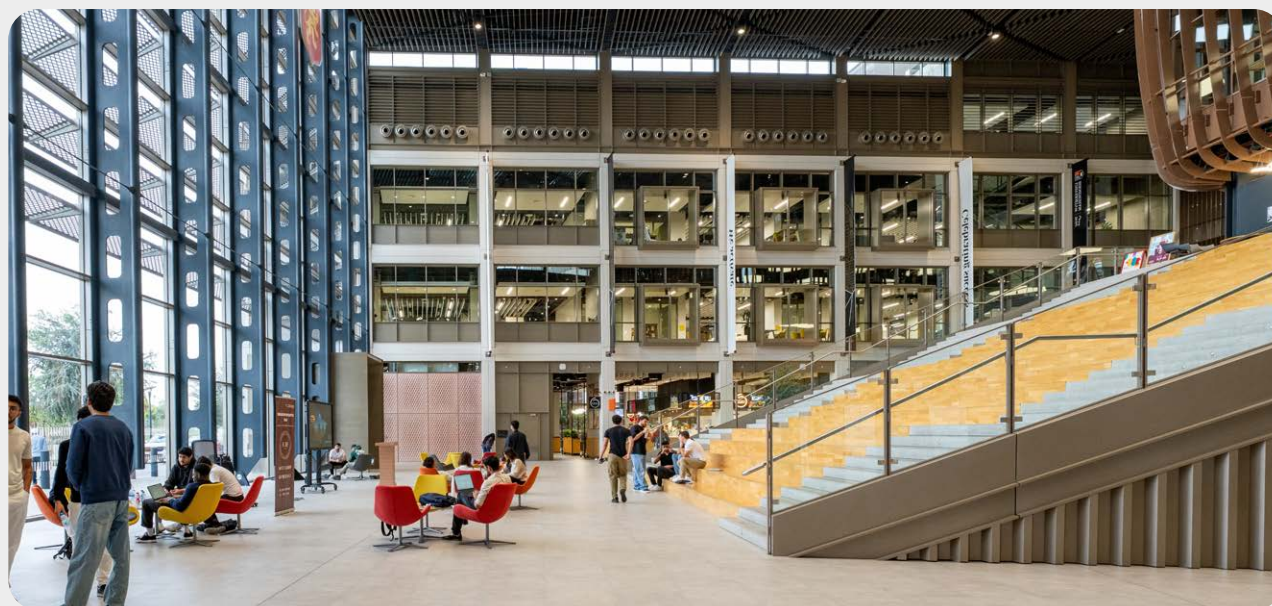
TECOM Group's emissions management approach remains aligned with the UAE Net Zero 2050 strategic initiative and Federal Law No. 11 of 2024 on Climate Change, which mandates emissions reporting, the establishment of measurement, reporting and verification (MRV) systems, and the implementation of mitigation and adaptation initiatives. The Group ensures compliance through the following initiatives.

In 2024, TECOM Group updated its emissions accounting methodology to ensure full alignment with the GHG Protocol, incorporating improved activity data, refined emission factors, and enhanced consolidation boundaries. TECOM Group applies the operational control approach, whereby Scope 1 and Scope 2 emissions include only those arising from energy consumption in common areas and the Group-occupied offices, reflecting the parts of the portfolio directly managed and controlled by the organisation. Scope 3 reporting includes emissions from water consumption, wastewater reuse and waste generation.

- **Scope 1 Emissions** – Scope 1 increased by 19.0%, from 1,625.9 tonnes CO₂e in 2024 to 1,935.5 tonnes CO₂e in 2025, reflecting increased consumption of refrigerants, driven by portfolio requirements.
- **Scope 2 Emissions** – Scope 2 emissions increased by 5.0%, rising from 51,789.2 tonnes CO₂e in 2024 to 54,360.5 tonnes CO₂e in 2025. This increase was driven by the expansion of the asset portfolio and higher occupancy levels. However, Scope 1 and Scope 2 emissions intensity reduced by 5.8% reflecting ongoing optimisation and efficiency measures across operations.

- **Scope 3 Emissions** – Scope 3 emissions decreased significantly by 2% from 2024-25 primarily due to reduced waste generation and increased diversion to waste-to-energy facilities instead of landfill.
- **Total Emissions** – Overall emissions increased by 3.8% from 68,320.6 tonnes CO₂e in 2024 to 70,897.0 tonnes CO₂e in 2025.

To support compliance with Federal Law No. 11 of 2024, TECOM Group is updating its procedures with a formal MRV system, detailing boundaries, methodologies, and data-collection processes.



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Initiatives

Long-Term Large-Scale Decarbonisation Initiatives (2019-Present)

TECOM Group’s larger decarbonisation projects, initiated in 2019, continue to be driven by sustained improvements across its key focus areas – Energy Efficiency, Renewable Energy, Sustainable Buildings, and Waste Management – each detailed in this report.

- **Energy Efficiency** – TECOM Group’s large-scale retrofit programme, initiated in 2022, delivered a 14.8% reduction in energy consumption between 2023 and 2025, contributing directly to lower emissions.
- **Renewable Energy** – In 2025, on-site solar installations expanded renewable generation capacity and 7.7% of total electricity consumption was sourced from solar energy, strengthening compliance with national decarbonisation expectations.
- **Sustainable Buildings** – The number of LEED-certified assets increased to 59 in 2025, improving sustainability performance across the Commercial portfolio.

- **Waste Management and Diversion** 48% and 53% of general waste was diverted to WtE facilities in 2024 and 2025 respectively, driving avoided emissions.

Between 2022 and 2025, TECOM Group invested AED 75.8 million in climate-related infrastructure, including solar PV systems, energy-efficiency retrofits, and the expansion of EV charging infrastructure across its business districts, reinforcing the Group’s long-term decarbonisation efforts. Together, these initiatives form TECOM Group’s integrated mitigation approach and reinforce its contribution to UAE-wide climate commitments.

Invested in Climate-related Infrastructure (2022-25)

AED 75.8M

Initiatives

Climate Risk Assessment and Preparedness

In 2025, TECOM Group completed a climate-risk assessment covering physical risks – such as extreme heat, humidity, and rainfall – and transition risks linked to regulatory developments, decarbonisation expectations, and market shifts.



Looking Ahead

In 2026, we will focus on consistently monitoring emissions, energy retrofit projects, and increasing the share of green-certified buildings across the portfolio. All mitigation and adaptation measures will be formalised into a Climate Action Roadmap, which will strengthen regulatory compliance and reinforce TECOM Group’s contribution to the UAE’s Net Zero 2050 strategic initiative.

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People

This pillar reflects our commitment to cultivating a workplace where employees feel supported, valued, and empowered to grow. Our strategy focuses on maintaining safe and healthy work environments, fostering a culture of diversity and inclusion, strengthening capacity-building across our workforce, and enhancing customer wellbeing. These efforts directly align with the UAE Gender Balance Council Strategy 2026, the National Strategy for Wellbeing 2031, and the Dubai Quality of Life Strategy 2033. Through this alignment, we nurture a high-performing organisation anchored in wellbeing, continuous learning, and long-term professional development.



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Health and Safety

Commitments

- We are dedicated to enhancing employee wellbeing and satisfaction by continually improving our health, safety and wellbeing standards and prioritising employee inclusion and wellbeing initiatives.
- We ensure that our health, safety and wellbeing procedures align with the best available standards, such as ISO 45001, conduct routine training and participate in annual audits.
- We are implementing targeted initiatives and policies to improve employee wellbeing and ensure a healthy work-life balance.

Overview

Our approach to health, safety and wellbeing is delivered through three areas of focus that together ensure a safe, engaging, and supportive workplace.

Certified

ISO 45001

Initiatives

Robust Health, Safety and Wellbeing Management System

TECOM Group operates an ISO 45001 and ISO 14001-certified health, safety, environment, and wellbeing system that applies to 100% of employees, suppliers, and properties, including customer-occupied spaces. The system is structured around the Plan-Do-Check-Act cycle and supported by clearly defined procedures, including the Risk and Environmental Management Procedure and the Competency, Training and Awareness Procedure. These frameworks ensure systematic risk identification, routine and non-routine hazard assessments, and the implementation of controls to eliminate or minimise risks.

During 2025, overall health and safety performance remained strong. One Lost Time Injury (LTI) was recorded involving an indirect employee, resulting in an Injury Rate (IR) of 0.076. Appropriate healthcare was promptly provided, and the individual has fully recovered. Comprehensive incident reporting and investigation processes enabled timely identification of root causes and the implementation of corrective and preventive actions. These mechanisms support proactive risk management and continuous improvement



across all operational areas. The Lost Day Rate (LDR), Accident Severity Rate (ASR), and Absentee Rate (AR) remained zero for direct employees and there were no work-related injuries recorded during the reporting period.

Supplier safety oversight is maintained through annual audits, frequent on-site inspections, and a mandatory work-permit system for high-risk activities. In 2025, 100% of suppliers underwent audits or inspections, supported by health, safety and wellbeing training for supplier teams,

with no cases of non-compliance recorded.

Continuous improvement remains embedded in the management approach. Performance is monitored through periodic internal assessments and external ISO audits. In 2025, one internal audit, one external audit and a formal management review were completed, informing system enhancements for 2026. Lessons learned from audits and operational reviews continue to guide updates that strengthen TECOM Group's overall health, safety and wellbeing performance.

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Initiatives

Employee Wellbeing Programmes

Employee wellbeing remains central to TECOM Group's people strategy. Ongoing initiatives include routine health check-ups, access to sports courts, and access to a gym. Community-building activities, such as the TECOM Group Family Fun Day, further strengthened social connections.

In 2025, a specialised Employee Wellbeing Programme was rolled out, shaped by employee surveys that highlighted demand for wellness, fitness, and social activities. The programme includes monthly wellness sessions, mental health workshops and sports activities.

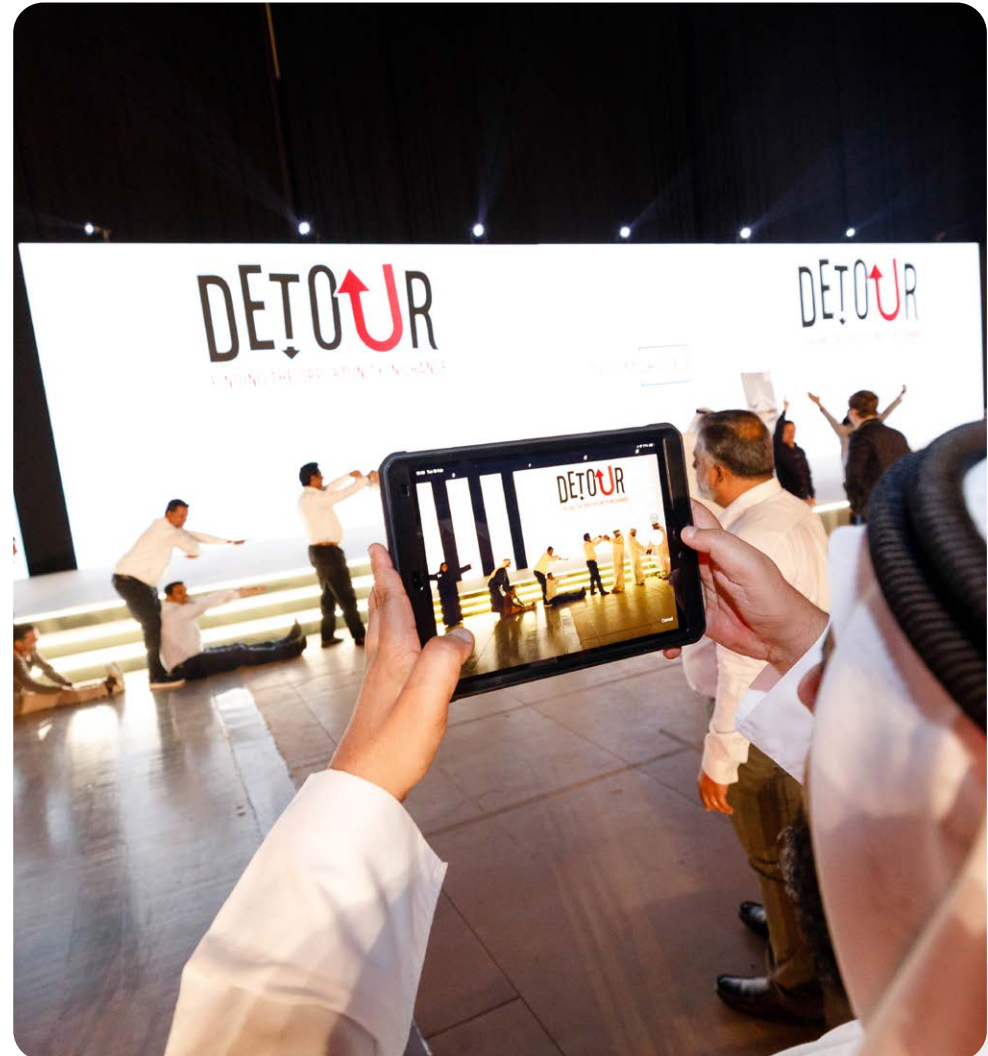
Driving Employee Engagement

Employee engagement is informed by insights from the annual Gallup survey, which measures satisfaction, connection, and organisational culture. Survey findings are translated into departmental action plans that have led to more frequent team meetings, mentoring programmes, improved cross-department collaboration, and strengthened communication channels. These actions reinforce a culture where employees feel heard, supported, and motivated to contribute to organisational success.

Looking Ahead

TECOM Group will continue to strengthen its health, safety and wellbeing culture by undertaking health and safety assessments and training programmes. Action plans emerging from engagement surveys will be implemented, and wellbeing initiatives will be continued.

We remain committed to ensuring that all employees, suppliers, and partners benefit from safe, healthy, and supportive work environments across our business districts.



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Diversity and Inclusion

Commitments

We continue to establish a culture of inclusion by implementing our Diversity, Equality and Inclusion (DEI) Strategy through initiatives such as blind recruitment processes, non-discriminative promotion opportunities, and paternal leave.

Initiatives

Women’s Representation in the Workforce

Supportive policies continue to promote women’s representation across the workplace. Internal targets guide efforts, with women currently accounting for one-third of the workforce. Efforts to strengthen diversity and inclusion across the organisation remain ongoing.

Women Representation in Workforce

35%

Emiratization

Emiratization remained a strategic priority, achieving an Emiratization rate of 28% in 2025. National talent is supported through structured recruitment and career progression pathways designed to build long-term capability for Emirati employees.

Emiratization rate

28%



Looking Ahead

We will continue to support the representation of women and Emirati employees as part of our workforce development efforts.

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Capacity Building

Commitments

- We are committed to fostering an innovative and engaging work environment where every employee can reach their full potential.
- We invest in employee training throughout the year, aiming to increase our training hours annually to align with industry best practices.
- We commit to offering career accelerator programmes for high-performing employees, providing executive education for our leadership team, and actively working to support youth employment within our networks.

Overview

At TECOM Group, we believe that continuous learning is fundamental to organisational resilience and long-term growth. Our capacity-building efforts in 2025 centred on expanding learning access, continued performance management, and enhancing ESG awareness across the organisation.

Initiatives

Supporting Training Needs

Our capacity-building approach is designed to ensure that employees have access to relevant development opportunities that enhance skills, deepen expertise, and support career progression. Continuous learning remains a priority at TECOM Group.

In 2025, employees completed an average of 20.9 training hours, demonstrating sustained engagement across technical, functional, behavioural, and leadership learning programmes. Training needs were identified through annual assessments, ensuring development plans remain relevant, targeted, and responsive to future business requirements.

Average Training Hours per Employee

20.9

Employee Performance Management

Performance management continues to support career development and alignment with organisational objectives. In 2025, 100% of employees completed annual performance reviews, which included goal setting, competency assessment, and structured feedback. Insights from this process directly inform individual development plans. Employee achievements are also recognised through the Employee Recognition Programme.



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Strengthening Leadership and Succession Planning

To ensure long-term organisational resilience, the Group undertakes succession planning processes as required. Succession plans were developed in collaboration with department leaders, supported by targeted development actions such as coaching, leadership programmes, role rotations, and project-based assignments. These efforts help ensure business continuity, reduce leadership risk, and build a sustainable internal talent pool.

Strengthening ESG Awareness

A dedicated workshop was delivered to leadership and key individuals across departments to strengthen collective understanding of emerging climate action, SDGs, ESG regulations, reporting expectations, and TECOM Group's evolving ESG priorities. The session aimed to equip decision-makers with the knowledge needed to support informed, sustainability-aligned planning (read more on page 15).



Looking Ahead

In the year ahead, we will continue rolling out the new learning platform and further develop ESG-related training to support long-term organisational readiness.

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Customer Wellbeing

Commitments

- We continue to actively invest in enhancing our communities to become more vibrant and sustainable.
- We are committed to providing safe, accessible, and engaging environments that support customer wellbeing and encourage active, community-oriented lifestyles.

Overview

Customer wellbeing efforts are closely aligned with the Dubai Quality of Life Strategy 2033, which aims to elevate public spaces, enhance mobility, enrich natural and urban environments, and improve liveability across the emirate. Built around 10 wellbeing pillars - including culture, health, environment, mobility, and safety - the strategy places people and community experience at the heart of urban development.

Through ongoing enhancements to outdoor spaces and upgraded community amenities, we contribute to these national priorities while fostering environments that support healthy, active, and socially connected lifestyles. Our work centres on maintaining safe environments, enhancing outdoor areas to promote wellbeing, and delivering community events that bring people together.

Initiatives

Enhanced Outdoor Spaces

In a continued commitment to creating sustainable and vibrant urban spaces, TECOM Group invested approximately AED 115 million across its districts between 2022 and 2025, including AED 15 million in 2025, to enhance outdoor environments and improve community wellbeing. This investment focused on landscaping and infrastructure upgrades aimed at fostering more inviting, comfortable, and accessible outdoor spaces.

Key initiatives included increasing greenery through tree planting and enhanced landscaping, expanding pocket parks, and introducing walking, jogging, and cycling infrastructure to promote active lifestyles. Community amenities such as children's playgrounds, sports courts, and outdoor recreational facilities were implemented across several districts, encouraging physical activity and community interaction.



To enhance usability and safety, shaded seating, outdoor furniture, and urban shelters were installed, alongside lighting upgrades to extend evening use. Parking facilities were upgraded to meet growing demand, and landscaping enhancements were implemented across districts.

In 2025, enhancements continued through increased tree planting and expanded greenery across sites, the addition of pocket parks in new locations, the introduction of new jogging pathways,

the installation of additional shaded seating and outdoor furniture, and targeted upgrades to parking facilities and surrounding landscaping. These initiatives reflect the Group's ongoing commitment to community wellbeing through the development of high-quality, multifunctional outdoor environments across its districts.

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Community Events

We prioritise creating vibrant, engaging experiences across our districts through a diverse calendar of community and industry events. These initiatives bring together customers, students and communities, helping to cultivate a sense of belonging and enrich daily life within our communities.

TECOM Group hosts industry-focused events, including the DSP Leadership Network, GCLS Longevity Science Semester Symposium, STEP Conference, Dubai Fashion Week, d3 Architecture Exhibition, AI Everything Global, Creative Student Hackathon, Creative Brunches, and Backyard Talks. These events provide platforms for learning, dialogue, and collaboration through panel discussions, keynote sessions, and workshops.

Complementing these are community-driven celebrations that mark key cultural moments, including UAE National Day, Ramadan activations and Pink October. These activities offer interactive experiences, family-friendly activities, and dynamic environments that encourage social connection and enhance the overall customer experience.

Events undertaken across business districts

200+

Ensuring Safe Environments for Customers and Visitors

Customer health and safety remain a priority across all TECOM Group communities. Routine monitoring, comprehensive inspections, and clear operational guidelines ensure that customers and visitors experience safe and well-managed environments. Fire and Life Safety (FLS) requirements are regularly inspected across all properties.

The Customer HSE Handbook shared with customers outline expectations related to emergency preparedness, operational risk management, and environmental practices such as water and waste

management. All customers are required to acknowledge these guidelines. A structured work-permit system is also in place to monitor and manage risks associated with customer activities. In 2025, 1,567 inspections were completed across all properties, achieving 100% asset coverage for health and safety assessments.

Assets assessed for Health and Safety

100%

Looking Ahead

We will continue enhancing customer wellbeing by expanding improvements to outdoor and community spaces, advancing initiatives that promote active and healthy lifestyles, and strengthening formal procedures that support safe, accessible, and high-quality environments across our districts. We will also continue to develop engaging community experiences that foster connection and contribute to a vibrant and inclusive customer ecosystem.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Community

This Pillar focuses on creating positive social impact across the business districts where we operate. Through targeted CSR initiatives, active partnerships, and employee engagement, we work to enhance community wellbeing, strengthen social cohesion, and support national priorities in social responsibility.



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Commitments

- We continue to enhance our communities to support vibrancy and long-term sustainability.
- We are committed to investing in CSR initiatives that yield impact, engage our customers, and contribute to community development.
- We prioritise specific areas where we can generate significant impact, based on local requirements and our business model, and invest in these areas.

CSR Framework

Our approach to community development is guided by a structured CSR Framework designed to foster resilient, inclusive, and thriving communities. Rooted in our commitment to enabling charitable giving and promoting healthy, sustainable living, the framework ensures that our initiatives address local needs, align with our business strengths, and deliver meaningful social value.

The CSR Framework is supported by a CSR Policy, which will provide a governance foundation for implementing initiatives under the framework to ensure regulatory compliance. Through our CSR initiatives, TECOM Group aims to meet the UAE's social responsibility priorities while creating a positive impact across the communities we operate.

Initiatives

In 2025, we supported community wellbeing through charitable contributions and by enabling customers and communities to engage in charitable initiatives in line with our CSR Framework. During the holy month of Ramadan, AED 180,000 was contributed towards iftar meal distribution.

We strengthened our partnership with Dubai Charity Association through initiatives such as the WeWalk and The Good Store, and continue to support breast cancer awareness through our partnership with Pink Caravan.

Cash and In-kind fundraising in 2025

AED 200,000+

Vision	To create resilient, inclusive and thriving communities that foster sustainable living and collective wellbeing.	
Mission	Empowering local communities by enabling charitable giving and promoting healthy, sustainable living through impactful, collaborative initiatives.	
Purpose	To create shared value by aligning business strengths with community needs through responsible, community-focused action.	
Pillars	Pillar 1 Community Giving and Fundraising	Pillar 2 Health and Wellbeing Awareness
Objectives	To provide direct support to charitable causes and facilitate donations through trusted fundraising platforms in collaboration with licensed charitable organisations.	To promote public health and wellbeing by supporting awareness campaigns and initiatives that encourage healthier lifestyles and informed communities.
Current Initiatives	<ul style="list-style-type: none"> • Iftar distributions during Ramadan • The Good Store • WeWalk walkathon 	<ul style="list-style-type: none"> • WeWalk walkathon • Pink Caravan
Enablers	Partnerships, Employee Engagement, Customer Engagement	

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Initiatives**WeWalk 2025 - For Children with Diabetes**

The sixth edition of WeWalk was held at Dubai Science Park in November 2025 to raise awareness and funds to support the treatment of children with diabetes. One of TECOM Group's flagship community health initiatives, held in partnership with Dubai Charity Association, this year's edition of WeWalk invited participants to not only walk, jog, or run a 3.5km route, but we also introduced an option to cycle a 17km track. The event brought together over 3,000 participants, making it one of our largest WeWalk events to date. The programme featured fitness sessions, live performances, family activities, and a parade, creating an engaging and inclusive experience for attendees.

WeWalk 2025 generated AED 113,307 in cash contributions, including ticket revenue and cash donations. In-kind contribution included a Tiggo 7 Premium 2025 Car worth AED 93,900 donated by AWR Motors to the Dubai Charity Association. The event was supported by 16 sponsors and 115 volunteers, reflecting strong community and partner engagement. Additional contributions included AED +1.4 million in media sponsorship and AED 200,000 in in-kind support.

WeWalk 2025 demonstrated TECOM Group's ongoing commitment to building healthier, more informed, and more connected communities, solidifying their role as cornerstone initiatives within our annual community calendar.

Participants in WeWalk 2025
3,000+

Cash raised for Dubai Charity Association
AED 100,000+


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The Good Store

The Good Store, TECOM Group’s award-winning campaign in partnership with Dubai Charity Association, continued to serve as one of the Group’s community giving platforms in 2025. Activated during Ramadan, the initiative provides a seamless phygital donation experience, enabling individuals and organisations to contribute essential items such as Iftar meals, food staples, clothing items, and other donation items through both online channels and on-ground pop-ups located across high-footfall districts.

Building on the success of previous years, the 2025 programme expanded its presence across additional TECOM Group communities. Throughout 2023-2025, The Good Store mobilised AED 174,710 in donations and demonstrating sustained engagement from employees, customers, and the wider public. The initiative has continued to serve as a key platform for community solidarity, reinforcing TECOM Group’s commitment to accessible, impactful, and responsible giving.



Pink Caravan

In 2025, TECOM Group continued its partnership with Pink Caravan, reinforcing our commitment to supporting community health and expanding access to preventive screening services. Mobile mammography units were deployed across selected TECOM Group business districts, providing convenient on-site breast cancer screenings for employees and customers. Across 2023-2025, 600+ individuals accessed screening services through Pink Caravan activations facilitated by TECOM Group.

These efforts contribute to national health priorities by supporting early detection, increasing awareness, and improving access to critical preventive care.

Pink Caravan remains a key element of our health and wellbeing initiatives, ensuring that essential screening services reach diverse segments of the community and strengthening our contribution to improved health outcomes across the UAE.



Looking Ahead

We will continue delivering community programmes in line with our CSR Policy. Our priorities include maintaining and strengthening preventive health partnerships, providing opportunities for employee volunteering, and continuing our fundraising efforts to support recognised charitable causes. We will also ensure that our community initiatives remain responsive to emerging social needs and consistent with responsible, compliant, and impactful CSR delivery.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Economy

This pillar reinforces economic efforts, reflecting a commitment to sustainable growth and resilience.

Economic Performance

Commitments

- Our Group's Business Plan integrates ESG factors into our strategic objectives.
- We align with global ESG regulatory requirements and best practices and diligently work towards achieving these objectives in the most effective manner possible.

Performance

The financial performance in 2025 highlights TECOM Group's robust economic resilience and operational efficiency. Total revenue reached AED 2,858 million, reflecting market strength, while EBITDA of AED 2,230 million demonstrates prudent cost management. Recurring Net Profit of AED 1,478 million further underscores a commitment to delivering stakeholder value and maintaining a solid financial foundation for future growth. These indicators reflect a sound financial strategy, reinforcing the Group's position as a sustainable and resilient business.

The 2025-2029 Business Plan integrates sustainability by embedding ESG factors within core strategic objectives, highlighting the vital role of ESG in the long-term vision. In 2025, the ESG strategy and initiatives were aligned with the Business Plan, establishing a strong foundation for effective implementation and enhanced stakeholder satisfaction.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

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Incubating Innovation

Commitments

- We empower start-ups and entrepreneurs through our start-up incubator in5. By providing expert mentorship, strategic advisory services, and access to a collaborative ecosystem, we help founders accelerate growth, unlock innovation, and position their ventures for long-term success.
- We strive to enhance their access to potential investment and development opportunities, including exposure to our own supply chain ecosystem and subsequently, our customer networks.

About in5

Fostering innovation remains central to TECOM Group’s contribution to building dynamic, knowledge-driven industries. Through in5 – our dedicated start-up incubator – we enable entrepreneurs to transform ideas into scalable ventures by providing specialised facilities, expert mentorship, and direct access to strategic networks.

Operating across four sector-focused verticals – technology, media, design, and science – in5 plays a pivotal role in strengthening Dubai’s innovation landscape. in5 Tech at Dubai Internet City, in5 Media at Dubai Production City, in5 Design at Dubai Design District (d3), and in5 Science, in collaboration

with Dubai Science Park, together create sector-tailored environments where founders can innovate, collaborate, and accelerate growth. Aligned with the Dubai Economic Agenda ‘d33’, in5 contributes to expanding Dubai’s pipeline of tech-enabled entrepreneurs by offering advisory support, market exposure, and structured investor engagement through the in5 Investor Hub, which brings together angel investors, venture capital firms, and institutional networks.

Performance

In 2025, in5 continued to expand its vibrant community, supporting 414 active start-ups as at year-end, while 185 start-ups graduated after benefiting from in5’s incubator services. Since its establishment in 2013, in5 has supported more than 1,100 start-ups, with women-led businesses accounting for 17.5% of the portfolio, reflecting its commitment to inclusive entrepreneurship. Funding raised by in5 startups surpassed AED 9 billion in 2025, signalling sustained investor confidence in both the incubator and the wider UAE innovation ecosystem.

Startups supported by in5 incubator since inception

1,100+

Initiatives

Learning and Networking Opportunities Through in5 Events

In 2025, in5 delivered 117 events, offering founders a year-round programme of workshops, training sessions, and networking opportunities. These initiatives strengthened capabilities across technical development, business model design, branding, leadership, and market expansion, equipping founders with the skills and insights needed to navigate early-stage growth. Alongside this, in5 continued to strengthen its support ecosystem by enhancing mentorship and investor access, enabling start-ups to scale with resilience.

Supporting Sustainable Start-ups

in5 continues to support startups addressing critical environmental and social challenges. In 2025, the incubator supported start-ups developing solutions in energy, circularity and food waste reduction. These efforts align with TECOM Group’s broader ESG priorities by enabling practical and scalable innovation that contributes to climate resilience and more sustainable urban living. in5 also supports Dubai Holding’s ‘Innovate for Tomorrow’ initiative, which encourages scale-ups to address circular economy challenges related to food loss and waste, resource recovery, and digital sustainability.

Looking Ahead

We will continue supporting startups and economic development through in5. Our focus remains on accelerating innovation and supporting ventures that advance sustainability, technology development, and inclusive economic growth.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

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Customer Experience

Commitments

- We prioritise the needs and aspirations of our customers by routinely collecting feedback through our Customer Experience (CX) Index, incorporating it into our value proposition, and working towards enhancing our CX.
- By leveraging partner input, we will improve our facilities, services, and value chains and foster greater collaboration within our network.
- We remain committed to incorporating wellbeing into our Built-to-Suit business segment and refurbishments to ensure the provision of healthy and sustainable spaces.

Overview

Customer feedback continues to play a central role in shaping TECOM Group’s operations. Understanding how customers use our services, facilities, and digital touchpoints enables continuous improvement across our business districts. In 2025, we maintained our comprehensive engagement approach, ensuring insights were collected consistently and acted upon across our organisation. Alongside this, we continued to build partnerships that support customer growth, innovation, and long-term success.

Initiatives

Customer Feedback Channels and Experience Index

Continuous feedback is captured at every key interaction point through post-transaction surveys, including onboarding, fit-out, customer care, asset management service requests, government services, registration and licensing (axs), lease renewals, terminations, industrial land leasing, and venue hire.

Our annual customer leadership survey also remained a core channel for capturing insights on broader (non-transactional) issues such as community and people, workplace experience, wellbeing and sustainability, operations and digital tools, and perceived strategic value and partnership. Face-to-face interviews related to facilities management, amenities and services on offer also continued across districts, offering a deeper qualitative context and helping identify on-ground needs within community environments.

Customer Experience (CX) Index

88.1%

Finally, the Mystery Customer programme was continued in 2025 to assess service consistency for prospective customers and will now run annually. Insights from these channels informed the Customer Experience (CX) Index - a metric assessing satisfaction and likelihood to recommend - which remained strong at 88.1% in 2025, reflecting stable customer confidence.

Integrating Customer Feedback into Action Plans

Customer feedback guided improvement roadmaps across departments. In 2025, teams developed targeted action plans to strengthen service delivery, simplify processes, enhance wellbeing features, elevate sustainability performance, and improve digital touchpoints. These actions ensure that customer input directly shapes how our communities and services evolve. One of the key projects developed in response to customer feedback was the redesign of the customer experience journey on our axs platform.



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Strategic Partnerships

In 2025, we advanced strategic partnerships that reinforced our business ecosystems and delivered greater value to customers. Collaborations with government entities, global institutions, and industry leaders focused on driving SME development and fostering innovation and creativity across our districts.

Key Partnership Highlights:

Emirates Growth Fund with Dubai Industrial City (19 November 2025)

Dubai Industrial City entered a strategic partnership with Emirates Growth Fund - the UAE's flagship growth equity platform backed by Emirates Development Bank (EDB) - to accelerate the growth of SMEs in the UAE. The agreement will significantly bolster the national industrial sector and enhance the global competitiveness of homegrown SMEs by cultivating a dynamic environment for innovation and manufacturing.

KHDA, Dubai International Academic City, and Dubai Knowledge Park signed strategic partnership to reaffirm city's global education standing (25 September 2025)

Dubai International Academic City and Dubai Knowledge Park have signed a strategic partnership with Dubai's Knowledge and Human Development Authority (KHDA) to strengthen the higher education sector and support Dubai's position as a world-class learning destination.

Dubai Design District (d3) signed strategic partnership with Fuorisalone.it and Brera Design District during Milan Design Week (17 April 2025)

Dubai Design District (d3), the global creative ecosystem, has signed a landmark partnership with Fuorisalone.it and the affiliated Brera Design District, two highly prestigious Italian players in the global design sector developed by Studiolabo. The strategic partnership will enable collaboration, knowledge sharing, industry networking, and joint initiatives.

The Ministry of Economy and Tourism with Dubai Science Park (29 August 2025)

The Ministry of Economy and Tourism has signed a Memorandum of Understanding (MoU) with Dubai Science Park to strengthen cooperation in the fields of intellectual property (IP) protection and patent registration. The strategic partnership will provide legal and technical support to companies operating in Dubai Science Park, the region's leading science-focused

ecosystem, and all other districts within TECOM Group, fostering innovation and contributing to the UAE's knowledge economy.

Looking Ahead

In 2026, we will maintain our customer-centric approach through our service channels, data-driven customer insights, and ensure wellbeing and sustainability considerations in all districts. Our focus remains firmly on delivering meaningful value, strengthening relationships, and shaping environments where businesses and people thrive.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Governance and Risk

This pillar emphasises the rigorous management of business practices, governance procedures, and ethical conduct, forming the cornerstone of organisational integrity and sustainability commitments.



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Ethical Business Practices and Policies

Commitments

- We continue to uphold the highest standards of ethical conduct, ensuring compliance with all applicable laws and regulations and meeting stakeholder expectations.
- We strive to implement and monitor the tenets of our Code of Conduct, including Business Ethics, Regulatory Compliance, Market Misconduct, Anti-Bribery and Corruption, Anti-Competitive Behaviour, Conflict of Interest, Gifts, Responsible Communication, Anti-Money Laundering, and Data Protection.

Initiatives

Approved by the Audit Committee, the Code of Conduct outlines ethical standards for employees, covering business ethics, regulatory compliance, anti-bribery and corruption, conflict of interest, and data protection. It provides clear guidance to help employees navigate ethical dilemmas and comply with internal policies and legal requirements. Employees are informed of the Code of Conduct requirements upon joining the Company by signing off on the Code of Conduct.

To support ethical transparency, a confidential whistleblowing hotline is maintained. This hotline offers a secure and anonymous channel for reporting concerns or misconduct, reinforcing a commitment to accountability and integrity within operations. Grievance procedures outlined in the Human Capital Manual provide employees with a formal process for raising and resolving workplace concerns. These mechanisms uphold a fair and constructive environment, reflecting a dedication to ethical integrity and employee support.

A specialised training on compliance was conducted for all employees covering key themes, including business ethics, regulatory compliance, anti-bribery and corruption, conflict of interest, and data protection.

Robust Governance

Commitments

- We ensure that robust governance forms the cornerstone of our corporate strategy, instilling trust and confidence in our investors and partners while facilitating long-term growth.
- We establish our ESG Governance framework to integrate sustainability seamlessly into our decision-making process.

Initiatives

TECOM Group's Governance Framework ensures compliance with applicable rules, regulations, and international best practices. It emphasises Accountability, Responsibility, Fairness, and Transparency, as outlined in the Governance Guide, to provide strategic guidance, effective management oversight, and Board accountability to the company and its shareholders.

Aligned with its commitment to robust governance, TECOM Group regularly updates key policies within the framework to ensure compliance with the revised Governance Guide. Guided by the Board Charter, the Board oversees the framework's effectiveness and makes amendments as needed. The Board holds ultimate responsibility for strategic, financial, and reputational matters, providing leadership to achieve the Company's vision and goals, except for matters reserved for shareholder approval (Read more in TECOM Group Annual Report).

In 2025, TECOM Group further strengthened its ESG governance by updating its ESG Policy in alignment with the updated framework and developing a dedicated CSR Policy to support compliance with evolving expectations.

We look forward to expanding the roster of ESG Champions to enhance cross-functional involvement and support effective ESG implementation in the years ahead (Read more on Page 12).

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Prudent Risk Management

Commitments

- We ensure that risks are continuously identified, assessed, mitigated, reported, and monitored to safeguard our organisation's future.
- We focus on making our portfolio climate resilient.
- We enhance ESG integration in our Enterprise Risk Management (ERM) Framework.

Initiatives

Updating ERM Framework

The ERM Framework was updated in 2025 to reflect evolving organisational needs and regulatory expectations. Annual risk awareness training and alignment continued across departments to strengthen risk identification and response capabilities (Read more in TECOM Group Annual Report).

Business Continuity and Crisis Preparedness

As part of the Business Continuity Management Systems (BCMS), Crisis Management and Communication Plans continued to be embedded across the organisation in 2025. These plans prioritise the safety of employees, customers, and communities while protecting the environment, assets, and operations. They are governed by a Crisis Management Committee and supported by departmental champions who coordinate responses during incidents. In 2025, departmental continuity plans were reviewed, and annual training was undertaken for responsible stakeholders to ensure clarity of roles and organisational readiness.

Initiatives

ESG Risk Register

ESG-related risks have been identified in alignment with the Group's ERM framework and informed by major rating and ranking agencies such as MSCI and GRESB. These risks represent the principal ESG risk exposures relevant to the business and form the basis for ongoing monitoring, mitigation, and governance.

These ESG Risks will be reviewed and refined on a regular basis to reflect evolving regulatory requirements and stakeholder expectations, ensuring ESG risks are systematically identified, assessed, and embedded within broader organisational risk management processes.

Building Climate Resilience

In 2025, TECOM Group completed a climate-risk assessment covering physical risks – such as extreme heat, humidity, and rainfall – and transition risks linked to regulatory developments, decarbonisation expectations, and market shifts. In 2026, TECOM Group will consolidate all adaptation and mitigation activities into a Climate Action Roadmap.

Looking Ahead

We will ensure all ESG risks are monitored across the organisation, enhancing transparency and supporting informed decision-making.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

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Responsible Supply Chain

Commitments

- We manage the impact on our supply chains by incorporating ESG principles into our procurement processes, including prequalification, and collaborate directly with our suppliers to enhance our ESG performance.
- We strive to integrate local suppliers, women-owned businesses and SMEs, including those from in5, into our supply chain ecosystem to foster their development.

Overview

TECOM Group is committed to fostering a responsible, resilient, and ethical supply chain that aligns with our ESG objectives and the UAE's economic development priorities. By embedding ESG principles across procurement processes, strengthening supplier accountability, and promoting inclusive and local sourcing, we aim to ensure that our operations contribute positively to society and the environment.

Initiatives

Reinforcing Accountability through the Supplier Code of Conduct

In 2025, efforts continued to strengthen supply chain governance frameworks to promote responsible and ethical business conduct. The Supplier Code of Conduct outlines clear expectations for suppliers across Employment Practices, Health, Safety, and Security, Environmental Responsibility and Trust and Integrity.

Increasing Supplier Assessments and Training on ESG

ESG supplier assessments, introduced in 2023 and conducted in partnership with EcoVadis, completed their third annual cycle in 2025 with expanded supplier coverage. These assessments provide a structured, internationally recognised evaluation of supplier performance and are supported by targeted capability-building sessions to address gaps and drive continuous improvement.

Embedding ESG Criteria into Procurement Evaluation

ESG considerations are formally integrated into procurement evaluation processes, with suppliers demonstrating strong sustainability performance receiving additional scoring during tender assessments. Procurement teams have been trained to ensure consistent application of ESG criteria, strengthening accountability and responsible supplier selection.

Targeting Inclusive and Local Sourcing

Supporting local economic development remains a core element of TECOM Group's responsible sourcing approach. In 2025, inclusive procurement advanced through defined sourcing categories focused on Emirati-owned businesses, SMEs registered with Dubai SME, and women-owned businesses with a minimum of 51% ownership. These measures support supplier diversification, strengthen local entrepreneurship, and enhance the participation of SMEs and women-led enterprises within the supply chain, contributing to national economic resilience and a more locally anchored supplier ecosystem.

Looking Ahead

In 2026, sustainable procurement practices will continue to be strengthened through ongoing enhancements to supply chain governance, expanded coverage of ESG supplier assessments, and continued integration of ESG considerations into evaluation tools and procurement decision-making. Additional support and training will be provided to suppliers to help improve ESG performance, alongside continued efforts to advance inclusive and local sourcing. The long-term ambition remains to cultivate a supply chain that is transparent, ethical, inclusive, and aligned with the UAE's broader sustainability agenda.

Annex 1: ESG Data Table

Material Topic	Metrics	Units	2023	2024	2025	Change 2024-25
PILLAR: GOVERNANCE and RISK						
Ethical Business Practices and Policies	Incidents of non-compliance with laws and regulations	Number	0	0	0	-
	Number of violations/fines incurred	Number	0	0	0	-
Responsible Sourcing and Procurement	Procurement spend on local suppliers	Percentage	19%	13%	26%	-
	Procurement spend on SMEs	Percentage	1%	2%	3%	-
	Procurement spend on women-owned businesses	Percentage	5%	7%	6%	-
PILLAR: ECONOMY						
Economic Performance	Total Revenue	Million AED	2,173	2,402	2,858	-
	Total EBITDA	Million AED	1,654	1,854	2,230	-
	Total Recurring Net Profit	Million AED	1,078	1,228	1,478	-
	Occupancy Rate	Percentage	89%	94%	98%	-
Incubating Innovation	Net active startups	Number	380	410	414	-
	Number of new registered startups for the year	Number	158	164	170	-
	Number of in5 graduates	Number	110	139	185	-
	Number of events organised for in5 members	Number	102	130	117	-
Customer Centricity	Customer Experience (CX) Index	Percentage	87.4%	87.1%	88.1%	-
PILLAR: COMMUNITY						
	Direct Cash Contributions	AED	180,000	180,000	180,000	-
	Funds raised from communities	AED	178,010	268,744	154,322	-
PILLAR: PEOPLE						
General including Diversity and Inclusion	Employees General					
	Total number of employees	Number	275	279	285	2.2%
	Total countries of origin	Number	29	30	30	-
	Female/Male Breakdown					
	Number of female employees	Number	92	97	101	4.1%
	Number of male employees	Number	182	182	184	1.1%

Annex 1: ESG Data Table continued

Material Topic	Metrics	Units	2023	2024	2025	Change 2024-25
PILLAR: PEOPLE continued						
General including Diversity and Inclusion continued	% female employees	Percentage	33.4%	34.8%	35.4%	-
	Management Breakdown					
	Senior management	Number	21	24	22	-
	Middle management	Number	70	77	91	-
	Staff	Number	184	178	172	-
	Management Breakdown - Gender					
	Total female in senior management	Number	3	4	4	-
	Total females in middle management	Number	24	28	35	-
	Total females in staff	Number	65	65	62	-
	Age Breakdown					
	18-30	Number	17	17	21	-
	31-40	Number	91	79	71	-
	41-50	Number	128	138	140	-
	50+	Number	38	45	53	-
	Emiratization					
	Emiratization Rate	Percentage	24%	26%	28%	-
	Total number of Emiratis employed	Number	67	72	80	-
	Total number of Female Emiratis employed	Number	31	33	37	-
	Total number of incidents of discrimination	Number	0	0	0	-
	Number of employees who availed parental leave	Number	9	6	11	-
	Return to work after parental leave	Number	9	6	11	-
	Turnover Breakdown					
	Employee Turnover	Number	17	18	21	-
	% employee turnover	Percentage	6.1%	6.5%	7.4%	-
	Female turnover	Number	8	4	9	-
	Male turnover	Number	9	14	12	-

Annex 1: ESG Data Table continued

Material Topic	Metrics	Units	2023	2024	2025	Change 2024-25	
PILLAR: PEOPLE continued							
General including Diversity and Inclusion continued	Hiring Breakdown						-
	Total new hires	Number	18	22	24	-	
	% new hires	Percentage	6.2%	7.4%	8.5%	-	
	Female new hires	Number	7	8	11	-	
	Male new hires	Number	11	14	13	-	
	% of new hires that are female	Percentage	39%	36%	46%	-	
	Age group of 18-30 new hires	Number	-	8	10	-	
	Age group of 31-50 new hires	Number	-	14	14	-	
	Age group of 50+ new hires	Number	-	0	0	-	
	Permanent & Temporary Breakdown						-
	Total number of permanent employees in the company	Number	-	279	285	-	
	Permanent male employees	Number	-	182	184	-	
	Permanent female employees	Number	-	97	101	-	
	Total number of temporary employees	Number	-	45	61	-	
Temporary male employees	Number	-	20	27	-		
Temporary female employees	Number	-	25	34	-		
Health and Safety	ISO 45001 coverage for Direct and Indirect employees	Percentage	100%	100%	100%	-	
	Health and Safety for Direct Employees						-
	The number of fatalities as a result of work-related Injury	Number	0	0	0	-	
	The number of high-consequence work-related Injuries (excluding fatalities)	Number	0	0	1	-	
	The number of recordable work-related Injuries	Number	0	0	0	-	
	The main types of work-related injury	Number	First Aid cases	First Aid cases	First Aid cases	-	

Annex 1: ESG Data Table continued

Material Topic	Metrics	Units	2023	2024	2025	Change 2024-25	
PILLAR: PEOPLE continued							
Health and Safety continued	Health and Safety for Indirect Employees						
	The number of fatalities as a result of work-related Injury	Number	0	0	0	-	
	The number of high-consequence work-related Injuries (excluding fatalities)	Number	0	0	1	-	
	The number of recordable work-related Injuries	Number	0	0	0	-	
	The main types of work-related injury	Number	First Aid cases	First Aid cases	First Aid cases	-	
	For all Direct and Indirect Employees						
	Injury Rate (IR)	Number	0	0	0.076	-	
	Lost Day Rate (LDR)	Number	0	0	0	-	
	Accident Severity Rate (ASR)	Number	0	0	0	-	
	Absentee Rate (AR)	Number	0	0	0	-	
	Work-Related Fatalities	Number	0	0	0	-	
	Capacity Building	Total number of training programmes					
		Total number of training programmes	Number	137	156	200	28.2%
Total number of training hours							
Total number of training hours		Number	4200	5515	5837	5.8%	
Average training hours per employee							
Average training hours per employee		hrs	15.2	20.3	20.9	3.0%	
Hours of training provided to							
Male staff		hrs	2,610	3,480	3,495	0.4%	
Female staff		hrs	1,590	2,036	2,342	15.0%	
Senior management		hrs	222	671	620	-7.5%	
Middle management		hrs	1,088	1,539	2,217	44.1%	
Staff	hrs	2,890	3,305	2,999	-9.3%		
Performance Reviews							
Number of employees that receive regular performance and career development reviews	Number	271	279	274	-		
% of employees that received regular performance and career development reviews	Percentage	98%	100%	100%	-		

Annex 1: ESG Data Table continued

Material Topic	Metrics	Units	2023	2024	2025	Change 2024-25
PILLAR: PEOPLE continued						
Capacity Building continued	Employees that receive regular performance and career development reviews					
	Number of males	Number	180	182	175	-
	Number of females	Number	91	97	99	-
	Number of senior-management	Number	10	24	11	-
	Number of middle-management	Number	80	77	91	-
	Number of staff	Number	181	178	172	-
Customer Wellbeing	Asset Health and Safety Assessments	Percentage of assets	100%	100%	100%	-
	Asset Health and Safety Compliance	Number of incidents	0	0	0	-
PILLAR: PLANET						
Energy Efficiency	Electricity					
	Total Electricity consumption	kWh	171,204,396	184,229,969	197,393,437	7.1%
	Like-for-like total electricity consumption	kWh		171,268,849	168,197,094	-1.8%
	District Cooling					
	Total District Cooling consumption	RTH	50,150,497	53,192,832	60,002,681	12.8%
	Like-for-like total District Cooling consumption	RTH		49,656,472	46,331,413	-6.7%
	Diesel					
	Total Diesel consumption	litres	67,237	67,535	43,479	-35.6%
	Like-for-like total diesel consumption	litres	67,237	67,535	43,479	-35.6%
	LPG					
	Total LPG consumption	m ³	44,048	74,864	110,474	47.6%
	Like-for-like total LPG consumption	m ³		74,864	110,474	47.6%
	Energy Intensity					
	Building Energy Intensity - Electricity	kWh/m ² /per year	-	135	126	-6.1%
	Building Energy Intensity - District Cooling	kWh/m ² /per year	-	99	90	-9.1%
Energy Savings Project						
Savings from Energy Retrofit Project (initiated in 2022)	kWh	29,993,393	43,510,091	46,072,527	-	

Annex 1: ESG Data Table continued

Material Topic	Metrics	Units	2023	2024	2025	Change 2024-25
PILLAR: PLANET continued						
Energy Efficiency continued	% Savings from Energy Savings Project	Percentage	-	-	14.8% (2023-25)	
	Solar					
	Solar capacity	MWp	8.34	10.05	11.53	14.7%
	Electricity generation from solar	kWh	12,353,092	14,267,543	15,248,738	6.9%
	Proportion Electricity from Renewables	Percentage	7.2%	7.7%	7.7%	-
Water Efficiency	Total Water consumption	m ³	1,754,746	2,222,047	2,582,698	16.2%
	Water Reuse (TSE)	m ³	1,287,647	1,038,101	1,680,045	61.8%
	Building Water Intensity	m ³ /m ²	-	1.62	1.65	1.8%
	Like-for-like Water consumption	m ³		1,905,019	1,936,096	1.6%
Waste Management	Total Waste generated	Tonnes	32,411	27,935	28,699	2.7%
	Recyclables generated (Paper, Plastic, Metals, Mixed Recyclables)	Tonnes	235	326	651	99.7%
	Paper recycled (incl. OCC)	Tonnes	230.2	313.2	404.8	-
	Plastic recycled	Tonnes	2.8	7.8	10.2	-
	Metals recycled	Tonnes	0.2	0.19	0.05	-
	Mixed recyclables	Tonnes	1.8	5.3	236.4	-
	Waste sent to WtE facilities	Tonnes	1,395	13,292	15,335	15.4%
	Waste to landfill	Tonnes	30,781	14,317	12,712	-11.2%
	Waste Intensity	kg/sq ft	-	1.4	1.4	-
	Waste by Disposal Route					
	% Waste diverted to WtE facilities	Percentage	4%	48%	53%	-
	% Waste recycled	Percentage	1%	1%	2%	-
	% Waste to landfill	Percentage	95%	51%	45%	-

Annex 1: ESG Data Table continued

Material Topic	Metrics	Units	2023	2024	2025	Change 2024-25
PILLAR: PLANET continued						
Sustainable Buildings	Total number of TECOM LEED certified buildings as of that year	Number	31	43	59	37.2%
	Platinum	Number	2	6	6	-
	Gold	Number	22	30	46	-
	Silver	Number	7	7	7	-
	Percentage of LEED certified portfolio (GLA)	Percentage	33%	49%	57%	8%
Reducing GHG Emissions	Total Scope 1 GHG emissions	tonnes CO ₂ e	-	1,625.9	1,935.5	19%
	GHG emissions from Diesel (Common Areas)	tonnes CO ₂ e	-	173.6	111.7	-35.7%
	GHG emissions from Refrigerants	tonnes CO ₂ e	-	1,452.4	1,823.8	25.6%
	Total Scope 2 GHG emissions	tonnes CO ₂ e	-	51,789.2	54,360.5	5.0%
	GHG emissions from Electricity (Common Areas and TECOM Group Offices)	tonnes CO ₂ e	-	48,380.4	50,829.2	5.1%
	GHG emissions from District Cooling (Common Areas and TECOM Group Offices)	tonnes CO ₂ e	-	3,408.7	3,531.2	3.6%
	Total Scope 1 and Scope 2 GHG emissions	tonnes CO ₂ e	-	53,415.1	56,296.0	5.4%
	GHG emissions Intensity from Building Energy consumption	kgCO ₂ /m ²	-	58	55	-5.8%
	Total Scope 3 GHG emissions	tonnes CO ₂ e	-	14,905.5	14,601.0	-2.0%
	GHG emissions from Water (Common Areas and TECOM Group Offices)	tonnes CO ₂ e	-	7,256.2	7,660.6	5.6%
	GHG emissions from Wastewater (Common Areas)	tonnes CO ₂ e	-	192.8	312.1	61.9%
	GHG emissions from Waste to Landfill	tonnes CO ₂ e	-	7,449.6	6,614.4	-11.2%
	GHG emissions from Recycled Waste	tonnes CO ₂ e	-	6.9	13.9	99.7%
	Total GHG emissions	tonnes CO ₂ e	-	68,320.6	70,897.0	3.8%

Annex 2.1: EPRA Index

EPRA Code	Performance Measure	Units	2024	2025	Change 2024-25
Elec-Abs	Total Electricity consumption	kWh	184,229,969	197,393,437	7.1%
	Common Areas	kWh	122,249,071	128,447,498	-
	Tenant Areas	kWh	60,823,056	67,859,230	-
	TECOM Group offices	kWh	1,157,842	1,086,709	-
	Coverage	Percentage of GLA	22%	25%	-
	Solar generation	kWh	14,267,543	15,248,738	-
	Proportion Electricity from Renewables	%	7.7%	7.7%	-
Elec-LfL	Like-for-like Total Electricity consumption	kWh	171,268,849	168,197,094	-1.8%
	Common Areas	kWh	113,216,345	111,219,299	-
	Tenant Areas	kWh	56,894,662	55,891,086	-
	TECOM Group offices	kWh	1,157,842	1,086,709	-
	Coverage	Percentage of GLA	21%	20%	-
DH&C-Abs	Total District Cooling consumption	kWh	44,788,384	50,522,280	12.8%
	Common areas	kWh	7,546,984	7,862,849	-
	Tenant areas	kWh	36,831,184	42,285,991	-
	TECOM Group offices	kWh	410,216	373,440	-
	Coverage	Percentage of GLA	18%	22%	-
DH&C-LfL	Like-for-like Total District Cooling consumption	kWh	41,810,768	39,011,067	-6.7%
	Common areas	kWh	6,997,941	6,530,924	-
	Tenant areas	kWh	34,402,611	32,106,704	-
	TECOM Group offices	kWh	410,216	373,440	-
	Coverage	Percentage of GLA	16%	15%	-
Fuels-Abs	Total Diesel consumption	kWh	670,420	431,616	-35.6%
	Total LPG consumption	kWh	1,925,126	2,840,836	47.6%
Fuels-LfL	Like-for-like total Diesel consumption	kWh	670,420	431,616	-35.6%
	Like-for-like total LPG consumption	kWh	1,925,126	2,840,836	47.6%

Annex 2.1: EPRA Index continued

EPRA Code	Performance Measure	Units	2024	2025	Change 2024-25
Energy-int	Building Energy Intensity - Electricity	kWh/m ² /per year	135	126	-6.1%
	Building Energy Intensity - District Cooling	kWh/m ² /per year	99	90	-9.1%
GHG-Dir-Abs	Total Direct GHG emissions	tonnes CO ₂ e	1,625.9	1,935.5	19.0%
GHG-Indir-Abs	Total Indirect GHG emissions	tonnes CO ₂ e	51,789.2	54,360.5	5.0%
GHG-Int	GHG Emissions Intensity from Building Energy Consumption	kgCO ₂ /m ² /per year	58	55	-5.8%
Water-Abs	Total Water consumption	m ³	2,222,047	2,582,698	16.2%
	Common and Service Areas	m ³	1,474,479	1,680,609	-
	Tenant areas	m ³	733,603	887,871	-
	TECOM Group offices	m ³	13,965	14,219	-
	Coverage	Percentage of GLA	22%	25%	-
Water-LfL	Like-for-like total Water consumption	m ³	1,905,019	1,936,096	1.6%
	Common and Service Areas	m ³	1,283,275	1,304,192	-
	Tenant areas	m ³	607,779	617,686	-
	TECOM Group offices	m ³	13,965	14,219	-
	Coverage	m ³	19%	18%	-
Water-Int	Building Water Intensity	m ³ /m ²	1.62	1.65	1.8%
Waste-Abs	Total Waste generated	tonnes	27,935	28,699	2.7%
	Waste diverted to waste to energy plants	tonnes	13,292	15,335	15.4%
	Waste recycled	tonnes	326	651	99.7%
	Waste to landfill	tonnes	14,317	12,712	-11.2%
	% Waste diverted to waste to energy plants	%	48%	53%	-
	% Waste recycled	%	1%	2%	-
	% Waste to landfill	%	51%	45%	-
	Coverage	Percentage of GLA	90%	88%	-

Annex 2.1: EPRA Index continued

EPRA Code	Performance Measure	Units	2024	2025	Change 2024-25
Waste-LfL	Total Waste Generated	tonnes	27,935	28,595	2.4%
	Waste diverted to waste to energy plants	tonnes	13,292	15,236	14.6%
	Waste recycled	tonnes	326	647	98.5%
	Waste to landfill	tonnes	14,317	12,712	-11.2%
	% Waste diverted to waste to energy plants	%	48%	53%	-
	% Waste recycled	%	1%	2%	-
	% Waste to landfill	%	51%	45%	-
	Coverage	Percentage of GLA		90%	85%
Cert-Tot	Total no. of LEED certified buildings as of that year	Number	43	59	37.2%
	Platinum	Number	6	6	-
	Gold	Number	30	46	-
	Silver	Number	7	7	-
	Percentage of LEED certified portfolio	% of leasable area		49%	57%
Diversity-Emp	No. of female employees	Number	97	101	4.1%
	No. of male employees	Number	182	184	1.1%
	% female employees	%	34.8%	35.4%	-
	% male employees	%	65.2%	64.6%	-
	Senior Management	Number	24	22	-
	Middle Management	Number	77	91	-
	Staff	Number	178	172	-
Diversity-Pay	Gender Pay Ratio: Average	Ratio	0.91	0.88	-3.3%
	Gender Pay Ratio: Senior management level	Ratio	0.91	0.83	-
	Gender Pay Ratio: Middle management level	Ratio	1	0.97	-
	Gender Pay Ratio: Staff	Ratio	1.06	1.03	-
Emp-Training	Average training hours per employee	Average hours	20.3	20.9	-

Annex 2.1: EPRA Index continued

EPRA Code	Performance Measure	Units	2024	2025	Change 2024-25
Emp-Dev	Employees receiving performance appraisals	Percentage of employees	100%	100%	0.0%
Emp-Turnover	Total employees	Number	279	285	2.2%
	New hires	Number	22	24	-
	New hires %	Rate	7.4%	8.5%	-
	Turnover	Number	18	21	-
	Turnover %	Rate	6.5%	7.4%	-
H&S-Emp	ISO 45001 coverage for direct and indirect employees	%	100%	100%	-
	Injury Rate (IR)	Rate	0	0.076	-
	Lost Day Rate (LDR)	Rate	0	0	-
	Accident Severity Rate (ASR)	Rate	0	0	-
	Absentee Rate (AR)	Rate	0	0	-
	Work-Related Fatalities	Rate	0	0	-
H&S-Asset	Asset health and safety assessments	% of assets	100%	100%	-
H&S-Comp	Asset health and safety compliance	Number of incidents	0	0	-
Comty-Eng	Percentage of assets where community events are implemented	% of assets	100%	100%	-
Gov-Board	Composition of the highest governance body				
Gov-Selec	Nominating and selecting the selecting the highest governance body	Narrative			Section: Corporate Governance
Gov-COI	Process for managing conflicts of interest				

Annex 2.2: EPRA Index Methodology

Environment Performance Measures

- **Operational Control** - The operational control approach has been adopted. Under this approach, environmental impacts are reported for areas where TECOM Group has full authority to implement operational policies. This includes 100% of common areas and its own offices.
- **Geography and Segmental Reporting** - All assets are located in Dubai, UAE. Environmental data is reported at the portfolio level, aligning with the reporting framework's approach to operational control boundaries. This ensures a comprehensive and standardized representation of environmental performance across all managed assets, supporting consistency and comparability in reporting.
- **Landlord & Tenant Consumption** - Tenant consumption is reported only when it falls under the landlord's meters. EPRA's boundary approach is applied, covering landlord-obtained utilities but not tenant-obtained utilities due to data access limitations. Tenant consumption is therefore partially reported, limited to consumption passing through landlord meters. Reporting coverage for tenants is expressed using Gross Leasable Area (GLA), reflecting the space occupied by tenants under landlord-controlled utilities. Similarly, consumption in common areas under landlord-obtained utilities is reported only.

- **Estimation of landlord-obtained utilities** - All landlord-obtained utilities are based on actual meter readings. Reported total consumption values (including electricity, district cooling and water) are derived from actual consumption data. Where total consumption is allocated between common areas, tenant areas and own offices, an area-based allocation methodology is applied. Accordingly, allocations by area are estimated, while total consumption values remain based on actuals.
- **Disclosure on Own Offices** - Data on own offices has been included for energy and water measures. Waste data is recorded at a district level and includes offices, consistent with 2024 reporting.

Electricity Consumption

- **Total Electricity Consumption** - Includes landlord-obtained electricity consumption for 93% of common and service areas (BUA - GLA) (2024 and 2025) as some common areas fall under tenant-obtained utilities, and 100% of TECOM Group offices. It partially covers tenant consumption within TECOM Group meters (22% of GLA in 2024 and 25% of GLA in 2025). It encompasses all electricity procured by TECOM Group and excludes tenant-obtained consumption (sub-metered or tenant-held meters). Electricity consumed in common areas, tenant areas and own offices has

been allocated based on areas supplied by landlord-obtained utilities. Solar generation has been included separately, and the percentage of electricity from solar has been disclosed, consistent with 2024 reporting.

- **LfL Electricity Consumption** - Calculated using the same parameters as total electricity consumption but excludes 7 assets (5 assets integrated in TECOM Group operations in 2025, and 2 assets that underwent significant operational changes). On a like-for-like basis, while the areas covered are identical in both years, 21% and 20% of total GLA in 2024 and 2025, respectively, are covered under the consumption reported. Consumption and coverage reflect common areas and tenant areas supplied by landlord-obtained utilities for the same assets in both 2024 and 2025.

District Cooling

- **Total District Cooling Consumption** - In 2024, 30% of common areas (GFA-GLA) were served by district cooling of which 72% has been reported and 33% of GLA were served by district cooling of which 57% has been reported. In 2025, 33% of common areas were served by district cooling of which 75% has been reported and 36% of GLA were served by district cooling of which 61% has been reported. This encompasses all district cooling procured by TECOM Group and excludes

tenant-obtained consumption (tenant-held meters). District cooling procured for common areas, tenant areas and own offices has been allocated based on areas supplied by landlord-obtained utilities.

- **LfL District Cooling Consumption** - Excludes 5 assets - 4 assets integrated in TECOM Group operations in 2025, and 1 asset that underwent significant operational changes. In 2024, 63% of common area and 50% of GLA served by district cooling has been reported. In 2025, 57% of common area and 43% of GLA served by district cooling has been reported.

Service areas are excluded from district cooling coverage.

Fuel Consumption

- **Total Fuel Consumption** - Fuel is consumed in two forms - LPG and diesel. All LPG consumption occurs in tenant areas and all diesel consumption occurs in common areas.
- **LfL Fuel Consumption** - LfL LPG and Diesel consumption is consistent with total consumption reported under each for both 2024 and 2025. No assets have been removed to arrive at like-for-like comparisons.

* BUA = Built Up Area, GFA = Gross Floor Area and GLA = Gross Leasable Area

Annex 2.2: EPRA Index Methodology continued

Building Energy Intensity

Energy intensity is reported separately for electricity and district cooling, as these constitute the majority of energy use and cover different areas. Normalisation has been applied to align the consumption numerator with the relevant area denominator.

- **Electricity** - Covers 93% of common and service areas in both 2024 and 2025. Regarding GLA, covers 22% and 25% of GLA in 2024 and 2025 respectively, representing tenant areas whose consumption falls within landlord meters (equivalent to coverage reported for total electricity consumption). This total area serves as the denominator, while the numerator is the corresponding electricity consumption, to ensure numerator and denominator match.
- **District Cooling Intensity** - Coverage follows the figures that have been reported under Total District Cooling Consumption. This total area serves as the denominator, while the numerator is the corresponding district cooling consumption, to ensure numerator and denominator match.

Emissions Reporting

- TECOM Group has aligned its emissions calculations with the GHG Protocol, applying an operational control boundary, where emissions from all assets under the Group's operational control are included.

- **Scope 1** includes diesel consumed in common areas and refrigerants used in cooling systems. Emission factors are:
 - **Diesel** - 2.57 kgCO₂/litre (Source: Department for Environment, Food and Rural Affairs, UK (DEFRA)).
 - **Refrigerants** - Emission factors for refrigerants are sourced from the IPCC Guidelines.
- **Scope 2** includes electricity and district cooling consumed in common areas and TECOM Group's own offices. Coverage is aligned with the coverage for total consumptions reported for electricity and district cooling respectively. The emissions reported under Scope 2 are location-based - grid factors have been used for reporting. Emission factors are:
 - **Electricity** - 0.39204 kgCO₂/kWh/kWh (Source: Dubai Electricity and Water Authority (DEWA) Sustainability Report).
 - **District Cooling** - 0.3607 kgCO₂/RTH (2024) and 0.361 kgCO₂/RTH (2025), calculated using electricity emissions factor.
- **Emissions Intensity** Calculated by dividing Scope 1 and 2 emissions by 93% of common and service areas. Denominator area used is the maximum common and service coverage area with available Scope 1 and 2 data - Electricity. Excludes common and service areas falling under tenant-obtained utilities. For other emission sources, there is no additional

consumption in those areas. The area boundary is therefore set to ensure the emissions numerator and area denominator are fully aligned.

Water Consumption

- **Total Water Consumption** - Reported for 93% of common and service areas (2024 and 2025) and partially covers tenant consumption within landlord's meters (22% of GLA in 2024 and 25% of GLA in 2025). It excludes tenant-obtained consumption (sub-metered or tenant-held meters). Allocations for common and service areas, tenant areas and own offices have been made based on area.
- **LfL Water Consumption** - Excludes 10 assets - 5 assets integrated in TECOM Group operations in 2025, and 5 assets that underwent significant operational changes. While the underlying asset set is identical for LfL water consumption in 2024 and 2025, reported coverage represents 19% and 18% of total GLA in 2024 and 2025, respectively.

Water Intensity

Covers 93% of common and service areas and 22% and 25% of GLA in 2024 and 2025 respectively, covering tenant areas whose consumption falls within landlord meters (aligned with coverage reported for total water consumption). This total area serves as the denominator, while the numerator is the corresponding water consumption, to ensure

numerator and denominator match. This methodology has been updated from 2024.

Waste Management

- **Waste by Disposal Route** - TECOM Group manages waste for the majority of tenants; therefore, waste data applies to 90% of GLA in 2024 and 88% of GLA in 2025. Waste is managed at a district level by service providers. Due to data access limitations, own offices cannot be reported separately and are included within the district-level data, consistent with 2024 reporting. Disposal routes (by tonnes and percentages) have been reported for waste to energy plants, recycling and landfill. Selected tenants manage recycling independently; as a result, reported recycling data does not yet fully reflect the Group's ecosystem. Efforts are underway to improve this reporting.
- **LfL Waste by Disposal Route** - Excludes two assets integrated into TECOM Group operations in 2025, for which waste is managed centrally. Like-for-like waste data applies to 90% of GLA in 2024 and 85% of GLA in 2025. Disposal routes, reported by tonnes and percentages, include waste-to-energy, recycling and landfill.

LEED Certifications

LEED certifications are applicable to the commercial portfolio only. Certifications include one building certified by a customer and 58 buildings certified by TECOM Group.

Annex 2.2: EPRA Index Methodology continued

Social and Governance Measures

- **Scope** - All reported social and governance measures apply to direct employees. Health and safety measures, also include indirect employees. Asset level health and safety measures apply to all our properties.
- **Turnover & Hiring Rate Calculation** - The average turnover and hiring rate are calculated based on the number of employees at the beginning and end of the reporting year.
- **Gender Pay Ratio** - The gender pay ratio has been reported for female-to-male employees. Ratio includes remuneration all employees – senior management, middle management and staff and excludes remuneration of Board members.
- **Community Engagement** - TECOM Group's portfolio consists of 10 business districts catering to six knowledge-based economies: Manufacturing, Technology, Media, Education, Science and Design. In 2024 and 2025, the Group undertook 200+ community engagement activities for tenants across its portfolio, covering all sectors. The metric is reported at an asset level and reflects engagement across 100% of assets.

Restatements for 2024

- **Consumption allocation** - The allocation of electricity, district cooling and water between common areas, tenant areas and own offices has been updated to an area-based methodology.
- **Coverage** - Coverage has been calculated and disclosed separately for each reporting year and each performance measure, reflecting improved data quality and calculation methodologies.
- **Intensity metrics** - Energy and water intensity metrics have been updated to reflect the revised consumption allocation.
- **Emissions** - Scope 2 emissions have been updated as a result of revised consumption allocation. Emission factor for diesel has been updated, reflected in Scope 1 emissions.
- **Waste** - Improved data quality made available by service providers in 2025 enabled restatement of 2024 waste data based on 2024 occupancy to improve comparability, including updates to disposal routes.
- **Conversion Factor** - An updated factor has been used to convert District Cooling units (RTH to kWh) and LPG units (m3 to kWh) for both 2024 and 2025.

As this represents TECOM Group's second year of reporting against EPRA sustainability disclosures, methodologies and data quality are expected to continue improving. TECOM Group will remain transparent regarding methodologies and restatements supporting the disclosures.



Annex 3: GRI Content Index

TECOM Group PJSC has reported the information cited in this GRI Content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards. GRI 1: Foundation 2021

GRI Standard	Disclosure	Location	DFM Indicators
GRI 2 - General Disclosures 2021	2-1 Organisational details	Annual Report 2025	
	2-2 Entities included in the organisation's sustainability reporting	All assets and services provided by TECOM Group.	
	2-3 Reporting period, frequency and contact point	<ul style="list-style-type: none"> Reporting period - 1 January 2025 to 31 December 2025. Annual sustainability reporting since 2022. Aligned with Financial Reporting cycle. Contact information: ir@tecomgroup.ae 	G8
	2-4 Restatements of information	Selected environmental data has been restated due to updated methodologies to improve quality of data reported. Read more on page 62.	
	2-5 External assurance	None	G10
	2-6 Activities, value chain and other business relationships	Annual Report 2025	
	2-7 Employees	ESG Data Table, page 49-50	S3, S4, S5
	2-8 Workers who are not employees	ESG Data Table, page 51	
	2-9 Governance structure and composition	Annual Report 2025 - Section - Corporate Governance	G2
	2-10 Nomination and selection of the highest governance body	Annual Report 2025 - Section - Corporate Governance	
	2-11 Chair of the highest governance body	Annual Report 2025 - Section - Corporate Governance	
	2-12 Role of the highest governance body in overseeing the management of impacts	Sections - ESG Governance, page 12 Pillar - Governance and Risk Material Topic - Prudent Risk Management, page 47	E8, E9
	2-13 Delegation of responsibility for managing impacts	Section - ESG Governance, page 12	
	2-14 Role of the highest governance body in sustainability reporting	Section - ESG Governance, page 12	
	2-15 Conflicts of interest	Annual Report 2025 - Section - Corporate Governance	
	2-16 Communication of critical concerns	Annual Report 2025 - Section - Corporate Governance	
	2-17 Collective knowledge of the highest governance body	Annual Report 2025 - Section - Corporate Governance	
	2-18 Evaluation of the performance of the highest governance body	Annual Report 2025 - Section - Corporate Governance	
	2-19 Remuneration policies	Annual Report 2025 - Section - Corporate Governance	G3
	2-20 Process to determine remuneration	Annual Report 2025 - Section - Corporate Governance	
	2-22 Statement on sustainable development strategy	ESG Policy, page 13	

Annex 3: GRI Content Index continued

GRI Standard	Disclosure	Location	DFM Indicators
GRI 2 - General Disclosures 2021 continued	2-23 Policy commitments	ESG Policy, page 13	
	2-24 Embedding policy commitments	Sections - Policies supporting ESG and ISO Certifications, page 13-14 - Pillar - Governance and Risk - Material Topics - Ethical Business Practices and Policies and Responsible Supply Chain, page 46-48	E7, S6, S8, G5, G6
	2-25 Processes to remediate negative impacts	Section - Material Topic - Prudent Risk Management, page 47	
	2-26 Mechanisms for seeking advice and raising concerns	Section - Material Topic - Ethical Business Practices and Policies, page 46	
	2-27 Compliance with laws and regulations	Section - Material Topic - Ethical Business Practices and Policies, page 46	
	2-28 Membership associations	European Public Real Estate Association	
	2-29 Approach to stakeholder engagement	Annual Report 2025	
	2-30 Collective bargaining agreements	Not applicable in UAE	G4
GRI 3 - Material Topics 2021	3-2 List of material topics	Sections - ESG Framework and ESG Materiality Assessment, page 10, 15-16	
	3-3 Management of material topics	Section - ESG Governance, page 12	
GRI 201 - Economic Performance 2016	201-1 Direct economic value generated and distributed	ESG Data Table - Material Topic - Economic Performance, page 49	
GRI 205 - Anti-corruption 2016	2052 Communication and training about anti-corruption policies and procedures	Section - Material Topic - Ethical Business Practices and Policies, page 46	
GRI 302 - Energy 2016	302-1 Energy consumption within the organisation	ESG Data Table - Material Topic - Energy Efficiency, page 53	E3
	302-3 Energy intensity	ESG Data Table - Material Topic - Energy Efficiency, page 53	E4
	302-4 Reduction of energy consumption	ESG Data Table - Material Topic - Energy Efficiency, page 53	
GRI 303 - Water and Effluents 2018	303-5 Water consumption	ESG Data Table - Material Topic - Water Management, page 54	E6

Annex 3: GRI Content Index continued

GRI Standard	Disclosure	Location	DFM Indicators
GRI 305 - Emissions 2016	305-1 Direct (Scope 1) GHG emissions	ESG Data Table - Material Topic - Reducing GHG Emissions, page 55	E1
	305-2 Energy indirect (Scope 2) GHG emissions	ESG Data Table - Material Topic - Reducing GHG Emissions, page 55	
	305-3 Other indirect (Scope 3) GHG emissions	ESG Data Table - Material Topic - Reducing GHG Emissions, page 55	
	305-4 GHG emissions intensity	ESG Data Table - Material Topic - Reducing GHG Emissions, page 55	E2
	305-5 Reduction of GHG emissions	ESG Data Table - Material Topic - Reducing GHG Emissions, page 55	
GRI 306 - Waste 2020	306-1 Waste generation and significant waste related impacts	Section - Pillar - Planet - Material Topic - Waste Management, page 24	
	306-2 Management of significant waste related impacts	Section - Pillar - Planet - Material Topic - Waste Management, page 24	
	306-3 Waste generated	ESG Data Table - Material Topic - Waste Management, page 54	
	306-4 Waste diverted from disposal	ESG Data Table - Material Topic - Waste Management, page 54	
	306-5 Waste directed to disposal	ESG Data Table - Material Topic - Waste Management, page 54	
GRI 308 - Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Section - Pillar - Governance and Risk - Material Topic - Responsible Supply Chain, page 48	
GRI 401 - Employment 2016	401-1 New employee hires and employee turnover	ESG Data Table - General including Diversity and Inclusion, page 50-51	S3
	401-3 Parental leave	ESG Data Table - General including Diversity and Inclusion, page 50	
GRI 403 - Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Section - Pillar - People - Material Topic - Health and Safety, page 30-31	S8
	403-2 Hazard identification, risk assessment, and incident investigation	Section - Pillar - People - Material Topic - Health and Safety, page 30-31	
	403-3 Occupational health services	Section - Pillar - People - Material Topic - Health and Safety, page 30-31	
	403-5 Worker training on occupational health and safety	Section - Pillar - People - Material Topic - Health and Safety, page 30-31	
	403-6 Promotion of worker health	Section - Pillar - People - Material Topic - Health and Safety, page 30-31	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Section - Pillar - People - Material Topic - Health and Safety, page 30-31	
	403-8 Workers covered by an occupational health and safety management system	Section - Pillar - People - Material Topic - Health and Safety, page 30-31	
	403-9 Work related injuries	ESG Data Table - Material Topic - Health and Safety, page 51-52	S7
	403-10 Work related ill health	ESG Data Table - Material Topic - Health and Safety, page 51-52	

Annex 3: GRI Content Index continued

GRI Standard	Disclosure	Location	DFM Indicators
GRI 404 - Training and Education 2016	404-1 Average hours of training per year per employee	ESG Data Table - Material Topic - Capacity Building, page 52	
	404-2 Programs for upgrading employee skills and transition assistance programs	Section - Pillar - People - Material Topic - Capacity Building, page 33-34	
	404-3 Percentage of employees receiving regular performance and career development reviews	ESG Data Table - Material Topic - Capacity Building, page 52	
GRI 405 - Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Sections - Annual Report 2025 - Section - Corporate Governance - ESG Data Table - General including Diversity and Inclusion, page 49-50	G1
	405-2 Ratio of basic salary and remuneration of women to men	EPRA Index, page 58	S2
GRI 406 - Nondiscrimination 2016	406-1 Incidents of discrimination and corrective actions taken	ESG Data Table - General including Diversity and Inclusion, page 50	
GRI 413 - Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Section - Pillar - Community, page 37-40	
GRI 416 - Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Section - Pillar - People - Material Topic - Customer Wellbeing, page 36	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Section - Pillar - People - Material Topic - Customer Wellbeing, page 36	

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