



# Sustainability Report 2024

Together Towards Tomorrow



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# Letter from our GCEO

As Dubai Holding marks its 20th anniversary, we take pride in the progress we've made towards shaping a positive future for our business, nation and planet. We have continued to embed sustainability across our operations, driving meaningful impact in the countries where we operate.

**Amit Kaushal**

Group Chief Executive Officer



In 2024, we translated our sustainability ambitions into tangible action. As signatories to the Ministry of Climate Change and Environment's (MOCCA) UAE Climate-Responsible Companies Pledge and in alignment with the UAE's second Year of Sustainability, we have reinforced sustainability as both a business imperative and a responsibility to our employees, partners, the government and the communities we serve.

Our Sustainability Strategy guides our approach to new innovations, opportunities and partnerships, including our pillars of Planet, People and Culture, Responsible Supply Chain, Philanthropy and Governance. This framework ensures that business growth aligns with our commitments and contributes to sustainable environmental and social development. This includes transforming our leadership and workforce into advocates for our core values through systemised training, collaborating with suppliers to mitigate carbon emissions and introducing programmes that promote sustainable innovation and entrepreneurship.

The integration of Nakheel and Meydan into Dubai Holding marked a transformative milestone in 2024,

expanding our reach and amplifying our responsibility to set new benchmarks in business excellence. We laid the groundwork for our decarbonisation targets in line with the UAE's Net Zero by 2050 strategic initiative and implemented policies to govern Group-wide investment and environmental stewardship.

By leveraging our expanded scale and uniting our network of partners and stakeholders, we have fostered a culture of environmental stewardship that extends beyond our business. Our commitment to giving back remains strong, reflected in our award-winning philanthropic campaign, Gift It Forward. Investing in the welfare of our communities remains a vital focus as we expand our global footprint. We support social development, environmental conservation and research that empowers individuals, communities and economies in the UAE and beyond.

The past year underscored the power of collective action and strengthened our resolve to drive lasting impact. The actions we take today will shape our legacy for generations to come, reinforcing our commitment to building a world For the Good of Tomorrow.



# Letter from our Chief Impact Officer

2024 demonstrated Dubai Holding’s commitment to making tangible advancements towards the UAE’s sustainability ambitions. Sustainability has been embedded across our departments and businesses and our teams collaborate to ensure that sustainable and ethical practices guide how we work, who we work with and the impact we create.

**Huda Buhumaid**  
Chief Impact Officer



We established foundational policies, evidenced by the Group-wide Environmental Policy and Dubai Holding Investments’ Responsible Investment Policy. These documents outline clear standards, ensuring consistent practices across the organisation.

Leadership across Dubai Holding completed comprehensive executive training programmes by the Cambridge Institute of Sustainability Learning (CISL) to integrate sustainability at the highest level. We also continued to nurture sustainability champions among our workforce with informative learning modules and workshops.

We hosted the inaugural Women in Climate Community event and expanded the Dubai Holding Women’s Network to build bridges that inspire personal and professional growth while facilitating cross-disciplinary dialogue to pave the pathways to tomorrow.

We rolled out our Group-wide Philanthropy strategy and established a committee to steer implementation. As part of this, we introduced the Gift It Forward initiative and the Innovate for Tomorrow Challenge, two landmark initiatives that demonstrate how collaboration and enterprise can uplift communities, economies and the planet.

In the subsequent sections of this report, we cover a range of inspiring examples of sustainable impact across the breadth of our portfolio. As we look towards the next 20 years, we will continue to enhance and expand these diverse initiatives in scale and impact to inspire positive change For The Good of Tomorrow.



# Overview

This report compiles Dubai Holding's approach to sustainability, our achievements in 2024 and our ambitions for the year ahead.

As a globally diversified investment company committed to long-term value creation, Dubai Holding is responsible for ensuring that our growth is built on a sustainable foundation. Our scale, size and impact alone propel us to define and uphold a meaningful Sustainability Strategy across our operations and investments in 10 key sectors and 34 countries, impacting our employees, partners, the government and the communities we serve.

We embraced the second UAE Year of Sustainability to make significant strides in our bold commitment For The Good of Tomorrow. Building on the momentum from COP28 in 2023, we advanced the ambitions of our Group-wide sustainability commitment and obligations as a signatory to the Ministry of Climate Change and Environment's (MOCCAE) Climate-Responsible Companies Pledge. As part of this journey, we embarked on the process of determining our science-based targets to further strengthen our approach to climate action.

In 2024, Dubai Holding introduced its Environmental Policy, setting clear guidelines for achieving net zero emissions, resource efficiency and biodiversity enhancement. We

also implemented a Responsible Investment Policy, detailing our approach to integrating environmental, social and corporate governance considerations into future investments.

Our teams demonstrated robust crisis responsiveness during the UAE's historic rainfall and flooding. Proactive Rain Mitigation Plans secured the safety of thousands of residents living in our communities and ensured business continuity amid unprecedented weather conditions.

As the Warsan Waste Management Centre (WWMC) commenced full operations in 2024, a significant portion of our waste was diverted to this facility. The Centre is a key contributor to Dubai's zero-waste-to-landfill by 2030 goal.

Our senior leadership completed executive training programmes with the Cambridge Institute for Sustainability Leadership (CISL) to embed sustainability into core business strategies. We also expanded our educational programmes to transform our workforce into sustainability advocates within and beyond the workplace. Our 'Life Goals' programme provided our blue-collar workforce with essential financial literacy training, equipping them with the knowledge to make informed financial decisions.

In 2024, we also partnered with the Community Development Authority to introduce Gift It Forward during Ramadan. This philanthropic initiative united 12 partners to repurpose new inventory into gifts for those in need while promoting responsible consumption and production, in line with the United Nations Sustainable Development Goal (SDG) 12. Following its success, the initiative has expanded into its second edition in 2025, further strengthening our commitment to community impact and sustainability.

This report covers case studies and programmes from across Dubai Holding that represent our sustainability journey for the period of 1 January to 31 December 2024.



# 2024 Impact review

## Planet

### Warsan Waste Management Centre

Since the launch of complete operations in August 2024, 31% of the Group's waste was diverted to this Centre which plays a crucial role in Dubai's zero-waste-to-landfill by 2030 goal, diverting the Emirate's waste from landfills.

[Learn more on Page 47](#)

### Dubai Holding Sustainable Design Principles

We implemented our Sustainable Design Principles to integrate sustainability into existing and future built assets. We were the first in the region to achieve the Green Globes Existing Building Certification by the Green Building Initiative (GBI) for five communities under Dubai Holding Community Management and the Group's first LEED Gold Community Pre-Certification for The Acres by Meraas.

[Learn more on Page 25](#)

### Solar investments

We continued expanding our renewable energy capacity, achieving a total of 13.27 MWp across Dubai Retail and Dubai Residential. TECOM Group increased its solar capacity by 20.5% to 10.05 GWh in 2024 and its solar generation by 15.5% between 2023-2024 to 14.2 GWh.

Learn more on [Page 44](#) and [Page 46](#)

### Dubai Holding Environmental Policy

We introduced Dubai Holding's Environmental Policy, reinforcing our commitment to environmental stewardship across all operations. This framework guides our sustainability efforts by setting clear benchmarks and expectations.

[Learn more on Page 28](#)

**31%**

of our general waste was diverted to the facility

First in the region to achieve the Green Globes Existing Building Certification by the Green Building Initiative (GBI) for five communities under Dubai Holding Community Management

**8,000**

tonnes of annual CO<sub>2</sub> emissions reduced by Dubai Holding Asset Management

## People

### Health, Safety & Environment

We continued implementing worker welfare and safety programmes, including regular fire safety and first-aid training, risk assessment, emergency responsiveness strategies and health and wellbeing audits, increasing the scope of the ISO 45001 certification.

[Learn more on Page 60](#)

### Sustainability executive leadership

We partnered with the Cambridge Institute for Sustainability Leadership (CISL) to deliver a bespoke executive training programme to equip our leadership with insights to integrate sustainability into business strategies and decision-making.

[Learn more on Page 66](#)

### Life Goals

Our financial literacy programme, Life Goals, launched in partnership with Visa in 2023, is now embedded in Ejadah's core training module for Group-wide blue-collar workers.

[Learn more on Page 63](#)

### Women in Climate Community

We launched the Women in Climate community, bringing together more than 80 women from diverse sectors to unlock climate solutions.

[Learn more on Page 70](#)

### Dubai Holding Women's Network

In 2024, we achieved nearly 60% growth in our Women's Network membership. This Group-wide platform supports professional development and community building.

[Learn more on Page 72](#)

### Disability Inclusion Pledge

Dubai Holding Entertainment signed a disability inclusion pledge to build inclusive destinations for visitors, including implementing the award-winning Amsaan QR codes at MOTIONGATE™, LEGOLAND Dubai and Inside Burj Al Arab.

[Learn more on Page 74](#)

**21,000+**

HSE inspections conducted by Ejadah

**40+**

C-suite and senior leaders completed the training in 2024

**13,000+**

Blue-collar workers reached by the end of 2024

**500+**

Employees attended sign language workshops

## Responsible Supply Chain

### Supplier assessments

We expanded our partnership with EcoVadis, a leading global provider of sustainability ratings, taking their supplier assessment programme into its second year and evaluating 80% of our strategic suppliers invited in 2024.

[Learn more on Page 82](#)

### Supplier’s Engagement Forum

We hosted the inaugural Supplier’s Engagement Forum, bringing together Group companies and 18 key suppliers to raise awareness on sustainable practices and showcase products in the food and beverage sector.

[Learn more on Page 84](#)

### Sustainable procurement training

93 members from our Group Services Procurement Team completed the Chartered Institute of Procurement and Supply (CIPS) Ethics and Supply training course, reflecting our commitment to ethical and sustainable procurement practices.

[Learn more on Page 86](#)

## Philanthropy

### Gift It Forward

We launched the first Gift It Forward campaign during Ramadan 2024, where we sourced and donated over 120,000 new inventory items from across Dubai Holding and partner entities to over 10,500 low-income beneficiaries.

[Learn more on Page 92](#)



### Innovate for Tomorrow Challenge

We rolled out the first Innovate For Tomorrow Challenge to highlight solutions addressing critical sustainability challenges in the UAE. It focused on fostering responsible consumption and production practices in line with UN Sustainable Development Goal (SDG) 12. The winning scale-up, Othalo, is implementing a pilot project with Dubai Holding in 2025.

[Learn more on Page 94](#)

## Dubai Reef

Nakheel, part of Dubai Holding Real Estate, partnered with the Dubai Reef project by Dubai Department of Economy and Tourism (DET). The project is the world’s largest marine reef development, with 20,000 purpose-built reef modules deployed across 600 sq. km. This mixed-use development will enhance aquatic research, regeneration and ecotourism, promote biodiversity and protect the UAE’s coastal ecosystems. In 2024, the project achieved a major milestone with the fabrication and deployment of the initial 1,000 purpose-built reef modules.

[Learn more on Page 96](#)



### Dubai Turtle Rehabilitation Project

The Dubai Turtle Rehabilitation Project marked 20 years of promoting marine wildlife conservation in the UAE through immersive education programmes and partnerships.

[Learn more on Page 98](#)



## Jumeirah Thanda

Jumeirah’s expansion into East and South Africa demonstrates a strong commitment to conservation and community development. Through initiatives like the Star for Life programme and DEVENT, Thanda Foundation provides education, mentorship and business training to uplift local communities. These initiatives support job creation, skills development and sustainable livelihoods, ensuring that the people who call these regions home benefit from long-term opportunities for growth and success.

[Learn more on Page 100](#)

### The Good Store

TECOM Group, in partnership with Emirates Red Crescent, reintroduced The Good Store in 2024 to offer a seamless physical and digital donation platform that allows individuals and organisations to donate essential items, such as Ramadan food boxes, Iftar meals, Eid clothing and health packages.

[Learn more on Page 102](#)



# Dubai Holding is a diversified global investment company with a foothold in 34 countries.

Over the past two decades, Dubai Holding has evolved into a leading global investment powerhouse, with investments spanning more than 30 countries and a dedicated workforce. The Group manages an asset portfolio exceeding AED 280 billion, driving Dubai's economic diversification and sustainable growth across 10 key sectors, including real estate, hospitality, media and ICT. Dubai Holding's ventures have become integral to the daily lives of millions, shaping the experiences of residents and visitors alike, while reinforcing Dubai's position as a global hub for innovation and opportunity.

Our company values provide the foundation to ensure we are aligned in how we think, work and act.

- 

Authentically Principled  
*We take responsibility*
- 

Pioneering Growth  
*We lead the way*
- 

Sustainable Futures  
*We enable each other*
- 

Uncompromised Discipline  
*We do the right things, right*

Our seven business units, Asset Management, Real Estate, Hospitality, Entertainment, Investments, Community Management and Land Estates, have been the driving force behind Dubai's transformation into a global icon of innovation, opportunity and excellence.

Our vast portfolio demonstrates our profound impact on Dubai's economic diversification and vision for the future. As Dubai grows, we remain steadfast in our mission to create value for businesses and communities while laying the foundations for a brighter future.



# Our companies

## Dubai Holding Asset Management

Dubai Holding Asset Management owns and operates a diverse portfolio of retail, residential and commercial destinations, emphasising its profound influence on the Emirate’s urban and economic landscape. Its retail portfolio represents 15 lifestyle destinations, 10 malls and 18 centres that craft extraordinary experiences for residents and visitors across the Emirate. Its residential communities are home to over 140,000 residents.

Dubai Holding Asset Management is a major shareholder in TECOM Group PJSC, the creator of specialised business districts and vibrant communities. It reinforces Dubai’s reputation as one of the most dynamic cities in the world to work and invest with a network of 10 business districts, which includes the region’s leading tech hub, Dubai Internet City and the global creative ecosystem, Dubai Design District (d3).



## Dubai Holding Real Estate

Dubai Holding Real Estate, one of the Emirate’s largest real estate development businesses, has redefined its trajectory through a transformative integration with Nakheel, uniting two of Dubai’s most influential real estate leaders. This strategic alignment sparked innovation at every level, inspiring new developments, unlocking synergies and demonstrating the immense potential of the combined strengths of two iconic entities. Creating a cohesive force by forging one of the region’s most powerful real estate alliances, Dubai Holding Real Estate reaffirmed its dedication to creating vibrant, sustainable communities that contribute to Dubai’s position as a global city of the future. As part of the Real Estate portfolio, Ejadah delivers total community solutions for real estate assets including residential, commercial, retail, hospitality and mixed-use developments.



## Dubai Holding Hospitality

Dubai Holding Hospitality manages leading hospitality assets and a diverse collection of unique food and beverage concepts as well as top-notch hotel brands, including Jumeirah, Dubai Holding’s flagship global luxury hospitality company.

Jumeirah includes iconic UAE beachfront properties and a growing portfolio of global destinations. It is also a full-service hospitality provider specialising in sustainable food and beverage experiences.

We are also a leading provider of hospitality education in the Middle East. Jumeirah’s Emirates Academy of Hospitality Management offers students internationally recognised programmes and hands-on industry experience.



## Dubai Holding Entertainment

Dubai Holding Entertainment is the largest and most diversified media, leisure and entertainment company in the region, comprising leading venues such as Ain Dubai, Global Village, Dubai Parks and Resorts, ARN and Roxy Cinemas, amongst others.



# Our companies

## Dubai Holding Investments

Dubai Holding Investments is our dedicated investment arm responsible for the Group's investment strategy, managing a diverse portfolio of strategic and financial investments across public and private markets in the UAE and internationally to drive diversification for the Group and seek attractive risk-adjusted returns.

We invest in both direct and third-party managed investment platforms.

10+  
business sectors

4  
continents

## Dubai Holding Community Management

Dubai Holding Community Management oversees Dubai's master communities across the Emirate. Guided by customer-centricity, community focus and technology, it creates sustainable, vibrant environments that enhance the quality of life for over 1.2 million residents across more than 50 master communities.

383+  
jointly owned properties

88,000+  
individual homes

1.35 billion sq. ft  
total residential area under management

## Dubai Holding Land Estates

Dubai Holding Land Estates centralises and future-proofs the management of Dubai Holding's vast land bank, including prime coastline, supporting the Group's growth through technology-driven, sustainable and strategic land development and master planning.



# Our Sustainability Strategy

Our vision to create long-term sustainable value is at the heart of Dubai Holding's business strategy.

With a diverse portfolio across industries and a significant workforce, the actions we take today will shape our future. Achieving this requires collaborative efforts to integrate sustainability into every aspect of our operations as we work toward our bold commitments For the Good of Tomorrow.

Dubai Holding is committed to the UAE's national ambition of reducing greenhouse gas emissions by 40% by 2030, in alignment with the UAE Net Zero by 2050 initiative and as a signatory of the MOCCA Climate-Responsible Companies Pledge.

These bold commitments will drive meaningful environmental and social impact, creating long-term value for our stakeholders and the communities we serve.

- **We use our natural resources and energy efficiently to cut down our carbon emissions and support a greener future for all.**
- **We value our diverse and inclusive workforce and we uphold high standards of ethics and safety in everything we do.**
- **We collaborate with our suppliers to enhance their sustainability performance and we create resilient infrastructure that reduces our environmental impact.**

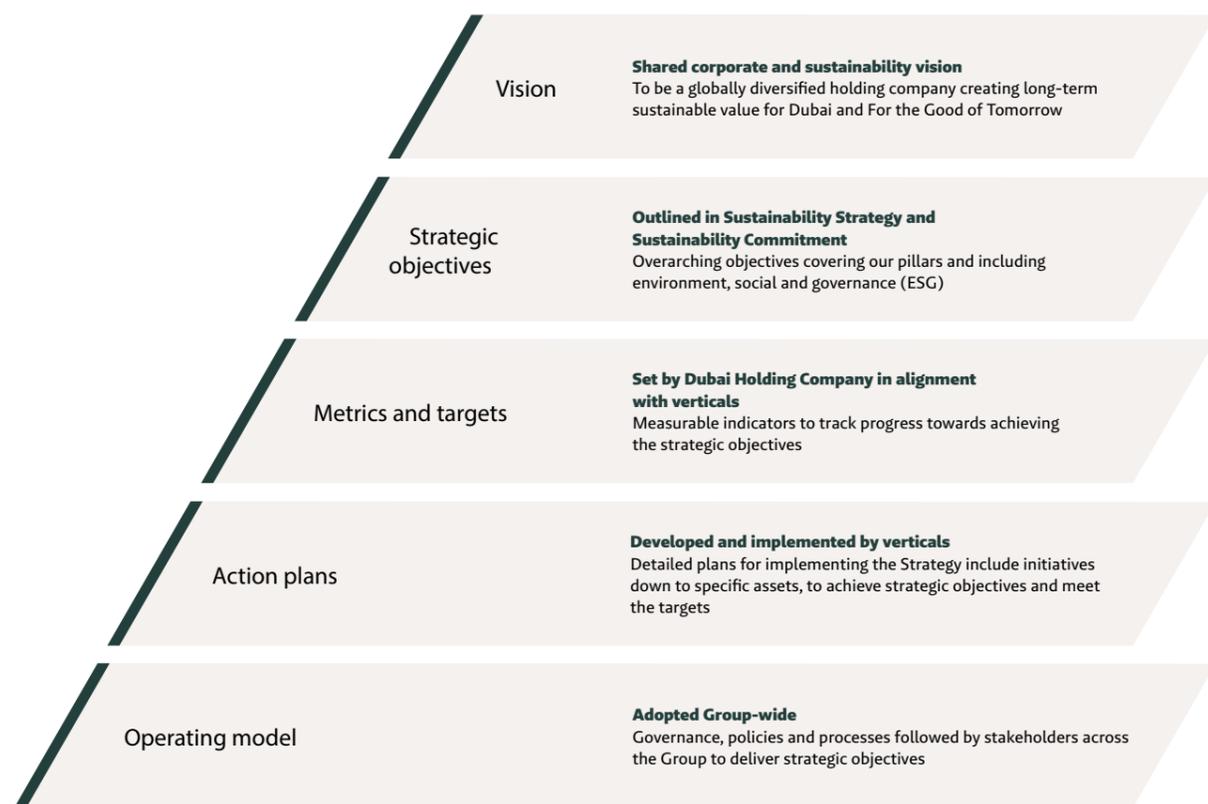
Our Strategy contributes towards 10 of the 17 UN SDGs and the 2030 Agenda for Sustainable Development – a shared global blueprint for peace and prosperity, for people and the planet, now and into the future.



# Together towards tomorrow

Our vision for sustainability shares and builds on Dubai Holding’s corporate vision. It is encapsulated in our sustainability ethos: together towards tomorrow.

## Sustainability at Dubai Holding



### Together

We actively involve diverse stakeholders at all levels of our operations – from our employees and suppliers to customers, partners and the public. Our conviction is that we must collaborate to solve society’s challenges.

### Towards

Our Sustainability Commitment and Supplier Code of Conduct embed sustainability in everything we do as we move towards our bold commitments. These are aligned with the UAE Government’s Net Zero by 2050 strategic initiative and 10 of the UN’s 17 SDGs.

### Tomorrow

With our focus For the Good of Tomorrow, we innovate with a sustainable future in mind – for our businesses, our people, our communities and nature.

Our Sustainability Strategy is articulated in our pillars of Planet, People and Culture, Responsible Supply Chain and Philanthropy. Governance underpins these pillars, ensuring sustainability is embedded in everything we do.

## Sustainability pillars



Our governance structure ensures that accountability for integrating sustainability into our business strategy and operations sits at the highest level within the organisation.

Our governance structure is outlined on [page 26](#), our Sustainability Strategy is on [page 20](#) and our key achievements for 2024 are outlined in our Impact Review on [page 10](#).

Our achievements and plans underscore our commitment to creating long-term, sustainable value in our operations across the globe and For the Good of Tomorrow.



# Sustainability Strategy

## Vision

To be a globally diversified holding company creating long-term sustainable value for Dubai and For the Good of Tomorrow.

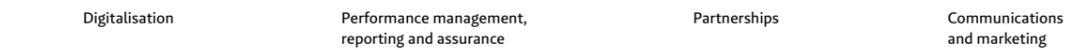
## Strategic areas



## Governance



## Enablers



## Sustainable Development Goals



# Governance

Our governance structure ensures that accountability for integrating sustainability into our business strategy and operations sits at the highest level within the organisation.

Sustainability is a shared responsibility and this is why it is embedded in our Governance Framework. We align our business operations with our Sustainability Strategy, holding ourselves to the highest standards of ethical and professional conduct to meet the expectations of our stakeholders.

## Corporate governance

### Corporate governance and compliance

Our Governance Framework ensures the prudent and sound management of the Group's operations and finances. This Framework consists of governance bodies, Enterprise Risk Management, Legal, Governance and Compliance, systems and controls, business conduct/ethics policies and audit. Internal Audit monitors and evaluates the adequacy and effectiveness of the Corporate Governance, Risk Management and Internal Control Framework. External Audit, Internal Audit, Enterprise Risk Management and the Governance and Compliance functions are overseen by the Audit and Risk Committee. In line with the Corporate Governance Framework, each business takes responsibility for its planning and performance, providing oversight and accountability for the collective performance of the Group's businesses.

### Code of Conduct

The Dubai Holding Code of Conduct ("the Code") promotes and sets out the expected standards for conducting business ethically and in compliance with the law.

Developed in line with applicable UAE laws and international best practices, it is reviewed and updated regularly. To maintain transparency, the Code is publicly available on [Dubai Holding's website](#) for all employees and stakeholders.

Dubai Holding maintains a zero-tolerance policy towards corruption in all its forms. We are committed to conducting business with integrity and transparency. We have established robust anti-bribery and anti-corruption policies and procedures that are communicated to all employees and suppliers.

We organise regular training for our employees on anti-corruption best practices and ethical conduct. We also regularly review and update our anti-corruption programme to ensure its effectiveness and alignment with best practices.

### Human rights and labour conditions

We safeguard the human rights and labour conditions of all those working for Dubai Holding and we respect and strictly adhere to all applicable laws in Dubai and the UAE.

Employees are responsible for upholding our Code of Conduct and are encouraged to report any concerns about illegal or unethical conduct. They can do so with confidence and security by submitting any concerns confidentially via a dedicated whistleblowing reporting channel called Trustline. We emphasise the importance of human rights in our supply chain in our Supplier Code of Conduct.

### Data privacy

Our data protection framework addresses the Group's commitment to treat all the personal information trusted to us with the utmost care and confidentiality.

The framework includes policies, procedures and controls to ensure compliance with global data protection laws and principles. We have established a network of data champions with in-depth training to equip them to support employees and customers with their queries.



## Sustainability governance

### Sustainability policies and procedures

In 2024, we strengthened our commitment to sustainability governance with the introduction of our Responsible Investment Policy, a comprehensive framework outlining Dubai Holding's approach to responsible investment, in line with our path towards an innovation-led and sustainable future. In alignment with the UN Principles for Responsible Investment (UN PRI), the policy integrates environmental, social and corporate governance considerations when evaluating prospective investments.

To ensure effective implementation, our investment professionals completed a course from the PRI Academy on the materiality of ESG issues and the systematic integration of these factors in investment decisions and active ownership.

We articulated our Group-wide commitment to environmental stewardship by introducing the Dubai Holding Environmental Policy. Collating the commitments and standards we adhere to; this framework transforms our sustainability vision into cohesive action.

## Sustainability structure

Our Impact Department oversees the Sustainability Strategy under the Chief Impact Officer and Head of Sustainability. Dedicated Directors of Sustainability implement this across Dubai Holding's portfolio businesses of Asset Management, Real Estate, Hospitality, Entertainment, Investments, Community Management and Land Estates. Dubai Holding Investments has appointed an Environmental, Social and Governance (ESG) Champion for subject matter expertise.

Quarterly CEO Sustainability Forums drive business decisions, ensuring leadership buy-in and a Group-wide approach to sustainability challenges.

### Philanthropy Committee

Dubai Holding's newly established Philanthropy Committee plays a strategic role in overseeing Group-wide philanthropy initiatives. The committee evaluates projects against defined criteria, allocates budgets and ensures alignment with Dubai Holding's policies and broader strategic objectives. Additionally, it upholds rigorous standards by conducting due diligence on all philanthropy projects and their execution partners, ensuring impact, accountability and compliance.

## Monitoring and reporting

A key enabler of our Sustainability Strategy and a foundation of good governance is our approach to reporting. Sustainability is incorporated into our business scorecard and executive management committee decisions, which account for environmental and social risks.

We proactively assess and manage ESG risks, including climate change, through our Enterprise Risk Management framework. Risk champions are in place across all Group businesses to identify and integrate ESG risks and our risk register primes our teams for emergencies triggered by climate change. In the aftermath of Dubai's unprecedented flooding in April 2024, we strengthened the integration of physical and transitional climate risks into our business strategy.

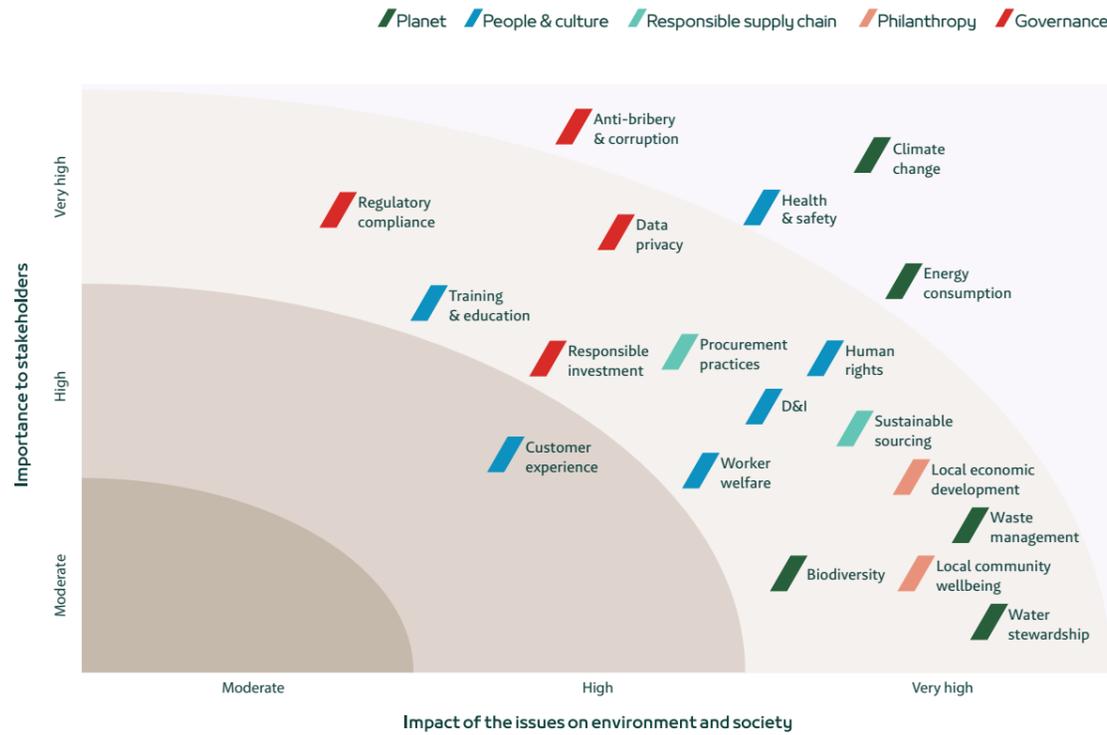
As signatories of the UAE Climate-Responsible Companies Pledge by MOCCA at the 2024 National Dialogue for Climate Ambition (NDCA), Dubai Holding is developing ambitious science-based plans to reduce our carbon footprint.

Our Group-wide sustainability reporting is powered by the Sphera Corporate Sustainability Software (SCSS), a leading cloud-based solution for sustainability reporting and in alignment with the internationally recognised Global Reporting Initiative (GRI) reporting framework.

We continually assess and improve our sustainability performance through monitoring and reporting, robust risk management and capacity building. We have identified key sustainability metrics at the Group level that we report quarterly to management and in our CEO Sustainability Forums.



# Materiality Matrix



Dubai Holding’s materiality assessment has identified the topics where our operations have the most significant impact and are important to our businesses and stakeholders. Our materiality matrix informs our Sustainability Strategy and strategic priorities.

To understand the materiality of sustainability topics in relation to our business, we analysed both the importance of the topic to key stakeholders and the impact of the topic on the environment and society. We have aligned our key Group-level strategic priorities with the GRI framework in accordance with international standards.

Our 2023 assessment is periodically reviewed to reflect the changing external landscape and business developments. The graphic above represents our Group-level materiality matrix and guides

decisions on how we prioritise strategic initiatives. Our businesses each have their own materiality assessments to inform their priorities.

Our planet pillar strategy reflects that our businesses in the UAE and internationally are heavily dependent on natural resources. This is acknowledged by the high materiality ratings of climate change, energy consumption, waste management, water stewardship and biodiversity.

Similarly, we are a people-centred business with a complex supply chain. Therefore, we must uphold our commitment to worker welfare alongside health, safety and human rights across all our operations.

Our responsible procurement practices and initiatives that empower the local community support this.



# Group Sustainability Roadmap 2025 - 2026



## Planet

- Scope 1 and 2 decarbonisation roadmap implementation
- Scope 3 inventory established
- Sustainable design principles pilot implementation
- Masterplan sustainability roadmaps defined
- Launch of Jumeirah's EcoVillage



## People & Culture

- Expand the Women in Climate Community
- Develop a Group-wide volunteering and engagement programme
- Grow Dubai Holding Women's Network
- Sustainability competence framework
- Roll out Human Rights Statement
- Worker welfare standard implementation



## Responsible Supply Chain

- Increase local sustainable sourcing
- Develop supplier engagement programme
- Improve supplier EcoVadis ratings
- Rollout Responsible Procurement Policy



## Philanthropy

- Monitoring and Evaluation framework for Philanthropy
- Gift it Forward second edition
- Innovate for Tomorrow Challenge second Edition
- Multi-year partnership with Dubai Reef
- Multiple new programmes launched



## Governance

- Refresh sustainability materiality assessment and strategy
- CEO Sustainability Forums
- Monitoring and reporting
- ESG Assurance plan in place including GHG data



## Marketing and Communication

- Sustainability report
- Monthly sustainability newsletter
- Reward and recognition programme
- Sustainability thought leadership



# Awards and initiatives

## Our partnerships

We recognise that to achieve our sustainability ambitions, we must work together.

Dubai Holding is part of a diverse network of business, government and non-government partners whose invaluable contributions bolster our sustainability and community enrichment initiatives.

Our strategic partners include UAE MOCCA, UAE Gender Balance Council, EcoVadis, Sphera, Community Development Authority (CDA), Enviroserve, the National Food Loss and Waste Initiative, Emirates Nature-WWF's UAE Alliance for Climate Action (UACA) and others.

## We are signatories of:

- The MOCCA Climate Responsible Companies Pledge, reinforcing our support of the UAE leadership's efforts to deliver on its Net Zero by 2050 strategic initiative.
- The UNWTO Global Tourism Plastics Initiative, which seeks to eliminate single-use plastics from the tourism industry by 2025 (Jumeirah).
- SDG 5 Pledge to Accelerate Gender Balance in the UAE Private Sector.
- A pledge towards disability inclusion, which represents our commitment to creating inclusive and barrier-free experiences (Dubai Holding Entertainment).

## We are members of:

- Emirates Nature – WWF UAE Alliance for Climate Action
- Global Reporting Initiative
- Green Business Certification Inc. (US Green Building Council)
- UAE Developer's Forum (Dubai Holding Real Estate)
- Sustainable Hospitality Alliance (Jumeirah)

## We are founders of:

- Women in Climate Community
- Supplier's Engagement Forum

We are proud that our commitment to operational excellence and long-term growth has been recognised by noteworthy institutions and awards:



Several Dubai Holding businesses achieved or recertified for ISO 45001:2018 (Occupational Health & Safety Management System) and ISO 14001:2015 (Environmental Management).



Jumeirah Emirates Towers was recognised at WETEX 2024 for its commitment to sustainability and innovation in innovative building solutions.



Dubai Holding's procurement team received the Chartered Institute of Procurement & Supply (CIPS) Corporate Award and the CIPS Kitemark.



Jumeirah Zabeel Saray secured the "Zero Plastic Initiative of the Year" award at the Sustainability Innovation Awards 2024.



TECOM Group secured 12 LEED certifications in 2024, bringing the total number of LEED-certified buildings within our portfolio to 43. Dubai Holding Community Management successfully completed the surveillance audit for the BSI Kitemark Smart & Sustainable Cities certification for Palm Jumeirah. Meraas achieved LEED Gold Community Pre-certification for The Acres project, the first of its kind in Dubai Holding's portfolio.



Ejadah was awarded the runner-up for the "Health & Safety Initiative of the Year" at the Smart Built Environment Awards.



The Community Development Authority recognised Gift It Forward in the Outstanding Initiative category at the Dubai Appreciation Award for Community Service.



2024 MEPRA Gold Award for Best Business-to-Business Campaign for Gift It Forward.



2024 MEPRA Bronze Awards for Best Collaborative Partnership Campaign and Best Non-Profit Campaign for Gift It Forward.



Green Building Initiative (GBI) awarded Dubai Holding Community Management the Green Globes Existing Building Certification for Badrah Manara, Masakin Al Furjan, Jumeirah Heights, Palm Views and The Palm Tower.



Dubai Holding Entertainment was recognised with a Highly Commended Park Operations award at the 2024 Park World Excellence Awards for its Deaf-accessible theme park experience.



The Dubai Supreme Council of Energy honoured TECOM Group with the 'Exemplary Retrofit Project' award under the Demand Side Recognition Programme.





Photo: Manu Reghurajan, Dubai Holding Real Estate  
Winner of the Lens on Sustainability Group-wide  
photography competition

# Planet

Across our operations, we are actively reducing our energy and resource consumption, conserving and restoring biodiversity and investing in the well-being of our planet and business.

This year, we set bold targets to manage our carbon emissions, energy consumption, water use and waste and employed cutting-edge technology to improve performance monitoring and management across our portfolio. Dedicated teams are driving progress against these targets, embedding transparency and accountability in the foundation of our approach.

As environmental and social needs evolve, so do our benchmarks. We regularly conduct audits across our assets to refine our sustainability targets and roadmaps, optimise operations and proactively address gaps.

# Road to Net Zero 2050

Dubai Holding is working towards achieving the goals set in 2023 by investing in renewable energy and implementing resource management initiatives to improve our efficiencies and reduce emissions.

Following the integration of Nakheel, we have undertaken a comprehensive re-baselining of Scope 1 and 2 emissions, ensuring consistency and accuracy across our expanded portfolio.

This process required an extensive data consolidation effort given the scale of Nakheel's leasing portfolio, standardising methodologies across diverse asset classes, unifying emission factors and aligning reporting structures with the Greenhouse Gas Protocol. This included migrating all Nakheel assets to our existing Sphera platform for a unified dashboard for Group-wide climate and sustainability reporting.

We simultaneously launched Scope 3 emissions measurement, marking a significant step toward full value-chain decarbonisation. This work enables us to better assess indirect emissions, particularly those linked to tenant energy consumption, embodied carbon in materials and supply chain activities, as well as financed emissions.

By leveraging this data, we can implement targeted interventions to reduce emissions at every level.



We investigated the applications of AI to tackle the complexity and vast volume of data associated with Scope 3 emissions by participating in the Llama Design Drive. The initiative by Meta and the Dubai Future Foundation brought together 30 innovators to use Meta's open-source large language model (LLM), Llama 3.2 LLM, to present breakthrough AI-powered solutions for real-life corporate challenges.

Following this programme, Dubai Holding is working with CarbonSifr to determine the emissions of our supplied goods and embodied carbon to advance our decarbonisation efforts and local procurement targets.

We have also begun defining our science-aligned targets. By building on our existing decarbonisation initiatives, we are investigating opportunities such as low-carbon developments and renewable procurement to accelerate our transition to net zero.



# Designing for a sustainable tomorrow

As one of the largest real estate developers and landholders in Dubai, we recognise our responsibility to ensure that the spaces, places and experiences we build leave a positive impact for generations to come.

Our net zero strategy integrates sustainability across the lifecycle of all current and future assets, from design and construction to operation.

The Dubai Holding **Sustainable Design Principles**, implemented this year, set the standards for existing and future buildings and examine how our built environment matures and shapes user experiences.

## Energy reduction and renewable energy

We leverage data to assess climate-related risks and opportunities across our properties and operations and implement mitigation and adaptation strategies.

## Circularity in design and material procurement

We are shifting to a regenerative closed-loop system by optimising resource and waste management, in accordance with the UAE's Circular Economy Policy.

## Preservation of water resources

We invest in alternative water sources and leverage innovative technology to tackle water scarcity.

## Occupant indoor wellbeing

We create spaces that prioritise occupant health, comfort and wellbeing.

## Liveable outdoor spaces

We design adaptable, functional and engaging spaces that encourage people to spend more time outdoors.

## Environment and climate

We consider mitigation and management procedures across the full development cycle to avoid and minimise negative impacts on the environment and climate.

## Connectivity and sustainable mobility

We address connectivity to reduce transport-related greenhouse gas emissions and ensure sustainable, equitable mobility for all.

## Digital solutions and technology

We utilise data, technology and innovation to future-proof our assets, streamline operations and improve efficiency.

Our development teams are responsible for benchmarking and implementing sustainability objectives across new builds, renovations and existing communities. In line with the Sustainable Design Principles, new real estate projects are encouraged to target a minimum of LEED Residential Silver certification or its equivalent, while existing assets aim for LEED Operations and Maintenance Silver where feasible.

Our Asset Management and Facilities Management teams lead the implementation of performance-driven sustainability strategies in existing buildings, focusing on operational efficiency.

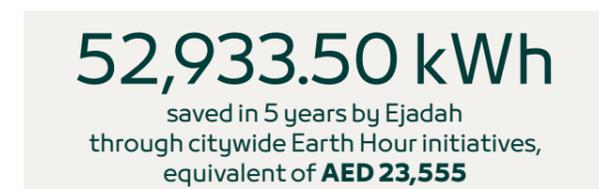
TECOM Group secured 12 LEED certifications in 2024, bringing the total number of LEED-certified buildings within its portfolio to 43.

Dubai Holding Real Estate achieved the Group's first LEED Gold Community Pre-certification for The Acres masterplan. The project met stringent criteria for energy efficiency, water conservation and community wellbeing, putting our Design Principles into action.

The International WELL Building Institute (IWBI) awarded 500 buildings under Dubai Holding Community Management and lifestyle destinations under Merex Investment, such as The Beach, JBR and City Walk, the WELL Health & Safety Rating. This

milestone underscores our commitment to creating safe and healthy environments for the wellbeing of our staff, customers and the community.

In 2023, our Community Management business became the first organisation in the UAE and among the first in the IMETA region (India, Middle East, Türkiye and Africa) to receive the BSI Kitemark Certification for Smart and Sustainable Communities. In 2024, the team exceeded BSI's stringent criteria, raising its ratings and setting new standards for quality, safety and reliability in community management through rigorous audits and an actionable Smart City Roadmap built upon a clear sustainability vision.



/ CASE STUDY

# Designing green communities

“ The Acres reflects our commitment to creating sustainable communities that promote well-being and a strong connection with nature; values that are increasingly important to today’s homeowners. With evolving consumer preferences prioritising eco-conscious living, wellness-focused design and thoughtfully integrated spaces, The Acres is designed to meet these changing needs. Achieving LEED Gold® pre-certification further underscores our dedication to environmental responsibility and global best practices, ensuring a future-focused lifestyle for our residents.

**Khalid Al Malik**

CEO of Dubai Holding Real Estate



Contributing to these UN SDGs

The Acres by Meraas is designed with sustainability at the core of its architecture. Promoting sustainable and active living in Dubai, this community is committed to an 80% reduction in greenhouse gas emissions per capita compared to the national average. It prioritises energy efficiency and water conservation across its masterplan of 1,200 three-to-seven-bed villas, 200 of which were released in 2024 as part of phase two.

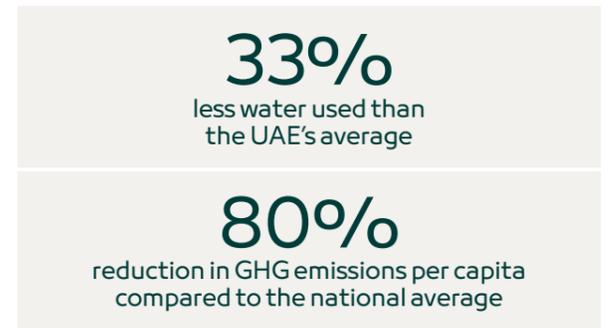
The development addresses irrigation demand with 100% treated wastewater. Efficient irrigation systems mitigate water loss caused by evaporation and runoff, while drought-tolerant landscaping reduces water consumption, particularly during the hotter months.

These integrated measures result in 33% less water usage than the UAE average, tackling water scarcity and reducing reliance on traditional water supplies.

The Acres offers pedestrian-friendly infrastructure to promote resident wellbeing and convenience. The community includes a strong social infrastructure including the Halo Loop Park, a nursery, school, clinic, mosques, clubhouses and a retail area, promoting sustainable mobility and reducing transport-

generated carbon emissions. Residents benefit from an abundance of green spaces, (2.5 times more than the global average), with every villa a mere three-minute walk from a park.

The community’s design plans earned the project a LEED Gold Community Pre-certification, a first for the Group. This means that the development excelled in its sustainable design and operation, meeting 60% or more of the LEED scorecard in the early design stage. This achievement also exemplifies the broader sustainability commitment of Dubai Holding Real Estate, a Silver-tier corporate member of the U.S. Green Building Council (USGBC) since 2023.



/ CASE STUDY

# Sustainable built environment

TECOM Group continued to demonstrate its commitment to environmental stewardship through integrated energy efficiency, sustainable design and renewable energy initiatives across its communities.

A major retrofit project, initiated in 2022, comprehensively focuses on reducing energy consumption and optimising infrastructure. TECOM Group’s pioneering efforts in energy efficiency were recognised in 2024, when the Dubai Supreme Council of Energy honoured the company with the ‘Exemplary Retrofit Project’ award under the Demand Side Recognition Programme.

These energy savings initiatives also supported sustainable building certifications.

In 2024, the Group secured 12 LEED certifications, which brought the total number of LEED-certified buildings to 43, with 49% of the commercial portfolio GLA now LEED-certified. The certifications, including LEED Platinum and LEED Gold, were awarded to buildings in Dubai Internet City, Dubai Media City, Dubai Production City and Dubai Science Park.

Complementing these efforts, TECOM Group continued to expand its renewable energy capacity. Solar generation across TECOM Group’s portfolio increased by 15.5% to 14.2 GWh, contributing to 7.7% of total electricity consumption.

|  |  |
|--|--|
| <p><b>49%</b><br/>commercial assets<br/>GLA LEED-certified</p> | <p>Awarded ‘Exemplary<br/>Retrofit Project’<br/>by Dubai Supreme Council<br/>of Energy in 2024</p> |
|--|--|



Contributing to these UN SDGs



/ CASE STUDY

# Enriching our communities

Dubai Holding Asset Management oversees a diverse portfolio of residential, retail and commercial assets across the Emirate, some of which have been a part of Dubai’s built environment for nearly two decades.

We have implemented renewable energy projects at retail and residential destinations, including solar carports at retail assets such as Ibn Battuta Mall, Dragon Mart, Al Khawaneej Walk and The Outlet Village and residential communities such as Nuzul and Al Quoz South Accommodations 1 & 3.

Through this expansion of renewable energy capacity in Dubai Retail and Dubai Residential assets, we have reached 13.27 MWp energy savings till 2024, reducing 8,000 tonnes of CO2 emissions annually and achieving AED 4.8 million in annual savings.

We are currently reviewing more than 25 assets across our Asset Management portfolio for their potential to generate solar energy.

Furthering our renewable energy investments, Dubai Holding Community Management integrated solar energy ports at Discovery Gardens which generated more than 1,151 MWh of electricity in 2024. Along with reducing the community’s dependence on non-renewable energy sources, it eliminated 460 tonnes of CO2 equivalent and saved AED 400,000 in operational costs.

**20,000 MWP**  
annual energy savings

**AED 4.8 million**  
annual net savings



Contributing to these UN SDGs

/ CASE STUDY

# Efficient waste management

Smart waste management is embedded across our portfolio, from large-scale corporate investments to asset-driven initiatives that help divert materials from landfills.

Dubai Holding is a major investor in the Warsan Waste Management Centre, alongside partners DUBAL Holding, Itochu Corporation, Besix Group, Hitachi Zosen Inova and Tech Group. The centre is the world’s largest Energy-from-Waste (EfW) facility and a considerable step in Dubai’s commitment to achieving zero-waste-to-landfill by 2030.

Warsan Waste Management Centre is playing a pivotal role in Dubai’s waste management strategy, diverting up to 45% of the city’s waste from landfills with a capacity to convert 1.9 million tonnes of municipal residual solid waste into energy. Since the launch of its operations in August 2024, 31% of Group-generated waste was diverted to this Centre, with plans to increase the diversion of waste from landfills.

The facility offers a dedicated visitor’s centre to raise public awareness of sustainable waste management. Visitors can learn about the facility’s state-of-the-art technology and engage in promoting Dubai’s Clean Energy Strategy 2050 targets.

**AED 4 billion**  
total investment

**135,000**  
homes powered using energy from waste



Contributing to these UN SDGs





Dubai Holding Community Management designed its Integrated Sustainable Waste Management Plan (ISWMP) 2040 to align waste management practices with the national agenda to divert 75% of waste from landfills. Using findings from preliminary waste quantification and composition studies, the strategy charts a five-track roadmap to enhance waste management practices across 60 residential and retail properties.

Dubai Residential installed smart bins to enhance waste management in five communities. The QR-code-enabled bins use blockchain technology to collect essential waste data for accurate segregation and recycling. The bins are integrated with Dubai Holding’s Tickit loyalty programme to incentivise resident participation and encourage environmental conservation at a community level.

Dubai Holding Real Estate implemented a composting programme at its corporate offices to manage organic waste such as food scraps, in line with its commitment to responsible waste management and reducing landfill contributions. In partnership with The Waste Lab, a local, women-owned startup, food waste was transformed into nutrient-rich compost, then used for research and development. Composting bins were placed in every pantry and welfare area and training was delivered to administration and facilities management staff, with onboarding sessions to ensure new employees are familiar with the process from day one.

We are working to eliminate single-use plastics across our corporate offices and Group-wide operations. The Dubai Holding corporate office is leading the charge, becoming 100% plastic-free in 2024.

Dubai Holding’s corporate office is now 100% plastic-free.

We have also partnered with Enviroserve, a leading e-waste recycling company in the region, to process electronic waste annually. This collaboration ensures responsible disposal and recycling of electronic waste across our operations.

16,000 kg  
of Group electronic waste diverted from landfills through Enviroserve

49,000+kg  
CO<sub>2</sub> avoided

## Saving water

As a city, Dubai faces water challenges and a high demand for fresh water. Our water stewardship approach means using and managing water resources sustainably.

This includes reducing water consumption, increasing water efficiency and protecting water quality.

Dubai Holding has introduced technologies to reduce wastewater, while also committing to the reuse of treated wastewater (TSE) across our operations.

Across the Group, usage of TSE for irrigation has saved over 51 million cubic meters of freshwater in 2024. Four on-site sewage treatment plants (STPs) are operational across Dubai Holding Community Management’s properties. These

collectively recycle 9.6 million each year. Dubai Parks and Resorts also operates an onsite STP that treats and reuses 100% of the wastewater produced onsite.

Drip irrigation systems minimise water waste by reducing evaporation and runoff across our landscaping. We also consistently maintain and upgrade our water distribution networks to address leaks and improve infrastructure reliability.

Water audits are underway at all our assets to identify opportunities to reduce water use, replace freshwater with TSE and recycle water effectively.



Contributing to this UN SDG



## Championing biodiversity

Preserving biodiversity ensures the continued provision of essential ecosystem services that create long-term value.

By investing in the preservation and restoration of local habitats, we not only sustain the flora and fauna in these ecosystems, but also enrich the experiences offered across our hospitality, real estate and entertainment sectors.

Dubai Holding and its businesses support various initiatives that preserve biodiversity and raise awareness amongst our stakeholders.

Jumeirah is at the forefront of protecting and promoting ecosystems across its global destinations, from coral regeneration to coastal preservation programmes. Launched this year, Eco Experiences at Madinat Jumeirah invites guests and colleagues to learn about our diverse environmental initiatives through guided tours, tree-planting activities and ocean conservation talks. At Jumeirah Al Qasr, native bee colonies are relocated to on-site apiaries managed by certified beekeepers, where visitors can learn about the pivotal role they play in sustaining biodiversity.

Madinat Jumeirah’s commitment to sustainable landscaping includes the propagation of native and climate-resilient plant species, reducing reliance on external nurseries and enhancing local biodiversity. We primarily cultivate shrubs and ground cover, with the propagation process driven by demand and influenced by seasonal conditions, with production ranging from 5,000 to 7,500 plants per month in the winter to up to 10,000 per month in summer, with approximately 90,000 to 100,000 plants propagated annually. This initiative not only supports a thriving green landscape but also generates annual savings of up to AED 175,000.

At Jumeirah Al Qasr, we turn food waste into compost through the Biodigester, significantly reducing waste and promoting sustainability. The compost is then used in our nursery, supporting plant growth and contributing to a more sustainable environment.



Contributing to this UN SDG

/ CASE STUDY

# Preserving marine ecosystems



At Jumeirah Olhahali Island, our coral conservation efforts are deeply rooted in a commitment to preserving the delicate marine ecosystem that defines the Maldives. Led by our Resident Marine Biologist, these initiatives focus on active reef restoration, education and responsible tourism practices. Coral reefs regulate carbon levels, protect coastal areas and support the livelihoods of millions of people globally. Our work ensures these vital ecosystems continue to thrive. By preserving these natural resources, we continue to create exceptional experiences for our guests.

**Mohamed Ashraf**

General Manager of Jumeirah Olhahali Island



Contributing to these UN SDGs

We are involved in several initiatives dedicated to restoring native ecosystems, combatting coral degradation and promoting environmental awareness through immersive education programmes.

At Jumeirah Olhahali Island in the Maldives, four coral trees comprising 400 fragments are being cultivated in the resort’s lagoon. A further 300 coral fragments are housed in the lagoon between the guest water villas, covering an area of 25 sqm.

Once established, both small- and large-scale coral colonies are translocated to sites where these species can continue to grow in protected environments. Guests can participate in coral planting events, beach clean-ups, marine biology talks and guided reef explorations to learn about the vital coral ecosystems.

A coral restoration programme is also active at Jumeirah Al Naseem in Dubai. Over 1,000 coral fragments from 10 different species have been planted in a first-of-its-kind purpose-built body of water. This protected environment enhances coral growth, monitoring and research, which is especially crucial during the UAE’s warmer seasons.

Nearly half the nursery-grown corals at Jumeirah Al Naseem will soon be ready to be restored in the sea, contributing to the UAE’s coral rehabilitation efforts.

Jumeirah Thanda Island located within the Shungimbili Island Marine Reserve in Tanzania is also committed to coral reef restoration. Home to 34 biological coral genera spanning 15 families, the reefs are shielded from fishing pressures allowing them the opportunity to recover and thrive.

The private island also operates several coral nurseries to aid in the recovery of the reefs through active reef restoration methods. The success of this programme was particularly evident during the severe bleaching event in early 2024, when the strategic relocation of nurseries to deeper waters protected them from both elevated temperatures and the subsequent tropical cyclone Hidaya.



/ CASE STUDY

# Championing coastal conservation

Launched in 2018, Jumeirah Saadiyat Island in Abu Dhabi marked the first-of-its-kind environment-friendly luxury hotel in the region.

In contrast to the island’s world-class art and cultural offerings are native mangroves, turtles and dolphins, as well as 400 m of protected dunes set against the Arabian Gulf.

This year alone, Jumeirah Saadiyat Island released 57 endangered sea turtles, consisting of 39 Hawksbill, 17 Green Sea turtles and 1 Loggerhead, in collaboration with Environmental Agency Abu Dhabi.

To further support turtle populations during nesting season, all beach-adjacent lamps at the island property are covered with red film from mid-March onwards. This simple intervention minimises light disturbance and creates a safe environment for hatchlings to navigate to the sea.

Jumeirah Saadiyat Island also conducted a nurdle hunt in October with New York University Abu Dhabi. Raising awareness for the impact of plastic waste on the environment, the activity brought students together to collect tiny polluting plastic pellets known as nurdles from along the resort’s shoreline.

The nurdle hunt was part of a broader programme of education and volunteering activities that included beach clean-ups, workshops on marine life conservation and sustainability awareness sessions at the kid’s club.

The 296-room resort is also free of plastic straws and single-use plastic bottles, mitigating the plastic runoff or litter into the surrounding environment. All takeaway containers, straws and cutlery are made using biodegradable materials, with plastic in-room amenities being replaced with refillable containers or cornstarch packaging.

Upon check-in, guests are provided with reusable sports bottles, which they can refill at complimentary water stations provided by NORDAQ, a premium sustainable water solution, across the resort.

Jumeirah Saadiyat Island works with the Global Tourism Plastics Initiative to monitor single-use plastics in its operations and bring consumption to zero.

Waste management is a significant part of the resort’s active sustainability efforts. In 2024, Jumeirah Saadiyat Island diverted 19% its total waste from landfills.

Part of the effort included converting more than 51,600 kg of food waste into 100% water using the LFC 500 Food Waste Digester on site. This technology can digest up to 900 kg of food waste daily, which is used for irrigation across the property.

Jumeirah introduced a hydroponic farm at the resort to further manage food sourcing and waste. The structure enables the property to grow seasonal vegetables with reduced water consumption and carbon emissions.

Combined with sustainable water conservation and energy efficient lighting technologies, these efforts have earned Jumeirah at Saadiyat Island ISO 21401 2018 certification for Sustainable Accommodation.



Contributing to these UN SDGs



/ CASE STUDY

# Contributing to biodiversity preservation

“ To nurture champions of the environment amongst the broader public, we must show people the beauty, diversity and complex ecosystems at stake worldwide. The Green Planet provides Dubai’s residents and guests a way to connect with wildlife and appreciate how intertwined our futures are in a bid to deliver on our environmental ambitions.

**Asma Al Hosani**

Head of Operations at The Green Planet Dubai, Dubai Holding Entertainment



The Green Planet is a purpose-built indoor biome replicating a tropical rainforest ecosystem. Home to over 250 species and 3,000 animals from across the world, it adheres to stringent criteria and certifications to ensure the highest standards of animal welfare and conservation.

We are committed to contributing to global biodiversity preservation and rehabilitation efforts and work with various environmental, behavioural and scientific research institutes to enhance zoological best practice care and conservation worldwide.

In partnership with the European Association of Zoos and Aquaria (EAZA), the world’s largest regional zoo and aquarium organisation, The Green Planet has been carrying out breeding and rehabilitation programmes for a number of endangered species, such as the rare slow loris. This partnership contributes to maintaining healthy populations of the species, which are frequently victims of illegal pet trade and have resulted in the birth of two offspring so far to The Green Planet residents, Lonely and Amal.

Additionally, The Green Planet has successfully welcomed Two-Toed Sloth babies, Nicobar Pigeons, multiple species of snake and endangered Crocodile Newts, further contributing to the preservation of endangered species.

The destination also raises public awareness of the critical role rainforests play in the welfare of our planet with informative displays, wildlife encounters and guided tours. These programmes, led by our team of expert zoologists and conservationists, offer guests the opportunity to connect with tropical species, including several which are endangered.

In 2024, The Green Planet welcomed more than 330,000 guests to learn about tropical ecosystems and pressing challenges in the global conservation landscape.

|  |
|--|
| <p><b>250</b><br/>species protected at<br/>The Green Planet Dubai</p>          |
| <p><b>330,000+</b><br/>guests learned about tropical rainforests</p>           |
| <p><b>Partners</b><br/>European Association of Zoos and<br/>Aquaria (EAZA)</p> |



Contributing to this UN SDG



# People and culture

Dubai Holding's impact and legacy over the past 20 years have been propelled by an empowered, engaged workforce uniting brilliant minds. Our people are at the heart of our business strategy and central to our success.

Our commitment to continuous growth is evident in everything we do. We strive to nurture a culture where our workforce has the resources and pathways to advance personally and professionally while keeping the safety and wellbeing of our colleagues, contractors and communities at the forefront.

Enhancing sustainability awareness across the Group was a priority in 2024. We expanded sustainability training and professional development programmes, including the launch of two sustainability e-learning modules to support our employees in becoming ambassadors for change within our organisation.

One of our company's greatest strengths is the diversity of our team and we are committed to attracting, developing and retaining high-calibre talent. By fostering an inclusive and purpose-driven workplace, we empower our people with opportunities for growth, ensuring they thrive while contributing to our long-term success.

Gender equity and Emiratisation remains pivotal to our growth. UAE nationals now represent more than 23% of our workforce, of which nearly half are women.

We also expanded The Leaders of Tomorrow Graduate Programme internationally with a series of roadshows held at leading universities across the UAE and the United Kingdom. This 12-month programme, which nurtures future talent, offers graduates exposure to our diverse portfolio, allowing them to gain on-the-job experience, formal training, mentorship and access to senior leadership.

# Safety and worker welfare

With a significant workforce, maintaining the highest Health, Safety and Environmental (HSE) standards is vital to Dubai Holding's business operations.

We have implemented robust safety protocols, auditing frameworks and comprehensive training programmes for our employees and contractors to ensure consistent compliance across our portfolio. This includes regular fire safety and first-aid training, risk assessment, emergency responsiveness strategies, health and wellbeing checks and sustainability integration.

Several of our Group businesses, including Dubai Holding Asset Management, Dubai Holding Entertainment, Dubai Holding Community Management and Ejadah, have achieved or recertified for ISO 45001:2018 (Occupational Health & Safety Management System).

Our Real Estate and Asset Management businesses hosted interactive forums with third-party contractors and consultants in 2024 to further HSE education and alignment. Contractors exchanged best practices in safety management and tackled challenges for collective resolution.

The HSE forums also enabled our teams to communicate Dubai Holding's stringent safety policies, in line with our Supplier Code of Conduct. Our teams educated attendees on risk mitigation strategies, local and international safety regulations and sustainability guidelines to promote compliance.

To ensure worker welfare, our Real Estate teams conducted on-ground evaluations of labour accommodations. The audits evaluated living standards and provided recommendations to enhance safety and quality of life. Dubai Holding Community Management introduced a digital platform that allows staff to report hazards and unsafe conditions on site and provide suggestions to promote health and safety assurance.

Dubai Holding, including Ejadah, also routinely organises sports and fitness activities for employees, with over 150 activities organised across the Group to date.

## Responsible employer

Dubai Holding offers a wide range of benefits to employees to ensure their well-being, commitment to work and overall happiness. Our employees receive life insurance, health care, compassionate leave, maternity and paternity leave and medical insurance that covers the employee and their immediate family members.

## Training and development

Dubai Holding aims to provide a rewarding work environment and opportunities for employees to help them reach their full potential, improve job satisfaction and contribute to employee motivation and retention.

Through a wide range of development programmes for our employees each year, we invest in employee development. This includes on-the-job learning, mentoring, in-person and virtual trainings, which factor in current and future requirements, as well as our employee's career roadmaps.

Current development programmes provided to employees include Dubai Holding's 'Life Goals' initiative, which aims to upskill and empower blue-collar workers in the UAE. The programme offers free training courses focused on essential life skills, financial literacy and digital proficiency, equipping participants with the knowledge and tools to improve their personal and professional lives. By providing access to valuable skills development opportunities, Dubai Holding seeks to enhance the well-being and economic prospects of this vital segment of the workforce.

## Workplace safety

At Dubai Holding, the health and safety of our stakeholders is a top priority and providing safe, healthy working conditions is part of our core policies.

Across its operations and project sites, Dubai Holding has robust policies in place to mitigate occupational hazards and engages all employees and contractors in this effort. At Dubai Holding Community Management, an HSE app allows staff members to report any hazards, unsafe conditions or unsafe acts and share suggestions to enhance Health & Safety assurance.



/ CASE STUDY

# Oasis of well-being

Dubai Holding recognises that worker welfare extends beyond the workplace. Jumeirah Oasis Village (JOV) exemplifies this commitment by providing a sustainable and supportive living environment for Jumeirah colleagues. JOV is designed with energy-efficient features, offers comprehensive amenities like recreational facilities and dining options and prioritises well-being through health programmes and counselling support. It also fosters a strong sense of community through regular social events throughout the year, including sporting initiatives and convenient access to workplaces.

By prioritising well-being, fostering community and minimising environmental impact, JOV contributes to a more engaged and satisfied workforce. This investment in worker welfare not only enhances the lives of Jumeirah colleagues but also strengthens Dubai Holding’s reputation as a responsible employer.

Dubai Holding remains committed to continuously improving living standards and well-being, with future plans for JOV including expanded amenities, enhanced sustainability and new programmes for colleague engagement and development.



Contributing to these UN SDGs

/ CASE STUDY

# Promoting financial literacy



Life Goals has given me the knowledge to manage my money better, including how to budget, save and avoid scams. It has helped me feel more in control of my finances and plan for the future. I’m grateful for this opportunity and for the support in building a better life in Dubai.

**Shobha Timalisina**

Programme attendee, Ejadah Asset Management Group

Dubai Holding’s Life Goals programme, in partnership with Visa, provides comprehensive financial literacy courses to blue-collar workers from Ejadah. The programme enhances workers’ financial resilience by covering budgeting, saving and fraud prevention.

Launched in 2023 as a philanthropic programme, Life Goals is now part of the official onboarding process for all new Ejadah employees at Dubai Holding. By the end of 2024, we delivered financial literacy courses to over 13,000 blue-collar workers in our commitment to financial inclusion and welfare.

The initiative also rewarded workers through a series of activations across Dubai Holding’s destinations and communities. To celebrate the success of the programme, we hosted an event on 1 May 2024 at Jumeirah Beach Hotel. Attended by over 100 guests from Dubai Holding, Ejadah and Visa, the event featured keynote speeches, testimonials from the trainers and trainees and an awards ceremony recognising outstanding employees for their exceptional engagement and commitment.

13,000

attendees by the end of 2024

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Partners

Visa and Ejadah



Contributing to these UN SDGs

# Driving diversity and inclusion

Our legacy of success is built on the diversity and strength of our workforce. Dubai Holding brings together unique perspectives and varied expertise to propel growth, collaboration and innovation within the business and wider economy.

In 2024, Dubai Holding continued implementing our Group-wide Gender, Equity and Inclusion (GEI) framework, executed globally to ensure a cohesive approach to gender equality, including the 11 countries where Jumeirah operates.

We maintained our target of 31% women in middle and senior management roles, which we achieved in 2023, two years ahead of our original goal. This is part of our voluntary Pledge to Accelerate Gender Balance in the UAE Private Sector in support of SDG 5 (gender equality) in partnership with the UAE Gender Balance Council.

**31%**

female representation in middle and senior management

**23%**

Emiratization rate

Our Employee Resource Group, Dubai Holding Women’s Network continued to provide our female colleagues the opportunity to network and advance professionally. The community today constitutes over 745 members from across our portfolio businesses after its first full year of operations. We also launched our Women in Climate Community, with an inaugural event, bringing together women from diverse sectors to lead the dialogue on collective climate action.

Our efforts included strengthening our commitment to People of Determination (PoD) inclusion. Dubai Holding Entertainment signed a pledge towards disability inclusion and hosted events to promote inclusive experiences and customer interactions within Dubai’s entertainment sector.

Our People Department completed a seminar on fostering a more inclusive workplace. The workshop covered appropriate terminology, practices and initiatives to enhance employee interactions, engagement and development across all businesses and operations.



# Building Group-wide knowledge and capacity



To ensure relevance and resilience in the emerging global landscape, organisations must integrate sustainable practices within their business model. We worked with senior leaders across Dubai Holding to explore the global forces shaping markets, cities and society by leveraging best-in-class case studies and insights. This customised programme for Dubai Holding enabled attendees to explore the implications of sustainability for the business and, by harnessing Dubai Holding’s scale, drive the city’s sustainable development.

## Ben Kellard

Director of Business Strategy at Cambridge Institute for Sustainability Leadership (CISL)

Cultivating sustainability champions within our business is crucial to shifting mindsets around environmental preservation and driving collective action within and beyond the workplace.

In 2024, we expanded our sustainability education programme with new workshops, trainings and seminars. These sessions introduced our employees to the fundamentals of sustainability and the ways they can contribute to the Dubai Holding Sustainability Strategy.

Our senior leadership completed a customised two-phase executive education programme and coaching sessions in partnership with the Cambridge Institute for Sustainability Leadership (CISL). By increasing understanding for the global drivers of sustainability and its implications on our business, the session equipped our executive team to deliver on our Sustainability Strategy across our operations.

Our employee development programme expanded to place greater emphasis on sustainability awareness and implementation. Interactive workshops and learning modules are raising awareness for the fundamentals of sustainable operations, global best practices and policies, contributing to an informed workforce.

**880+**  
Asset Management employees completed introductory sustainability courses

**40+**  
C-suite and senior leaders completed CISL training

**8,000+**  
employees completed sustainability e-learning modules in 2024

**11,000+**  
hours of sustainability training achieved

Dubai Holding Real Estate launched its Sustainability Awareness and Cultural Transformation Programme in partnership with ShiftEco, embedding environmental consciousness into everyday workplace culture. Through monthly themes and weekly content, the initiative made sustainability both accessible and actionable. Expert-led sessions on topics like mangrove conservation and water and energy efficiency offered deeper insights to employees.

To support the implementation of our Responsible Investment Policy, employees at Dubai Holding Investments completed a foundational course by the Principles of Responsible Investment (PRI) Academy. Attendees were introduced to the core foundations of the materiality of ESG issues and a systematic approach to incorporating ESG factors in investment decisions.

To improve understanding of the complex system of climate change, employees within our Asset Management, Real Estate and Land Estate businesses attended Climate Fresk workshops. Through collaborative activities, employees learned the cause and effect of climate change and identified practical solutions to mitigate their environmental impact.

/ CASE STUDY

# Training on sustainable waste management



Empowering our third-party service providers with the knowledge and skills to support sustainability is essential to achieving our environmental goals. Through tailored and targeted sustainability training modules, we equipped on-ground teams with practical insights and clear action points, strengthening their understanding and capacity to contribute meaningfully to the overall sustainability performance of the asset, ultimately benefitting our residential portfolio's wider operation.

## Muna AlMuhairbi

Head of Sustainability, Dubai Holding Asset Management



Contributing to these UN SDGs

In partnership with BEEAH Group, Dubai Holding Asset Management introduced the Green Champions Training initiative to promote enhanced waste and community management practices across Dubai Residential properties.

Frontline facility management workers, team leaders and supervisors across eight residential assets gained insights into sustainable waste management, including segregation, contamination prevention and compliance.

The training sessions covered essential sustainability topics, including the waste management hierarchy, recycling fundamentals and the environmental impact of human activities. Participants gained a deeper understanding of recyclable versus non-recyclable materials, biodegradable products and decomposition rates to reinforce responsible waste management.

Additionally, comprehensive audit findings by BEEAH provided insights into existing waste management infrastructure, identifying opportunities for improvement across each residential community. By empowering frontline teams with the right expertise, we are reinforcing our commitment to sustainability and enhancing operational efficiency across our communities.

Additional sessions are planned to unify waste management practices across Dubai Residential assets in 2025.

99  
Green Champions completed training in 2024



/ CASE STUDY

# Cultivating pathways for climate leadership and action

“ At Dubai Holding, we are committed to fostering leadership and innovation in the fight against climate change. Through the Dubai Holding Women in Climate Community, we have created a dynamic platform for collaboration, knowledge-sharing and impactful action.

By bringing together female leaders in sustainability, we aim to accelerate solutions that deliver real progress. As we leverage the momentum of COP28, this initiative reflects our dedication to empowering expertise and advancing effective climate solutions for a more resilient and sustainable future.

**Stephanie Asgill**

Head of Sustainability, Dubai Holding



Dubai Holding launched the Women in Climate Community in partnership with Fin-Erth, an organisation that unites and connects female leaders in business and climate. The platform aims to drive tangible climate action by bringing together senior professionals across finance, investment, policy, law and innovation.

In September 2024, the inaugural ‘Building Momentum in Climate’ dinner convened 80

policymakers, business leaders and climate experts to collaborate on practical climate solutions.

Attendees engaged in structured discussions focused on key climate challenges, with participants identifying practical actions to advance sustainability. The discussions helped develop actionable roadmaps that translate into tangible outcomes for businesses and communities.

“ Being part of the Women in Climate community has been a powerful reminder that collaboration and shared purpose can drive real change. It’s inspiring to connect with other female leaders who are equally committed to unlocking solutions and shaping a more sustainable and inclusive future.

**Sabrin Rahman**

Managing Director - Head of Sustainability MENAT, Global Sustainability, HSBC Bank Middle East



Contributing to these UN SDGs

/ CASE STUDY

# Enhancing gender equity and inclusion

By cultivating a culture of community in the workplace, we aim to unlock avenues of collaboration, mentorship and inclusivity that drive employee satisfaction and development across the Group.



The Dubai Holding Women’s Network plays a vital role in fostering a more inclusive and connected workplace and has grown into a dynamic community dedicated to empowering women across the Group. By providing a platform for dialogue, development and cross-business collaboration, the Dubai Holding Women’s Network also supports the advancement of gender equity and offers a supportive and inspiring environment for its members to grow both personally and professionally.

## Louise Skipper

Vice President, Legal and first Chair of the Dubai Holding Women’s Network



Contributing to these UN SDGs

Launched at the start of 2023, the Dubai Holding Women’s Network is the first employee resource group that brings our workforce together to drive inclusion and advancement in gender equity.

It provides an engaging platform to catalyse professional development with invaluable networking opportunities across our businesses. In 2024, the Dubai Holding Women’s Network grew by 58%, with the total number of members surpassing 745.

The sessions covered a range of topics crucial for professional development. The inaugural session focused on brand building, exploring how to shape a professional legacy through continuous growth and defining career impact. Next, a session on Sustainability educated attendees on the impact of climate change and Dubai Holding’s Sustainability Strategy, incorporating an interactive game focused on achieving net zero emissions. Another session explored Artificial Intelligence, teaching members

how to leverage AI to enhance productivity and decision-making. Finally, Leadership Insights was launched late in the year, with the inaugural session featuring Juliette Schwartz, Hotel Manager of Jumeirah Muscat Bay, sharing her professional journey and insights.

Recurrent Power Hours also provide members an informal opportunity to build connections with peers across the Group. These sessions, hosted at different Dubai Holding offices across the city, are instrumental in strengthening professional relationships and collaboration across departments and Group businesses.

**329**  
new members  
marking a 58% increase since 2023



/ CASE STUDY

# Crafting inclusive entertainment experiences



Dubai Holding touches the lives of the millions of people who live, work and visit Dubai. As we continue to expand that influence in our mission to drive economic diversification across 10 sectors, we must ensure inclusive development leads the way and inspire our colleagues, partners and the broader business community to do the same.

## Al Anood Al Hashemi

Vice President - Organisational Culture and Impact at Dubai Holding Entertainment

### Fostering a culture of inclusion and impact

Dubai Holding Entertainment destinations attract millions of visitors annually. We strive to ensure that each visitor encounters enriching experiences and personalised assistance to drive satisfaction.

In 2024, we formalised this commitment with senior leaders signing a pledge toward disability inclusion. This framework reinforces our commitment to integrating disability inclusion into our business operations and

strategy, shaping policies, practices and staff development to contribute to a more inclusive and equitable future.

Reinforcing our commitment, we partnered with ImInclusive, an award-winning social enterprise for people with disabilities, to host a forum on UN Diversity Day 2024. The event convened subject matter experts and decision-makers from leading organisations, government entities and universities, including the Department of Economy and Tourism, Visa, E&, Chalhoub Group, FedEx and LEGOLAND® Dubai, to advance the Emirate's journey towards becoming a more inclusive destination for People of Determination.



Contributing to these UN SDGs

The forum served as a platform to publicly articulate our pledge and encourage the adoption of inclusive practices within the broader business community.

In another collaboration with ImInclusive, we hosted several educational initiatives reaching hundreds of employees, including HR workshops, dedicated training for senior leaders, customer facing staff and a general inclusion session for all employees. We provided this social enterprise with a complimentary kiosk at Global Village, enabling ImInclusive's candidates to gain paid work experience by selling products exclusively crafted by People of Determination, an important milestone in our journey.

Additionally, we partnered on an inclusive art installation showcased at Dubai Design Week, created in collaboration with architects from the Canadian University. The installation helped amplify our commitment to inclusivity and encouraged the wider public to stand with us as allies.

Internally, we launched the Sustainability, Diversity, Equity & Inclusion (DEI) and Impact Community on Viva Engage for employees to contribute to nurturing an inclusive work culture. The platform provides insights and best practices around sustainability and DEI, recognises success stories and fosters dialogue on how to promote inclusive business practices across our operations. Another internal initiative includes ongoing volunteer opportunities for employees, designed to foster deeper understanding and empathy.

Several asset-led initiatives have been implemented to improve guest interactions and experiences on the ground.

## Asset-led initiatives

Dubai Holding Entertainment partnered with Amsaan, a pioneer in accessible IT solutions, to strengthen park navigation at MOTIONGATE™, Legoland Dubai and Inside Burj Al Arab for deaf visitors. Guests can scan QR codes for on-demand Emirati sign language videos for accessible ride descriptions, safety guidelines and instructions. This partnership earned MOTIONGATE™ recognition in the Innovation category at the Park Excellence Awards.

Furthermore, over 500 employees across our Entertainment portfolio attended sign language workshops in 2024 to deliver more inclusive customer services. Coca-Cola Arena rolled out the Sunflower Programme, introducing the sunflower lanyard as a discreet identifier for guests with hidden disabilities. Staff members received specialised training to provide appropriate assistance to guests at the venue.

We also hosted our first Inclusive Week during the International Month for Persons with Disabilities in December. Throughout the week, children with disabilities enjoyed exclusive encounters across our assets adapted to their needs, including a multi-sensory rainforest tour at The Green Planet and sign-language-enabled tour at the View. Each asset actively participated in welcoming guests with disabilities, with the week culminating in a public Inclusion Walk and an awards ceremony honouring our partners.

**500 +**  
employees  
attended sign language workshops

**LEGOLAND® Dubai**  
awarded IBCCES  
(International Board of Credentialing and Continuing Education Standard)  
Autism Centre certification

## / CASE STUDY

## Inclusivity dialogues

Dubai Holding Entertainment launched the 'Neurodiverse Narratives' podcast with The HR Observer to highlight the strengths and perspectives of neurodiverse individuals and raise awareness on disability inclusion.

Hosted by the Director of Organisational Culture and Inclusion, the series aims to expand Group-wide understanding and advocacy for inclusion.

The inaugural episode featured a family autism coach and child psychologist who explored the importance of embracing and empowering neurodiverse perspectives within our workplace and communities.

In the second episode, the Assistant Vice President of the Dubai College of Tourism (DCT) within the Department of Economy & Tourism and the Director of Opportunities

at ImInclusive discussed ongoing efforts and strategies making Dubai a more accessible and inclusive city, highlighting initiatives such as accessible transportation options, inclusive design standards for buildings and public spaces and training programmes for service providers to better serve people of determination.

The podcast provides vital insights and action points to our workforce and the broader business community for greater accountability on our journey to accessibility.

The podcast is available for streaming here: Neurodiverse Narratives: [Celebrating Different Brains.](#)



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/ CASE STUDY

# Commitment to excellence



Creating an equitable and inclusive workplace fosters a shared sense of purpose, driving business growth and excellence. When employees feel engaged, they deliver exceptional guest experiences, strengthening our brand’s reputation for extraordinary luxury experiences and making Jumeirah a great place to work. Investing in employee well-being, development and local communities creates a highly engaged workforce, driving exceptional guest experiences and reinforcing Jumeirah’s reputation for luxury.

## Kerry Robbins

Vice President of Talent, Learning and Culture, Jumeirah



Contributing to these UN SDGs

In 2024, Jumeirah continued to foster an inclusive and equitable workplace, expanding its strategy for gender equality to 11 countries. The approach promoted diversity and inclusion across its global portfolio, setting targets for each property to drive gender equality.

Jumeirah’s Gender Equality strategy is owned by leadership across all business units, with Gender Champions appointed from each business unit to drive departmental efforts. Quarterly progress tracking and dedicated initiatives, such as transparent succession planning and equitable Learning and Development opportunities, aim to ensure consistent implementation and foster a more inclusive workplace.

Jumeirah achieved its highest diversity, equity and inclusion targets to date in 2024, with women representing over a third of middle to senior management roles across its global operations.

It also secured its third consecutive certification as a Great Place to Work®, an outstanding achievement

spanning China, Indonesia, Italy, Kuwait, the Maldives, Oman, Saudi Arabia, Spain, the UAE and the United Kingdom.

Survey results reflected positive employee sentiments across the board, with 85% of colleagues reporting that they were proud to tell others that they are part of Jumeirah.

In October 2024, Jumeirah hosted its annual Spirit Week, a global appreciation event that brings colleagues together to celebrate the brand’s four core values - diversity, generosity, flair and uncompromising spirit. Designed to foster connection and recognition, the week featured a series of engaging activations, workshops and surprises, reinforcing the unique culture that defines Jumeirah. Spirit Week continues to be a unifying moment across all locations, reflecting the commitment to inspiring excellence and strengthening team spirit across the organisation.





# Responsible supply chain

An effective and sustainable supply chain is key to our business resilience, enabling risk management and sustained value creation.

We are committed to responsible sourcing to drive a positive impact for our stakeholders and ask that all suppliers uphold our Supplier Code of Conduct.

The Code sets key social, environmental and ethical requirements that suppliers and their sub-contractors must observe to do business with Dubai Holding. It applies to all third parties that supply goods or services to Dubai Holding and any of its companies.

We maintain a robust and consistent supply chain through strong partnerships with employees, vendors and suppliers, enhancing transparency and actively monitoring our environmental footprint. This includes using platforms to track carbon emissions, water usage and waste generation, along with tools that ensure clear and accessible data sharing with stakeholders.



Contributing to this UN SDG

## Fostering supply chain resilience

We work with our suppliers to meet the highest ethical and operational standards. Together, we can enhance sustainable practices and transparency across our value chain.

We are committed to building a resilient and sustainable supply chain, working closely with our suppliers to meet the highest ethical and operational standards. This collaboration is essential to enhancing sustainable practices and transparency across our entire value chain.

A cornerstone of our Sustainability Strategy is responsible sourcing and to achieve this, we leverage EcoVadis, a global leader in business sustainability ratings. Through EcoVadis, we gain valuable insights into our suppliers' environmental, social and ethical performance, allowing us to identify areas for improvement and drive positive change.

In 2023 and 2024, we assessed a total of 224 suppliers through the EcoVadis platform, providing a comprehensive snapshot of our supplier's sustainability maturity. Building on this foundation, in 2024, we rolled out the second phase of our EcoVadis supplier assessments, evaluating 80% of our strategic suppliers invited in 2024. We are continuing to actively engage these suppliers to develop improvement plans and contribute to a more sustainable future for all.

Looking ahead to 2025, we will continue a phased onboarding for strategic suppliers onto the EcoVadis platform, providing ongoing support to help them improve their sustainability practices and policies, tracking their progress via reassessments through EcoVadis.

Our commitment to fostering sustainable sourcing extends beyond assessments. In August 2024, we hosted our inaugural Supplier's Engagement Forum, leading the dialogue on sustainable sourcing practices in the food and beverage landscape. This event brought together thought leaders, decision-makers and suppliers, connecting local vendors to business opportunities while simultaneously promoting sustainability and economic growth.

We also recognise the importance of diversity and inclusion within our supply chain. In 2024, we increased our total procurement spend with women-owned, local suppliers and the Sheikh Mohammed Establishment for SME Development (Dubai SME) by 14%, demonstrating our commitment to supporting diverse businesses.

Finally, to ensure ESG considerations are deeply embedded in our procurement processes, 93 members from our Procurement team completed the Chartered Institute of Procurement and Supply (CIPS) Ethics and Supply e-learning course, earning the CIPS Corporate Ethical Procurement and Supply Award. This training equipped them with key skills in environmental procurement, social responsibility and governance, as well as the framework for combatting fraud and corruption. By investing in our team's knowledge and expertise, we are further strengthening our commitment to a sustainable and ethical supply chain.



# Facilitating responsible procurement

We are committed to working with our supply chain to improve sustainability, including prioritising products and services that minimise our environmental impact.

Dubai Holding, led by its Group Services team, hosted the first Supplier’s Engagement Forum in August 2024, with 18 suppliers who presented sustainable products and services, ranging from fresh produce to plant-based proteins and eco-friendly packaging.

Thomas B. Meier, Chief Executive Officer of Jumeirah opened the event, which brought together Group companies, leading UAE-based suppliers and industry experts to steer the conversation toward sustainable sourcing in the food and beverage industry. The event included representation from leading organisations such as Barakat, Bustanica, RAW Coffee Company and the Fatima Bint Mohamed Bin Zayed Initiative (FBMI).

Over an insightful panel discussion and keynote, thought leaders and decision-makers delved into the practices vital to enabling resilient,

transparent and sustainable supply chains, including local sourcing, food waste reduction and maintaining ethical standards.

During the event, Barakat, Dibba Bay and FBMI were recognised for their outstanding contributions to sustainability.

The Supplier’s Engagement Forum encouraged the adoption of sustainable practices, supported local suppliers and further integrated sustainability into Dubai Holding’s procurement and operational processes.

Through such platforms, we aim to pave the way for a more sustainable future within the food and beverage sector and the broader UAE economy.



Contributing to this UN SDG



/ CASE STUDY

# Transparency in seafood sourcing



Education and awareness are key to making meaningful changes towards sustainable and ethical procurement, particularly in the food and beverage ecosystem. Understanding the complexities of diverse food sources, such as where and when they are acquired, how they are cultured and how they ultimately reach us, allows us to make informed decisions and holds our suppliers to a higher standard. It empowers us to operate in line with our sustainability and ethical codes while involving our guests in this journey.

**Dominique Romeo**

Vice President, Food & Beverage, Jumeirah



Contributing to these UN SDGs

Jumeirah has partnered with Seafood Souq, a Dubai-based start-up, to enhance transparency and traceability in our supply chains.

The Seafood Souq Trace platform enables us to gain deep insights into our seafood procurement, assess supplier practices and make informed sourcing decisions across Jumeirah’s food and beverage operations.

End-to-end traceability via a customised dashboard empowers our teams to track the journey of seafood from catch to plate. We can proactively address risks such as mislabelling and sourcing from endangered species and unverifiable origins, promoting the welfare of our customers and compliance with our sustainability standards.

Staff training and capacity-building sessions will be rolled out, ensuring consistent implementation across Jumeirah’s portfolio. Through this partnership, we aim to support sustainable fisheries and aquaculture by prioritising products that meet ethical and environmental benchmarks.

Diners can also gain a deeper awareness of their food source with customer-facing dashboards. By extending transparency to the public, we are nurturing a shared culture of awareness and accountability that will protect ocean food resources and ecosystems in the long run.





# Philanthropy

Philanthropy, a key pillar within Dubai Holding's Sustainability Strategy, is dedicated to catalysing sustainable development and fostering healthy ecosystems. Through an evidence-based approach, we support communities, enterprises and institutions by funding initiatives with the potential for transformative social, economic and environmental impact. Our efforts are currently focused in Dubai, with plans to expand across countries where Dubai Holding operates in 2025.

Our strategy prioritises systemic change by identifying pressing needs, collaborating with international and local partners and funding high-impact programmes in areas such as circular economy, renewable energy, waste management and technology. By strengthening access to knowledge, innovation and resources, we empower communities to build resilience and drive sustainable progress. Our long-term vision is to create thriving, sustainable societies that live in harmony with their ecosystems - an ambition we can only achieve through collaboration with key ecosystem players.

# Uplifting communities

We have developed an impact-led strategy and reporting framework to make evidence-based choices of the philanthropic programmes we support so that our contributions enrich people and communities, aligning with the UN SDG12 – responsible consumption and production.

Our Philanthropy pillar ensures all programmes across the Group align with Dubai Holding's overarching philanthropic strategy. A Philanthropy Committee led by our Chief Impact Officer and comprising senior leadership evaluates programmes, allocates budgets, ensures compliance and conducts due diligence to ensure transparency and impact.

In 2024, we accelerated our efforts by introducing new community and enterprise engagement initiatives to deliver collaborative social and environmental change. This includes the launch of the Gift It Forward initiative and the Innovate for Tomorrow Challenge, in addition to our partnership with Dubai Reef.

Jumeirah's expansion into East and South Africa showcases its commitment to environmental and social impact. Jumeirah Thanda Island in Tanzania protects marine life through research and partnerships,

while Jumeirah Thanda Safari drives wildlife conservation and range expansion programmes. The Thanda Foundation actively supports Star for Life, an organisation focused on empowering young people through education and health programmes. The partnership with DEVENT, a local organisation dedicated to skills development and economic empowerment within rural areas, contributes to skills development and economic opportunities within local communities.

TECOM Group's annual charity walkathon, WeWalk, returned for its fifth edition, raising awareness about diabetes and encouraging community giving. TECOM Group also reintroduced The Good Store for the second consecutive year, in partnership with Emirates Red Crescent, to support those in need.



/ CASE STUDY

# Gift It Forward



Gift It Forward combined our sustainability and philanthropy goals, allowing Dubai Holding to lead a cause for the collective good while minimising our environmental impact. The initiative which repurposed new inventory garnered outstanding engagement from our partners and sparked conversations about how businesses can drive sustainable social change through their operations. We look forward to raising the bar in 2025.

## Tala Khat

Associate Director, Philanthropy, Dubai Holding

During Ramadan 2024, Dubai Holding launched Gift It Forward, revitalising thousands of new items and products into distinctive, one-of-a-kind gifts, for low-income beneficiaries, in partnership with the Community Development Authority (CDA).

Led by the vision to promote and empower responsible consumption and production, Gift It Forward united our employees and 12 partners around a volunteering effort to

repurpose new inventory for low-income individuals and families in Dubai. The initiative also enabled our workforce to leave a positive impact on their community, fostering a culture of unity and purpose. More than 300 volunteers from across Dubai Holding and contributing partners packed gift bags at volunteering events and attended sustainability workshops to learn about conscious consumption.



Contributing to these UN SDGs

We worked with 12 partners to bring Gift It Forward to life, including Jumeirah, Dubai Holding Entertainment, Dubai Holding Asset Management, Dubai Holding Real Estate, Dubai Holding Hospitality, Ejadah, Dubai Community Management and TECOM Group. Azadea Group and Apparel Group contributed to our initiative by donating thousands of brand new items.

Through this significant effort, we collected over 120,000 inventory items-more than four times our original target of 30,000-to be repurposed into gifts for over 10,000 beneficiaries. Items included linens, toiletries, themed merchandise, clothes and accessories valued at more than AED 7 million.

Gift It Forward reinforced the importance of mindful consumption with the value of giving, potentially diverting over 30 tonnes of materials from landfill. It is now a flagship initiative of our Philanthropy pillar with its second edition poised to even greater impact in 2025.

Gift It Forward earned three awards at the 2024 Middle East Public Relations Awards (MEPRA), including Gold for the Best Business-to-Business Campaign. It also received an “Outstanding Initiative” award at the Dubai Appreciation Award for Community Service, hosted by the CDA.

## Partners

- Community Development Authority
- Azadea Group
- Apparel Group
- Jumeirah
- Dubai Holding Entertainment
- Dubai Holding Asset Management
- Dubai Holding Real Estate
- Dubai Holding Hospitality
- Dubai Community Management
- Ejadah
- TECOM Group

**120,000**  
items repurposed

**AED 7 million+**  
worth of donated inventory

**10,000+**  
beneficiaries reached

## Awards

- Gold for Best Business to Business Campaign at MEPRA 2024
- Bronze for Best Collaborative Partnership Campaign at MEPRA 2024
- Bronze for Best Non-profit Campaign at MEPRA 2024
- Outstanding Initiative at the Dubai Appreciation Award for Community Service by the Community Development Authority

/ CASE STUDY

# Innovate for Tomorrow Challenge



The Innovate for Tomorrow Challenge has been a game-changer for Othalo, providing us with a platform to showcase our innovation and connect with key industry leaders and investors. Sustainability is at the core of our business; transforming plastic waste into affordable housing not only addresses a global environmental crisis but also creates real social impact. Through this programme, we've strengthened our mission and expanded opportunities to scale our solution in the UAE.

## Frank Cato Lahti

Founder of Othalo, the winner of the Innovate for Tomorrow Challenge 2024

Dubai Holding recognises that enterprise and innovation are key to delivering lasting social change and contributing to a more sustainable future.

We leveraged our platform during COP28 to announce the Innovate for Tomorrow Challenge, a global platform in line with the UN SDG 12 (responsible consumption and



Contributing to these UN SDGs

production). The initiative invited global innovators and scale-up companies to pitch solutions tackling sustainability challenges in the UAE.

The challenge rolled out in 2024 in collaboration with TECOM Group in5 business incubator. We received over 150 submissions from scale-up companies across 31 countries, with strong representation from UAE-based innovators.

Following deliberations by a jury panel, which included the Chief Executive Officer of Dubai Holding Investments, five finalists from the UAE, Norway and the USA pitched groundbreaking projects at the Pitch and Award Ceremony in June 2024 at the Museum of the Future in Dubai. The solutions addressed critical areas such as upcycling plastic, agricultural waste and resource sharing.

Othalo (Norway) secured the top prize for its innovative solution to transform recycled plastic into sustainable housing materials. The runner-up, The Surpluss (UAE), enables businesses to reduce waste and save costs by identifying and redirecting unused resources. Dubai Holding is also exploring partnerships with the runner-up and other finalists from the competition.

Both scale-ups received cash prizes to fund operations and the opportunity to continue expanding their business as part of in5's start-up community for a year. Othalo is implementing a pilot project with Dubai Holding, which will launch in 2025. The top 10 finalists benefitted from Dubai Holding's extensive network and had the opportunity to pitch

their innovations to a group of investors and industry partners at the Challenge's Investor Pitch Day, held in October 2024 at the Expand North Star event at GITEX Global.

The Innovate for Tomorrow Challenge exemplifies our dedication to supporting creative, collaborative, sustainable solutions that address pressing environmental challenges. The challenge offers a dynamic platform for entrepreneurs to showcase their solutions in responsible consumption and production, fuelling a culture of innovation essential for sustainable development, while also serving as a crucial conduit to introduce global innovations to the UAE.



/ CASE STUDY

# Dubai Reef's purpose-built reef modules



Our collaboration with Dubai Reef underscores our commitment to promoting marine biodiversity and protecting the UAE's coastal ecosystems. As a strategic partner, we are dedicated to advancing Dubai's environmental agenda through sustainable initiatives that create resilient habitats. This project demonstrates the power of collaborative, innovation-driven approaches to environmental preservation and we are excited to work alongside all partners to contribute positively to both the local marine environment and the broader ecological goals of our city.

**Hamdan Al Falasi**

Senior Executive Director, Marine Engineering, Nakheel



Contributing to these UN SDGs

Nakheel, part of Dubai Holding Real Estate, partnered with the Dubai Reef project by Dubai Can, the world's largest marine reef development. Launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, this initiative spans 600 km<sup>2</sup> and involves deploying 20,000 purpose-built reef modules over a three-year period. This mixed-use development will enhance aquatic research, regeneration and ecotourism, promote biodiversity and protect the UAE's coastal ecosystems.

In 2024, this initiative achieved a major milestone with the fabrication and deployment of the initial 1,000 purpose-built reef modules. The Dubai Reef project will see different purpose-built reef module types deployed at various depths across four clusters. The modules vary in dimensions to create

various habitats for different fish species, with the height ranging from 1.6 m to 6.5 m and deployed in depths from 15 m to 25 m.

The reef modules aim to establish a vibrant marine habitat for reef fish and aquatic fauna such as hard and soft corals, sea anemones, sponges and molluscs. Contributing to global conservation efforts, the project aims to significantly enhance marine biodiversity, safeguard Dubai's vital coastal and ocean habitats, support fish populations and increase ecosystem resilience.

**20,000**  
purpose-built reef modules  
will compose Dubai Reef



/ CASE STUDY

# 20 years of turtle rescue and rehabilitation



In 2024, we marked 20 years of the Dubai Turtle Rehabilitation Project, a successful public-private partnership that has rehabilitated thousands of turtles while raising awareness about their conservation. As we look ahead, we remain committed to deepening these partnerships, expanding our expertise and resources and driving even greater impact in the years to come.

## Barbara Lang-Lenton

Director of Aquarium & Dubai Turtle Rehabilitation Project



The first initiative of its kind in the region, the Dubai Turtle Rehabilitation Project has been instrumental in rescuing and rehabilitating sick and injured sea turtles found in the UAE.

In 2024, the programme celebrated 20 years of enabling and promoting marine wildlife conservation and education. Over 2,200 turtles, including Green turtles, Hawksbills, Loggerheads and Olive Ridelys have been returned to the Arabian Gulf to date.

The rehabilitation process starts with critical care at Jumeirah Burj Al Arab aquarium facilities. Turtles are then transferred to a purpose-built, sea-fed rehabilitation lagoon at Jumeirah Al Naseem, where they attend the second phase of their rehabilitation to acclimatise to ambient conditions and build up fitness levels prior to release back into the ocean.

Supported by His Excellency Sheikh Fahim Al Qassimi and the Central Veterinary Research Laboratory, the project educates local children, residents and international hotel guests about sea turtle biology and the local and global plight of the sea turtle.

The programme enables researchers and conservationists to collect invaluable information about the behaviours and migratory patterns of turtles using satellite tracking. Since the programme's inception, 89 turtles have been satellite-tagged to

track their release journeys and better understand migration patterns.

The Dubai Turtle Rehabilitation Project also runs an educational programme for school groups to learn about the work undertaken at the facilities, the importance of these incredible creatures and the threats they face in their survival.

|  |
|--|
| <h1>2,200+</h1> <p>turtles saved and rehabilitated to date</p>                       |
| <h1>89</h1> <p>equipped with satellite tracking technology</p>                       |
| <h1>1,500 +</h1> <p>students learned about the importance of turtle conservation</p> |
| <h1>Partner</h1> <p>The Central Veterinary Research Laboratory</p>                   |



Contributing to these UN SDGs

/ CASE STUDY

# Jumeirah Thanda

## Jumeirah’s expansion into East and South Africa in 2024 exemplifies how hospitality can champion environmental conservation and community development.

### Jumeirah Thanda Island

Jumeirah Thanda Island in Tanzania’s Shungimbili Island Marine Reserve supports a remarkable array of marine life. The property is committed to preserving its natural ecosystem by supporting research, restoration and monitoring projects led by the island’s marine biologist, Rianne Laan.

Jumeirah Thanda Island’s efforts have identified an impressive variety of species so far, including 340 species of fish from 63 families, 34 biological coral genera spanning 15 families, 105 invertebrate species across seven groups and more than 100 varieties of shells in the surrounding waters. New species are continuing to be added to the list.

Since 2017, Jumeirah Thanda Island has been working with Sea Sense, a non-governmental organisation dedicated to marine conservation in Tanzania. Operating through a network of about 60 conservation officers, Sea Sense has made meaningful progress in monitoring and protecting the Green and Hawksbill turtles that frequent the island’s waters. Jumeirah Thanda Island also maintains a partnership

with the Marine Megafauna Foundation (MMF), a marine biology research and conservation non-profit, to advance efforts to protect whale sharks at the nearby Mafia Island. Research by MMF – in collaboration with WWF Tanzania and the Tanzania Fisheries Research Institute – has identified over 200 whale sharks in the area.

### Jumeirah Thanda Safari

Jumeirah Thanda Safari in South Africa’s northern KwaZulu- Natal province is located within a 16,500-hectare protected wildlife area. Ongoing research projects monitor endangered species such as cheetahs and black and white rhinoceroses, as well as ensuring the responsible management of predator populations.

The reserve’s expert team focuses on tackling rhino poaching - and supporting range expansion programmes for critically endangered species.

The reserve has implemented a cutting-edge rhino tracking system from Rouxcel Technology to further enhance conservation efforts. This system, the first of

its kind in Zululand, uses AI-enabled rhino collars and a private GSM network to monitor rhino behaviour and generate alerts for abnormal activity with precise GPS location data.

The reserve also employs various monitoring techniques, such as elephant tracking through GPS collars, cheetah monitoring using GPS and VHF enabled collars and identification of leopards through strategically placed camera traps.

Jumeirah Thanda Safari is a founding member of Project Rhino KZN, a coalition of leading conservation agencies dedicated to protecting KwaZulu-Natal’s rhino populations. Through this partnership, we actively participate in anti-poaching efforts and related conservation initiatives.

The reserve also supports the WWF Black Rhino Range Expansion Project, aimed at increasing the population of this critically endangered species in the wild.

### Star for Life programme

The Thanda Foundation support the Star for Life programme. This flagship project focuses on providing education and healthcare awareness initiatives for young people in the region, uplifting the communities where most of our staff across both properties come from. Since its inception in 2005, the programme has reached over 500,000 students worldwide.

### Thanda Foundation

Jumeirah Thanda Foundation also works with three neighbouring tribal communities in the Umkhanyekude District to help improve education, create jobs and drive economic growth through the Thanda Foundation Trust. The Trust supports community-based projects such as the Inkanyiso and Masibamisane Crèches and serves as a fundraising vehicle for the conservation initiatives on the reserve.

Launched in September 2021 by the Thanda Island team and now operating under the Star for Life umbrella, DEVENT (Developing Young Entrepreneurs of Mafia) is a programme that empowers men, women and youth on Mafia Island with essential business skills and knowledge to start and run successful enterprises. Participants benefit from workshops and mentorship that improve their confidence, communication and problem-solving abilities.

To date, these programmes have created 51 businesses, trained 265 youth and created over 111 jobs.

**500,000+**

students impacted by the Star for Life programme

**+85%**

percentage of local staff on average across Jumeirah Thanda properties

**51**

businesses established through DEVENT

### Conservation partners

- Sea Sense
- Marine Megafauna Foundation
- Star for Life
- WWF Black Rhino Range Expansion Project
- Project Rhino KZN
- Developing Entrepreneurs and Ventures (DEVENT)



Contributing to these UN SDGs

/ CASE STUDY

# The Good Store



The Good Store represents our belief in the power of collective generosity. As the curator of Dubai’s 10 most vibrant business districts, TECOM Group unites more than 137,000 professionals, customers and students to make charitable giving more accessible and convenient for the city’s residents through The Good Store. We are committed to empowering champions of goodness and strengthening the UAE’s culture of generosity and compassion for future generations.

## Haif Zamzam

Senior Vice President of Strategy and Marketing, TECOM Group

In partnership with Emirates Red Crescent, TECOM Group reintroduced The Good Store in 2024, offering a seamless physical and digital donation platform that allows individuals and organisations to donate essential items, such as Ramadan food boxes, Iftar meals, Eid clothing and health packages.

Taking over grocery stores, installing pop-up shops and with roaming

shopping trollies, The Good Store 102 opened in various forms in 2023 across 12 high-density communities to unite Dubai’s residents – TECOM Group’s 137,000+ strong community – as a force for good during Ramadan.

The campaign had a considerable impact, reaching 8.9 million people and raising AED 133,695 for those in need in 2023-24.

# Looking ahead to 2025 and beyond

In 2024, we advanced our Sustainability Strategy with significant milestones that reinforce our long-term commitment.

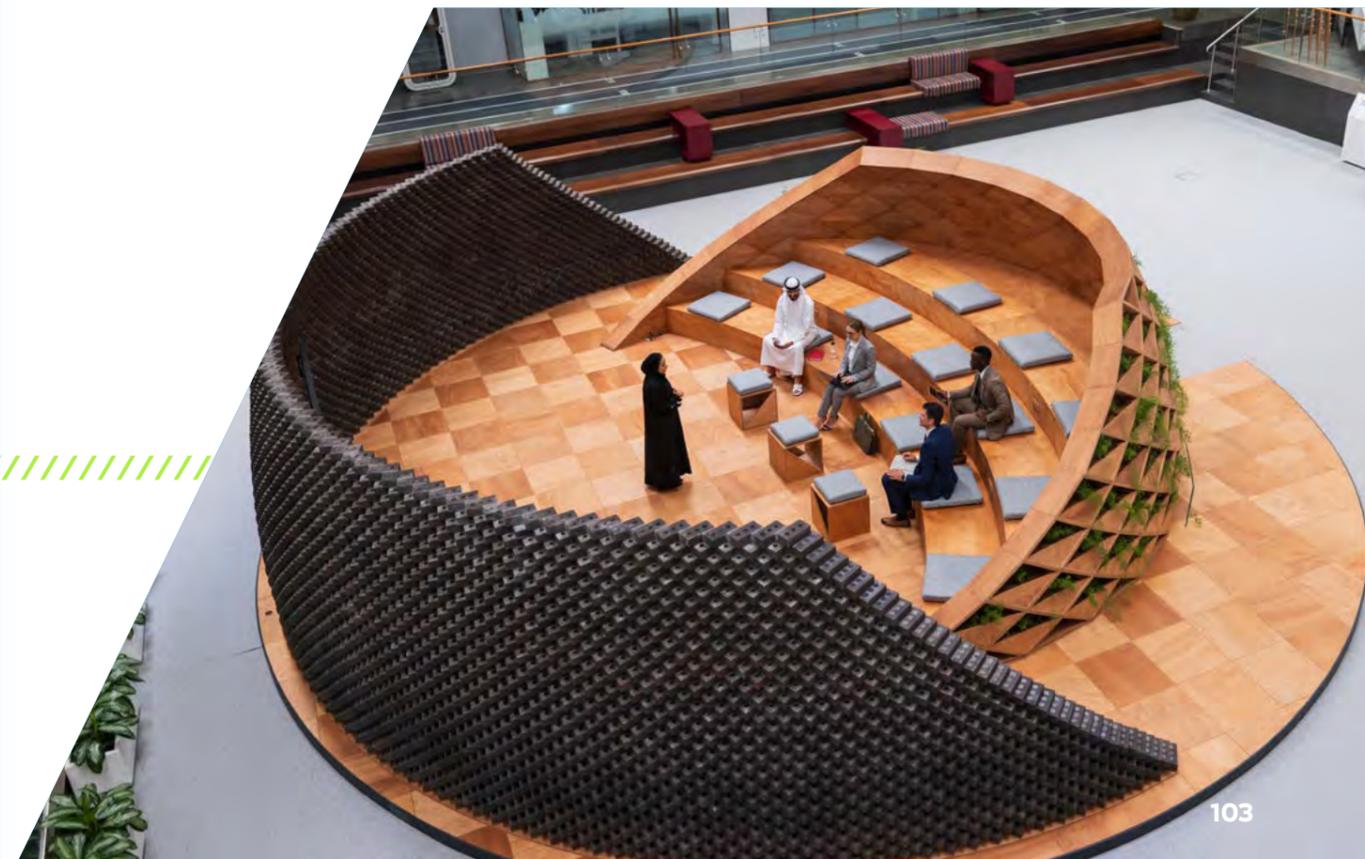
We formalised our approach through Group-wide policies, established initiatives that empower our stakeholders and drive meaningful change and strengthened our reporting and measurement frameworks to enhance transparency and accountability.

In 2025, we will accelerate progress on our sustainability objectives, further embedding our Net Zero ambitions across our operations and advancing the implementation of our decarbonisation roadmap. We will define masterplan sustainability pathways

to drive long-term impact while strengthening responsible business practices through the rollout of our human rights statement and worker welfare standard. As we move forward, we will refresh our materiality assessment and strategy to ensure alignment with evolving priorities. Through these efforts and more and in collaboration with our partners, employees and stakeholders, we remain committed to reinforcing Dubai Holding’s role in advancing sustainability across the UAE and beyond.

We welcome your comments and feedback.

Please contact us at: [sustainability@dubaiholding.com](mailto:sustainability@dubaiholding.com)





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