

Sustainability Journey Report 2025

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YEAR OF COMMUNITY

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UAE



About this Report

The report demonstrates Dubai Holding Community Management ESG performance, progress and initiatives from 1 January to 31 December 2025.

The Sustainability Journey Report 2025 is written in accordance with the Global Reporting Initiative

standards. The report also aligns with the United Nations Sustainable Development Goals (UN SDGs).

We welcome all feedback and suggestions on any of our activities and operations, including our sustainability performance and

commitments. Please direct all your feedback to dhcm.sustainability@dubaiholdingcm.ae



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Message from Leadership

It is our great pleasure to present Dubai Holding Community Management’s Sustainability Journey Report 2025, a year that marked a period of integration and progress following our merger, and a decisive step forward in embedding sustainability into the way our communities are managed and experienced every day.

Francis Giani
Chief Executive Officer



Our approach remains aligned with Dubai Holding’s sustainability ambitions, as well as national and international sustainability agendas such as the UAE’s Net Zero goals and the United Nations Sustainable Development Goals (UNSDGs). This alignment ensures that our actions contribute meaningfully to long-term environmental stewardship, resilient communities and sustainable urban living.

Over the past year, our focus has been on translating strategy into visible outcomes for residents through direct operational engagement and close collaboration across our portfolio. This enabled us to further embed sustainability into day-to-day decision-making, supported by a strengthened governance framework that enhances responsibility, alignment and sustained performance to better serve more than 1.32 million residents.

Sustainable waste management remained the key focus of our Planet pillar in 2025, advanced through recycling pilot projects, improved segregation practices and expanded diversion initiatives across the portfolio. During 2025, we achieved an overall diversion rate of 61.6% and a recycling rate of 9.6% reflecting measurable progress in resource efficiency and circular practices.

Building on lessons learned from previous extreme weather events, we strengthened climate-related risk preparedness through enhanced business continuity planning, improved coordination and clearer operational protocols across our communities. A defining step forward was the establishment of the Central Operations and Emergency Coordination Room, enabling faster decisions, coordinated deployment and minimal disruption during severe weather.

People remain at the centre of how Dubai Holding Community Management operates and delivers value. In a year nationally designated as the Year of Community, our focus extended beyond systems and infrastructure to the everyday experiences that shape community living. We renewed our emphasis on resident engagement through practical, community-driven initiatives that make sustainability tangible at the neighbourhood level, including the food waste recycling pilot in Al Furjan, where households supported source segregation and the resulting compost was reused to enrich community garden spaces.

This people-centred approach was reinforced through initiatives that recognise and elevate performance across our wider ecosystem. The inaugural Service Excellence Awards celebrated service providers and partners who demonstrated exceptional

standards across sustainability, safety, facilities management and customer experience, strengthening accountability and continuous improvement within our responsible supply chain. In parallel, strategic partnerships supported long-term capability building and community outcomes, including collaboration with the Community Associations Institute (CAI) to strengthen professional standards in community management and a partnership with Plus X Electric to enable mobile EV charging solutions where infrastructure is constrained.

By working closely with service providers, regulators and partners, we continue to strengthen service quality, support innovation and ensure that the communities we manage remain resilient, well governed and centred on the needs of the people who live and work within them.

Looking ahead, we remain focused on building upon these foundations. We will continue to embed sustainability across our operations and scale initiatives that deliver long-term impact and value for our communities. We remain firmly committed to fostering world-class smart and sustainable communities that enhance everyday life, today and for generations to come.

I would like to thank our teams, partners and residents for their continued trust, collaboration and commitment as we progress on our shared sustainability journey.

Impact Summary

Governance

- Supported 25 Sustainability Champions across operational teams through four Sustainability Forums held in 2025, enhancing sustainability capabilities across the organisation.
- Developed and standardised more than 50 core business processes through 200+ cross-functional stakeholder engagements, strengthening governance, consistency and audit readiness.
- Secured approval for a three-year fixed service fee mechanism for Palm Jumeirah Master Community, improving long-term financial predictability for owners and service providers.
- Established a Central Operations and Emergency Coordination Room, enabling the coordinated mobilisation of 1,600+ employees and service providers and supporting an effective response during the December 2025 rainfall event.

Learn more on pages 24 – 35

Planet

- Reduced overall energy consumption by 16% between 2024 and 2025 at Discovery Gardens through targeted energy efficiency initiatives.
- Reused 530,000m³ per year of treated sewage effluent at Dubai Islands Sewage Treatment Plant for non-potable applications, eliminating approximately 26,500 tanker trips annually.
- Diverted 4.1 t of food waste from landfill through community composting initiatives, avoiding 3,251kg of CO2 emissions.
- Rescued 674 meals at Bay Square through a pilot initiative with Replate between March and June 2025, supporting 150 individuals and diverting 261 kg of food waste from landfill.
- Reused approximately 16,000 t of existing road base material on site through a circular approach to infrastructure rectification at Dubai Science Park, eliminating off-site disposal and reducing project costs by 41%.

Learn more on pages 38 – 59



People and Culture

- Trained 15 employees as Mental Health First Aiders, strengthening workplace wellbeing across our operations.
- Delivered 11 upcycling workshops across communities, engaging over 600 residents and promoting responsible consumption through hands-on participation.
- Achieved a five-star grading on the first attempt in the British Safety Council Five Star Audit, demonstrating strong health and safety management systems.
- 100% employees received regular performance and career development reviews.

Learn more on pages 62 – 75

Responsible Supply Chain

- Recognised service provider excellence through the Service Excellence Awards 2025, reviewing 77 nominations from 45 companies and presenting 13 awards.
- Advanced circular economy practices through local sourcing and collaboration with Palmade, collecting 14 t of green waste from managed communities for reuse in sustainable products.

Learn more on pages 78 – 81

Philanthropy

- Reached more than 16,000 beneficiaries through community-led philanthropic initiatives such as Gift It Forward, diverting 85 tonnes of materials from potential landfill through reuse and redistribution.
- Mobilised over 25 volunteers, including members of senior management, to pack and distribute 1,666 food packages in partnership with local charities during Ramadan.
- Engaged 8,657 participants as the official sustainability partner for the 2025 Down to Earth festival through environmental awareness, creative and community-focused activities.

Learn more on pages 84 – 91

About Dubai Holding

Dubai Holding is a diversified global investment company with investments in more than 30 countries and a combined workforce of more than 45,000 people. Established in 2004, Dubai Holding reaches millions of Dubai residents and visitors through its extensive portfolio of over AED 500 billion worth of assets that support the diversification and sustainable growth of Dubai’s economy across 10 key sectors,

including real estate, hospitality, entertainment, retail, media and investments. Across the Group, each business plays a distinct role in shaping places, supporting livelihoods and creating opportunities. Together, they contribute to Dubai Holding’s long-term vision of building resilient communities, supporting a dynamic economy and advancing Dubai’s sustainable future.



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

About Dubai Holding Community Management

Dubai Holding Community Management is an integrated, customer-centric company that focuses on creating and managing sustainable, vibrant communities. We are committed to fostering a sense of belonging and connectivity among our 1.32 million residents.



1.45 BN
Total Area in Square Feet



55
Master Communities



102,168
Homes



72
Jointly Owned Properties (JOPs)



1.32 MN+
Residents

Dubai East Portfolio

J1 District

- Al Khail Tower
- Al Wasl District
- City Walk Residences
- City Walk Master Community
- Central Park
- Bvlgari Mansions
- Bvlgari Residences
- Jumeirah Bay Island
- Port de La Mer
- Villa Amalfi
- Nikki Beach Residences
- Jumeirah Garden City
- Pearl Jumeira

Business Bay District

- Dubai Water Canal
- The Executive Towers
- Aspect Tower

- Bay Square
- Bellevue Towers
- Vision Tower

Dubai Islands District

- Dubai Islands Master Community

MBR District

- MBR City District One, Phase 1 and 2
- MBR City, District One - Phase 3
- Dubai Water Canal
- Dubai International Academic City / Dubai Outsource City
- Dubai Wharf
- Jaddaf Waterfront
- Manazel Al Khor

Meydan District

- Meydan One
- MBR Master Community
- MBR City District 11
- Meydan Racecourse Villas
- Meydan Avenue
- Meydan Master Community
- Nad Al Sheba Gardens

Warsan District

- Warsan First
- Warsan Industrial
- International City 1
- International City 3
- Souq Warsan
- Nad Al Sheba Villas
- Al Khawaneej District
- Al Khawaneej Labour City



Dubai West Portfolio

Waterfront District

- Jumeirah Beach Residences
- 1/JBR
- La Vie
- Madinat Jumeirah Living
- Bluewaters Residences
- Bluewaters Master Community
- Dubai Harbour
- Barsha Heights
- Sufouh Gardens
- Site A*

(Dubai Internet City, Dubai Knowledge Village, Dubai Media City)

Villa District

- Majan
- Liwan
- Dubai Land Residential Complex
- Al Waha
- Cherrywoods
- Serena
- The Villa
- Villanova

Garden District

- Discovery Gardens
- Downtown Jebel Ali Phase 1
- Al Furjan
- Masakin Al Furjan
- Murooj Al Furjan
- Tilal Al Furjan
- Veneto
- Badrah
- Badrah Manara

Palm Jumeirah District

- Palm Jumeirah Master Community
- Shoreline Apartments
- Azure Residences
- Club Vista Mare
- Marina Residences
- Golden Mile
- Palm Views
- The Palm Tower Residences

Jumeirah District

- Jumeirah Heights
- Jumeirah Islands
- Jumeirah Park
- Jumeirah Village Circle
- Jumeirah Village Triangle

Dubailand District

- Mudon Master Community
- Mudon Views
- Remraam
- Arjan
- Dubai Production City
- Dubai Science Park
- Dubai Studio City
- Jebel Ali Hills
- Jebel Ali Industrial
- Falcon City
- Souq Warsan
- Nad Al Sheba Villas
- Al Khawaneej District
- Al Khawaneej Labour City



2025 Partnerships, Awards and Recognitions

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.

- Partnered with EcoVadis to strengthen ESG performance and supply chain transparency.
- Engaged with the Cambridge Institute for Sustainability Leadership (CISL) to support leadership and capability development.
- Received advisory support from Environmental Resources Management (ERM) on our Sustainability Strategy and implementation.

As a subsidiary of Dubai Holding, we are signatories and members of:

- Ministry of Climate Change and Environment (MOCCA) Climate Responsible Companies Pledge.
- Ministry of Climate Change and Environment (MOCCA) national Extended Producer Responsibility (EPR) initiative.
- Signed a Memorandum of Understanding (MoU) with Dubai Municipality in support of Dubai’s Integrated Waste Management Strategy.
- Member of Emirates Nature WWF’s UAE Alliance for Climate Action (UACA).

Our Awards and Recognitions



Real Estate Asia Awards 2025

Dubai Holding Community Management received the First International Award for Customer Service Innovation, recognising excellence in customer-centric service delivery.



CX Asia Excellence Awards 2025

Dubai Holding Community Management received an Honorary Mention in the Best Data and Customer Insights category at the CX Asia Excellence Awards 2025.



Genesys Awards 2025

Dubai Holding Community Management won the CX Orchestrator – Real Estate Award, recognising excellence in customer experience orchestration.



Sixth International Meeting of Community Association Managers Summit

Dubai Holding Community Management represented the United Arab Emirates at the Sixth International Meeting of Community Association Managers Summit in May 2025, showcasing regional expertise and leadership in community management.



IRECMS Revolution 2025

Dubai Holding Community Management represented Dubai at IRECMS Revolution 2025 in San Marino, Italy. The Chief Executive Officer was recognised with the “Amministratore Evoluto” honour for advancing community management excellence.



International State Conference 2025

Dubai Holding Community Management participated in the International Strata Conference in Singapore, where the Chief Executive Officer delivered a keynote on Dubai’s world-class community management and ESG leadership.



Strategic Framework

Our sustainability strategy is anchored in four core pillars: **Planet, People and Culture, Responsible Supply Chain and Philanthropy** underpinned by a strong **Governance** framework that ensures long-term accountability and alignment.

By 2025, Dubai Holding Community Management’s Sustainability Strategy had progressed into an active, organisation-wide programme shaping day-to-day decision-making across our communities.

Following its launch in 2023, the past year focused on translating strategic intent into practical action across live operational environments, informed by the realities of scale, diversity and resident interaction.

The Sustainability Strategy encompasses our vision, pillars, sub-pillars and enablers; all of which are essential in enabling Dubai Holding Community Management to deliver on its commitment to sustainability for our people and community.

“Sustainability, to me, is about giving back to society in a way that is measurable, scalable, and economically responsible. As custodians of communities serving over 1.3 million residents, we carry a responsibility to embed sustainability into the fabric of everyday living, delivering tangible ROI, enabling a circular economy and contributing meaningfully to Dubai’s continued growth and the UAE’s Net Zero ambitions.” – Ameya Mhatre, Director of Sustainability



Operationalising our Sustainability Strategy

The sustainability pillars provide the foundation for our sustainability strategy and inform how we prioritise actions across environmental, social and governance areas.

Delivering sustainability initiatives across communities serving more than 1.32 million residents has highlighted the importance of adaptability, strong operational coordination and consistent engagement with residents, service providers and internal teams. Differences in infrastructure maturity, community profiles and levels of participation have

reinforced the need for a flexible approach that responds to local conditions while remaining aligned with a shared direction.

These experiences have strengthened the foundations of our sustainability programme and validated the structure of our four-pillar framework.

As we move forward, our focus is on improving data quality, scaling up innovation and further embedding sustainability into routine operational processes and community living. This approach supports steady, measurable progress and secures alignment across portfolios and functions.

Our pillars highlight key focus areas and initiatives that support the delivery of our sustainability commitments:

Planet

We seek to reduce the environmental impact across the communities we manage.

Our focus is on efficient resource use, environmental protection and sustained resilience.

People and Culture

We are committed to creating safe, healthy and inclusive communities that support wellbeing, foster participation and strengthen a sense of belonging.

We cultivate a culture of responsibility, collaboration and accountability across our workforce.

Responsible Supply Chain

We expect high standards of ethical conduct throughout our value chain.

We work with service providers to promote responsible practices and shared outcomes.

Philanthropy

We support initiatives that create a positive social impact.

Our focus is on contributing to positive outcomes for people and communities through targeted, purpose-led programmes.

Governance

Sustainability is embedded within our governance structures to support consistent decision-making and accountability. Our Governance Framework enables alignment across leadership, operations and community level delivery.

Materiality Matrix

With the continuous expansion and integration of sustainability into Dubai Holding Community Management’s operations and, as part of our ongoing commitment to becoming a more resilient, responsive and sustainable organisation, we revised our materiality assessment in 2025. This exercise ensures that we tackle rising sustainability-related material issues and improve the wellbeing of our communities.

With deeper operational insight across diverse communities, we recognised the need to continuously refine our focus areas to better reflect evolving on-the-ground priorities, risk exposure and long-term ambitions. Although our original pillars remain strong, this assessment allowed us to further sharpen our efforts, enhancing clarity and driving more targeted impact.

Pillars	Planet	People and Culture	Responsible Supply Chain	Governance
High material topics (ranked in order of impact)	Waste management	Community wellbeing	Responsible supply chain	Community and corporate compliance
	Water stewardship	Worker welfare		Business excellence
	Energy consumption	Health and safety		Business continuity, crisis and risk management
	Carbon management	Capacity building		
	Sustainable design and climate resilience	Diversity, inclusion and wellbeing		

For further information on the Materiality Matrix, please refer to Appendix A.



GOVERNANCE

Governance guides Dubai Holding Community Management's operations, balancing accountability to its parent organisation and compliance with Dubai Land Department regulations.

It provides the structure through which decisions are made, responsibilities are defined and performance is monitored across portfolios and communities.

Beyond compliance, governance acts as a strategic enabler of quality and consistency. Clear policies, disciplined processes and defined oversight support reliable service delivery, risk management and continuous improvement. This approach strengthens operational control while allowing teams to respond effectively to the evolving needs of residents, stakeholders and regulators.



Foundations of Sustainability

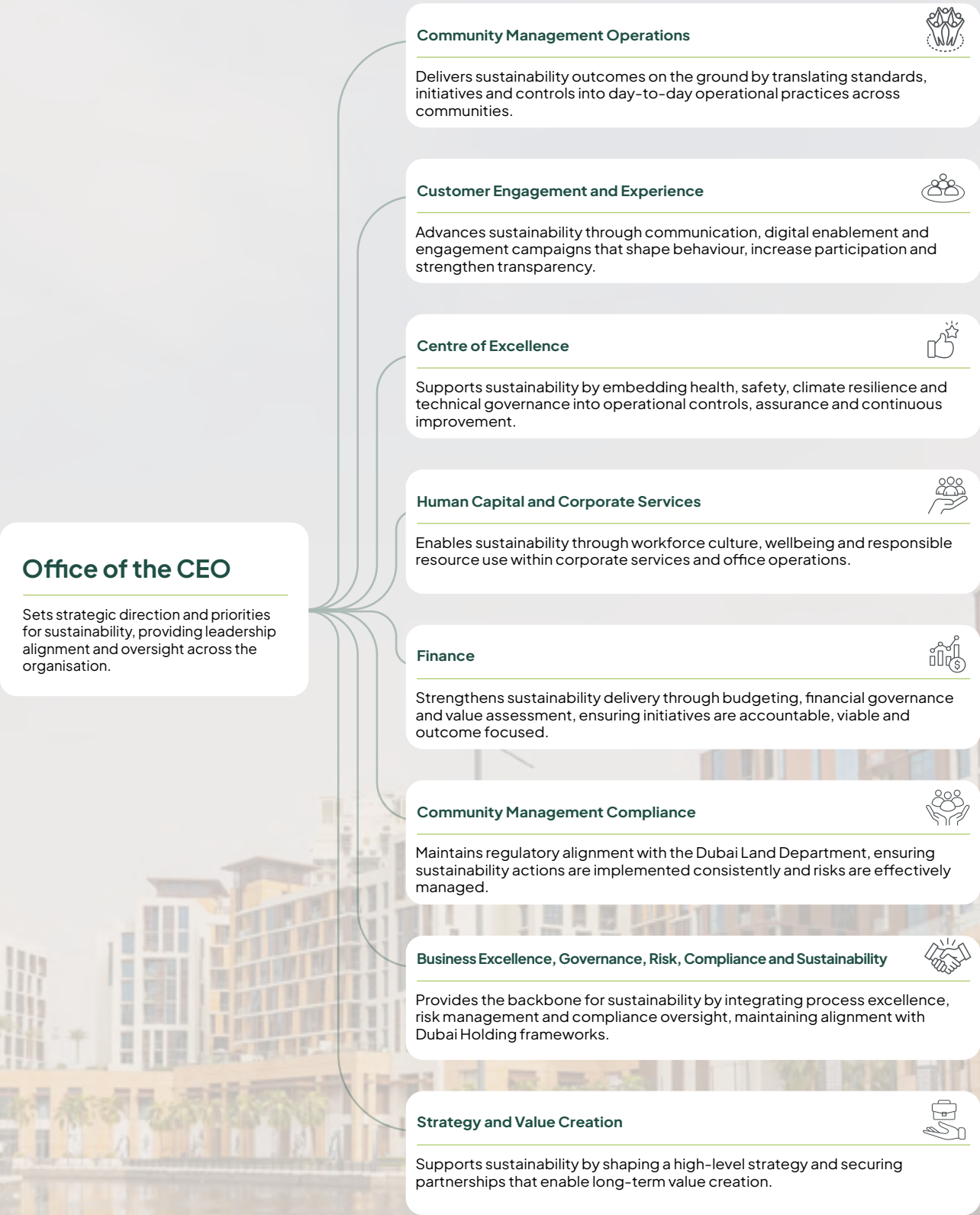
Integrating Sustainability into our Business

Strong governance is fundamental to the effective delivery of Dubai Holding Community Management’s Sustainability Strategy. Clear leadership oversight, defined accountabilities and robust decision-making processes ensure sustainability priorities are translated into consistent action, supported by reliable data and appropriate controls.

The governance framework outlined below sets out how sustainability is directed, managed and embedded across the organisation, from Group-level oversight through to operational implementation and assurance.

Governance Level	Purpose	Key Components
Group oversight and strategic direction	Sets overall sustainability ambition, strategic direction and accountability across Dubai Holding	- Group Chief Impact Officer, Dubai Holding - CEO Sustainability Forum, chaired quarterly by the Group Chief Executive Officer and comprising the Chief Executive Officers of all Dubai Holding businesses
Business leadership and direction	Establishes alignment between Group sustainability priorities and Dubai Holding Community Management’s strategy and delivery	- Chief Executive Officer – Dubai Holding Community Management - Director of Business Excellence, Governance, Risk, Compliance and Sustainability - Head of Sustainability – Dubai Holding (reporting to the Chief Impact Officer)
Decision-making and accountability	Embeds sustainability into executive decision-making, performance management and remuneration	- Executive Management Committee, with mandatory consideration of sustainability risks and opportunities for all major initiatives, projects and investments - Balanced Scorecard Framework incorporating environmental, social and governance indicators
Operational enablement and delivery	Supports consistent implementation of sustainability across portfolios, sites and functions	- Sustainability Champions (25 across operational teams and functions) - Sustainability Champions Roles and Responsibilities Charter - Quarterly Sustainability Champions Forums
Governance, data and controls	Provides assurance, consistency, data integrity and continuous improvement	- Sustainability Data Reporting Process - Integrated Management System (IMS) policies, including energy management system
Philanthropy governance	Ensures responsible, aligned and impactful allocation of philanthropic funding	- Business-level proposal development - Dubai Holding Philanthropy function - Philanthropic Committee providing oversight and funding approval

Organisational Structure



Business Excellence

During the year, Dubai Holding Community Management continued to strengthen the systems and controls that underpin quality, consistency and accountability across the organisation. Following the merger of Nakheel and Dubai Community Management under Dubai Holding, a key focus was placed on embedding standardised ways of working that support service reliability, regulatory compliance and audit readiness at scale.

Significant progress was made in advancing the Quality Management System across departments through a business-led approach to process definition and improvement. More than 200 stakeholder engagements were conducted to clarify scope, roles, approvals and performance measures. Over 58 processes were developed or re-engineered and existing processes were reviewed and updated, reinforcing governance, operational clarity and consistency across functions.

In parallel, Dubai Holding Community Management continued to support the digitisation of priority services and workflows, including customer journeys, facility management systems and approval processes. These initiatives strengthen efficiency, traceability and control while supporting improved service outcomes.



“Palm Jumeirah was the first community in the UAE to achieve the BSI Kitemark for Smart and Sustainable Cities, providing our operations teams with a clear framework for continuous improvement. Year-on-year improvements since 2023 demonstrate how sustainability and smart operations are being progressively embedded into day-to-day community management.” – **Gireesh Shaju, Sustainability Champion**



Independent Certifications through International Standards

The robustness of Dubai Holding Community Management’s management systems is demonstrated through alignment with internationally recognised standards and independent external assurance. During 2025, the organisation successfully achieved and maintained multiple ISO certifications, all within the first year following the merger, with no major audit findings recorded.

During the same period, Dubai Holding Community Management achieved and maintained the following independent certifications aligned with internationally recognised standards.

Certification	Scope	Key Note
	- Community Management Operations - Contact Centre	- Quality management and continuous improvement - Service quality and performance controls
	Contact Centre	Customer service excellence
		Complaint handling and resolution
	Group-wide operations	Environmental management
		Occupational health and safety
		Energy management
	Palm Jumeirah	Leading category

Governance, Risk and Compliance in Practice

Governance at Dubai Holding Community Management is aligned with Dubai Holding’s Corporate Governance Framework and operates in compliance with the regulatory requirements set by RERA and other applicable laws and regulations. In addition, a Delegation of Authority (DOA) framework is in place, providing a structured and streamlined approval mechanism that enhances agility, efficiency and consistency in decision-making. The DOA clearly defines approval thresholds, roles and responsibilities, thereby offering appropriate oversight, accountability and risk management. The DOA is also integrated with online approval workflows, making certain that authority limits are system-driven, consistently applied and appropriately enforced.

Enterprise Risk Management (ERM) is embedded as a core

governance mechanism, aligned with international standards and supported by defined risk appetite and tolerance statements. Risk Champions across key functions contribute to regular risk identification, assessment and reporting, strengthening leadership visibility of emerging risks and mitigation actions.

Compliance is supported through an established monitoring framework and departmental compliance registers, enabling systematic tracking of legal, regulatory and internal requirements. Independent assurance is provided through the Group Internal Audit function, supported by digital tracking tools that improve transparency and timely closure of audit actions.

Ethical conduct is reinforced through the Dubai Holding Code of Conduct and supporting policies,

which set clear expectations for integrity and compliance. An independent whistleblowing channel enables concerns to be raised confidentially, with defined processes in place to ensure appropriate review, investigation and protection against retaliation.

As the use of data continues to grow, strong data protection and privacy practices remain essential. Dubai Holding Community Management applies a structured data protection framework that defines requirements for responsible handling of personal information in line with applicable laws. Policies, controls and regular training (via mandatory e-learning) support consistent application, while designated Data Champions provide guidance and support in addressing data protection-related queries across the organisation.



50+

processes developed and standardised



200+

cross functional stakeholder engagements conducted



13

employees certified as ISO 9001 Lead Auditors



17

employees completed ISO 10002 Complaints Handling and Customer Satisfaction training



Business Continuity, Crisis and Risk Management

The extreme rainfall experienced in April 2024 marked a turning point in how Dubai Holding Community Management approaches resilience. While the response validated operational readiness under pressure, it also reinforced the need to move beyond reactive capability towards sustained operational and financial resilience across communities.

In the long term, strengthening resilience is critical to safeguarding asset value, protecting service continuity and managing increasing climate-related risks, ensures communities remain safe, functional and adaptable under evolving environmental conditions.

Throughout 2025, this experience served as a trigger for strengthening business continuity planning at both organisational and community levels. Community teams focused on reinforcing preparedness through structured reviews and a series of mock drills conducted across the year. These exercises tested escalation

protocols, communication flows and on-ground coordination, validating emergency funding mechanisms, temporary resident accommodation arrangements and the rapid deployment of vehicles and equipment for rain mitigation. Together, these actions helped refine response plans, improve cross-team coordination and strengthen operational confidence ahead of future events.

To further enhance emergency readiness, Dubai Holding Community Management established a Central Operations and Emergency Coordination Room. The facility is equipped with real-time camera monitoring, fleet-tracking tools and continuous weather intelligence, providing a centralised view of conditions across communities. This capability supports the Crisis Management Team by enabling timely, informed decision-making and coordinated deployment of resources during adverse conditions.

The effectiveness of these measures was demonstrated during a subsequent heavy rainfall event in December 2025, when communities experienced between 15–44 mm of rainfall. All continuity and crisis response plans were activated as designed, with resources mobilised swiftly and coordination maintained throughout the event. Communities were cleared and fully restored within 24 hours, reinforcing the value of structured planning, central oversight and continuous preparedness.

Together, these actions reflect a shift from event-based response to embedded resilience, strengthening Dubai Holding Community Management’s ability to protect residents, maintain essential services and respond confidently to future climate-related disruptions.



Central Operations and Emergency Coordination Room established



200+
tankers deployed



250+
pumps deployed



1,600+
employees and service providers mobilised



Communities cleared and fully restored within 24 hours



“The rain event demonstrated the value of proactive readiness. Investment in planning, test runs, smart monitoring systems and coordinated response mechanisms enabled teams to act quickly, support residents and sustain operations across communities with minimal disruption. It highlighted how collective effort and clear leadership translate preparation into effective community management.”
– Mohammad Alshaibani, Executive Director of Community Operations

Community Compliance

Community compliance continues to be a core element of how Dubai Holding Community Management governs and operates its portfolios. In 2025, the focus shifted towards deeper system integration, improved planning horizons and strengthened alignment with regulatory frameworks.

All 55 master communities managed by Dubai Holding Community Management were registered on the Mollak platform, enabling more efficient approval of budgets, billing and collection of master community service charges within a regulated ecosystem. This integration also allows owners to access services such as NOCs, submit requests through Dubai Land Department approved systems and receive usage charge invoices in a streamlined manner.

A key regulatory milestone was achieved with the approval of the first three-year fixed service fee mechanism for the Palm Jumeirah Master Community. This new approach enables management companies of jointly owned properties to secure approval for three-year service fee budgets through Mollak, while retaining the option to continue with annual budgeting models where appropriate.

The introduction of multi-year service fee approvals supports greater financial predictability, enables longer term operational contracts with service providers and enhances transparency for owners and investors. These developments reflect continued progress in regulatory compliance, digital transparency and governance maturity across managed communities.

Continued regulatory collaboration remains essential in enabling community managers to align sustainability objectives with approved budgeting and governance frameworks. It provides a stronger foundation for integrating sustainability considerations into community planning by allowing long-term financial visibility, structured approvals and greater flexibility to responsibly plan and fund initiatives that deliver environmental, social and operational value.



55

master communities registered on Mollak



3 year

fixed service fee mechanism approved for Palm Jumeirah Master Community. The first of its kind.



Digitisation and Data Innovation

In 2025, Dubai Holding Community Management continued to strengthen the use of digital tools and data to support daily operations, sustainability monitoring and informed decision-making. Efforts focused on bringing information together, improving visibility and enabling teams to act on clear, reliable insight.

A unified digital data environment was established, consolidating information and dashboards from across departments and portfolios into a single platform. This allows teams across operations, sustainability, finance and customer experience to work from the same data, improving

coordination and consistency. Reporting capabilities were enhanced through the development and upgrade of dashboards covering key operational and sustainability areas. These dashboards provide visibility on performance, helping teams identify trends, address issues early and support evidence-based decisions. Data from asset management, fleet operations, customer services and sustainability tracking is now viewed in a more integrated way.

Digital solutions were also used to streamline selected processes, reducing manual effort and improving turnaround times. In parallel, live data from Dubai

Holding Community Management weather stations are now monitored to support operational planning and emergency readiness. Data quality reviews were conducted for customer and community records, supporting clearer communication, regulatory alignment and reliable reporting.

Underpinned by defined data governance and ownership arrangements, these initiatives enhance transparency, improve oversight and support more responsive and efficient community management, while establishing consistency, accuracy and confidence in sustainability and operational reporting.



30

dashboards launched to support teams



100%

migration of legacy systems' data into centralised platform

Real-time camera monitoring, fleet-tracking tools and continuous weather intelligence provides a centralised views of conditions across communities.



Planet

GRI 101, GRI 302, GRI 303, GRI 305, GRI 306

At Dubai Holding Community Management, we believe communities perform best when they operate in unity with the environment around them. We remain committed to reducing environmental impacts across the communities we manage and steadily improving the performance of buildings, infrastructure and shared spaces.

Our approach aligns with the UAE's Net Zero by 2050 ambition and related national sustainability agendas, with a focus on practical delivery, measurable outcomes and long-term resilience. Across the Planet pillar, we prioritise reducing resource intensity, lowering emissions and enhancing natural capital through operational efficiency, circular resource use and nature-based solutions. Supported by data-driven monitoring, informed decision-making and resident engagement, this integrated approach enables environmentally responsible communities that are resilient and prepared for the future.



Carbon Management

At Dubai Holding Community Management, we align our emissions tracking with the Group-wide framework guided by the Greenhouse Gas (GHG) Protocol. Emissions are categorised into Scope 1, Scope 2 and Scope 3 and are monitored and reported quarterly through the Group’s digital sustainability platform.

Scope 3 emissions represent the largest share of our operational footprint and are primarily associated with electricity and water consumption across the communities we manage. Our approach to managing these impacts is closely linked to the operational efficiency initiatives outlined in the Energy Management and Water Management sections of this report. In parallel, we support the Group’s data governance protocols to deliver consistency, accuracy and regulatory readiness, particularly in response to the UAE’s national GHG measurement, reporting and verification requirements issued by the Ministry of Climate Change and Environment (MOCCAE). These disclosures play an important role in helping the UAE track national emissions and monitor progress towards its climate goals.

Scope 1 emissions are limited to fuel consumption from our operational vehicle fleet. Building on the conscious transition undertaken in the previous year, 44% of the fleet now comprises electric vehicles. As a result, an estimated 91.5 tCO₂e of

emissions were avoided. This outcome highlights the role of fleet electrification as an effective and scalable lever for reducing operational emissions, while delivering efficiency gains and lower fuel costs across day-to-day activities.

To support emissions reduction beyond direct operations, Dubai Holding Community Management enabled sustainable mobility within managed communities through targeted infrastructure partnerships. Fixed electric vehicle charging stations are being deployed in collaboration with Charge and Go, supported by Etisalat, at suitable locations across communities. In parallel, mobile electric vehicle charging solutions were introduced through Plus X Electric to serve buildings where electrical capacity constraints limit the installation of permanent chargers. These complementary approaches expand resident access to electric vehicle charging, reduce barriers to adoption and support emission reduction by enabling lower-carbon transport choices within residential communities.

Scope 2 emissions arise solely from electricity consumption at the Dubai Holding Community

Management Head Office and other site offices. During the year, targeted energy efficiency measures were implemented, such as the deployment of motion sensors, centralised cooling control and shutdown protocols after use.

Scope 3 emissions include indirect sources such as diesel use in backup generators, pumping stations and dewatering systems, refrigerant leakage from split-unit air conditioning and LPG consumption in boilers. Although these sources contribute a smaller share of total emissions, they are monitored and reported quarterly to ensure transparency and accuracy. Waste management is also a significant Scope 3 component across managed communities and is addressed in detail in the Waste Management section of this report (see pages 44 – 51).

By maintaining structured and consistent reporting across all emissions scopes, Dubai Holding Community Management contributes to Dubai Holding’s long-term decarbonisation pathway and supports the UAE’s Net Zero 2050 ambition through informed decision-making and aligned operational practices.

209 tCO₂e
Scope 1 Emissions

1020 tCO₂e
Scope 2 Emissions

“Electrifying 44% of our fleet while reducing 25% of fuel powered vehicles was a practical initiative taken by corporate services to achieve operational efficiencies and align our operations with the UAE’s green mobility goals and Dubai Holding Community Management’s broader sustainability commitments to emissions reduction.” – **Najat Ahmad Abdulla, Executive Director of Corporate Services**



Energy Consumption

Operational Efficiency and Optimisation

Energy management at Dubai Holding Community Management focuses on improving the efficiency of building systems and shared infrastructure across the communities it manages. In 2025, this included lighting upgrades, cooling system optimisation and improved control of auxiliary systems as part of routine operations and targeted efficiency works.

Key initiatives included LED retrofits across multiple communities, the installation of motion sensors and dimmable lighting, and the replacement of outdated streetlights and lift lobby fixtures at Discovery Gardens, contributing to a 16% reduction in energy consumption between 2024 and 2025. Solar-powered benches and lighting were also introduced in selected communities, while participation in Earth Hour at District One saved 55 kWh of energy.

Cooling efficiency was enhanced through measures such as seasonal set point scheduling, pump sequencing verification and heat exchanger optimisation, with Bay Square achieving full cooling system efficiency compliance for the first time. Additional improvements, including demand-based fresh air handling controls at Masakin Al Furjan and better monitoring of irrigation and auxiliary systems, helped reduce energy use, lower costs and maintain operational reliability.



50%

reduction in cooling system efficiency costs (Delta T) at Bay Square from 2023 to 2025



15%

reduction in cooling energy consumption from 2024 to 2025 at Badrah Manara



16%

overall reduction in energy consumption between 2024 and 2025 at Discovery Gardens



“Our focused optimisation initiatives at Discovery Gardens, enabled by strong collaboration with service providers, have delivered significant energy and cost reductions, demonstrating our commitment to sustainable communities and continuous environmental progress.” – **Mizar Ghoujal, Community Operations Manager**



Smart Technology and Governance

Alongside physical upgrades and operational controls, smart energy systems played an increasingly important role in improving performance oversight and decision-making. At Business Bay Executive Towers, an advanced IoT-enabled building management platform was implemented to strengthen real-time monitoring of energy use across building systems such as HVAC and electrical infrastructure. The system provides continuous visibility of consumption patterns, flags inefficiencies as they occur and

supports proactive optimisation through data-driven insight. By enabling earlier intervention, predictive maintenance and more informed operational adjustments, this approach enhances energy efficiency, reduces operating costs and contributes to lower associated carbon emissions, maintaining occupant comfort across complex residential and mixed-use environments.

These initiatives are brought together through a structured Energy Management Framework. In 2025, Dubai Holding Community

Management achieved ISO 50001 certification for Energy Management Systems, providing a consistent approach to monitoring performance, reviewing outcomes and prioritising improvement actions across the portfolio. By aligning operational controls, data-driven insight and continuous improvement processes, the framework reinforces how individual efficiency measures contribute to sustained performance improvement across communities.



AI-based energy systems deployed at Business Bay Executive Towers



ISO 50001 Energy Management System Certification achieved

“At Business Bay Executive Towers, the deployment of an IoT-enabled building platform aims to strengthen energy management through real-time monitoring, performance analytics and automated reporting. This will improve operational control, enable predictive maintenance and support energy efficiency and occupant comfort, while reducing downtime and associated costs.” – Hariharan Arumugam, Senior Manager of Community Operations



Waste Management

Community Waste Optimisation

Waste management was identified as a priority focus area for Dubai Holding Community Management during the year, recognising both its environmental impact and its potential value within a circular economy. Our approach is centred on treating waste as a recoverable resource, while acknowledging the practical constraints of residential infrastructure and the importance of resident participation.

Each residential community was encouraged to explore quick win initiatives suited to its specific layout and operating conditions. To support this, the Sustainability team conducted operational site visits, assessing existing infrastructure, identifying constraints and working with operations to develop realistic, site-specific solutions. This process recognised that no two buildings or communities’ function in the same way and waste solutions must be adapted accordingly.

At Jumeirah Beach Residences, for example, the size of waste

rooms and the presence of a single chute limited the feasibility of source segregation within service areas. As a response, a door-to-door recycling programme was introduced, providing interested residents with separate recycling bags, which are collected once filled. In other locations, physical infrastructure enhancements were prioritised, with additional recycling facilities introduced to communities such as Nikki Beach and City Walk. Where infrastructure already existed but was underutilised, targeted communication and signage were deployed, including at Central Park and Port De La Mer, to improve the correct use of designated recycling chutes and encourage better segregation at source.

Beyond conventional recyclables, efforts were also made to address commonly overlooked waste streams. E-waste collection bins were introduced at Business Bay Executive Towers to support responsible disposal of electronic items. The community also launched a book recycling

campaign following the academic year, resulting in the collection of approximately 80 kg of books for reuse and recycling.

Operational capability was strengthened through targeted training and service provider engagement. A total of 44 employees received training on sustainable waste management practices, while close collaboration with waste service providers focused on improving source segregation outcomes and strengthening data reporting processes. Together, these actions contributed to improved waste handling practices across communities.

As a result of these combined efforts, Dubai Holding Community Management achieved a diversion rate of 61.6% and a recycling rate of 9.6% during 2025, reflecting measurable progress driven by improved segregation, increased awareness among operational teams and stronger coordination with service providers.



“Across our communities, we are strengthening recycling through clearer targets, improved reporting and practical innovation that supports everyday operations.” - Mufeed Shaikh, Assistant Manager Sustainability



Academic year book recycling campaign collected ~80 kg of books



44 employees trained on sustainable waste management practices

Metric tonnes

245,634

Total waste generated

23,554

Total waste recycled

151,225

Total waste diverted from landfill

61.6%

Diversion rate

9.6%

Recycling rate



Circular Systems and Partnerships

In alignment with the UAE's circular economy ambitions, Dubai Holding Community Management signed a pledge with the Ministry of Climate Change and Environment (MOCCAEE) to participate in the national Extended Producer Responsibility (EPR) pilot programme. Existing recycling infrastructure, including reverse vending machines and incentive-based schemes, provide valuable insight into resident behaviour and operational challenges, positioning Dubai Holding Community Management's communities as practical testbeds for wider EPR implementation.

To provide a clear foundation for future action, the Integrated

Sustainable Waste Management Plan conducted in 2024 and 2025 was updated to reflect the expanded portfolio following the merger. The revised plan consolidates waste data across all properties, establishes baseline profiles, assesses recovery and diversion potential and identifies intervention pathways supported by cost-benefit and feasibility analysis. This work sets a structured direction for long-term waste minimisation and circular economy outcomes across the communities we manage.

To strengthen the management of bulky and scrap waste streams generated across communities, Dubai Holding Community

Management also streamlined disposal and recovery processes through a formalised partnership with Emirates Auction. Under the new approach, eligible scrap materials are channelled directly through a single auction platform, replacing the previous multi-vendor selection process. This enhancement improves transparency and shortens turnaround times, allowing operational teams access to a wider range of supporting services. By simplifying workflows and improving traceability, the initiative supports responsible material recovery and reinforces a more structured, circular approach to waste handling across communities.



Participation in national EPR pilot programme with the Ministry of Climate Change and Environment



“At Dubai Holding Community Management, sustainable waste management is part of how we work every day. By reducing waste, improving recycling and working closely with our service providers and communities, we aim to lower our environmental impact and support a more sustainable future.” – **Saeed Fairouz, Senior Manager of Soft Services**



Workplace Initiatives

Alongside community initiatives, Dubai Holding Community Management focused on reinforcing a culture of responsible consumption within its own operations. As part of the move away from single use plastic bottles, glass bottles were introduced for visitors and in meeting rooms and separated after use in designated store rooms for direct recycling

collection. Water dispensers connected directly to the building's water supply were also deployed, eliminating the need for bottled water altogether. As a result, approximately 17,700 plastic water bottles were avoided during the year and 830 kg of glass was collected and recycled. To encourage everyday segregation, four recycling bins were introduced

within the corporate office and head office. In addition, used coffee grounds were recycled through the Nespresso recycling programme, with 75 kg diverted from general waste. Together, these measures demonstrate how operational waste reduction and circular practices can be embedded within workplace settings.



830 kg

of glass recycled across the year



17,773

plastic water bottles avoided during the year for office employee use



75 kg

of coffee grounds diverted from general waste



Food Waste Recycling

Food waste is one of the most pressing challenges within sustainable waste management owing to its environmental, economic and operational impacts. In the UAE, around 40% of food is wasted each year, at an estimated cost of AED 6 billion annually, according to data published by the National Food Loss and Waste Initiative (Ne'ma). When sent to landfill, food waste generates harmful methane emissions and contaminates recyclable materials, thereby undermining overall waste recovery efforts.

In response, Dubai Holding Community Management, in partnership with Dubai Holding, launched food waste recycling pilots focused on source segregation and local reuse. Food waste was collected separately at source and processed by The Waste Lab, a women-owned, Dubai-based, impact-driven startup. Collected material was segregated and converted into

compost, which was then reused within community landscaping, closing the loop between waste generation and resource recovery. Through this programme, 4.1 tonnes of food waste were diverted from landfill during the year, avoiding associated emissions and disposal impacts.

The pilot was implemented across two distinct community typologies. At Al Furjan community, 50 villas were selected and provided dedicated food waste bins for household segregation. Initial challenges related to participation and contamination were addressed through targeted resident engagement, including focused email communication, data-led follow up based on villa-level usage insight provided by The Waste Lab and direct outreach through the Dubai Holding Community Management Customer Engagement Centre and door-to-door awareness campaigns.

At Masakin Al Furjan, a vertical residential community, a dual collection approach was adopted. Centralised food waste bins were placed in common areas, alongside a door-to-door model in one residential block where households were provided with food waste tubs that were collected and replaced. This approach achieved strong participation from the outset, with low contamination levels and consistent use by residents.

To reinforce awareness and long-term behaviour change, The Waste Lab conducted on-site workshops within the communities and participated in Dubai Holding Community Management's World Sustainability Day events, engaging residents on composting and its role in improving soil health and reducing landfill waste.

Building on the success of the pilot, a decision was taken to scale the programme to 241 villas at Al Furjan and to continue the initiative at Masakin Al Furjan in 2026.



3,251 kg

CO2 emissions avoided through composting



4

communication channels used for resident engagement



4.1 tonnes

of food waste diverted from landfill



Water Stewardship

Water management at Dubai Holding Community Management focuses on reducing losses, improving operational control and expanding the use of treated sewage effluent water across the communities we manage. Given the scale of shared infrastructure and landscaped areas, priority is placed on early detection, system reliability and circular water practices.

At Discovery Gardens, an advanced leak detection assembly was installed to track real-time flow and flag abnormal usage such as leaks or blockages, allowing affected zones to be isolated quickly. Similar systems were deployed at the District One Crystal Lagoon to monitor pump rooms and critical assets, providing continuous alerts and enabling rapid intervention. These measures help prevent prolonged leaks, reduce water and energy waste

and protect infrastructure from damage. Targeted pilots were also implemented to reduce potable water use in routine activities. A water-efficient car wash solution was introduced at the Dubai Holding Community Management Head Office as a controlled pilot, using significantly less water per vehicle than conventional washing methods through its eco-conscious, waterless technology. In 2025, this initiative resulted in savings of approximately 110,100 litres of water, demonstrating the potential of low water alternatives for operational use.

In parallel, water efficiency was enhanced within community facilities, with water aerators installed across 127 washbasin mixers in common area washrooms at Mudon, reducing consumption while maintaining user comfort.

At a larger scale, treated sewage effluent forms a central pillar of Dubai Holding Community Management’s water strategy. The sewage treatment plant serving Dubai Islands and adjacent communities supplies approximately 530,000m³ of treated water each year for landscaping and other non-potable uses, offsetting potable water consumption and eliminating around 26,500 tanker trips. These circular water practices are supported by energy optimisation and powered by renewable energy and smart monitoring. Together, this integrated approach strengthens long-term water resilience by delivering measurable environmental and cost outcomes.



530,000m³

per year of treated sewage effluent reused at Dubai Islands STP



26,500

tanker trips per year eliminated through operations at the Dubai Islands STP



110,100

litres of water saved in 2025 through water-efficient car wash solution



Sustainable Design and Climate Resilience

As community managers, we help protect the original intent of each development by keeping its built environment safe, functional and comfortable over time. This includes upgrading ageing infrastructure using methods that reduce disruption and strengthen long-term performance.

As part of infrastructure renewal works at Dubai Science Park, Dubai Holding Community Management adopted an innovative approach to road rectification that prioritised material reuse, operational efficiency and reduced environmental impact. The intervention addressed deterioration across approximately 2,000 m of internal roads, where surface damage had developed over time as a result of traffic loads and environmental exposure.

Rather than undertaking conventional full reconstruction, which typically involves removal, disposal and replacement of existing materials, a cold in place full-depth recycling method was implemented. This approach enabled the existing asphalt

and underlying base layers to be rehabilitated and strengthened directly on site, extending asset life, significantly reducing waste generation and the demand for new raw materials.

Through this method, approximately 16,000 tonnes of existing road base material were reused in situ, eliminating off-site disposal and reducing transport requirements. Construction duration was reduced by approximately 50%, with works completed within 21 days, minimising disruption to road users and surrounding operations. The reduced reliance on material haulage also avoided an estimated 400 truck trips, contributing to lower emissions and improved site safety.

In addition to environmental benefits, the approach delivered strong financial efficiencies. Overall project costs were reduced by approximately 41%, resulting in savings of over AED 1.4 million when compared to traditional rectification methods.

This initiative demonstrates how innovative rectification techniques can be applied within existing communities to enhance asset performance, extend infrastructure lifespan and deliver circular economy outcomes without the need for resource-intensive reconstruction.

Dubai Holding Community Management is also aiming to strengthen its approach to climate resilience, recognising it as a critical pillar of long-term sustainability. The UAE faces rising risks from climate change, including sea level rise, extreme heat and water scarcity. Many of our communities, particularly those located along the waterfront, require proactive planning to mitigate these evolving risks. The increasing frequency of heatwaves necessitates adaptive measures to ensure the comfort and safety of our residents. In parallel, our approach to climate resilience also extends to emergency readiness and rain mitigation across communities.



~16,000

tonnes of material recycled on site



~400

heavy vehicle trips avoided



50%

reduction in construction programme duration, with delivery in 21 days



41%

cost savings versus conventional methods



AED 1.4 m

total savings achieved



Natural capital

Our approach to natural capital focuses on balancing resident comfort and operational efficiency while safeguarding ecosystem health. This includes adopting nature-based solutions, enhancing biodiversity and strengthening everyday connections between communities and their natural surroundings.

Across communities, ecological pest and wildlife management practices were prioritised as alternatives to conventional control methods. At the Jumeirah district and Madinat Jumeirah Living, falconry was introduced as a natural approach to bird control, helping manage populations and avoiding harmful deterrents. At Jumeirah Islands, lake ecosystems were supported using insect growth regulators, which form part of an integrated pest management approach, safely interrupting insect life cycles. An initiative was done to introduce Gambusia fish to naturally control mosquitoes and maintain balanced aquatic environments.

Algae management formed a key focus area at Palm Jumeirah, where seasonal algae blooms occur as a recurring environmental phenomenon. Rather than relying on chemical treatments, Dubai Holding Community Management pursued nature-based and innovation-based pilots to find the best approach. This approach encompassed pump systems to prevent stagnation, nanobubble technology to enhance oxygenation and the application of mud balls containing effective microorganisms. In parallel, recycling trials were conducted with Refarm and The Waste Lab to assess whether harvested algae could be converted into compost or soil enhancers. The first compost sample was successfully produced in partnership with Refarm. This work reflects an effort to transform a recurring environmental challenge into a regenerative resource.

Nature-based enhancements were also applied within built environments. A green wall was installed at Vision Tower, incorporating plant species such as Chinese Evergreen, Pothos and Heartleaf philodendron to improve

indoor air quality and enhance shared spaces. At the Dubai Holding Community Management Head Office, biophilic design was strengthened through the introduction of 70+ indoor plants. At Jumeirah Beach Residences, artificial turf was removed at plaza level and replaced with native species.

At Central Park, City Walk, indigenous plant species such as Aerva Javanica and Tephrosia were introduced owing to their adaptability to local conditions, resulting in an approximate 15–20% reduction in irrigation water consumption, supporting biodiversity and long-term operational efficiency.

Together, these initiatives reflect an integrated approach to natural capital management, where ecosystem health, operational needs and resident experience are addressed collectively to create greener, healthier and more resilient communities.

Ecological management



Falconry introduced for natural bird control at Jumeirah district and MJL



Gambusia fish introduced in Jumeirah Islands lakes



Nature-based algae management pilots implemented at Palm Jumeirah



70+ indoor plants introduced at Dubai Holding Community Management Head Office



Indigenous planting at City Walk achieving 15–20% reduction in irrigation use

“From sea to soil, our collected algae is reborn as compost, closing the sustainability loop in a community shaped like a palm. We strive to embed sustainability into our daily operations, ensuring it is actively owned, delivered and continuously enhanced by our teams on the ground.” – Adel Michael Ghasan, Director of Community Operations



Community Planting and Shared Green Spaces

Community planting initiatives play an important role in connecting residents with nature and fostering a sense of belonging. Watching plants and produce grow within shared spaces helps build environmental awareness and encourages collective stewardship.

To further demonstrate circularity in action, a community fruit and vegetable garden was introduced in Al Furjan near the participating villas in partnership with Myfarm Dubai. Supported by compost generated through the programme, the garden has flourished and now produces basil, Moroccan mint, banana, mango, okra and lemon, reinforcing

the connection between food waste reduction, local reuse and community living.

At Bluewaters, a community vegetable plantation was established, cultivating seasonal produce such as tomato, brinjal, okra, chilli, spinach, coriander and cucumber. Supported by organic soil improvement and an efficient irrigation, the initiative enhanced site greenery and encouraged resident participation. In Remraam, a community farm programme invited residents to take ownership of small planting plots, growing plants under their own names and directly contributing to shared garden spaces.

Similar planting initiatives support landscaped areas across Al Furjan, Discovery Gardens and Jumeirah Heights, reinforcing the integration of nature into everyday community life.



29
unique plant species at the Al Furjan Community Garden



PEOPLE AND CULTURE

GRI 401, GRI 403, GRI 413

At Dubai Holding Community Management, people are at the heart of the communities we manage. This includes the employees who deliver services every day and the residents whose interactions, traditions and shared spaces bring our neighbourhoods to life. Creating environments where people feel supported, connected and valued is essential to building strong and resilient communities.

In 2025, recognised as the UAE Year of Community, our focus on people and culture deepened. Community wellbeing remained a key priority, with initiatives and events designed to encourage participation, celebrate cultural diversity and strengthen everyday connections between neighbours. These efforts supported a sense of belonging while contributing to safer, more inclusive living environments.

Our approach is rooted in listening and engagement. Through ongoing feedback and regular interaction with residents and stakeholders, we continue to refine programmes and services to reflect evolving needs and expectations across our communities.

Looking ahead, we remain committed to fostering communities where wellbeing, inclusivity and opportunity are embedded in daily life, ensuring that people continue to shape, and remain at the heart of, everything we do.



Health, Safety and Worker Welfare

Protecting the health, safety and wellbeing of everyone working and living within our communities remains a core responsibility at Dubai Holding Community Management. Our approach extends beyond compliance, focusing on prevention, preparedness and creating environments where people feel safe, supported and cared for.

During the year, targeted initiatives were delivered to address occupational health risks and promote safer working practices. The Beat the Heat campaign was rolled out for service providers during the summer months, reinforcing safe work protocols in extreme temperatures. Insulated water bottles and food containers were distributed to encourage hydration and food safety at worksites, supporting frontline workers during peak heat conditions.

Our commitment to safe and healthy environments was further demonstrated through the achievement of WELL Health and Safety Rating certification for 589 buildings. The certification reflects strong operational policies, maintenance practices and stakeholder engagement aimed at

creating safer, healthier spaces for occupants across communities. Emergency preparedness and community engagement remained a priority. Emergency drills were conducted in collaboration with Dubai Civil Defence and residents, strengthening response readiness and reinforcing a shared responsibility for safety within communities.

Worker wellbeing was supported through a range of physical and mental health initiatives. Recognising the growing importance of psychological wellbeing at work, Dubai Holding Community Management successfully trained and certified 15 employees as Mental Health First Aiders. This programme supports early identification of mental health concerns, encourages open conversations and provides a trusted first point of contact, contributing to a more supportive and resilient workplace culture. As part of its ongoing focus on preventive health and wellbeing, Dubai Holding Community Management marked Pink October with a breast cancer awareness and screening initiative for employees. The programme combined awareness sessions on early detection with on-site

clinical screenings and health consultations, reinforcing the importance of early intervention and informed health choices. In parallel, Dubai Holding Community Management supported men's health through a Movember wellness workshop, focusing on early detection, preventive care and practical guidance to encourage informed health choices and open conversations around physical and mental wellbeing in the workplace. Dubai Holding Community Management also actively participated in the Dubai Fitness Challenge, encouraging movement and healthy habits through group activities, workplace initiatives and friendly team-based challenges.

To strengthen oversight and accountability, a dedicated Health and Safety digital portal and mobile application was introduced. The platform enables systematic recording, tracking and monitoring of inspections, audits, incidents, observations and contractor work permits, supporting a proactive and transparent approach to health and safety management across operations.

British Safety Council Five Star Audit achievement

Dubai Holding Community Management achieved a five-star grading in the British Safety Council Five Star Audit, scoring 92.4% on its first assessment. This independent audit evaluates health and safety management systems against internationally recognised best-practice criteria. Achieving

this rating reflects the strength of Dubai Holding Community Management's frameworks, processes and controls and reinforces our commitment to maintaining safe, compliant and well-managed environments for employees, service providers and residents.

Together, these efforts reinforce Dubai Holding Community Management's commitment to safeguarding people, promoting wellbeing and embedding health and safety into everyday operations across the communities we manage.



589

buildings received WELL Health and Safety Certification



5 Star

British Safety Council Five Star Audit



440+

participants for wellness and Development Club



Capacity building

At Dubai Holding Community Management, we recognise long-term sustainability and operational excellence depend on an engaged workforce equipped with the right skills, values and mindset. In 2025, strong emphasis was placed on learning, culture and employee experience to make sure sustainability principles, organisational values and professional development were embedded into everyday work.

Building Sustainability Awareness and Capability

Strengthening sustainability understanding across the organisation remained a key priority. A major highlight was the Sustainability Business Simulation, an immersive learning experience involving multiple participants who explored the complexities of managing a large-scale sustainability transformation. The simulation helped employees understand the interconnected nature of financial, environmental and social decisions, reinforcing sustainability as a strategic and operational consideration rather than a stand-alone topic.

The Sustainability Team also completed facilitator training through the 2tonnes programme, supporting broader employee awareness of long-term carbon reduction goals. In parallel, dedicated awareness sessions were delivered on sustainable waste and water management, alongside ISO 50001 Energy Management system awareness. Lead auditor training for ISO 50001 and ISO 14001 strengthened in-house technical capability and audit readiness. To broaden access to learning, two sustainability e-learning modules

were launched on Dubai Holding Community Management’s online learning platform, aligned with the Planet and People and Culture pillars of the Sustainability Strategy.

On World Sustainability Day, ecosystem terrariums were presented to senior management as a simple reminder of natural balance and long-term environmental responsibility.

Learning, Development and Inclusion

Dubai Holding Community Management continued to invest in employee development through a wide range of technical, behavioural and leadership-focused learning opportunities. These included presentation skills, change management, project management, leadership

development, Emirati Arabic lessons and several specialised training programmes delivered throughout the year.

Supporting UAE national development remained a key focus area. Coaching and mentoring sessions were delivered to strengthen

female leadership pathways, while the IDP UAEN initiative, which supports Individual Development Plans for UAE National employees, helped drive meaningful development conversations, engage Emirati employees, and reinforce personalised career development and progression.

“Sustainable organisations are built by people who feel valued and empowered. Through learning, engagement and continuous development, Dubai Holding Community Management strengthens its culture and elevates service excellence.” – Fatima Al Ali, Associate Director of Talent Management



Diversity, Inclusion and Wellbeing

Dubai Holding Community Management continued to strengthen the organisational culture for their 390 employees through initiatives that reinforce shared values, recognise performance and create meaningful connection across teams. The Values in Action Masterclass was delivered regularly throughout the year, bringing colleagues together to reflect on how Dubai Holding Community Management’s core values influence decision-making, teamwork and interactions with residents and stakeholders.

Our remuneration policy complies with UAE labour regulations and law, ensuring fair, equitable and performance-driven compensation practices across all employee levels.

Recognition programmes played an important role in reinforcing positive behaviours and service

excellence. The Inspire Awards celebrated individuals and teams across seven categories, recognising creativity, collaboration and impact. The year also marked the introduction of the Athar Awards, aligned with Dubai Holding’s Group-wide framework, recognising excellence across five categories, including top Emirati talent, high performers and Culture Champions. In addition, the WOW Cards initiative acknowledged everyday excellence, with 24 colleagues recognised for demonstrating exceptional commitment in their roles.

The employee onboarding journey was refreshed to create a more engaging first-day experience with curated welcome kits, fully prepared workstations and thoughtful gestures such as a bouquet delivered in person. Onboarding continues beyond day one through ongoing support and a structured orientation tour

held around one month after joining, where new colleagues visit key Dubai Holding Community Management-managed destinations like Palm Jumeirah and The View to better understand the scale of the communities to which they contribute.

Inspire Clubs and the Employee Experience programme further strengthened engagement through activities spanning wellness, sports, adventure and creative learning. In 2025, we achieved over 3,562 instances of colleague participation across 68 diverse employee engagement activities. By moving beyond day-to-day roles through fitness challenges and cultural exchanges, these cumulative touchpoints have been vital in fostering the social capital and morale necessary for our company’s long-term success.



Training and development

1,918	100%	9	26.74
hours Customer Centre Training hours	employees received regular performance and career development reviews	sustainability training and awareness sessions conducted	average training hours per employee per year

Diversity and Inclusion

31	29.23%	Over 24%
nationalities	of employees are women	of employees are Emiratis

Engagement and culture

68	3,562+	24
engagement activities delivered	instances of employee participation	WOW Card recipients recognised



Supporting Netball in the UAE

In 2025, Dubai Holding Community Management extended its commitment to inclusion and community wellbeing through its support of netball. As a sponsor and partner to the sport’s development in the UAE, Dubai Holding Community Management supported national-level competition, youth participation and team development in partnership with the UAE Netball Federation. This engagement reflects a broader belief that inclusive access to sport supports healthier lifestyles, inspires young people and helps build stronger, more connected communities.

Partnership with International Community Management Leader CAI

Dubai Holding Community Management has signed a Memorandum of Understanding (MoU) with the Community Associations Institute (CAI), a globally recognised organisation dedicated to promoting excellence in community management through education, credentialing and industry best practices. CAI is known worldwide for its rigorous training programmes and professional designations, including the Association Management

Specialist (AMS) and Professional Community Association Manager (PCAM) credentials. Through this collaboration, CAI will deliver a suite of core and advanced education courses for Dubai Holding Community Management employees, comprising the internationally recognised M-100: The Essentials of Community Association Management and a range of speciality programmes conducted virtually and in person. Dubai Holding Community Management will also encourage

employees and client communities to engage with CAI’s Middle East Chapter, supporting volunteer leadership, industry dialogue and participation. The partnership showcases Dubai Holding Community Management’s commitment to professional, high-standard community management, strengthening its position as a trusted, future-focused organisation dedicated to raising industry excellence.



“Through the Community and Volunteer Inspire Club, we aim to make volunteering part of our culture, not a one-off activity. By creating inclusive moments of service that colleagues can share with one another and with their families, we strengthen connection, purpose and a collective sense of responsibility.” – **Shehnas Mattil, Associate Director of Health and Safety**



Community Wellbeing

In 2025, Dubai Holding Community Management continued to enhance resident engagement through a thoughtfully curated calendar of community events and activations.

These initiatives contributed to reinforcing community connections, encouraging inclusivity and supporting sustainable, healthy living across

our portfolios. The range and impact of events delivered throughout the year reflect our ongoing commitment to nurturing vibrant, connected and forward-looking communities.

World Sustainability Day events were held across our communities, which included planting activities and upcycling workshops. These workshops encouraged families

and children to creatively reuse old newspapers to make decorative bowls, promoting responsible consumption and environmental awareness through hands-on activities. The workshops received strong participation across communities and helped embed sustainability concepts in a fun, interactive and accessible way.



11
upcycling workshops conducted



600+
residents engaged



300+
social and festive events conducted



Resident Engagement

Meaningful engagement with residents is central to how Dubai Holding Community Management delivers services and supports everyday community living. In 2025, our focus was on clear communication, responsive service and accessible engagement channels that help residents stay informed, feel heard and participate actively in their communities.

Communication and Awareness

A structured, multi-channel communication approach was used to ensure residents received timely, relevant and easy-to-understand information. Over 2,200 outbound communications were delivered through SMS, WhatsApp, emails, newsletters and digital notices, supporting transparency and reducing information gaps. In parallel, 201 digital community newsletters were issued, sharing updates on services, seasonal safety, events and initiatives that affect daily life.

On-ground communication was strengthened through the installation of 633 digital screens across lobbies, elevators and common areas, allowing important messages and advisories to be shared in real time. Targeted awareness campaigns addressed everyday community matters and safety topics such as waste disposal, balcony and pet etiquette, holiday safety, rain preparedness and fire safety. Together, these initiatives supported responsible living and contributed to safer, more

harmonious communities. Transparency around service fees and community planning was reinforced through the issuance of Community Service Fee Infopacks to 117 communities, providing clear insight into fee utilisation, delivered services and planned initiatives. Community Living Guides were also distributed to newly handed-over communities, helping residents settle in smoothly by providing practical information on facilities, contacts and community guidelines.

Customer Service and Frontline Engagement

Resident feedback continued to guide service improvement through structured engagement platforms. In 2025, 181 focus groups and owners' committee meetings were held, enabling residents to raise concerns, share ideas and directly collaborate with the management. These forums play a critical role in aligning operational priorities with community needs.

Customer Engagement and Customer Experience teams supported residents through a responsive, omni-channel service model. Customer engagement and customer experience teams handled 947,453 interactions in 2025 across calls, emails, walk-ins and social media engagements. Service quality remained strong, supported by ongoing training, onboarding and performance development for customer-facing teams, including workshops for

security employees and frontline colleagues.

Accessibility was enhanced through the opening of five Customer Engagement Centres across key communities and the activation of concierge services in selected locations, ensuring that residents have convenient, personal support close to where they live.

“What began as a passion has grown into making a lasting impact as a certified facilitator. I believe that changing society starts with consistent influence and organisational leadership that values sustainability. One of the most rewarding things of each training is seeing participants follow up and actively work to make a difference.”
– Muna Al Jasmi, Assistant Manager Sustainability



Community Wellbeing

Social

Social cohesion was strengthened through a variety of community-focused events. Activities such as Arts and Crafts Fiesta, Movie Under the Stars, Pets' Day Out and Farmers' Markets encouraged residents to engage with one another, fostering a welcoming and connected neighbourhood environment.



Wellbeing

Wellbeing remained a key pillar of our community initiatives, with events such as the Pink October Wellness Caravans, Dubai Fitness Challenge and Champions' Day promoting healthy living. These activities encouraged residents to prioritise their physical and mental health through active participation.



Festive

Festive occasions were celebrated across our communities, creating joyful experiences that brought residents together. Events including Halloween celebrations, Winter Festive Carnivals and a New Year's Celebration enhanced community spirit and created memorable moments for families and individuals alike.



Educational

Educational engagement was nurtured through initiatives designed to inspire learning among young residents. The Kids' Science Fair offered a platform for children to explore scientific concepts in an engaging and interactive manner, fostering curiosity and creativity.



Cultural

Cultural diversity was embraced and celebrated through a series of community events. Celebrations such as Hag al Leila, Ramadan Table gatherings and Community Markets provided opportunities for residents to share traditions and build cultural understanding within the community.



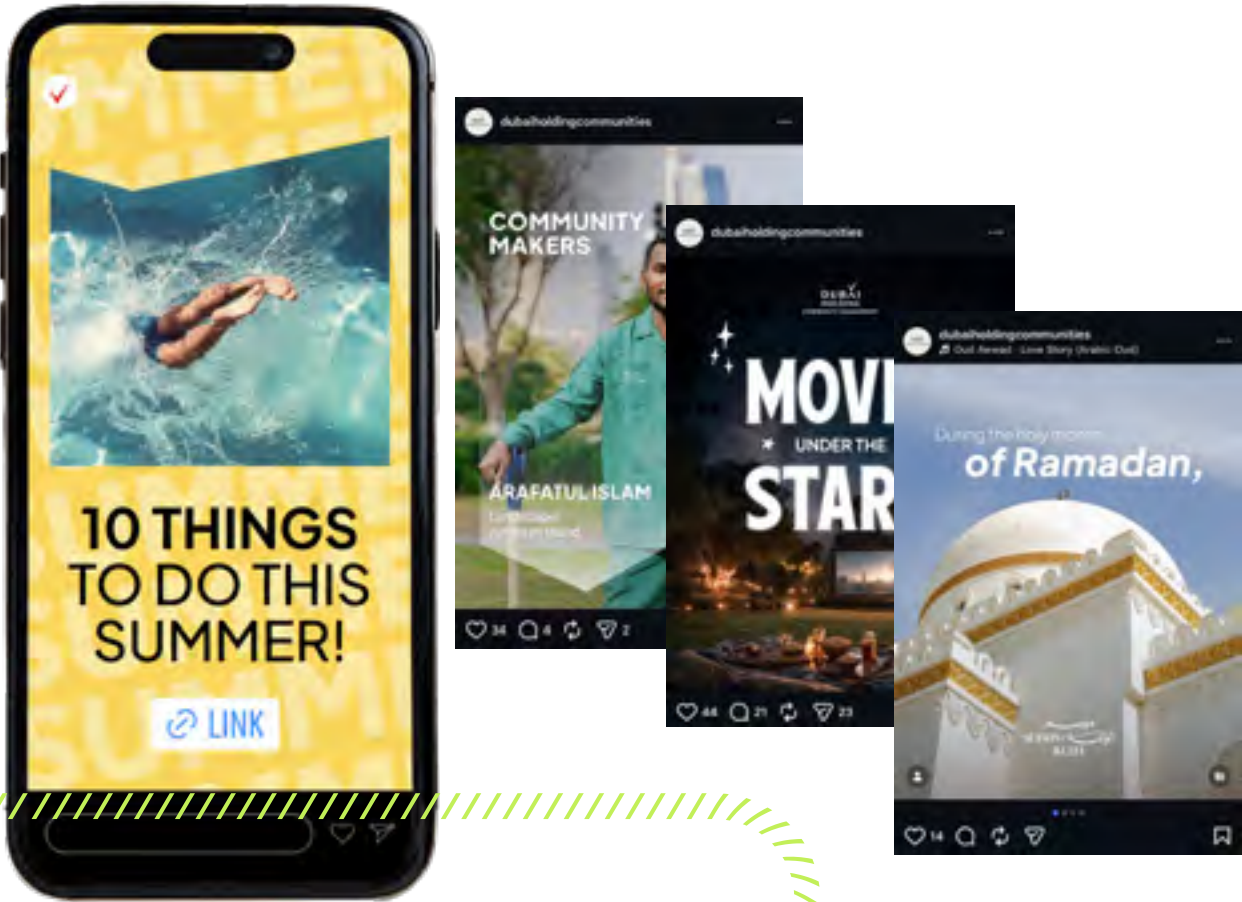
Digital Channels and Community Storytelling

Digital platforms were increasingly used to enhance resident experience by simplifying access to information and encouraging participation. A consolidated Dubai Holding Community Management website now serves as a central point for residents to find updates, guidance and community information, while social media channels were used to share service updates, safety messages, community stories and educational content.

Resident-led storytelling and testimonials captured authentic everyday experiences during community events, helping reflect the diversity and character of Dubai Holding Community Management communities. Educational digital content, such as the “What is Community Management?” series, was used to explain processes and roles in a simple and transparent way, supporting better understanding and trust.

Seasonal and cultural engagement initiatives encouraged participation and interaction, reinforcing a sense of belonging and shared identity across communities.

Together, these engagement efforts strengthened communication, improved service accessibility and supported a more connected, informed and responsive community experience across Dubai Holding Community Management’s portfolio.



2,200+ outbound communications delivered across SMS, WhatsApp, emails and digital notices

201 digital community newsletters issued

633 digital screens installed across lobbies, elevators and common areas

10 targeted community awareness campaigns delivered

117 Community Service Fee Infopacks issued

181 focus groups and owners’ committee meetings conducted

163 training sessions delivered to support service quality

832 attendees across resident and stakeholder training sessions

947,453 interactions in 2025 across calls, emails, walk-ins, and social media engagements

<2 days average service request resolution time

93% Contact Centre quality score

Five Customer Engagement Centres opened

Concierge services activated across four key communities

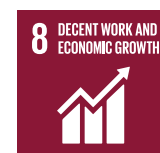
RESPONSIBLE SUPPLY CHAIN

GRI 204

A resilient and responsible supply chain is essential to the effective management of communities. It underpins service continuity, risk management and long-term value creation, directly influencing the quality, safety and sustainability of everyday operations.

In 2025, our focus under the Responsible Supply Chain pillar expanded beyond compliance to place greater emphasis on collaboration and capability-building across the community management ecosystem. Service providers play a critical role in delivering essential services across our communities and strengthening these partnerships remains central to how we operate.

We require all suppliers to adhere to Dubai Holding's Supplier Code of Conduct, which sets clear expectations on ethical behaviour, labour practices, environmental responsibility and legal compliance. The code applies to all third parties providing goods or services and reinforces consistent standards across the value chain.



Supporting Sustainable and Ethical Supply Chains

Supporting sustainable and ethical supply chains is a core part of Dubai Holding Community Management's commitment to responsible community management. Beyond facilitating the continuity of essential services, our approach focuses on strengthening partnerships, supporting local capability and enabling shared value across the community management ecosystem.

Dubai Holding Community Management actively prioritises local sourcing and seeks partnerships with small and medium-sized enterprises (SME) wherever feasible. Working with local partners supports the regional economy, shortens supply chains and enables practical, community-specific solutions. Examples include collaborations with The Waste Lab and My Farm for food waste recycling and community organic gardens (learn more on page 50), Refarm for algae recycling trials (learn more on page 56) and Replate for food rescue initiatives supporting philanthropic outcomes. In addition, Dubai Holding Community Management was also the official sustainability partner for Down to Earth by Jameel Arts centre, which is its annual eco-art festival that showcased local environmental brands through its marketplace (learn more on page 88).

Circular economy practices were advanced through collaboration with Palmade, which collected 14 tonnes of green waste from Dubai Holding Community Management-managed communities. This material is converted into eco-friendly cutlery, reducing landfill waste and supporting circular material use. The cutlery is subsequently utilised across select Jumeirah brands, creating a closed-loop partnership that benefits both Dubai Holding Community Management communities and the wider Dubai Holding ecosystem.

At scale, Dubai Holding Community Management also leveraged its portfolio size to structure a global total facilities management and waste management tender. By aggregating requirements across communities, the tender creates long-term certainty for service providers and enables them to propose enhanced solutions for waste diversion, recycling and facility management. This approach supports operational efficiency, encourages investment in improved infrastructure and enables more ambitious sustainability and operational outcomes through collaborative, value-driven partnerships.

As a subsidiary of Dubai Holding, Dubai Holding Community Management aligns its procurement and supplier engagement practices with the Group's Governance Framework where sustainability considerations are embedded into procurement decision-making through the Supplier Code of Conduct, responsible sourcing policies, ESG tender requirements and the inclusion of environmental and social performance evaluation alongside cost and quality.

In line with the Group's approach, Dubai Holding Community Management benefits from supplier sustainability assessments conducted through EcoVadis, supporting transparency, accountability and continuous improvement across the supply chain. Together, these measures strengthen supplier relationships, uplift industry practices and support the delivery of safe, ethical and sustainable services across the communities we manage.

"As Chair of the Tender Committee, I focus on procurement decisions that reduce risk and strengthen supplier performance. Strong due diligence, clear contractual expectations and ethical sourcing practices help ensure our partners deliver consistently and responsibly across the communities we manage." – **Saeed Al Muhairy, Chair of the Tender Committee**



Service Excellence Awards

Dubai Holding Community Management hosted its inaugural Service Excellence Awards 2025, celebrating the dedication, innovation and service quality of partners across the communities it manages. A total of 77 nominations from 45 companies were reviewed and 13 awards were presented across six categories: sustainability, safety, facilities management, innovation, marketing and customer experience.

Entries were evaluated by an internal and external jury against three criteria - rationale, implementation and impact - with a strong emphasis

on measurable results. The Sustainability category recognised initiatives that delivered clear environmental benefits and aligned with Dubai Holding's sustainability priorities.

Imdaad received Sustainability Initiative of the Year and Best Waste Management Company of the Year for its Tahfeez digital waste accountability programme. Using smart tags and GPS technology to track waste collection in real time, Tahfeez reduced general waste, improved recycling and lowered emissions from collection activities. It has set a new benchmark for data-driven waste management across

Dubai communities. RBT Collective earned Best CSR Initiative of the Year for No Time to Waste, a technology-enabled food rescue programme (Learn more on page 50).

These awards highlight the importance of strong partnerships in achieving measurable environmental and social impact across communities managed by Dubai Holding Community Management and reflect Dubai Holding's commitment to enabling responsible, high-performing service delivery.

Industry Advocacy and Knowledge Exchange

Dubai Holding Community Management was the Visionary Partner of the World Realty Congress 2025, contributing strategic insight and operational expertise that enriched global discussions on the future of community living. Across the five-day programme, Dubai Holding Community Management participated in high-level sessions that underscored its leadership in shaping sustainable, connected and resident-centred communities.

As part of this engagement, Dubai Holding Community Management supported structured dialogue and delivered practical masterclasses focused on modern community management, including the role of data, resident experience and storytelling in shaping connected, people-centred communities.

A key highlight was the Dubai Holding Community Management Community Tour, during which delegates visited City Walk, Palm Jumeirah and Bluewaters

to gain first-hand insight into Dubai Holding Community Management's systems, innovations and people-first approach to community excellence.

Through this approach, Dubai Holding Community Management seeks to support the broader community management industry by sharing applied insight, encouraging professional learning and contributing to the evolution of service standards across the sector.



PHILANTHROPY

GRI 413

Dubai Holding Community Management is committed to creating stronger, more sustainable communities through targeted philanthropic initiatives. By working closely with our residents and partners, we aim to foster a positive social impact, strengthen community bonds and inspire a culture of shared responsibility.

In 2025, Dubai Holding Community Management initiatives were formally aligned with Dubai Holding's broader philanthropy strategy, focused on building resilient, empowered and thriving communities in harmony with nature. Guided by this framework, leveraging the strength of our diverse portfolio and the trust of residents, we are uniquely positioned to embed sustainability and social responsibility into the heart of everyday community life.



Gift It Forward

In Ramadan 2025, we proudly supported Gift It Forward, Dubai Holding’s award-winning Ramadan initiative that repurposes surplus items into meaningful gifts for low-income communities. Reflecting the UAE’s Year of Community, the 2025 edition expanded significantly, reaching more than 16,000 beneficiaries through 27 market-style volunteer events across 16 locations. The campaign extends the lifecycle of new, unused inventory donated by Dubai Holding businesses and partner organisations, demonstrating our commitment to responsible resource use and circularity.

More than 316,000 new items were distributed, containing clothing, personal goods, household items

and toys. Beneficiaries such as single mothers, taxi drivers, students and blue-collar workers were welcomed into immersive pop-up marketplaces designed to offer dignity, choice and a more personal experience. Instead of pre-packed donations, individuals selected items according to their needs, creating a respectful and empowering approach to giving.

The initiative mobilised more than 1,500 volunteers from Dubai Holding and partner organisations. Alongside the markets, volunteers participated in interactive sustainability sessions that strengthened understanding of responsible consumption and circular practices.

Gift It Forward was delivered in partnership with the Community Development Authority and DHL Global Forwarding, together with more than 25 donor, outreach and execution partners. The programme diverted 85 tonnes of material from potentially ending up in landfill by redistributing new goods to low-income communities across the UAE. By combining circularity with compassion, Gift It Forward shows how surplus resources can be transformed into meaningful social impact, reinforcing Dubai Holding’s values of sustainability, community and collective action.

16,000+

beneficiaries reached

27

market-style volunteer events delivered

11

locations across the UAE

1,500+

volunteers mobilised

315,000

new, unused items redistributed

85 tonnes

potential landfill waste avoided

Supported by 25+

donor, outreach and execution partners



Collaboration for Community Welfare

Dubai Holding Community Management partnered with Beit Al Khair Society to support low-income workers in Al Quoz through a targeted food distribution initiative during Ramadan. Over 25 volunteers, including members of senior management, came together to pack and distribute 1,666 food packages, ensuring workers were able to break their fast with dignity and comfort. The initiative reflects Dubai Holding Community

Management’s commitment to working with trusted local charities to deliver practical, community-led support where it is most needed. In recognition of this collaboration, Dubai Holding Community Management received a Certificate of Appreciation from Beit Al Khair Society. Dubai Holding Community Management also signed a Memorandum of Understanding (MoU) with the Islamic Affairs

and Charitable Activities Department (IACAD) to strengthen collaboration in the management and operation of mosques across designated communities. The partnership establishes clearer governance, coordinated oversight and a sustainable operating model, supporting mosques as well-managed spaces that serve both spiritual and wider community needs.

Food Redistribution Initiative

Supporting community wellbeing also means addressing immediate needs such as food security through practical, high-impact solutions.

Dubai Holding Community Management, along with Dubai Holding, partnered with Replate to redistribute surplus food from participating food and beverage

outlets at Bay Square. Smart fridges were installed at each site, enabling retail outlets such as Wok of Fame, Costa Coffee, Pizza King, Yummy Store and Baltazar Restaurant to deposit surplus food in recyclable containers, with automated weighing systems recording the quantities donated. Beneficiaries access meals by scanning a QR code and providing

basic details. Between March and June 2025, the initiative provided 674 meals, supporting 150 individuals and preventing 261kg of food from going to waste. The programme demonstrates how technology, collaboration and responsible resource use can create immediate, tangible benefits for communities.

674
meals donated

150
individuals supported

261 kg
of food waste avoided

“Philanthropy at Dubai Holding Community Management focuses on community giving and meaningful impact. Through partnerships, volunteering and targeted initiatives, we support those most in need while strengthening social connections, shared responsibility and long-term community wellbeing.”
– Evana Pereira, Executive in Sustainability



Sustainability through Community and Culture

In 2025, Dubai Holding Community Management participated in Down to Earth as the official sustainability partner, supporting a two-day festival focused on environmental awareness, creativity and community participation. Hosted at Jameel Arts Centre and the Jaddaf Waterfront Sculpture Park, the event attracted 8,657 registered participants and brought together residents, families and sustainability advocates through a wide range of workshops, talks, guided tours and interactive activities.

The partnership reflected Dubai Holding Community Management’s approach to sustainability as a lived community experience. By supporting an open and inclusive platform, the event created opportunities for residents to engage with sustainability in accessible and practical ways, reinforcing everyday behaviours related to responsible consumption, nature appreciation and shared responsibility.

The location of the festival at Jaddaf Waterfront, one of the communities managed by Dubai Holding Community Management, added particular relevance to the collaboration.

Hosting the event within an active residential environment demonstrated how sustainability initiatives can be embedded directly into community spaces, encouraging participation from residents within their own neighbourhoods and strengthening the connection between place, people and environmental awareness.

Down to Earth aligned strongly with Dubai Holding Community Management’s sustainability pillars. The focus on nature, environmental learning and creative expression supported the Planet agenda, while the emphasis on shared experiences, family participation and cultural exchange reflected the People and Culture pillar. The festival’s markets and exhibitions provided a platform for local and homegrown businesses, reinforcing Responsible Supply Chain principles through the promotion of conscious purchasing and local entrepreneurship. The free and open nature of the event further reflected an inclusive philanthropic approach, allowing broad access to sustainability education and dialogue.

Children and families were central to the festival experience, with dedicated workshops, interactive installations and outdoor activities designed to encourage curiosity and learning. These elements supported Dubai Holding Community Management’s broader objective of fostering early awareness and long-term behavioural change by engaging younger audiences alongside parents and caregivers.

Through this partnership, Dubai Holding Community Management strengthened its role in enabling community-based sustainability initiatives that combine culture, learning and participation. Down to Earth demonstrated how sustainability can be integrated into community life in a way that is visible, inclusive and enduring, reinforcing Dubai Holding Community Management’s commitment to building communities where environmental responsibility forms part of everyday living.



Community Library

Dubai Holding Community Management introduced an outdoor library at Masakin Al Furjan to create a welcoming space that nurtures children’s learning, curiosity and imagination. With a focus on children’s and young readers’ books, the library encourages reading from an early age and provides a shared place to discover stories together.

The initiative also promotes book sharing and reuse, allowing residents to donate and borrow books within the community. By introducing a simple and accessible learning space, the library supports childhood development, strengthens family engagement and adds a meaningful educational dimension to everyday community life.

“Creating spaces that spark curiosity and learning is an important part of community living. The community library at Masakin Al Furjan was introduced to give children an easy, welcoming way to discover books, share stories and build a lifelong love for reading, while strengthening everyday connections between neighbours.”
– Ruby Reyes, Senior Manager in Community Operations



Looking Ahead – 2026 and Beyond

In 2025, Dubai Holding Community Management continued to strengthen the delivery of its Sustainability Strategy through focused, practical action across the communities it manages. Building on the foundations established following the merger in 2025 marked a shift from consolidation to maturity, with sustainability increasingly embedded into everyday operations, governance and community engagement.

Throughout the year, we reinforced core management systems, expanded data-led decision-making and delivered targeted initiatives across energy, water, waste, carbon management, resilience, digitalisation and natural capital. These efforts were complemented by stronger partnerships with service providers, greater alignment with Group-led programmes on responsible procurement and decarbonisation and deeper collaboration with residents to drive behavioural change and shared responsibility. Together, these actions strengthened operational efficiency, improving environmental performance and quality of life across our communities.

Looking ahead, Dubai Holding Community Management will continue to build on this progress. Priorities include scaling sustainable waste and food recycling programmes, advancing circular economy partnerships, deepening climate resilience and further embedding sustainability into service delivery and community living. We will continue to listen closely to residents and stakeholders, ensuring our initiatives remain relevant, inclusive and responsive to evolving community needs.

As we move into 2026, the national Year of Family provides an important lens for our work. Families in all their forms are at the heart of thriving neighbourhoods and shape how communities connect, grow and care for shared spaces. Dubai Holding Community Management will place greater emphasis on family-centred engagement, wellbeing and inclusive community experiences, supported by safe, welcoming environments that encourage connection across generations.

Through continued collaboration with employees, residents, partners and regulators, Dubai Holding Community Management remains committed to creating resilient, well-managed communities that support everyday living and contribute to a more sustainable, connected future for Dubai.

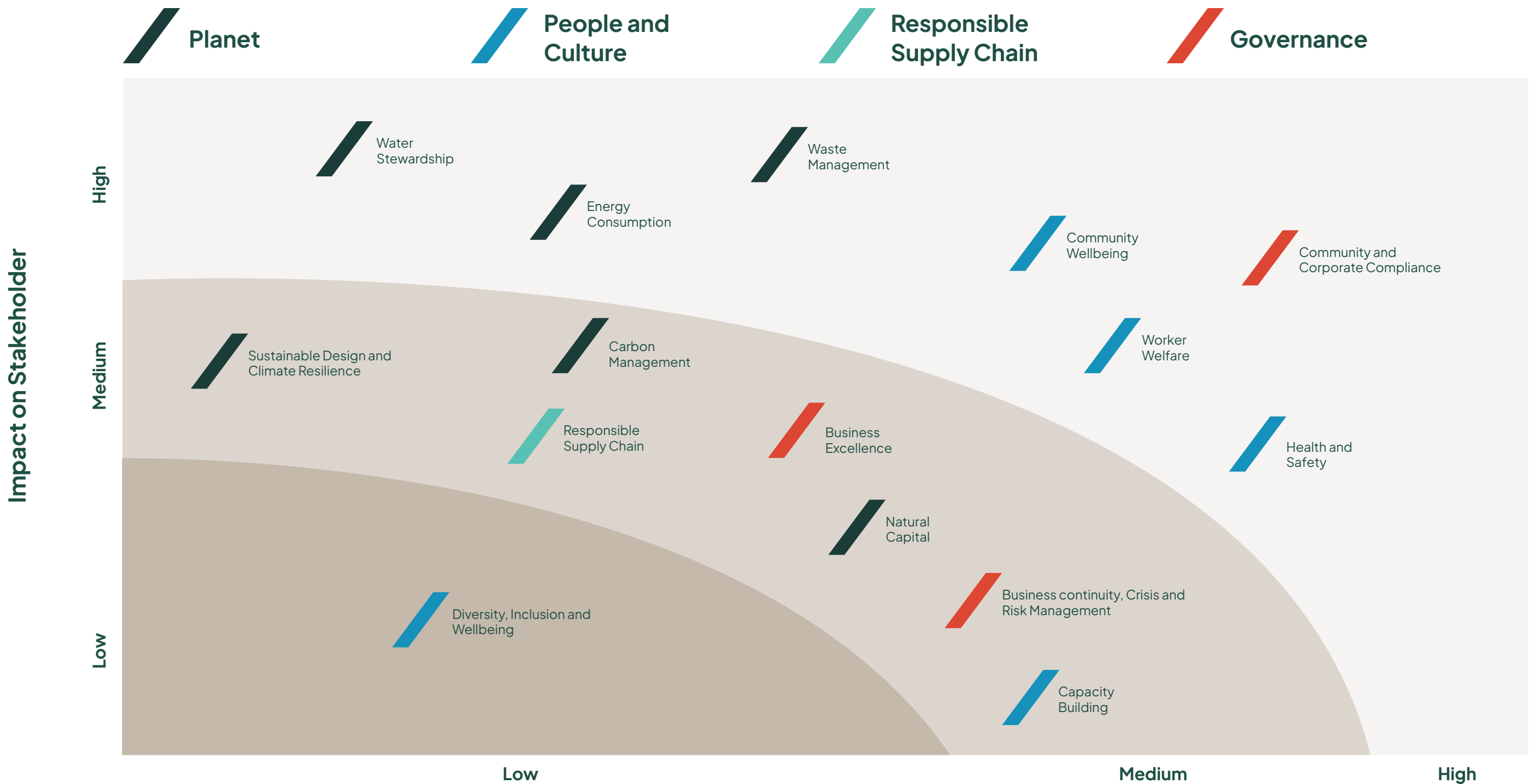


APPENDIX



Appendix A: Materiality Matrix 2025

In 2025, we maintained focus on the refined material topics identified in the previous year, recognising their continued relevance to our operations, communities and long-term sustainability ambitions. Building on the clarity established through the 2024 reassessment, we continued to align our efforts around these priority areas to support a more resilient, responsive and sustainable organisation.



Appendix B: GRI Content Index



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

Statement of Use: Dubai Holding Community Management reported in accordance with the GRI Standards for the period 1 January 2025– 31 December 2025.

GRI Standard/ Other resource	Disclosure	Page Number	Omissions			GRI Sector Standard Ref. no.
			Requirement Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2–1 Organisational details	10–11				
	2–2 Entities included in the organisation's sustainability reporting	10–11				
	2–3 Reporting period, frequency and contact point	2				
	2–4 Restatements of information	DHCM has not made any restatement in the reporting period				
	2–5 External assurance	No external assurance				
	2–6 Activities, value chain and other business relationships	10–11				
	2–7 Employees	66				
	2–8 Workers who are not employees	DHCM does not have any workers who are not employees				
	2–9 Governance structure and composition	24–25				
	2–10 Nomination and selection of the highest governance body	24				
	2–11 Chair of the highest governance body	24				
	2–12 Role of the highest governance body in overseeing the management of impact	25				
	2–13 Delegation of responsibility for managing impacts	24–25				
	2–14 Role of the highest governance body in sustainability reporting	25				
	2–15 Conflicts of interest	Dubai Holding Community Management adheres to Dubai Holding Group policies on ethics, conflicts of interest and compliance				
	2–16 Communication of critical concerns	28, 76, 78				
	2–17 Collective knowledge of the highest governance body	24–25				
	2–18 Evaluation of the performance of the highest governance body	24				
	2–19 Remuneration policies	66				
	2–20 Process to determine remuneration	66				
	2–21 Annual total compensation ratio	66				
	2–22 Statement on sustainable development strategy	18–19				
	2–23 Policy commitments	26				
	2–24 Embedding policy commitments	26				
	2–25 Processes to remediate negative impacts	28, 76, 78				
	2–26 Mechanisms for seeking advice and raising concerns	28, 76, 78				
	2–27 Compliance with laws and regulations	28				

GRI Standard/ Other resource	Disclosure	Page Number	Omissions			GRI Sector Standard Ref. no.
			Requirement Omitted	Reason	Explanation	
	2–28 Membership associations	16				
	2–29 Approach to stakeholder engagement	26–28				
	2–30 Collective bargaining agreements	Collective bargaining agreements are illegal in the UAE				
Material Topics						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
	3–2 List of material topics	21, 96				
Business Excellence						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
As per DHCM Sustainability Pillars and material topics	DHCM Internal specific disclosure	30				
Business Continuity, Crisis and Risk Management						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
As per DHCM Sustainability Pillars and material topics	DHCM Internal specific disclosure	30				
Water Stewardship						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
GRI 303: Water and Effluents 2018	303–1 Interactions with water as a shared resource	52				
	303–2 Management of water discharge-related impacts	52				
	303–3 Water withdrawal by source	Omitted	303–3 Water withdrawal by source	Confidential	The information has been omitted due to confidentiality and privacy considerations, as the disclosure relates to residents consumption data. In line with GRI standards, the organisation has assessed that public disclosure could adversely impact community stakeholders	
	303 – 4 Water discharge	Omitted	303– 4 Water discharge	Confidential	The information has been omitted due to confidentiality and privacy considerations, as the disclosure relates to residents consumption data. In line with GRI standards, the organisation has assessed that public disclosure could adversely impact community stakeholders	

GRI Standard/ Other resource	Disclosure	Page Number	Omissions			GRI Sector Standard Ref. no.
			Requirement Omitted	Reason	Explanation	
	303 – 5 Water consumption	Omitted	303 – 5 Water consumption	Confidential	The information has been omitted due to confidentiality and privacy considerations, as the disclosure relates to residents consumption data. In line with GRI standards, the organisation has assessed that public disclosure could adversely impact community stakeholders	
Waste Management						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
GRI 306: Waste 2020	306–1 Waste generation and significant waste-related impacts	44–45				
	306–2 Management of significant waste-related impact	44–45				
	306–3 Waste generated	44–45				
	306– 4 Waste diverted from disposal	44–45				
	306– 5 Waste directed to disposal	44–45				
Energy Consumption						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
GRI 302: Energy 2016	302–1 Energy consumption within the organisation	Omitted	302–1 Energy consumption within the organisation	Confidential	Omitted due to confidentiality and privacy considerations	
	302–4 Reduction of energy consumption	Omitted	302–4 Reduction of energy consumption	Confidential	Omitted due to confidentiality and privacy considerations	
Sustainable Design and Climate Resilience						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
As per DHCM Sustainability Pillars and material topics	DHCM Internal specific disclosure	30				
Carbon Management						
GRI 3: Material Topics 2021	3 – 1 Process to determine material topics	21				
GRI 305: Emissions 2016	305–1 Direct (Scope 1): GHG emissions	38				
	305–2 Energy Indirect (Scope 2): GHG emissions	38				
	305–3 Other indirect (Scope 3): GHG emissions	38				
	305–5 Reduction of GHG emissions	38				

GRI Standard/ Other resource	Disclosure	Page Number	Omissions			GRI Sector Standard Ref. no.
			Requirement Omitted	Reason	Explanation	
Natural Capital						
GRI 3: Material Topics 2021	3 - 1 Process to determine material topics	21				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	56				
	101-2 Management of biodiversity impacts	56				
	101-3 Access and benefit-sharing	56				
	101-4 Identification of biodiversity impacts	56				
	101-5 Locations with biodiversity impacts	56				
	101-6 Direct drivers of biodiversity loss	56				
	101-7 Changes to the state of biodiversity	56				
	101-8 Ecosystem services	56				
Community Wellbeing						
GRI 3: Material Topics 2021	3 - 1 Process to determine material topics	21				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	70-73				
	413-2 Operations with significant actual and potential negative impacts on local communities	None of our operations had actual significant negative impacts on local communities during the reporting period. Our approach to managing potential negative impacts is discussed throughout this report in the planet, people and supply chain chapters.				
Health and Safety/ Worker Welfare						
GRI 3: Material Topics 2021	3 - 1 Process to determine material topics	21				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	62-64				
	403-2 Hazard identification, risk assessment, and incident investigation	Omitted	403-2 Hazard identification, risk assessment, and incident investigation	Confidential	Omitted due to confidentiality and privacy considerations	
	403-3 Occupational health services	62-64				
	403-4 Worker participation, consultation, and communication on occupational health and safety	62				
	403-5 Worker training on occupational health and safety	62				
	403-6 Promotion of worker health	62-64				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	62-64				
	403-8 Workers covered by a management system	26, 62-64				
	403-9 Work related Injuries	Omitted	403-9 Work related Injuries	Confidential	Omitted due to confidentiality considerations	
	403-10 Work related ill health	Omitted	403-10 Work related ill health	Confidential	Omitted due to confidentiality considerations	

GRI Standard/ Other resource	Disclosure	Page Number	Omissions			GRI Sector Standard Ref. no.
			Requirement Omitted	Reason	Explanation	
Diversity, Inclusion and Wellbeing						
GRI 3: Material Topics 2021	3 - 1 Process to determine material topics	21				
GRI 401: Employment 2016	401-1 New employee hires and employee Turnover	Omitted	401-1 New employee hires and employee Turnover	Confidential	Omitted due to confidentiality considerations	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time Employees	Our Humar Resources policy including benefits complies with UAE labour regulations and law, ensuring fair, equitable, and performance driven compensation practices across all employee levels.				
Capacity Building						
GRI 3: Material Topics 2021	3 - 1 Process to determine material topics	21				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	66				
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	66				
	404-3 Percentage of employees receiving regular performance and career development reviews	66				
Responsible Supply Chain						
GRI 3: Material Topics 2021	3 - 1 Process to determine material topics	21				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Omitted	204-1 Proportion of spending on local suppliers	Confidential	Omitted due to confidentiality considerations	

