

Sustainability Journey Report 2023





Jumeirah Islands

Message from leadership

It is a pleasure to present the inaugural Dubai Holding Community Management Sustainability Journey Report 2023. As community managers, we consider it our responsibility to safeguard the people who make up our community while creating a harmonious and vibrant environment.

Alongside the start of our sustainability reporting journey, we have been developing our sustainability strategy, rooted in our aspirations to foster world-class, smart and sustainable communities. We are expanding our efforts to actively implement sustainability measures throughout our operations in line with the UAE's sustainability agenda and global sustainability standards and objectives such as the United Nation's Sustainable Development Goals.

Our sustainability strategy is underpinned by a number of efforts across Dubai Holding Community Management, including the development of our waste management plan that is in harmony with the Dubai Integrated Waste Management Strategy. Through this endeavour, we seek to not only reduce the amount of waste we are producing but spark a cultural shift towards perceiving waste as a valuable resource. Among our initiatives, we have engaged the residents of multiple communities in the "Yalla Return" campaign that enables recycling with technology and gamification.

Stakeholder engagement is a top priority for Dubai Holding Community Management and in an industry first, we introduced our Service Provider Excellence Awards in 2023 to honour top-performing service providers across our communities. This is a platform to highlight ground-breaking efforts, outstanding projects and creative solutions across our communities that have aided the development and prosperity of residents living there.

To enhance the impact of our initiatives, we place an emphasis on the power of collaboration and partnership to achieve sustainability goals and ambitions. Another notable new collaboration is with Etisalat, where we are focused on promoting green mobility by increasing the number of electric vehicle (EV) charging stations across our residential communities.

In our pursuit of creating safer and more vibrant communities, Palm Jumeirah is the only community in the UAE and one of the first in the region to obtain the BSI Kitemark Certification - ISO 37106 Smart and Sustainable Communities.

This certification highlights our dedication to building smart city operating models. Additionally, we have achieved the Green Globes: Existing Buildings Certification in 2024, which benchmarks us based on building performance metrics of energy, water, waste and emissions, giving us an added edge in sustainable operations and management.

Dubai Holding Community Management has 540 buildings certified against the international WELL Health-Safety Rating for Facility Operations and Management which showcases our commitment to the wellbeing of our residents.

As we advance our efforts, we remain resolute in our commitment to the community, our values and our vision. We invite all our stakeholders to actively participate in this journey and welcome any feedback that may help us progress.

Francis Giani

Chief Community Management Officer (CCMO)



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Palm Jumeirah

Overview

This first sustainability report aims to provide a comprehensive overview of our approach to sustainability, detailing how we have developed our sustainability strategy and how it aligns with the overarching sustainability goals of the United Arab Emirates and the Emirate of Dubai, as well as the ambitions of our parent company, Dubai Holding.

We will also share insights into key initiatives and actions we have undertaken to advance our sustainability agenda. These initiatives highlight our dedication to creating lasting positive impacts across all the communities we serve.

This publication marks a significant milestone in our sustainability journey, underscoring our commitment to sustainability. Our progress and evolution will be documented in future reports, where we will focus on integrating sustainability into how we manage our communities. Our sustainability journey isn't just a responsibility—it is a shared passion driving lasting, positive impacts.

This year saw a large leap for us as a community management entity, particularly as we joined hands with Nakheel Community Management (NCM), which saw the number of residents in our community's portfolio increase to over 1.2 million people or roughly one third of the entire population of Dubai. This report therefore also serves to highlight the significant strides we have made along this shared journey with a focus on reducing our environmental footprint, promoting social equity in our communities and ensuring our operations are conducted responsibly.

Unless otherwise stated, the activities in this report cover the period from 1 January to 31 December 2023. This integrated report showcases the synergetic achievements of both portfolios prior to the merger, however moving forward all our sustainability efforts will fall under an updated Dubai Holding Community Management Sustainability Strategy, which will be further introduced in this report.

As we navigate this journey, we remain steadfast in our commitment to transparency and collaboration. We believe that by working together with our stakeholders, we can drive meaningful progress and achieve our shared vision of a sustainable future **for the good of tomorrow.**

This report outlines Dubai Holding Community Management's approach to sustainability, highlighting our key achievements in 2023, how we align with Dubai and the UAE's wider sustainability ambitions and our plans moving forward.

About Us

Who we are

We, at Dubai Holding Community Management, represent the community management arm of our parent company, Dubai Holding and are proudly responsible for the management of 45 master communities spread across 3 portfolios, 12 zones and home to over 1.2 million residents.

The communities we serve are spread across Dubai, with a total area of roughly 1.35 billion square feet and composed of over 87,000 residential units. Notable communities include iconic attractions such as the Palm Jumeirah and Jumeirah Beach Residence. We take pride in the fact that our communities' wellbeing and happiness is a key priority for us and will be reflected in the upcoming sections of this report.

-  3 portfolios
-  12 zones
-  1.2 M residents
-  1.35 B square feet
-  Over 87,000 residential units



About Dubai Holding



31
countries



40,000
combined workforce

Dubai Holding is a diversified global investment company with investments in 31 countries and a combined workforce of approximately 40,000 people.

Established in 2004, Dubai Holding touches the lives of millions of Dubai residents and visitors through its extensive portfolio. These support the diversification and sustainable growth of Dubai's economy across 10 key sectors: Real Estate, Hospitality, Leisure and Entertainment, Media, ICT, Design, Education, Retail, Manufacturing and Logistics and Science.



Our Portfolio



Bluewaters



Jumeirah Park



Jumeirah Beach Residence



Palm Jumeirah



Al Furjan Master Community



Remraam



Mudon

- Zone
- Communities



Madinat Jumeirah Living



City Walk



Dubai Wharf JOP



Business Bay District



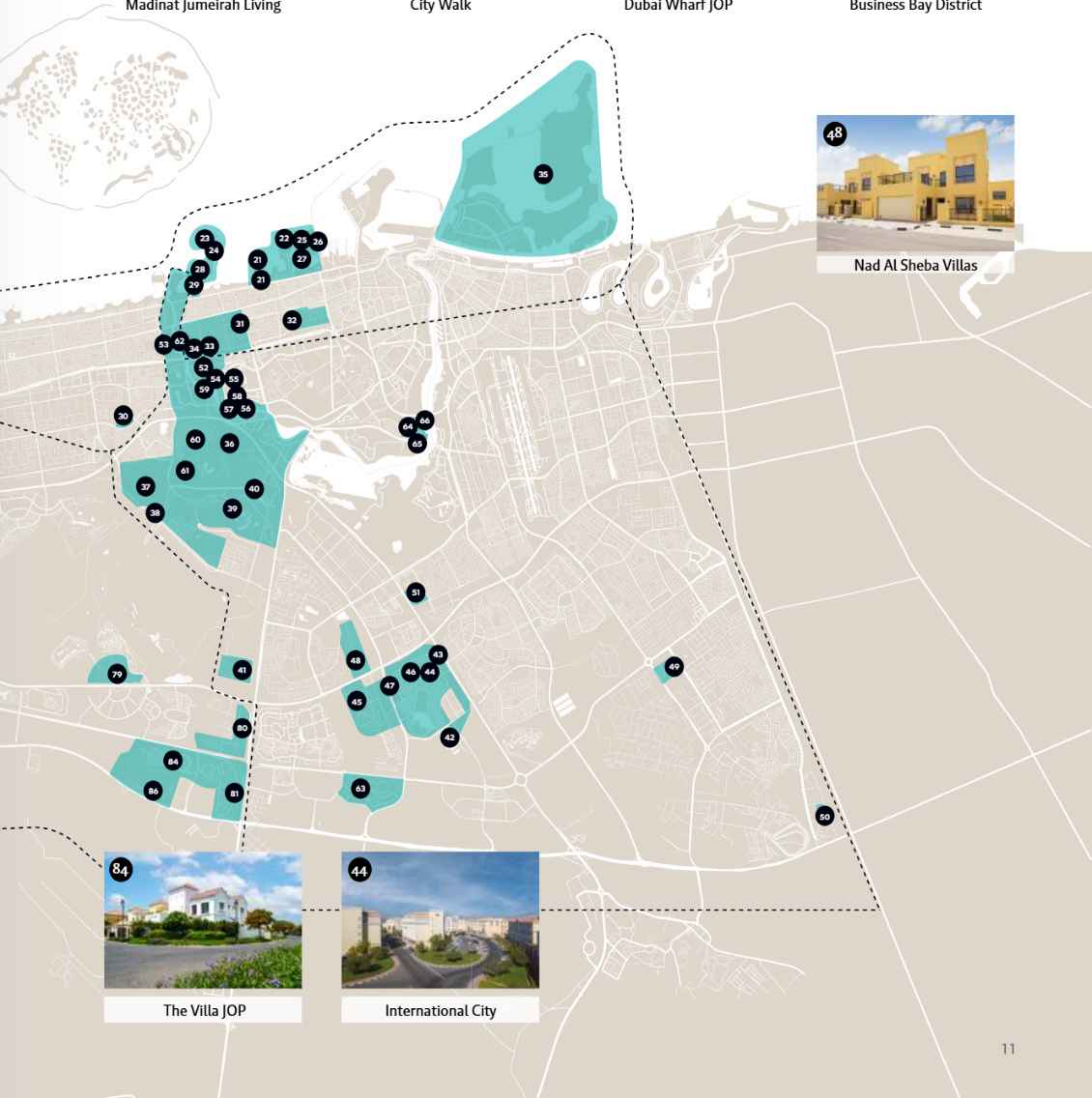
Nad Al Sheba Villas



The Villa JOP



International City



Together towards tomorrow

Our vision for sustainability shares and builds on Dubai Holding’s corporate vision. It is encapsulated in our Group-wide sustainability ethos: **Together towards tomorrow.**

Together

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

Towards

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

Tomorrow

With our focus on the good of tomorrow, we innovate with a sustainable future in mind – for our businesses, people, communities and nature.

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



Authentically Principled
We take responsibility



Pioneering Growth
We lead the way



Sustainable Futures
We enable each other



Uncompromised Discipline
We do the right things, right

Our Vision



Creating brand advocacy and loyalty.

Our Mission



We seek to empower our communities through education, collaboration and innovation to contribute to the sustainable development agenda.

Our three cornerstones of community management

Customer centricity



Community focused



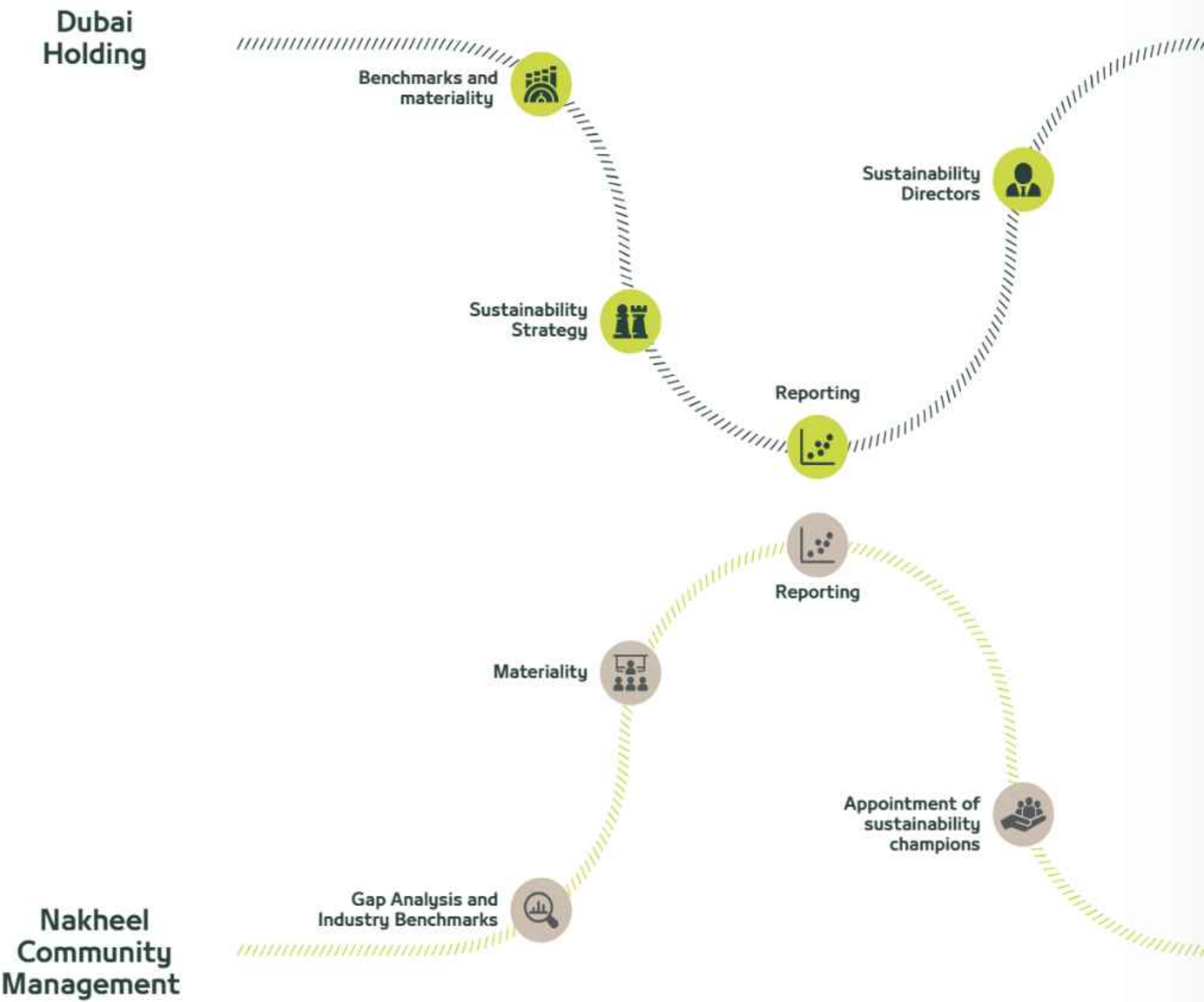
Technology driven



Sustainability at Dubai Holding Community Management

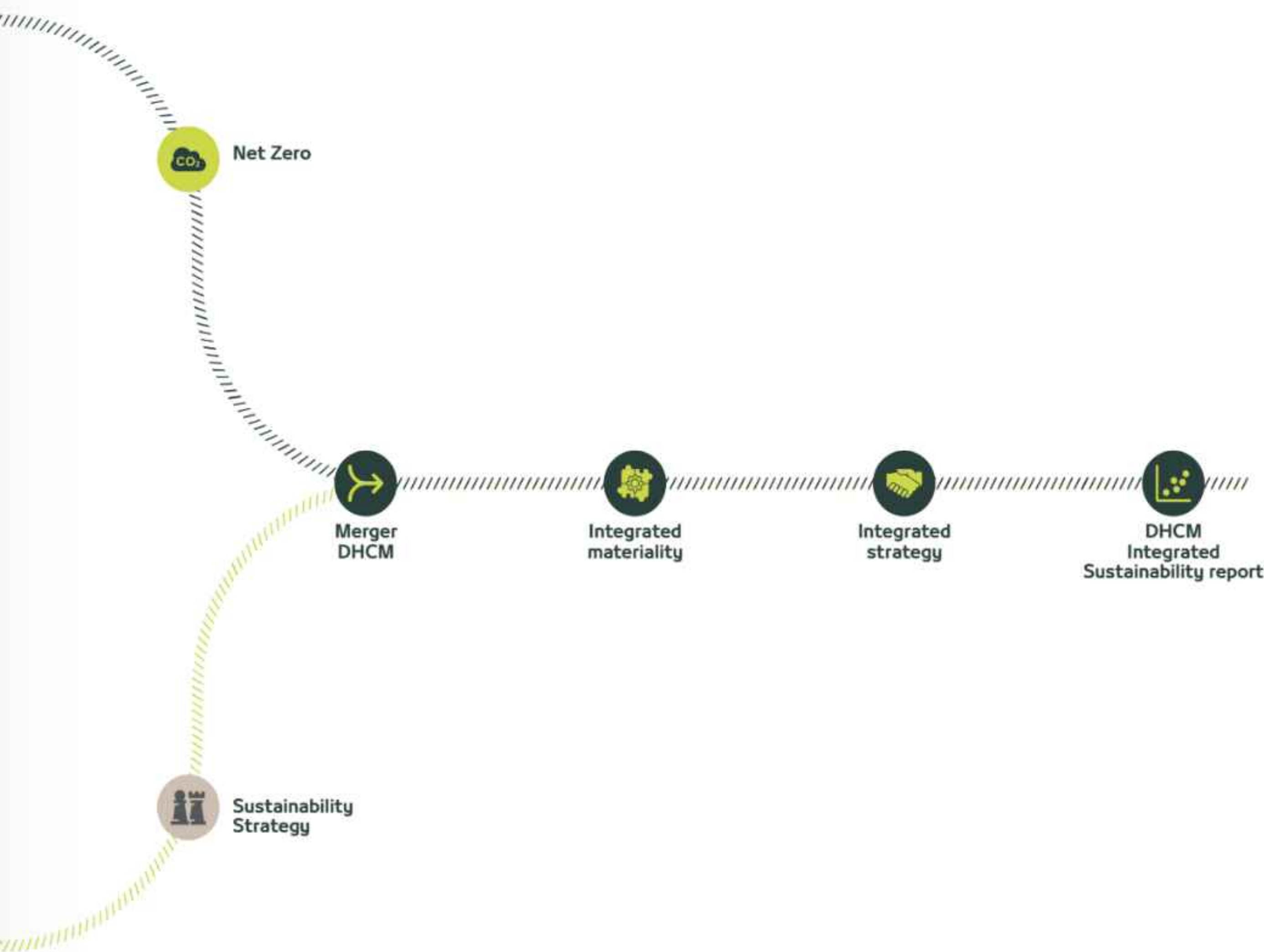
Sustainability is at the heart of our community management approach. As we navigate the path forward, we are committed to integrating sustainable practices into every aspect of our operations.

This illustration of our sustainability journey showcases various milestones achieved, before and after the merger.



Our sustainability journey

We recognise that sustainability is an ongoing journey, one that continually evolves. While this marks our first sustainability report, it is far from the beginning of our sustainability efforts. In the following sections, we will highlight various initiatives that illustrate our ongoing commitment to sustainability. Furthermore, our recent merger with Nakheel Community Management (NCM) ensures that our combined portfolios adhere to the highest standards as one unified community moving forward. We are eager to demonstrate the synergistic approach taken across both portfolios and how we will continue to approach them together as one.



Embedding sustainability into our operations

To embed sustainability into the core of our operations, we have developed a comprehensive sustainability strategy. This strategy will steer Dubai Holding Community Management’s approach to sustainability throughout our entire community portfolio and operations.

Our vision of sustainability at Dubai Holding Community Management is envisioned as four key pillars: Planet, People and culture, Responsible supply chain and Philanthropy all of which are underpinned by Governance. Our Planet pillar reflects on the fact that our businesses in the UAE are heavily dependent on natural resources. Similarly, since we are a people-centred business, it is essential we uphold our commitment to worker welfare alongside health and safety and wellbeing across our communities.

We are also committed to responsible supply chain practices and initiatives that empower our communities. The Philanthropy pillar reflects our dedication to making a positive impact through various community-focused efforts, in collaboration with our stakeholders including government entities and entrepreneurs. Philanthropy is aligned with the Dubai Holding Group Philanthropy strategy; our efforts in a community management context will seek to achieve the Group’s ambitions. For the reporting year 2023, this report showcases how philanthropic initiatives are integrated within the Dubai Holding Community Management communities, prior to the merger. Governance underlies the rest ensuring that sustainability is embedded in everything we do. Our actions therefore seek to achieve meaningful change within each of the pillars listed below:

Sustainability pillars

Planet



We are committed to improving our environmental impact across our operations. We actively reduce our use of energy and natural resources while conserving and restoring biodiversity.

People and culture



We are committed to health, safety and wellbeing in every aspect of our business. We champion a diverse and inclusive workplace and ensure everyone is treated fairly.

Responsible supply chain



We are committed to the highest ethical business standards across our value chain. We set clear expectations and support our suppliers to meet them.

Philanthropy



We work towards creating a positive impact on people’s lives. Going forward, philanthropic initiatives will be under the direction of Dubai Holding.

Governance



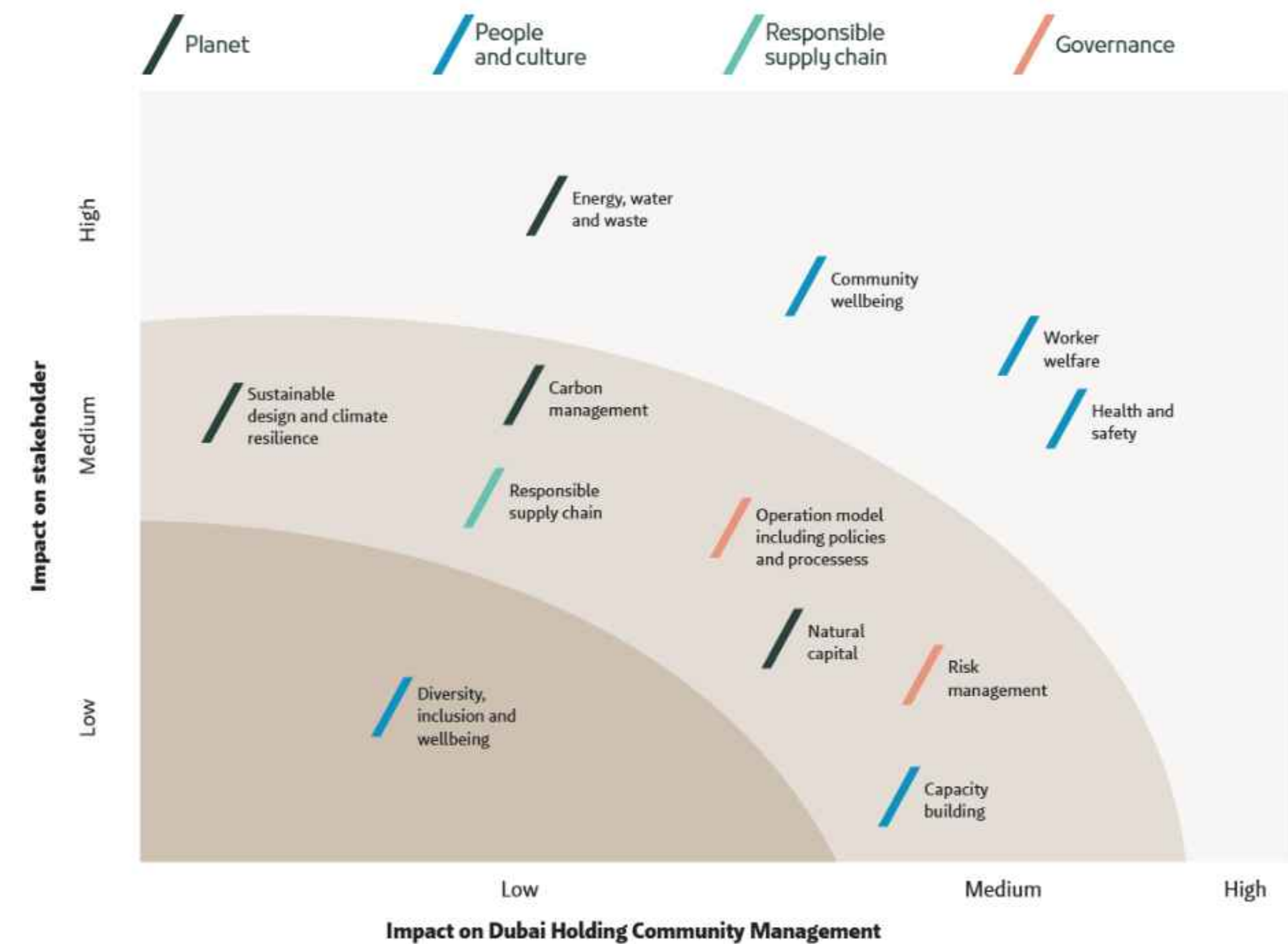
Our governance structure ensures that accountability for integrating sustainability into our business strategy and operations sits at the highest level within the organisation.



To further develop our approach towards sustainability, we undertook a materiality assessment, where we identified a series of topics that we believe could have the most significant impact to our business as well as to our core stakeholders – the communities we serve. The outcome of this assessment was aligned to the existing Group-level and community-level materiality matrix.

The graphic below represents our overall materiality matrix, which allows us to prioritise decisions and guide our actions moving forward. As we continue to mature on our sustainability journey, our materiality matrix will periodically be reviewed to reflect the changing external landscape and our development as an organisation.

Materiality matrix 2023



“Our 2023 materiality matrix informs our Sustainability Strategy and strategic priorities.”

Our materiality matrix within the context of the pillars previously established was used to inform our Sustainability Strategy, which is represented in our sustainability framework shown below, serving as a guideline for our overall approach to sustainability.

Our achievements and plans underscore our commitment to creating long-term, sustainable value for our key stakeholders including our valued community members across Dubai and for the good of tomorrow.

Sustainability Strategy

Vision Fostering world-class, smart and sustainable communities.

Strategic areas



Enablers Digitalisation | Performance management, reporting and assurance | Partnerships and stakeholder engagement | Communications and marketing

For more information about how sustainability is embedded into our operations, please refer to page 25 about our Governance.

Awards, associations and initiatives

We believe in the power of partnerships and work with a range of partners to maximise the positive impact of our shared goals and actions.

To turn our goals into tangible achievements, we recognise that we must work together with partners across business, government and non-government organisations.

Our strategic partners include: UAE Ministry of Climate Change and Environment, Dubai Land Department, Real Estate Regulatory Agency (RERA), Emirates Nature – WWF’s UAE Alliance for Climate Action, UAE Gender Balance Council, EcoVadis, Sphera Corporate Sustainability Software, Visa, Roads and Transport Authority and others.

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

- Ministry of Climate Change and Environment’s (MOCCA) Climate Responsible Companies Pledge
- SDG 5 Pledge to Accelerate Gender Balance in the UAE Private Sector
- Emirates Nature –WWF UAE Alliance for Climate Action (UACA)
- Global Reporting Initiative (GRI)

We are proud that our achievements have been recognised with the following awards:

- ISO 14001, 45001 and 9001 certification
- Customer-Centricity World Series 2023 - Best Business Change/Transformation*
- 2023 International Real Estate Community Management Summit - Best Community Management Company of the Year* **
- Smart Built Environment Awards 2023 - Community Management Company of the Year*
- Customer Happiness Awards 2023 - Customer Happiness Company of the Year*
- International Business Excellence Awards 2023 IBXA 2023 - Best Business Transformation Company*



*Awarded to Nakheel Community Management in 2023

**Awarded to Dubai Community Management in 2023



Impact review

Planet



We are committed to reducing our environmental impact across our operations and within our communities. We are actively working towards improving our energy and natural resource consumption, while preserving and restoring biodiversity.

In 2023, we:

- Revisited our approach to energy, by taking active measures to improve our energy efficiency and reduce our overall energy consumption. We also **generated 653 kWp from renewable sources**, reducing our carbon footprint and energy grid consumption.

Explore more on page 38

- Took steps towards reducing our waste through strategic partnerships with local recycling and waste management companies, while also increasing the availability of waste sorting and recycling opportunities in our communities. Through initiatives like Yalla Return, over **65,000 kg of waste was recycled**.

Explore more on page 47

- Launched multiple measures to reduce our water consumption, ranging from treating waste water and using reclaimed water for irrigation to installing new fittings in some communities that reduce overall water usage.

Explore more on page 44

People and culture



As a community management entity, our people are at the centre of everything we do. We strive to ensure that we provide an atmosphere of inclusivity, safety and wellbeing for all our residents and staff.

In 2023, we:

- Took steps to safeguard and promote the health, safety and wellbeing of our communities while also responding to community feedback to ensure that our people are heard and have their needs met.

Explore more on page 52

- Celebrated the diversity of our communities by bringing our people together across over **90 social gatherings and events** in 2023, while also working towards safeguarding diversity within our staff through the launch of Dubai Holding Group-wide initiatives such as the Women's Network, with **over 500 active members**.

Explore more on page 62

- Took meaningful steps to safeguard the welfare of our workers, who form the backbone of everything we are trying to achieve for our communities. Highlights include our health and safety, skill development programmes and the recognition as a Great Place to Work, for the second consecutive year.

Explore more on page 60

Responsible supply chain



We are committed to the highest ethical business and human rights standards across our value chain. We set clear expectations and support our suppliers to meet them.

In 2023, we:

- Actively engaged with our supply chain partners ensuring that their approach to health and safety meets our requirements, which is also actively forming part of our risk mitigation strategy.
Explore more on page 27
- Conducted regular inspections to maintain a resilient and sustainable supply chain in **alignment with ISO14001 and ISO45001**.
Explore more on page 69
- Triggered innovative solutions with our service providers to enhance operational sustainability measures across our communities.
Explore more on page 69

Philanthropy



Our ambition is to create a positive impact on people's lives through supporting initiatives in line with the triple bottom line of sustainability, involving our staff and supply chain partners as well as the communities we serve.

In 2023, we:

- Were actively involved with the Tarahum for Gaza initiative led by the Emirates Red Crescent resulting in the **collection of over 700 boxes of essential relief products**.
Explore more on page 76
- Contributed to the Bridges of Giving initiative launched in response to the earthquakes in Syria and Türkiye, leading to the collection of **49,000 kilograms of donations** of essential products across 8 communities.
Explore more on page 77
- Distributed **over 10,000 Iftar meals** to nourish both service providers and the broader community.
Explore more on page 78







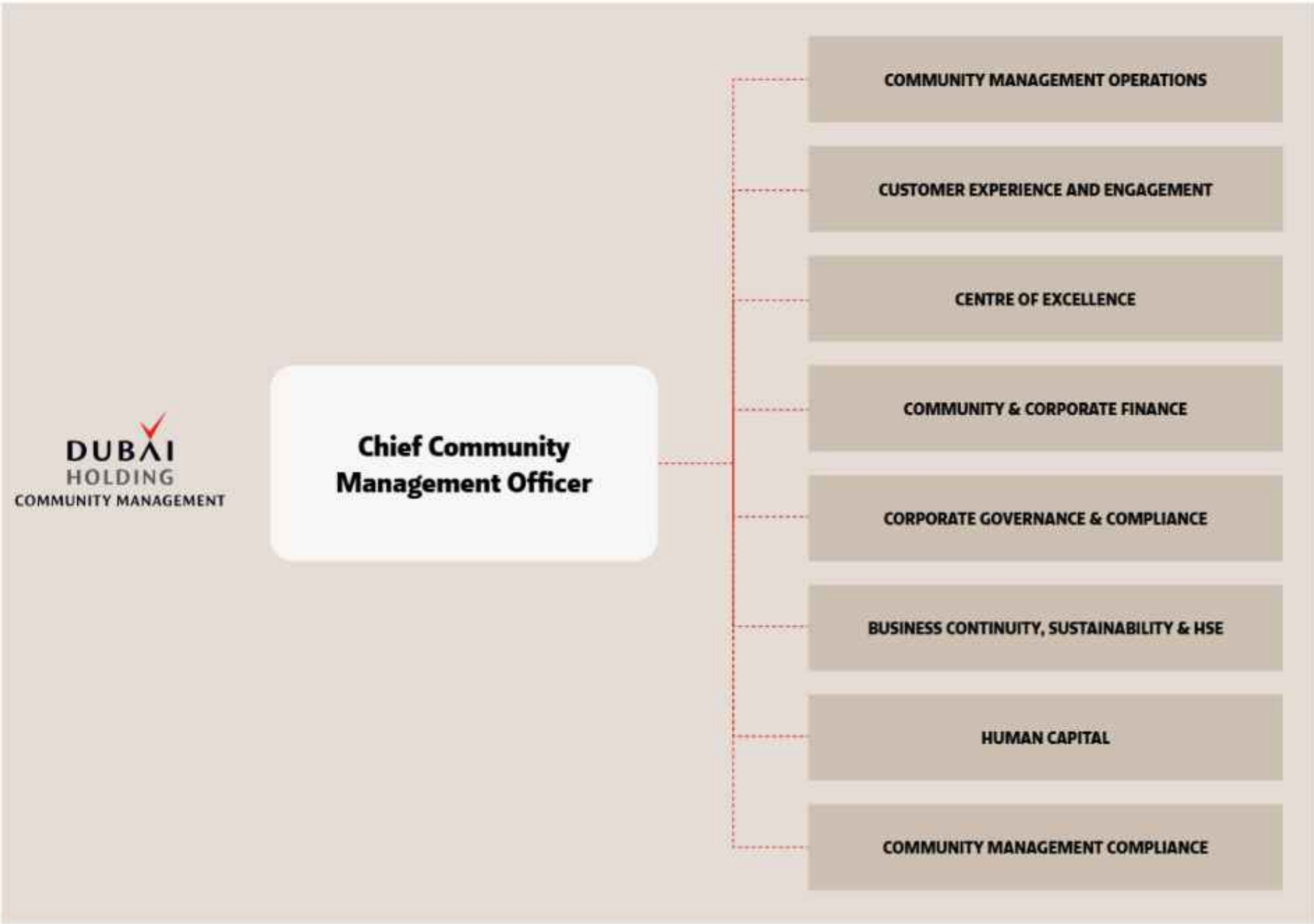
Governance

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

Governance is integrated into our sustainability framework, aligning across our business operations, projects and activities. We hold ourselves to high standards of ethical and personal conduct to meet the expectations of our stakeholders and be good corporate citizens.

Organisational structure

Sustainability is embedded within the core of our organisational structure. Our community sustainability efforts are driven by the Dubai Holding Community Management Executive Director of Business Continuity, Sustainability & HSE. Community Zone Directors are responsible for the implementation of the sustainability initiatives and measures of success identified within the sustainability strategy. All of the above efforts are overseen by our Chief Community Management Officer. Across our different communities, we encourage employees with a passion for sustainability to lead their community sustainability initiatives. Our dedicated sustainability champions are the key link between our residents and the team, leading the enforcement of new initiatives on the ground.



At the Group level, our Impact Department drives the Sustainability Strategy under our Chief Impact Officer and our Head of Sustainability. Quarterly CEO Sustainability Forums drive business decisions, ensuring leadership buy-in and a Group-wide approach to sustainability challenges.

Monitoring and reporting

A key enabler of our Sustainability Strategy and a foundation of good governance is our approach to reporting. Sustainability is incorporated into our business scorecard and executive management committee decisions, which take account of environmental and social risks. We proactively assess and manage ESG risks, including climate change, through the Dubai Holding Enterprise Risk Management framework. Risk champions are in place across all verticals to identify and integrate ESG risks.

To optimise our reporting process, we have implemented the Sphera Corporate Sustainability Software (SCSS) cloud-based solution across the Group and report in line with the internationally recognised Global Reporting Initiative (GRI) framework. We have identified key sustainability metrics at Group level that we report on quarterly to management and in our CEO Sustainability Forums.

We continually assess and improve our sustainability performance through monitoring and reporting, robust risk management and capacity building.

Code of Conduct

At Dubai Holding Community Management, we adhere to the Code of Conduct set by the Group across our communities and staff. The Dubai Holding Code of Conduct (“the Code”) promotes and sets out the expected standards for conducting business ethically and to comply with the law. Developed in line with applicable UAE laws and international best practices, it is reviewed and updated on a regular basis. To maintain transparency, the Code is publicly available on Dubai Holding’s website for all employees and stakeholders to access.

Human rights and labour conditions

We safeguard the human rights and labour conditions of all those working for Dubai Holding Community Management and we respect and strictly adhere to all applicable laws of Dubai and the UAE. Employees are responsible for upholding our Code of Conduct and are encouraged to report any concerns about illegal or unethical conduct. Employees are supported in submitting any concerns confidentially via a dedicated whistleblowing reporting channel called Trustline.

Data privacy

Here at Dubai Holding Community Management, our comprehensive data protection framework addresses the Group’s commitment to treat all the personal information entrusted to us with the utmost care and confidentiality. The framework includes policies, procedures and controls to ensure compliance with global data protection laws and principles. We have established a network of data champions who are provided with in-depth training to equip them to support both employees and customers with their queries.

Planet 





Here at Dubai Holding Community Management, we believe that communities flourish when they exist in harmony with their surrounding natural environment.

For this reason, we are actively committed to reducing the environmental impacts across the communities we serve whilst also striving to enhance the environment. Our efforts are aligned with our commitment to achieving Net Zero by 2050, in line with the UAE's Net Zero ambition as well as a variety of national agendas as described in the following sections. We pursue this goal through various initiatives aimed at reducing energy consumption and resource use, maximising water conservation, minimising waste generation, conservation and restoration of biodiversity and embedding sustainable principles into the core of our community development efforts.

As the stewards of a significant portion of the population of Dubai, we work towards actively reducing our overall impact on the environment. Below, we will explore several key case studies that illustrate our efforts to minimise the environmental impact of our communities.

Sustainable design principles

In 2023, Dubai Holding developed the Group’s Sustainable Design Principles, an overarching set of eight principles which seek to integrate sustainability into built assets across the Group’s portfolio. These guidelines will apply to both the operations and maintenance of existing buildings and communities, as well as refurbishments, renovations and retrofits, making them essential to how we manage our communities.

Our dedication to integrating sustainability within our communities extends to the very buildings where our residents reside. By adhering to our Sustainable Design Principles and aligning with international best-in-class standards of energy management and resource efficiency, we ensure that our buildings operate in a manner that benefits both our people and the environment. Our communities have received the following awards and green building certifications:

- WELL Health and Safety Certification
- Green Globe Certification**
- BSI Kitemark Certification

** Awarded in 2024





Palm Jumeirah

BSI certification at Palm Jumeirah

The BSI Kitemark Certification is a highly regarded quality mark owned and operated by the British Standards Institution (BSI). It symbolises quality, safety and reliability, demonstrating that a product or service has been rigorously tested and meets the requisite standards set by BSI.

In October 2023, we achieved BSI Kitemark Certification for 'Smart and Sustainable Communities'. We are the first organisation in the UAE to receive this certification and the Palm Jumeirah Communities were one of the first live communities in the India, Middle East, Türkiye and Africa region (IMETA) to receive this accolade.

With this certification, we are recognised as one of the top 21 organisations worldwide that operate smart and sustainable communities.

This achievement underscores our commitment to quality and the development of smart and sustainable cities.

To obtain this certification, we carried out a thorough audit and implemented evidence-based improvements to meet BSI scoring criteria, demonstrating our adherence to smart cities principles. This included developing a Sustainability Vision, Policy and Framework and demonstrating evidence of Smart City Requirements and a Smart City Roadmap, among other objectives.



Sustainable landscaping

Sustainable landscaping is a holistic approach to garden design and outdoor space management that seeks to reduce environmental harm while enhancing natural biodiversity. It goes beyond merely planting trees and flowers; it involves creating a balanced ecosystem that respects nature’s rhythms without excessively depleting its resources. By valuing soil health, conserving water and promoting biodiversity, sustainable landscaping beautifies our surroundings and contributes to our community members’ overall wellbeing and connection with nature. As part of our efforts to enhance the natural environment around our communities, we have undertaken a series of initiatives such as:

- Planted 80+ fruit trees at Jumeirah Islands with informative signage to educate residents about different tree varieties.
- Planted a mix of palms including Washingtonia and Phoenix Dactylifera at Jumeirah Islands, carefully selected to avoid pest infestation associated with certain types of palms.
- Developed small-scale farms for educational purposes for residents at Jumeirah Heights and Discovery Gardens.
- Upgraded the Palm Jumeirah Master Community landscaping with Petunia cover to add vibrancy and invite a greater variety of wildlife.
- Conducted native and adaptive tree plantation at Palm Jumeirah to attract a wider variety of bird species.
- Conducted regular water testing and published marine environmental wildlife monitoring reports to ensure water toxicity and integrity is maintained at Palm Jumeirah, Jumeirah Islands and Dubai Islands.







Fostering environmental awareness in our communities

As part of our commitment to enhancing the natural environment around our communities, we held two events across our locations that highlighted the important role nature plays in our lives.

World Planting Day

On 21 March 2023, we celebrated World Planting Day as part of our commitment to environmental sustainability. Across four separate locations, a total of 885 trees were planted, symbolising our dedication to the preservation and enhancement of our natural surroundings. 486 attendees joined us in our mission to promote a greener and more sustainable community. These planting efforts took place in Masakin Al Furjan, Al Furjan, Jumeirah Village Triangle and Jumeirah Park.

World Environment Day

On 5 June 2023, we got together with our residents across District One, Jumeirah Park, Nad Al Sheba, Al Furjan and Palm Jumeirah to celebrate World Environment Day. The motto of the event was “Let’s Nurture Nature, One Plant at a Time” and saw the distribution of 8,780 plants, all carefully selected to thrive in the local environment. These plants represented a tangible step towards preserving and rejuvenating the natural beauty of the environment our residents live in.



Towards Net Zero 2050

As part of a national drive for carbon emission reduction, the UAE has released the nation's comprehensive Net Zero 2050 Strategy⁰¹, which seeks to achieve Net Zero carbon emissions through decarbonising six key sectors, including the buildings sector. National initiatives and targets have been developed and include enhancing energy efficiency, expanding renewable energy sources, implementing sustainable transportation and green building practices, incorporating nature-based solutions and employing carbon capture technologies. According to [section 8.4](#) of the UAE First Long-Term Strategy⁰²: Demonstrating Commitment to Net Zero by 2050, current policy commitments towards the decarbonisation of the building sector target a 51% reduction in energy consumption and a 40% reduction in water demand by 2050.

Dubai Holding Community Management is aligned with Dubai Holding's Decarbonisation Strategy, which provided a roadmap to reduce our emissions in line with the UAE's 2050 Net Zero ambition.

We are actively working to consolidate the Scope 1 and 2 emissions for Dubai Holding Community Management for 2023 as a baseline year. The baseline is crucial in identifying hotspots and developing reduction strategies to successfully achieve Net Zero. We use the Sphera Corporate Sustainability Software (SCSS) cloud-based solution, to report on our ESG metrics including our emissions, in alignment with Dubai Holding.

Our decarbonisation journey includes implementing the following initiatives across four focus areas of clean energy, water stewardship, integrated waste management and carbon reduction.

Fundamental initiatives revolve around:

- Energy and water audits and submetering
- Energy efficiency upgrades
- Reclaimed water usage
- Waste characterisation and diversion from landfill

01 [The UAE's Net Zero 2050 Strategy](#)

02 [The United Arab Emirates First Long-Term Strategy: Demonstrating Commitment to Net Zero by 2050](#)



Excellence initiatives for implementation based on asset readiness revolve around:

- Alternative fuels and clean transport
- Smart technologies
- Building improvements and retrofits
- Green building certifications

Flagship initiatives best-in-class requirements for selected assets include:

- Solar panel installation
- Circular procurement

As we continue to advance in our sustainability journey, we look forward to exploring further pathways that bring us closer to our overall Net Zero goals, not just for the betterment of our communities, but for the natural environment as a whole.



Bluewaters

Rethinking energy

In our evolving commitment to sustainability, we have implemented a range of initiatives designed to proactively reduce energy consumption across our operations within our communities. Our efforts revolve around increasing the share of renewable energy resources and reducing the energy consumption of certain areas such as lighting and transportation. These combined efforts act in harmony with the overall Dubai Holding Decarbonisation Strategy and UAE Net Zero 2050 Strategy as we aim to reduce the overall emissions associated with our energy use.

Renewable energy

As part of our efforts to reduce emissions and in line with the UAE Energy Strategy, we have initiated several solar generation projects across our communities. At the Dubai Islands Sewage Treatment Plant, we successfully commissioned and operated a solar photovoltaic (PV) project resulting in a power production of 653kWp. In addition to this, we also installed renewable energy powered street lights and jogging tracks in several communities such as Bay Square and District One.



Green mobility

Promoting electric vehicles

As part of national Net Zero aspirations, the UAE has set targets to reduce energy consumption in the transportation sector as highlighted in [section 8.3](#) of the UAE First Long Term Strategy: Demonstrating Commitment to Net Zero by 2050. Current policies in place, such as the UAE Demand Side Management (DSM) Programme, aim to reduce the transportation sector energy demand by 60% and emissions by 56% by 2050 through promoting shifts to more sustainable transportation options.⁰¹

Reducing transportation emissions not only impacts climate change, but also improves the air quality in our communities. With this in mind, we are actively promoting clean transportation options such as EV charging, as well as alternative transportation options such as bikes and e-scooters.

In a drive to promote the electrification of transportation, we have embarked on an initiative to provide EV charging stations at many of our communities including:

- 1/JBR
- Discovery Gardens
- The Palm Tower
- Bahar
- Masakin Al Furjan
- Bluewaters
- Palm Views (East and West)
- The Executive Towers

In December 2023, we signed a Memorandum of Understanding (MoU) with Etisalat Service Holding to install EV chargers across a range of our communities as part of their eMobility project “Charge&Go” which seeks to build Dubai’s largest electric vehicle charging stations ecosystem.

01 [The United Arab Emirates First Long-Term Strategy: Demonstrating Commitment to Net Zero by 2050](#)



Dubai Holding x Bike Pass Includes • 1 year subscription • 24 hour access to any of the 192 stations across Dubai	Unlock any bike using the pass • The facilities management team can take any bike from any station • When the team is done, the bike can be returned to any station nearby	Bike availability at all times • Access to bikes anytime required • Bikes are always in good condition and well maintained
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Collaboration with Careem Bike

As part of our efforts to promote alternative modes of transportation within our communities, we are proud to highlight our collaboration with Careem Bike. As part of this programme, security and facility management personnel from five Dubai Holding Community Management communities were provided with one-year subscriptions to Careem Bike, including 24-hour access to any of the 192 stations across Dubai. In addition, staff are also provided with reflective vests and helmets.





Other eMobility initiatives

We have expanded our operations' EV fleet through the provision of electric buggies across our communities such as Jumeirah Beach Residence (JBR), City Walk and District One. These buggies offer several advantages, including zero emissions, reduced noise pollution and a compact design. We have also replaced cars in our operations fleet with EVs to lower our emissions.



Lighting retrofits

As part of our push towards reducing our energy consumption, we have taken steps towards retrofitting our communities with LED lights and motion sensors. A benefit of LED lighting is that they consume less energy, produce less heat than traditional incandescent bulbs, reducing the air conditioning demand in addition to lowering the greenhouse gas emissions of our communities.

LED leads the way

As part of an LED light replacement initiative, 3685 LED lights were installed in various JBR communities including Bahar, Rimal and Murjan towers. This initiative resulted in direct savings of 64,561 kWh per year, representing a 20% reduction compared to the previous lighting system. This change also translated to a 28,406 kgCO₂ reduction per year. A further benefit of this initiative was the reduction in energy costs for our community members.

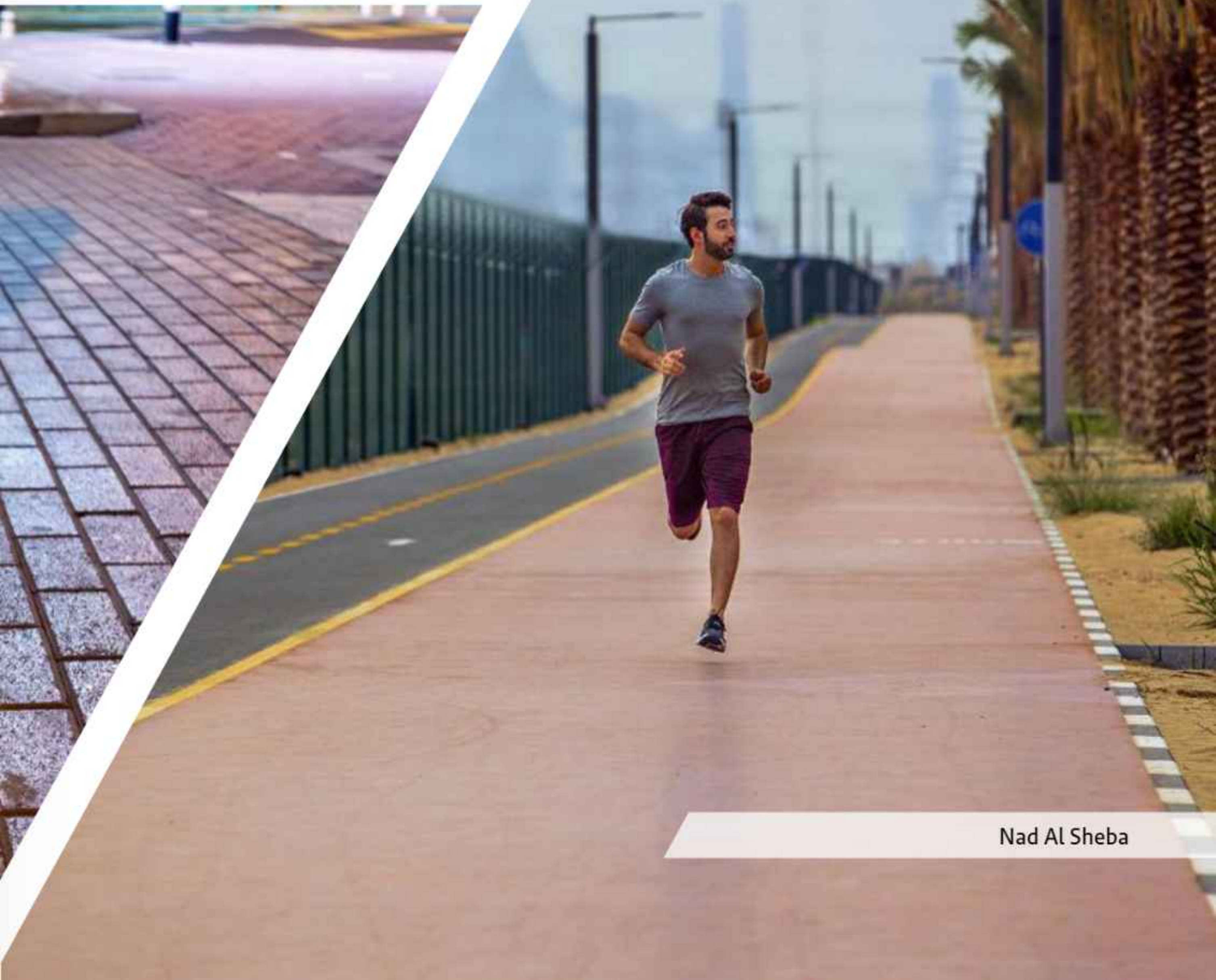
Motion sensors at Mudon Views

At Mudon Views, a combination of motion sensors and an alternate lighting sequence were employed in the car park in order to reduce the energy consumption associated with its use. Motion sensors were also installed in all garbage rooms and garbage chute rooms to reduce the energy being consumed when not in use.



Air quality management

Emissions not only have a detrimental impact on the environment, but also affect the quality of the air we breathe. With the wellbeing of our residents and members of the local community in mind, we conduct air quality testing at several of our communities such as International City and Nad Al Sheba Villas. These tests are carried out to track and maintain a record of the air quality standard for the residents of these areas.



Nad Al Sheba

Safeguarding water resources

As a city with an ever-expanding population coupled with more frequent extreme weather events, Dubai faces water challenges and high demand for freshwater. Our approach to water stewardship focuses on managing our precious water resources in a sustainable and resilient way.

Across the communities we manage, we optimise our water resources by reducing potable water consumption, improving water use efficiency, recycling water and upgrading water quality. These efforts are in line with the UAE Water Security Strategy 2036⁰¹, which in part seeks to reduce the total demand for water by 21% and increase the reuse of treated water to 95% of total treated amount.

Aligned with national ambitions around water saving measures, we have implemented various irrigation related initiatives such as making use of reclaimed water for landscape irrigation purposes wherever possible, as well as use of automatic irrigation systems in some communities such as International City.

01 [The UAE Water Security Strategy 2036](#)



The following are some examples of the great initiatives we have set up to reduce water consumption across our communities.

Condensation water for beneficial reuse

In an effort to reduce water consumption, the Jumeirah Beach Residence (JBR) community has set plans to install FAHU condensation water collectors in the Rimal 6 building. These devices collect and store condensate water generated as part of air conditioning operations, with the intention of use for irrigation thereby reducing our total water consumption.

Installation of smarter fittings

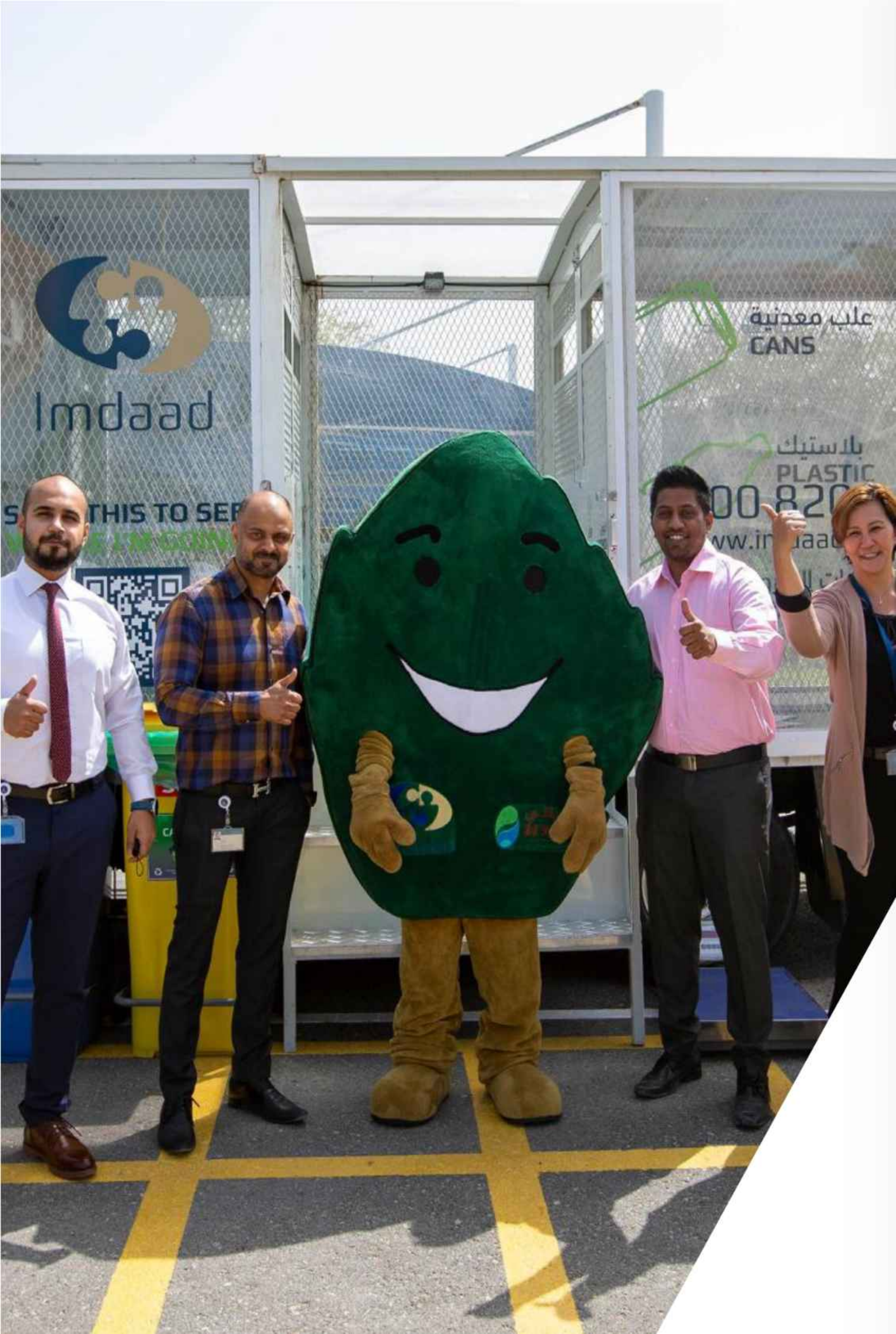
In line with integrating sustainability requirements into the operation of our buildings, water saving aerators have been installed in the Mudon Views pool and washrooms in common area. A pilot project in Jumeirah Islands also saw the installation of highly efficient water fixtures. Such smart fittings maintain a feeling of high-pressure flow while reducing the overall volume of water being consumed, improving resource consumption without compromising on quality.

Dubai Islands Sewage Treatment Plant

Previously, the process to treat wastewater generated at the Dubai Islands community posed several challenges limiting the overall sustainability of its irrigation scheme. Prior to the commissioning of the Dubai Islands Sewage Treatment Plant (STP), sewage from this community had to be collected in tankers to be transported to the Dubai Municipality Plant (STP), similarly treated water for use in irrigation had to also be transported in tankers to be stored in holding tanks. With the commissioning of the Dubai Islands STP however, the need for tankers was eliminated.

Another issue previously faced was the reclaimed water irrigation network requiring high power consumption, as well as stagnant water due to a lack of movement potentially causing unpleasant odours. Eventually, with modifications to the island’s network to limit it strictly to the required irrigation areas, we reduced excess pumping requirements that not only helped to conserve energy and manpower but also prevent environmental pollution while saving on costs as well.





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Managing our waste

Another key component of our approach to operate our communities in a more sustainable manner lies in how we manage community waste. Due to the size and scale of our operations, effectively managing waste creates the opportunity for us to have a meaningful impact on waste management in Dubai as a whole. Our waste reduction efforts are aligned with the Dubai Integrated Waste Management Strategy ⁰¹ 2021-2041, which seeks to encourage innovation in waste management, recycling and energy conversion.

A key approach to reducing waste sent to landfills is promoting waste sorting and recycling at the source and we are starting to see tangible results. However, the success of any waste segregation initiative is highly dependent on the participation and behaviour of our community members. Therefore, community incentivisation through partnership plays a big role in our approach.

⁰¹ [Dubai Integrated Waste Management Strategy 2021-2041](#)

The following are some initiatives we are proud to showcase on our journey to reduce our waste generation and increase the recycling rate in our communities.

RECAPP recycling programme

We collaborated with RECAPP by Veolia, the UAE’s first digital recycling solution that provides free door-to-door collection of recyclables for registered users. Users gain RECAPP Points for each recycling collection that can then be redeemed for rewards vouchers from RECAPP partners, providing incentives to continue recycling. The RECAPP service is currently available in the Remraam, Serena, Mudon and Al Waha communities and underscores our commitment to environmental protection and reducing landfill waste.



Yalla Return programme

We teamed up with Averda and Nadeera to enhance waste segregation within our communities via the Yalla Return programme. This programme is an innovative behavioural change initiative through a digital platform. Recycling kits featuring bags with QR code linked to individual accounts were distributed with comprehensive sorting instructions and access to the Yalla Return app. As community members continue to recycle, they gain points which lead to reward vouchers with a variety of partners such as Amazon, Talabat, Lufthansa and more. As part of a pilot programme at Jumeirah Park, a 2,600 villa community, we achieved a remarkable 56% engagement rate and diverted over 64 tonnes of recyclable materials from landfills. Following the success of the pilot study, this initiative has been extended to cover Jumeirah Heights and Discovery Gardens. In the upcoming years, we aim to expand the programme to other communities such as Dubai Wharf, City Walk and Port de La Mer.



Partnership with Averda to recycle used cooking oil

In partnership with Averda, we have set up a used cooking oil recycling initiative where households in Golden Mile and Discovery Gardens receive green collection containers to store used cooking oil.

Once full, residents can return the containers to designated collection points where the oil is collected and converted into biofuel. This service prevents damage to sewer systems and the surrounding environment, safeguarding our ecosystem and local flora and fauna.

Dubai Can

The average UAE resident uses 450 plastic water bottles per year ⁰², contributing to a total of 4 billion plastic bottles used annually across the country. In an effort to reduce the consumption of single-use plastic bottles, the Dubai Can initiative sees the provision of water bottle refilling stations across Dubai. This initiative promotes the usage of refillable bottles and currently refillable water bottle stations can be found in Dubai Internet City (DIC), Dubai Media City (DMC), Dubai Knowledge Park (DKP), Dragon Mart, Palm West Beach and Al Ittihad Park.

Expanding our recycling infrastructure

As part of our efforts to expand the recycling infrastructure available to our residents, we have added new recycling stations in the following communities:

- Murjan
- Al Furjan
- Jumeirah Park
- Golden Mile
- Discovery Gardens
- Sadaf
- Bahar
- Rimal
- Amwaj
- Shams

We also have plans to integrate reverse vending machines (RVMs) into several of our communities in the future allowing residents to deposit recyclables and directly receive vouchers.

02 [Sheikh Hamdan bin Mohammed launches 'Dubai Can'](#)





People and culture



At Dubai Holding Community Management, we recognise our most valuable asset to be our people, who are at the heart of everything we do. From our dedicated team of employees to the diverse residents who make up the communities we manage, we are committed to fostering a culture of inclusivity, safety and wellbeing.

With a steadfast commitment to our communities, we are dedicated to enhancing their wellbeing through a wide spectrum of proactive initiatives. These include facilitating access to essential resources such as complimentary medical checkups and youth summer camps, to distributing quarterly newsletters filled with sustainable living tips and initiatives and much more. Additionally, we foster community cohesion through inclusive events that celebrate our diverse population and bring people together.

We take pride in the diversity of our residents and staff and take active measures to further foster and celebrate this diversity while ensuring a sense of inclusion for people from all walks of life and determinations.

By actively seeking out and attentively listening to feedback, we continuously refine our community initiatives to directly address the needs of our people. This unwavering dedication forms the cornerstone of our efforts to build thriving and resilient communities.

Community wellbeing

At the heart of our people and culture philosophy lies a deep commitment to community wellbeing. The happiness, wellbeing and security of our residents are at the centre of our operations. This commitment is exemplified by our achievements, such as being recognised as the Best Community Management Company of the Year 2023* by the International Real Estate Community Management Summit and achieving accolades such as the Happiest Residential Community* and Customer Happiness Company of the Year* at the Customer Happiness Awards 2023.

*the mentioned awards were awarded to NCM prior to the merger in 2023

The following are some examples showcasing the spectrum of our initiatives aimed at enhancing community wellbeing. These encompass initiatives focused on health and wellness, robust security measures, educational resources and our proactive approach to listening and responding to community feedback.

Free medical checkups at select communities

As part of our commitment to community health and wellbeing, we have organised a series of health checks for our community members at several select locations. These include our Women’s Health Check event in partnership with Aster Clinics which took place at the Jumeirah Village Triangle (JVT) community park. Further collaboration with Aster Medical Centre saw several of our other communities receive complimentary health checks, such as Mudon and Remraam. We are proud to offer such an event free of charge, ensuring that access to vital healthcare services is available to all.

Through this collaboration, our community members benefited from a variety of essential healthcare services. These included blood sugar checks for metabolic health monitoring, blood pressure assessments for cardiovascular wellbeing and gynaecology consultations to address specific health concerns. Participants also received personalised advice on women’s wellness.





Protecting our communities

Enhanced security measures

An important aspect of community management is ensuring that our members feel safe and secure. With this in mind, we have undertaken several initiatives to upgrade security measures in our communities, such as the upgraded Visitors Management System (VMS) recently installed in all buildings of the Madinat Jumeirah Living community. This system marks a significant shift away from outdated paper processes and ushers in a seamless, digital-forward approach to security in community management. The new VMS will enhance the visitor process and promises increased security and confidentiality. This is in addition to the regular trainings our security and operational teams receive across our communities, including emergency and critical systems training often covering topics like fire alarm systems, firefighting systems and elevator systems.

Al Ameen – a collaboration with Dubai Police

The Al Ameen service is a vital component of the security infrastructure of Dubai. It provides a confidential communication channel for residents to address concerns, report incidents and contribute to the overall safety of their communities. As part of this initiative, posters and QR codes have been placed throughout our communities. Residents and visitors can scan the QR codes on their smartphones and be directed to the Al Ameen Service Portal, where concerns, information and reports can be securely and anonymously submitted.

Promoting road safety through collaboration with RTA

In 2023, we partnered with the Roads and Transport Authority (RTA) to initiate a series of impactful safety campaigns in order to actively promote and encourage safe transportation habits and pedestrian activities in our communities.

Through this collaboration, we provided residents with valuable and practical tips for road safety. Our efforts ranged from sharing essential guidelines for motorists and highlighting pedestrian safety measures to advising e-scooter enthusiasts on responsible riding. These campaigns have been instrumental in promoting a safety-conscious mindset throughout our communities.



Community events

At Dubai Holding Community Management, we organise a variety of social and cultural events across our communities to bring our people together in celebration. Through our community events, we ensure that our residents aren't just a collection of people, but an actual social community forging their own bonds and connections.

Our events cover different themes from sports, youth, movie nights, cultural events and festivals, to general social gatherings and many more that allow people to come together as one large Dubai Holding Community Management family.

While we hosted over 90 community events in 2023, we are excited to showcase a few highlights below:

Al Waha Community Run



To kick off the New Year and hold everyone accountable on their health related goals, we organised the Al Waha Community Run.

Family Day Event



Nearly 700 members of our communities participated in a Family Fun Day on 17 March, featuring games, prizes, music and treats to engage the kids.

Pink Caravan Ride



In February, we proudly hosted the Pink Caravan Ride in support of the fight against breast cancer at the City Walk and JBR communities. Residents were able to take advantage of free screening services as part of our commitment to prioritising health and wellbeing.

Students Summer Camp



The community offered a free virtual summer camp throughout August for kids from Grades 1 to 12 featuring robotics, a spelling bee and more.

Bazaar and Movie Night



Our community at Mudon came together to participate in a local bazaar which included a movie screening.

L’Atelier Pop-up Bus



In July, the L’Atelier pop-up bus toured through various communities providing families the opportunity to gather and enjoy arts and crafts activities with their kids.

Ramadan Community Event



Across our communities, we held events to celebrate Ramadan as one, filled with fun activities for the entire family including traditional oud music, henna art, puppet shows and Arabic sweets.

Kid’s Planting Initiative



The Mudon community came together to organise a kids’ planting initiative to educate young residents about nature and plants in the community.

Festival of Lights



The community commemorated the Festival of Lights, which was a resounding success. Residents truly illuminated the evening with magic through their arts and crafts, participation in activities and iconic dance moves to match the event’s live music performances.

UAE National Day



We came together across our communities to celebrate the UAE’s 52 National Day with an event reflecting the true spirit of unity and diversity of the UAE. The festivities saw people from all backgrounds gathering to commemorate the country they call home.





Focus on health and wellbeing

Through a series of engaging events and activities, our residents are invited to seminars and workshops with experts who share evidence-based insights on enhancing our lifestyles.

These insights span a wide range of topics, including elevating life energy, embracing healthy longevity and the importance of uniting communities for a high-quality lifestyle. Events included:

- Wellness festival – Feb 2023
- Let’s talk hormones – March 2023
- Hair and skincare month – April 2023
- Wellness retreat – May 2023
- Men’s health – June 2023
- Happiness and wellbeing – July 2023



WELL Health-Safety Rating for Facility Operations and Management

The WELL Health-Safety Rating is a third-party verified rating of both new and existing buildings and various space types, with a focus on operational policies, maintenance protocols, stakeholder engagement and emergency plans. This rating system acts as a central source and governing authority, endorsing the efforts undertaken by owners and operators. Moreover, it incorporates international best practice insights derived from the International WELL Building Institute (IWBI) Task Force on Respiratory Infections, along with guidance concerning the spread of such infections from organisations such as the World Health Organisation (WHO), U.S. Center for Disease Control and Prevention (CDC) and other global disease control and prevention and emergency management entities.

Furthermore, it draws from recognised standard-setting organisations such as ASTM International and the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) as well as receives contributions from leading academic and research institutions.

We have proudly attained the WELL Health-Safety Rating for a total of 540 buildings, all certified by the International WELL Building Institute (IWBI). This aligns with our broader strategy of prioritising the health and wellbeing of our staff and communities in all our operations.

Responding to community feedback

With the needs of our community members at the forefront, we actively respond to and act on community feedback. Residents can report complaints or recommendations on our 24/7 call centre line. A wide variety of community improvement projects were a direct result of such recommendations, such as repainting parking lots, providing new pet bins or repairing damaged speed bumps. Another example of community feedback being acted on took place in The Executive Towers, where façade recladding, the addition of a new pet park as well as staff support regarding the new visitor management system were offered. The community specific improvements are often highlighted in quarterly newsletters, where residents are informed of new changes and encouraged to give their feedback.



Keeping our communities informed

Actively engaging with our communities allows us to ensure that their needs are met. With this in mind, we are proud to highlight our community newsletters, which provide a variety of useful resources to our residents. Our e-newsletters highlight community events and announcements, community improvement initiatives that were a result of feedback and provide useful contact information regarding emergency services or other services such as taxis, community management and municipalities. Moreover, our newsletters often provide educational resources, such as guides to living sustainably, environmental awareness topics, energy reduction methods and even highlight resident generated content such as photo contests, or tips and tricks to community living.



Lights Out
The community came together to observe Earth Hour, with many switching their lights off from 8:30-9:30pm on 25 March. Thank you to all for your continued participation in these initiatives – especially as the UAE acknowledges the Year of Sustainability!

New recreational facilities

An important part of community wellbeing revolves around promoting a healthy and active lifestyle, which is why we take pride in providing a variety of different recreational facilities ranging from children’s play areas and parks, cricket practice nets, tennis courts, padel courts, football pitches, table tennis facilities, Multi Use Games Areas (MUGA) and much more. These facilities are found across our Dubai Holding Community Management communities to engage residents of all ages within their own community without having to look for sports or fitness avenues elsewhere.



Serena Does Socials Best. Change Your Minds.



Lights Out
The community came together to observe Earth Hour, with many switching their lights off from 8:30-9:30pm on 25 March. Thank you to all for your continued participation in these initiatives – especially as the UAE acknowledges the Year of Sustainability!

Let's Chat

Our new self-care number – 1600-123456789 – is now live. The line is open 24/7 to answer a faster and more personalized response, with staff available to address any queries related to DCM services. We look forward to supporting you with this new service and encourage you to get in touch as and when you need.



Worker welfare

Our efforts around community management and providing our residents with the highest quality of service would not be possible without the commendable efforts of our dedicated staff. Our employees form the backbone of everything we do and we are proud to highlight some of the activities that showcase our dedication towards our teams and the benefits that make Dubai Holding Community Management an attractive place to work.

Great Place to Work

In 2023, we were recognised as a Great Place to Work-Certified company* by Great Place to Work® Middle East for the second time running.

*awarded to Nakheel in 2022 and 2023 prior to the merger with Dubai Holding

This accolade highlights our dedication to adopting a workplace culture that fosters inclusivity, support and understanding, providing an exceptional environment where team members feel both trusted and valued.

Recognising employees as a core asset, we partnered with Great Place to Work® to enhance the evaluation of our employee wellbeing initiatives. By embracing the process, we integrated insights from the Trust Index survey to implement meaningful changes.

Through culture coaching and focus groups, we underscored the significance of involving employees in decision-making and responding to their feedback. This approach has been instrumental in further cultivating a culture of trust and engagement.

The research undertaken by the Great Place to Work® is backed by data compiled from over 100 million employee engagement surveys that are taken across the world every year and is considered to be one of the world's largest studies of workplace excellence and benchmarking for each country and industry.





Employee benefits

We are dedicated to the wellbeing of our employees and their families, providing a comprehensive benefits package that prioritises their health and security. This package includes medical coverage, workmen's compensation insurance and leave passage allowance.

We strive to foster a work environment that enhances employee wellbeing through our initiatives and participation in annual events designed to raise health awareness, including:

- Inspire clubs

Inspire initiatives were designed to enhance the overall wellbeing and engagement of employees. It offers a range of sports clubs and amenities tailored to promote regular physical activity, foster a sense of community and encourage a healthy work-life balance.

- Employee wellbeing staff events

Throughout the year, we carried out a series of staff events dedicated to employee wellbeing. This initiative comprised of monthly live sessions covering diverse wellness topics, providing a secure platform for employees to connect and learn together.

- Maintaining a respectful workplace culture

Employees are responsible for upholding the Group's Code of Conduct and are encouraged to report any concerns about illegal or unethical conduct. Employees are supported in submitting any concerns confidentially via a dedicated whistle-blowing reporting channel called Trustline.



Eight

employee wellbeing workshops conducted

Diversity, inclusion and wellbeing

One of the greatest strengths of our communities is the diverse makeup of all the people that form them, with residents and staff from across the globe coming from all walks of life. We celebrate this diversity by ensuring that all our residents and teams feel welcomed and included.

We also strive to ensure that our communities are accessible to people of all determinations, with some examples of our accessibility measures found on the next few pages.





Improved community accessibility features

In 2023, as part of our commitment to create inclusive and accessible community spaces, we made several infrastructure upgrades across selected communities ensuring that People of Determination (PoD) can make full use of our community spaces. For example, we added 18 parking bays specifically designed to cater to people with mobility challenges throughout Souk Warsan. Similar parking spaces were also added in 1/JBR.

Other inclusive infrastructure improvements include the installation of ramps to improve wheelchair accessibility, such as at Jumeirah Beach Residence.



Advancing gender equity

In 2022, Dubai Holding was one of the first UAE companies to sign the voluntary Pledge to Accelerate Gender Balance in the UAE Private Sector in partnership with the UAE Gender Balance Council and to increase the number of women in middle and senior managerial roles in the UAE to 30%. These efforts are the result of our Group-wide GEI Framework, which is built on three key programme pillars:

- the ACCELERATE Programme focuses on attracting, retaining and developing top talent
- the IMPACT Programme focuses on implementing inclusive policies, systems and processes
- the REACH Programme focuses on promoting gender-conscious stakeholder engagement, partnerships, products and services.

In 2023, we launched the Dubai Holding Women’s Network, promoting professional development, career advancement and community building. The network grew to over 500 members, providing a powerful support network for women across the Group.



Health and safety

We recognise that the safety, health and welfare of all our employees is essential to our ability to continue providing world-class service to our residents and stakeholders.

We adhere to robust occupational health and safety standards through our Group-wide HSE Management System.

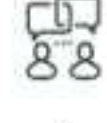
Dubai Holding’s newly developed Worker Welfare Standards outline the expected standards for accommodation, transport and employment practices for all our employees and contractors working on our sites. Set to be rolled out across our operations in 2024, they go beyond legal compliance to meet our commitment to responsible business practices. They incorporate best practice from the International Labor Organisation Fundamental Conventions and other international frameworks including the United Nations Global Compact (UNGC).

Upskilling employees

We believe that learning is a lifelong journey and with that in mind, we are proud to highlight some of the opportunities we provide our employees to reach their full potential by offering abundant resources for both personal and professional growth. Whether through direct job-related trainings or elective trainings covering a wider variety of personal topics, we ensure that our teams are provided with the right resources to grow.

Through the provision of shared resources and the implementation of tailored educational programmes, we aim to enhance our staff’s performance and broaden their horizons. Our appraisal process is competency-based and designed to ensure that the performance of our employees remains closely aligned with the core values and strategic objectives we hold.

Our Strategic Health & Safety Pillars

-  Leadership
-  Engagement
-  Communication
-  Competency
-  Reward & Recognition
-  Continual Improvement



Our approach to training and development

Our approach to training encompasses various methods, including internal training sessions, structured development programmes, opportunities for continuing education and learning through empowerment and accountability.

We publish a monthly training calendar that is shared with employees who can select courses in their chosen area of interest. Other training efforts in 2023 included hosting a trainee assessment day for Emirati graduates at The St. Regis Dubai, The Palm. The event was designed to prepare the graduates for their careers through team building activities, projects and games.

Following are some notable employee training sessions and activities we have held this year covering both personal and professional topics:

BSI certification

As part of our BSI certification process, we conducted an external training session with 19 employees with the BSI regarding ISO 37106 (sustainable cities and communities) and ISO 37101 (sustainable development in communities) for Smart and Sustainable communities. These training sessions enable our employees to embed sustainability more deeply into our communities and realise their full potential as sustainability practitioners.



LEED certification training

The Leadership in Energy and Environmental Design (LEED) is the world’s most widely used and recognised green building rating system. As part of our push towards greater sustainable design, we also provided LEED Green Associate Certification training for 13 of our team members in order to boost our internal expertise on LEED standards. By fostering internal champions of sustainability, we contribute to driving a company-wide cultural shift towards more sustainable practices and creating meaningful initiatives that enhance our environmental performance.

Employee team building

We held an interactive team building event at the Jumeirah Beach Hotel. The day featured engaging team bonding games, certificate distribution and award presentations. The event’s purpose was to enhance unity, strengthen connections and celebrate the exceptional spirit of the team.





Responsible supply chain

Responsible supply chain is a crucial pillar in Dubai Holding Community Management's Sustainability Strategy. We are committed to high ethical business and human rights standards across our value chain. We set clear expectations and support our suppliers to meet them.

Our approach aims to enhance resilience and sustainability of our supply chain, working in partnership with our suppliers. At Dubai Holding Community Management, we adhere to the responsible supply chain approach set up by the Group.

The journey towards a sustainable supply chain started in 2023 with the launch of the Group’s Supplier Code of Conduct and the completion of EcoVadis supplier assessments which has seen 80% of Dubai Holding’s strategic suppliers independently assessed against industry best practice.

Supplier Code of Conduct⁰¹

The Dubai Holding Supplier Code of Conduct outlines our expectations of all third parties that supply goods or services to Dubai Holding and any of its companies or entities.

We are committed to working with suppliers who share our vision of sustainability and adhere to the highest standards of environmental, social and ethical performance. We also recognise that our suppliers are at different stages of maturity in their own sustainability journeys.

We are committed to working together to improve their performance over time. We require our suppliers to treat their employees and subcontractors with respect and dignity, to comply with all applicable laws and to provide a safe and healthy work environment. We also expect our suppliers to respect the environment and minimise their environmental footprint.

The Code of Conduct draws on the Ten Principles of the [United Nations Global Compact](#). These cover business employment practices; health, safety and security; trust and integrity and the natural environment.

We provide secure and independent communication channels to report any concerns or business practices which breach the spirit and requirements of the Code.

01 [Dubai Holding Code of Conduct](#)

Partnering with a diverse network of suppliers

We are proud to partner with over 200 suppliers that span across our diverse communities. These collaborations are essential in enabling us to deliver value to our customers and stakeholders. Through collective efforts and the exchange of best practices, we continuously strive to support local businesses that share our values ensuring that our communities thrive in a sustainable manner.

Protecting our supply chain

To safeguard the continuity of our operations, we actively assess the business continuity plans of key suppliers using vendor management systems and comprehensive questionnaires. Recognising the critical role of contractor labour, we meticulously review their enhanced health and safety plans to ensure they meet our high standards. In case of supply chain unavailability, we have established processes to secure critical business functions. This includes assessing key suppliers, identifying potential single points of failure and documenting recovery strategies for all relevant entities ensuring resilience across our supply chain.

Contractor management

Effective management of contractors is a cornerstone of our risk mitigation strategy. We institute guidelines that encompass licensing and insurance mandates, thorough background checks and the provision of extensive safety training. Regular performance monitoring ensures that all contractors adhere to our safety protocols and contribute to the high standards we uphold.

Engaging with our service providers

Engagement with our service providers is integral to our environmental strategy. By regularly discussing innovative sustainable solutions, we ensure our actions align with evolving best practices. Our partnerships focus on driving sustainability across our communities, where our service providers play a crucial role in implementing and enhancing our sustainability initiatives.



Key contributions to sustainability

Our responsible supply chain is built on a foundation of standardisation, specialisation and strategic project management, ensuring sustainable and efficient operations across all our communities.

1. **Standardisation and Specialisation:** We lead the review and supervision of Scopes of Work (SOWs), contracts, and technical inspections across our operations. By focusing on preventive maintenance, emergency services and project takeovers, we ensure that all activities are conducted in a sustainable and cost-effective manner.
2. **Project and Contract Management:** Our management of special projects, particularly in infrastructure and building excellence, involves meticulous technical evaluations and warranty management. This ensures that our assets are maintained to the highest standards, extending their lifecycle and reducing the need for resource-intensive replacements.
3. **Energy and Water Efficiency:** We collaborate on projects that optimise energy and water usage, reducing our overall environmental footprint.
4. **Waste Management:** Suppliers help us achieve higher waste diversion rates through effective recycling and waste management practices. Timely monthly reporting is mandated in formats approved by the sustainability team to facilitate compliance to Dubai Municipality guidelines, in line with the Dubai Integrated Waste Management Strategy 2021-2041.
5. **Sustainable Operations:** Regular inspections and evaluations of service provider operations are conducted to maintain operational efficiency and minimise environmental impact in line with ISO 14001 and ISO 45001. Additionally, we support sustainability and energy-saving initiatives by providing necessary data and insights to drive these projects forward.
6. **Infrastructure Excellence:** We manage the operation and maintenance of critical infrastructure, including sewage treatment plants, ensuring continuous, reliable operation and adherence to regulatory standards.
7. **Cross-functional Collaboration:** Collaboration with stakeholders such as government authorities, service providers and community operations teams is central to our strategy. This ensures that our sustainability initiatives are effectively implemented across all our communities, enhancing overall impact.
8. **NOC Management:** Our management of NOC services ensures that all necessary permits and approvals are obtained efficiently and in a standardised manner. This process is crucial for mitigating any potential physical, social, environmental or financial risks associated with our projects.



EcoVadis supplier assessments –
80% of strategic suppliers assessed in 2023

Dubai Holding has partnered with EcoVadis, a global leader in assessing sustainability performance, to assess our suppliers’ performance against industry best practice. The Group is pioneering this approach in the region, demonstrating our commitment to driving supply chain sustainability and inspiring other organisations in the UAE to follow. In 2023, the Group assessed 80% of our strategic suppliers, gaining insights into our suppliers’ practices, identifying risks and opportunities and benchmarking our progress against industry standards.

This partnership supports the measurement and improvement of environmental, social and ethical performance across our supply chain. More than 1,000 multinational companies work with EcoVadis to manage risks, reduce costs and drive innovation. In 2024, we will update and implement the supplier segmentation methodology and expand the EcoVadis assessment to cover more suppliers. We will also focus on supporting our suppliers to improve their sustainability performance over time through engagement and capacity building.



Philanthropy





Dubai Holding Community Management is committed to supporting local communities through targeted initiatives. Together with our partners and communities, we work towards creating a positive impact on people's lives. We believe that a strong community is formed by nurturing connections and the bonds among residents.

Starting in 2024, targeted community initiatives will fall under Dubai Holding's wider philanthropy strategy which aim to create resilient, empowered and thriving sustainable communities in harmony with nature. This report focuses on the reporting year of 2023 and we are proud to highlight some of the great initiatives which took place across our communities.

Tarahum for Gaza

Tarahum for Gaza is part of our ongoing involvement with the “Tarahum for Gaza” initiative led by the Emirates Red Crescent. The initiative, translating to “Compassion for Gaza” enables residents across the UAE to contribute through diverse channels nationwide, providing essential relief and aid to Palestinians. This initiative brought together several of the nearby communities in support of relief efforts. Across selected communities over 700 boxes of goods including blankets, winter clothing, footwear, non-perishable food and hygiene products were collected.



Over 700

boxes of goods including blankets, winter clothing, footwear, non-perishable food and hygiene products were collected.



Bridges of Giving

In response to the devastating earthquakes that struck Syria and Türkiye in February 2023, we launched the “Bridges of Giving” initiative. This charitable campaign, conducted in partnership with the Emirates Red Crescent and the Islamic Affairs and Charitable Activities Department, reflected the compassion and community spirit of our residents as part of the national relief effort. The campaign aimed to provide vital assistance to earthquake-affected individuals.

In response, our residents stepped forward with generous hearts, contributing winter clothes, children’s wear and essential clothing items. This support led to the collection of 49,000 kilograms of donations within 10 days, across eight locations. The initiative involved 65 dedicated volunteers who facilitated the collection and distribution process. A wide range of essential items, including winter clothes, blankets, shoes, solar-powered lights, tents, non-perishable food, milk powder, first aid supplies, hygiene products and diapers, were accepted during the campaign. “Bridges of Giving” demonstrated the strength of community solidarity, illustrating that collective efforts can have a profound positive impact on those in need.



49,000 kg
of donations within 10
days, across eight locations.



Hala Ramadan Event

Dubai Holding Community Management successfully hosted the annual Hala Ramadan event during the first week of Ramadan.

Held in Barsha Heights for three days and in Rermraam for two days, the initiative facilitated the distribution of over 10,000 complimentary iftar meals and featured various activities, including sports, children’s entertainment, mosque tours and educational lectures available in both Arabic and English.

The event was open to the public, welcoming individuals from diverse backgrounds and faiths. It aimed to foster a deeper understanding of the holy month’s core values of patience, compassion and generosity. It went beyond sharing a meal; it built connections that bridged cultures and backgrounds, fostering a sense of shared humanity and community.



Over 10,000
Iftar meals to support
and nourish both service
providers and the broader
community





Looking ahead



By uniting our expertise, resources and shared values, our combined efforts as one team moving forward leave us well positioned to advance our sustainability agenda for the benefit of all our communities. Together, we look forward to creating impactful and innovative solutions as we move forward on this journey.

We are excited to continue advancing our sustainability journey as we look to the future and our commitment to fostering sustainable and resilient communities remains stronger than ever.

Moreover, as we join hands with Nakheel Community Management, we are presented with a unique opportunity to redefine our approach to sustainability.

Under the strategic direction of Dubai Holding and with our baseline and reporting systems in place and inspiring case studies across our key focus areas that can be implemented more widely, we are now setting out to grow further on our sustainability journey as we continue to implement meaningful changes.

Looking ahead, we are enthusiastic about the possibilities that lie before us. Together with our stakeholders, we are committed to doing all we can to create a brighter and more sustainable future for all the communities under our care.

While we are proud of all we have done so far, we recognise that the journey towards more sustainable communities is one best taken together. We therefore invite you to reach out and share your feedback or recommendations on how we can best continue to serve our communities.

Please reach out to us at:

dhcm.sustainability@dubaiholdingcm.ae



