

Sustainability Journey Report 2024

Fostering world-class, smart
and sustainable communities




DUBAI
HOLDING
COMMUNITY MANAGEMENT
Building Tomorrow Together



Palm Jumeirah

Message from Leadership

It is with great pride that we present the Dubai Holding Community Management Sustainability Journey Report 2024. At Dubai Holding Community Management, we remain deeply committed to fostering world-class, smart and sustainable communities that align with Dubai's ambitious vision for a resilient future.

Over the past year, we have advanced our unified Sustainability Strategy, refining our approach based on direct operational insights and the living experience of our 1.2 million residents across 54 vibrant communities. Our efforts continue to be anchored in four core pillars: Planet, People and Culture, Responsible Supply Chain and Philanthropy, each underpinned by a robust governance framework ensuring transparency, accountability and measurable progress.

We have made significant strides in environmental stewardship, achieving key milestones such as the renewal and upgrade of our BSI Kitemark Certification for Smart and Sustainable Communities in Palm Jumeirah and earning the Green Globes Certification across several of our flagship communities. Our commitment to reducing environmental impact is further exemplified through our carbon management initiatives, energy-saving retrofits, increased deployment of electric vehicles and strategic integration of renewable energy solutions.

Community wellbeing and safety remain central to our sustainability vision. This year, we successfully maintained the WELL Health-Safety Rating for 540 buildings, reinforcing our dedication to operational excellence and the wellbeing of our residents.

Additionally, our capacity-building and engagement initiatives have enriched community life and empowered our employees and stakeholders to actively lead sustainable practices.

Recognising the critical role of collaboration, we strengthened our partnerships, notably in waste management where we scaled our landfill diversion efforts.

Our Integrated Sustainable Waste Management Plan (ISWMP) 2041 further exemplifies our commitment to operationalising sustainability through comprehensive, data-driven solutions.

Looking ahead, we remain resolute in our mission to continuously enhance the resilience and sustainability of our communities. With the formation of the unified brand of Dubai Holding Community Management, bringing together the portfolios of Nakheel, Meydan, Meraas and Dubai Properties under one entity, we are better positioned to harness collective strengths, streamline impact and deepen our contribution to Dubai's sustainable future. By listening closely to our stakeholders and fostering innovation, collaboration and responsible governance, we will continue to drive positive change and uphold our vision of nurturing vibrant, thriving and sustainable communities across Dubai and beyond.

We sincerely thank our stakeholders for their ongoing support and encourage continued participation and feedback to further advance our shared sustainability journey.

Francis Giani

Chief Community Management Officer (CCMO)





Contents

Message from Leadership	3	Fresh Air Handling Unit Condensate Reuse Initiative	46
Overview	7	Energy Consumption	47
2024 Impact Review	8	Retrofits and Energy Use Optimisation	48
ABOUT US	10	Renewable Energy Integration in Our Communities	51
About Dubai Holding	11	Sustainable Waste Management and Diversion	52
Together Towards Tomorrow	14	Community Recycling and Behavioural Change Initiatives	54
Operationalising Our Sustainability Strategy	16	Environmental Events in Communities	56
Sustainability Strategy	17	PEOPLE AND CULTURE	59
Materiality Matrix	18	Safety and Worker Welfare	60
Awards and Initiatives	19	Community Wellbeing	62
GOVERNANCE	22	Training, Development, Engagement and Recognition	64
Organisational Structure	24	Driving Diversity and Inclusion	68
Monitoring and Reporting	25	Customer Engagement	70
Sustainability Policies and Procedures	25	RESPONSIBLE SUPPLY CHAIN	73
Business Excellence, Corporate Governance and Compliance	26	Supporting Sustainable and Ethical Supply Chains	74
Business Continuity, Crisis and Risk Management	28	Local Partnerships Advancing Circularity	75
Community Compliance and Governance	30	PHILANTHROPY	77
PLANET	32	Gift It Forward	78
Sustainable Design and Climate Resilience	34	Driving Positive Impact through Community Action	80
Advancing Smart and Sustainable Cities	36	Books and Toys Donation Drive	81
Operational Excellence through Green Globes Certification	37	Empowering Young Changemakers for a Sustainable Future	82
Carbon Management	38	LOOKING FORWARD	84
Digitalisation and Innovation	40		
Sustainable Mobility: Transitioning Our Operational Fleet	41		
Natural Capital	42		
Water Stewardship	44		



Serena



Overview

Throughout 2024, we advanced our unified Sustainability Strategy, embedding it across operations, community management and governance. Structured around four pillars: Planet, People and Culture, Responsible Supply Chain and Philanthropy and underpinned by Governance, our approach ensures measurable, lasting impact for the environment, our residents and stakeholders.

This report covers the period from **1 January to 31 December 2024**, and marks the first full year of sustainability reporting since the formation of the unified brand of Dubai Holding Community Management, which includes the Nakheel, Meydan, Meraas and Dubai Properties portfolios. This consolidation has enabled us to align our practices, amplify impact and build a unified approach to sustainable community management.

As we continue our sustainability journey, our commitment to transparency, accountability and collective action remains central. By actively involving our stakeholders, we aim to drive meaningful change and build a resilient, sustainable future together.

At a glance



1.2M+

Residents across managed communities



540

Buildings maintained WELL Health-Safety Rating



BSI Kitemark and Green Globes certifications awarded



ISWMP 2041 launched to accelerate zero waste to landfill goals



Business continuity frameworks activated during record rainfall in April 2024



Strengthened governance across our multi-tier supplier network

2024 Impact Review

Planet



- Renewed and upgraded **BSI Kitemark Certification for Smart and Sustainable Communities (Palm Jumeirah)**.
- Achieved **Green Globes Certification** for sustainable operational excellence in Badrah Manara, Masakin Al Furjan, Jumeirah Heights, Palm View and The Palm Tower Residences.
- **996 MWh** of clean energy generated at Discovery Gardens, avoiding approximately **402 tCO₂e** in emissions.
- Over **43 million** cubic metres of freshwater saved through use of Treated Sewage Effluent (TSE) for irrigation.
- **29% reduction** in Treated Sewage Effluent (TSE) usage through targeted irrigation pilot project at Business Bay.
- Successfully recycled **21,000+** tonnes of waste across communities through focused initiatives.

/// [Learn more on page 32](#)

People and Culture



- Maintained WELL Health-Safety Rating across **540 buildings**, supporting resident wellbeing.
- Recorded **13.3 million** safe man-hours across employees and contractors.
- Conducted **1,855 health and safety inspections** and **over 4,399 toolbox** talks.
- **220 staff** members trained in M100: Essentials of Community Association Management.
- Emiratisation rate achieved at **24.1%** and female representation in management roles at **25%**.
- Workforce comprises **35 nationalities**.

/// [Learn more on page 58](#)

Responsible Supply Chain



- Successfully hosted **recognition events** for supplier contributions during the extreme weather in April 2024.

[Learn more on page 72](#)

Philanthropy



- Supported Dubai Holding's first Gift It Forward campaign, donating over **120,000 new inventory items** to more than **10,500 low-income beneficiaries**.
- Mobilised **85 staff members** for blood donation drives in collaboration with Dubai Health Authority.
- **2,954 kg** of books and toys donated to Emirates Red Crescent.
- Launched Kids' Focus Group at Masakin Al Furjan, recycling **1,970 kg** of waste through youth-driven initiatives.

[Learn more on page 76](#)



About Us

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 amongst our **1.2 million residents living in 54 master communities.**



383+

Jointly owned properties



88,000+

Individual homes



1.35 B sq. ft

Total area under management



Jumeirah Islands



About Dubai Holding

Dubai Holding is a diversified global investment company with a foothold in 34 countries and a combined workforce of approximately 45,000 people.

Established in 2004, Dubai Holding touches the lives of millions of Dubai residents and visitors through its extensive portfolio exceeding ~~₹~~ 280 billion worth of assets. These support the diversification and sustainable growth of Dubai's economy across key sectors: ICT, real estate, hospitality, media, design, manufacturing and logistics, education, tourism, SMEs and entrepreneurship, science and retail.

Our company values provide the foundation 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

Dubai East Portfolio

● Communities



512mn
Total area in
square feet



33,374
Homes



6
Districts



25
Master
Communities



268
Jointly Owned
Properties



500k
Residents



J1 District

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



Business Bay District

Dubai Water Canal
The Executive Towers
Aspect Tower
Bay Square
Bellevue Towers
Vision Tower



Dubai Islands District

Dubai Islands Master Community



Meydan District

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



MBR District

MBR City District - Phase One and Two
MBR City District - Phase Three
Dubai Water Canal
Dubai International Academic City /
Dubai Outsource City
Dubai Wharf
Jaddaf Waterfront
Manazel Al Khor



Warsan District

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



Dubai West Portfolio

● Communities



845mn
Total Area in
Square Feet



54,641
Homes



6
Districts



29
Master
Communities



115
Jointly Owned
Properties



701k
Residents



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*



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

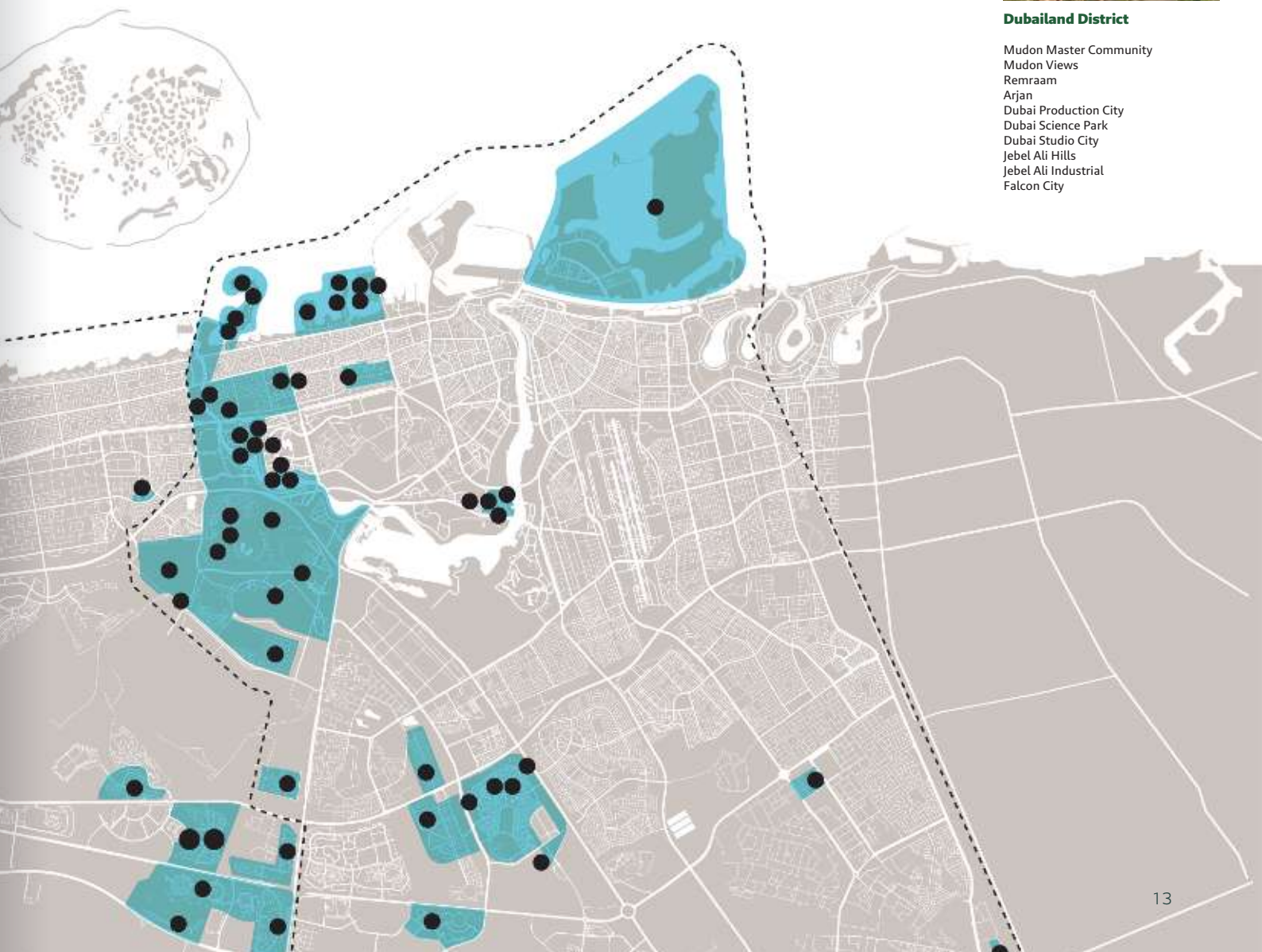
Jumeirah Heights
Jumeirah Islands
Jumeirah Park
Jumeirah Village Circle
Jumeirah Village Triangle



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

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



Together Towards Tomorrow

Our vision for sustainability shares and builds on Dubai Holding's corporate vision and Sustainability Strategy. It is encapsulated in the sustainability ethos:
together towards tomorrow.

Together

Dubai Holding actively involves diverse stakeholders across its operations - from our employees and suppliers to customers, partners and the public. The conviction is that we must collaborate to solve society's challenges.

Towards

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

Tomorrow

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





Operationalising Our Sustainability Strategy

In 2023, we launched a unified Sustainability Strategy to guide Dubai Holding Community Management following the integration of portfolios. Over the past year, we have taken this framework from design to execution, embedding it across diverse communities and learning from the operational realities of managing a sustainability programme at this scale.

Implementing the strategy across over 1.2 million residents has helped us gain key insights into resident behaviour, infrastructure needs, service provider readiness and the varying levels of engagement across communities. These learnings have enhanced our ability to localise our actions while keeping a unified direction and they have reaffirmed the relevance of our original four-pillar approach. This foundation remains strong as we refine our roadmap for the years ahead, focused on measurable progress, cross-functional alignment and resilient governance.

Our vision of sustainability 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.

Sustainability pillars

 Planet	 People and Culture	 Responsible Supply Chain	 Philanthropy
We are committed to improving our environmental impact across our operations.	We are committed to health, safety and wellbeing in every aspect of our business.	We are committed to the highest ethical business standards across our value chain.	We work towards creating a positive impact on people's lives.
We actively reduce our use of energy and natural resources while conserving and restoring biodiversity.	We champion a diverse and inclusive workplace and ensure everyone is treated fairly.	We set clear expectations and support our suppliers to meet them.	Going forward, philanthropic initiatives will be under the direction of Dubai Holding.

Governance

We are committed to embedding sustainability into our business at every level.

Our governance framework ensures accountability, transparency and alignment across leadership, operations and community-level action.

Sustainability Strategy

Vision Fostering world-class, smart and sustainable communities

Strategic areas



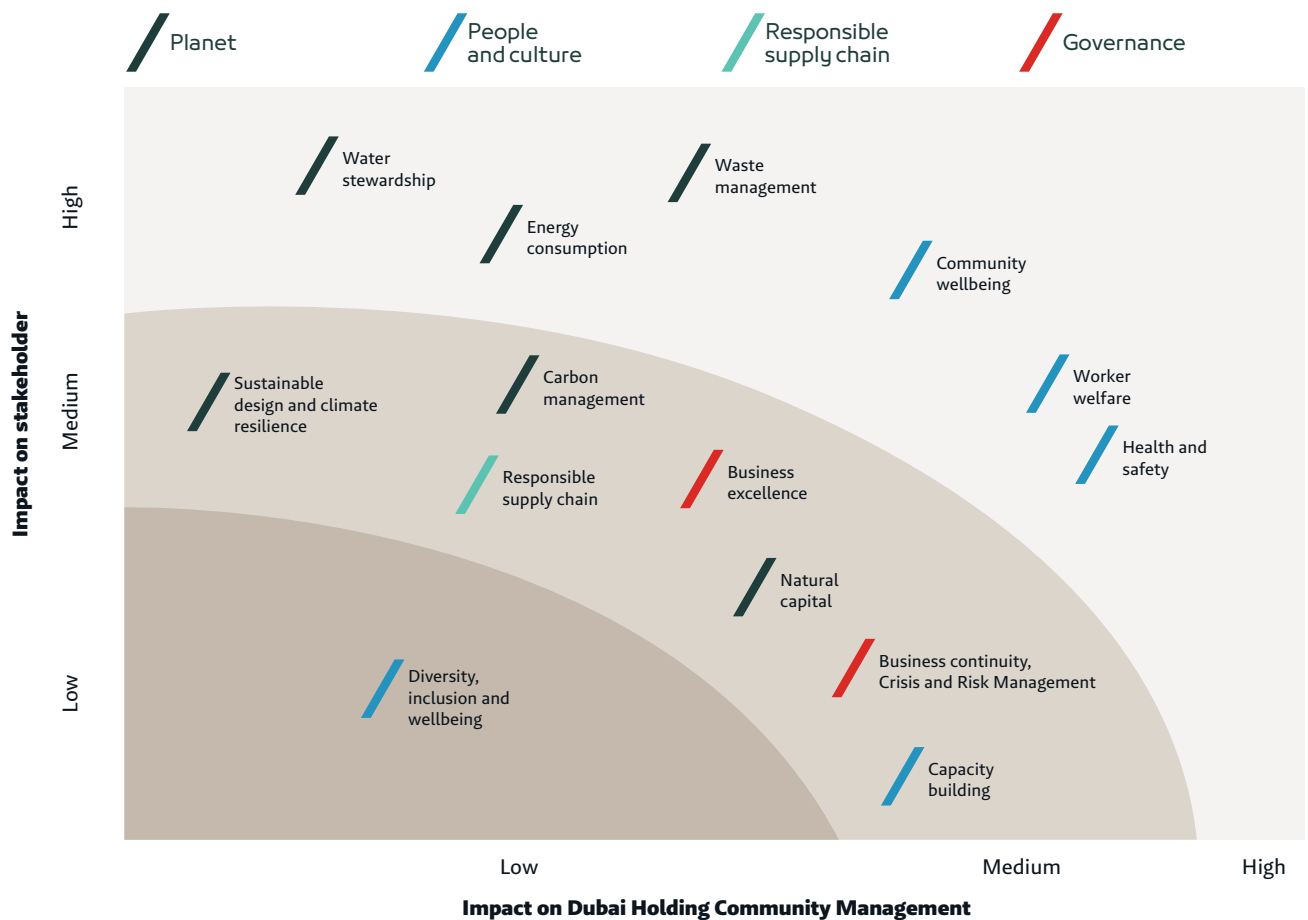
Enablers Digitalisation | Performance management, reporting and assurance
Partnerships and stakeholder engagement | Communications and marketing

For more information about how sustainability is embedded into our operations, please refer to page 23 about our governance.

Materiality Matrix 2024

As part of our ongoing commitment to becoming a more resilient, responsive and sustainable organisation, we revisited our materiality assessment in 2024, one year after integrating our new Sustainability Strategy across the combined portfolio.

With deeper operational experience across diverse communities, we recognised the need to refine our focus areas to better reflect on-the-ground priorities, risk exposure and long-term ambitions. While our original pillars remain strong, this reassessment allows us to reframe our efforts with sharper clarity and more targeted impact.



We believe that materiality is not static. It must evolve with the realities we face – operational, environmental and social. This updated matrix reflects our sharpened focus and a stronger foundation for action.

This year's update places dedicated focus on energy consumption, water stewardship and waste management, allowing for more structured planning and performance tracking in these key environmental domains. Additionally, the unprecedented rainfall and urban flooding in April 2024 highlighted the urgent need for stronger systems around Business Continuity, Crisis and Risk Management, which are now embedded across all community operations.

Finally, we identified Business Excellence as a core enabler of sustainability, ensuring our processes, people and platforms continuously evolve to deliver value, resilience and service quality at scale. This more nuanced materiality outlook is a direct result of listening to internal and external stakeholders and forms the foundation of how we prioritise action moving forward.

Awards and Initiatives



Our Partnerships

We recognise that achieving our sustainability ambitions requires collective effort and collaboration. Dubai Holding is part of a diverse network of business, government and non-government partners whose invaluable contributions bolster our sustainability and community enrichment initiatives.

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

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

- The MOCCA Climate Responsible Companies Pledge, reinforcing our support of the UAE leadership's efforts to deliver on its Net Zero by 2050 strategic initiative.
- SDG 5 Pledge to Accelerate Gender Balance in the UAE Private Sector.
- Emirates Nature – WWF UAE Alliance for Climate Action
- Global Reporting Initiative

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

- Successfully achieved ISO 45001:2018 (Occupational Health and Safety Management System), ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System).
- Dubai Holding Community Management's Contact Centre has successfully achieved ISO 18295-1:2017 (service requirements for customer contact centres) and ISO 9001:2015 (Quality Management System).
- Successfully renewed the BSI Kitemark for Smart and Sustainable Cities certification for Palm Jumeirah.
- Green Building Initiative (GBI) awarded Dubai Holding Community Management the Green Globes Existing Building Certification for Badrah Manara, Masakin Al Furjan, Jumeirah Heights, Palm Views and The Palm Tower Residences.

Smart Built Environment Awards 2024

Nakheel Community Management and Dubai Community Management were named as the 'Community Management Company of the Year'.



Customer Happiness Awards 2024

Nakheel Community Management and Dubai Community Management won the top honours with the 'Customer Happiness Company of the Year – Large category'. We also won the 'Best Contact Centre Initiative to Enhance Customer Happiness' for the exemplary efforts during the April 2024 rains.



DCM - Customer Happiness Company of the Year - Large (Silver)



NCM - Customer Happiness Company of the Year - Large (Gold)

World Realty Congress Awards 2024

Dubai Holding Community Management won the 'Best Community Management Company of the Year' and 'Best Customer Experience Initiative of the Year'.



Hatrick Win for Community Management

Nakheel Community Management received top honours across several reputed industry awards in 2024, solidifying its position as a leader in the community management industry with its bespoke community-centric services for homeowners and residents.







Governance

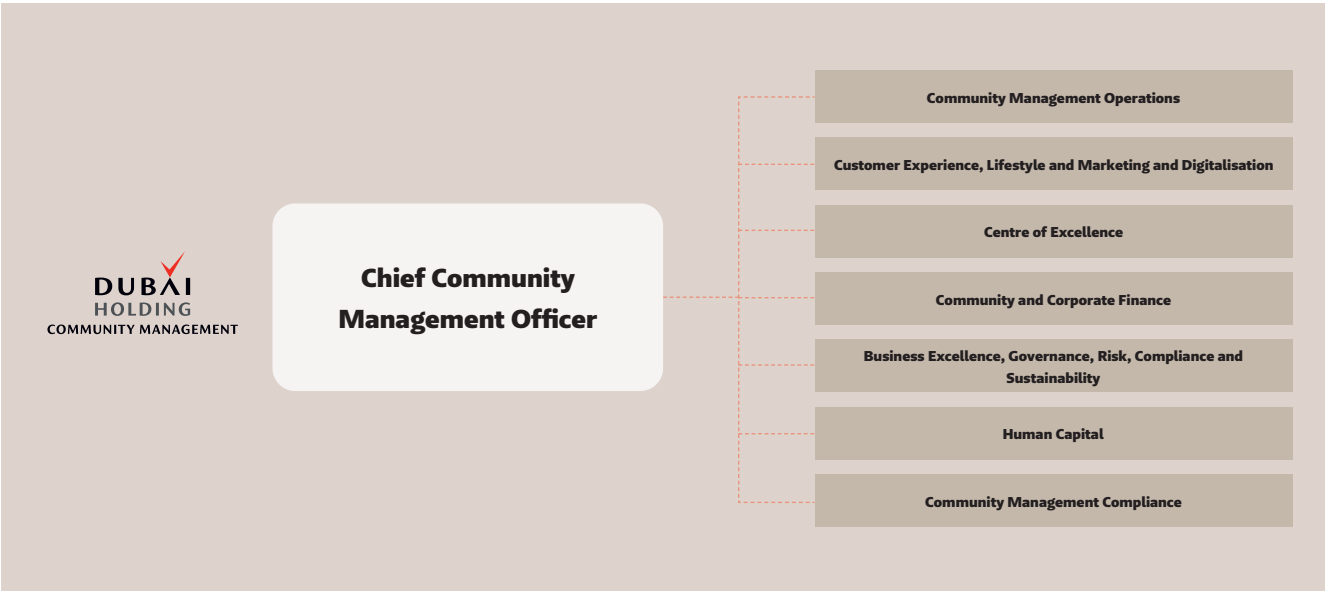
Our governance structure ensures that accountability for integrating sustainability into our business strategy and operations continues to sit at the highest levels of leadership. In 2024, we further embedded governance across our sustainability framework, ensuring alignment with evolving expectations, strategic priorities and operational practices.

We remain committed to upholding the highest standards of ethical, transparent and responsible conduct to meet stakeholder expectations and support long-term value creation.

Organisational Structure

Our organisational structure has evolved to better reflect our commitment to integrate sustainability directly into the way we lead, operate and deliver value. Sustainability is now embedded within a broader governance ecosystem that also includes Business Excellence and Governance, Risk and Compliance (GRC). This alignment ensures that our sustainability ambitions are grounded in robust systems, measurable performance and accountable leadership.

As part of this shift, Health, Safety and Environment (HSE) and Business Continuity and Crisis Management have been brought under our Centre of Excellence. This ensures that these critical areas are supported by expert teams who can offer proactive, agile guidance across communities. The operational need of this realignment became especially clear following the extreme rainfall and flooding in April 2024, which reinforced the importance of preparedness and rapid response.



Our Head of Business Excellence, Governance, Risk, Compliance and Sustainability oversees sustainability, under the guidance of our Chief Community Management Officer.

At the Group level, we work closely with Dubai Holding's Impact Department, under the leadership of the Chief Impact Officer and Head of Sustainability. Strategic alignment is further strengthened through quarterly CEO Sustainability Forums, where leadership across entities come together to review progress, address shared challenges and shape future priorities.

Monitoring and Reporting

Dubai Holding Community Management is aligned with the Group's commitment to robust ESG governance and data-driven decision-making. Monitoring and reporting are critical enablers of our Sustainability Strategy and reflect our dedication to transparency, accountability and continuous improvement.

In support of the UAE's national sustainability goals, Dubai Holding as a signatory of the MOCCAE Climate-Responsible Companies Pledge is developing science-based pathways to reduce its overall carbon footprint. The company's reporting processes align with these commitments, contributing to the Group's shared sustainability goals.

Sustainability performance across the Group is monitored through the Sphera Corporate Sustainability Software (SCSS), a cloud-based platform that enables centralised reporting in line with the Global Reporting Initiative (GRI) framework. As part of this system, the company contributes key performance metrics on a quarterly basis, contributing into Group-wide dashboards.

Sustainability Policies and Procedures

At Dubai Holding Community Management, sustainability is guided by a structured framework of policies and procedures that ensure consistency, accountability and measurable progress across our diverse portfolio of communities. These internal systems not only reflect our alignment with Dubai Holding's Group-wide environmental and sustainability policies but also operationalise our own vision of fostering smart, sustainable and future-ready communities.

Sustainability implementation at the community level is driven by a network of 25 Sustainability Champions who represent our 12 districts and support functions. These champions collaborate closely with our central sustainability team. Their work is anchored in the Dubai Holding Community Management Sustainability Policy, which is aligned with Dubai Holding's sustainability direction.

To support this effort, we have established robust monitoring and reporting protocols, which include structured reporting cycles and quarterly knowledge-sharing forums. These touchpoints enable our champions to stay aligned on evolving priorities, share lessons learned and ensure that decarbonisation, resource efficiency and resident engagement remain core operational areas throughout the year.



Business Excellence, Corporate Governance and Compliance

At the company, our approach to governance is anchored in transparency, accountability and continuous improvement. Our Governance Framework ensures the prudent and sound management of our operations and financial practices, reinforcing trust across all stakeholder groups. This framework is built on a structured foundation that includes governance committees, enterprise risk management protocols, internal audits conducted by Dubai Holding, legal contract reviews, Delegation of Authority (DOA) processes and embedded system-based controls all guided by comprehensive policies and procedures.

The Governance, Risk and Compliance (GRC) Department plays a central role in overseeing the effectiveness of our governance model. It is responsible for assessing and strengthening our corporate governance, risk management and internal control systems ensuring we remain resilient, compliant and aligned with both regulatory requirements and strategic priorities.



Achieved in 2024, these certifications reflect the company's commitment to quality, sustainability and health and safety excellence.



To ensure performance monitoring and strategic alignment, the company follows the Balanced Scorecard methodology as mandated by Dubai Holding. This approach provides a structured mechanism for setting, cascading and measuring organisational objectives and KPIs. Stakeholder input is incorporated into the KPI development process, with goals cascaded down to individual employee performance plans, enhancing ownership and accountability across all levels of the organisation.

As part of our commitment to business excellence, sustainability and employee wellbeing, the company achieved ISO certification in Quality Management (ISO 9001), Environmental Management (ISO 14001) and Occupational Health and Safety (ISO 45001) in 2024. These certifications reflect our integrated approach to high-performance management and adherence to internationally recognised standards. All internal policies and procedures undergo a formal review and approval process prior to implementation, reinforcing a culture of operational discipline, compliance and continuous improvement.



Business Continuity, Crisis and Risk Management

Resilience is no longer an abstract goal, it is a daily necessity. At Dubai Holding Community Management, we are embedding Business Continuity, Crisis and Risk Management into the heart of how we operate, plan and respond across our communities. These systems ensure that critical services continue, residents remain protected and disruption is met with swift, coordinated action.

This commitment guided our response when Dubai experienced its heaviest rainfall in 75 years on 16 April 2024, which severely impacted multiple communities. In response, our teams rapidly activated rain mitigation plans, deploying pumps, tankers and rescue boats to manage rising water levels. Emergency supplies and food deliveries were dispatched to affected communities and critical areas were closely monitored using CCTV cameras.



Dubai's wettest day in
75 years



1,000+
Residents evacuated



200+
Cars towed



3,800+
Food packs distributed



177
Families evacuated



Over the course of just four days, we safely relocated hundreds of families and stabilised conditions across our portfolio. This experience not only validated our operational readiness but also highlighted the need for a more formalised and organisation-wide approach to business continuity.

Following the event, the company undertook a structured exercise to assess risks and prioritise critical functions. A Business Impact Analysis (BIA) and Risk Assessment was conducted in collaboration with expert consultants, resulting in the development of a comprehensive Business Continuity Plan and Crisis Management Plan aligned with Dubai Holding's corporate framework. These plans are now embedded across our departments and communities, ensuring that we are better prepared for future events.

 **20+**
Rescue boats

 **638**
Tankers

 **23,184+**
Tanker trips

 **22**
Temporary lagoons

 **4,800+**
Service providers, staff working round the clock

 **460**
Hotel rooms booked

 **12,890**
Voice call interactions in 3 days

 **51%**
First call resolution


Community Compliance and Governance

At Dubai Holding Community Management, strong governance is central to how we manage communities. Working in close alignment with the Real Estate Regulatory Agency (RERA), we ensure all operational decisions from budgeting to resident engagement are transparent, compliant and fair.

Budgets for master communities and Jointly Owned Properties (JOPs) are submitted annually for approval by RERA and, where applicable, Owners Committees. This process reinforces accountability and gives residents a voice in how services such as maintenance, landscaping and security are funded. High approval rates reflect sound planning and build long-term community resilience.

We have enhanced transparency by fully integrating with the government-regulated Mollak platform. This digitalisation ensures all financial records and community data from land use to infrastructure details are accurate, accessible and auditable.

Additionally, all master communities under the company have been officially registered with RERA, formalising their legal status. For select communities, we facilitated the issuance of Master Community Completion Certificates (MCCAs), confirming their readiness to operate under the Jointly Owned Properties Law framework. These certificates, issued by RERA, affirm that a community's infrastructure, facilities and governance systems meet the necessary standards for full legal recognition and independent operation.

In parallel, we worked closely with the master developer to conduct technical surveys for three communities that had not yet been certified, enabling them to also receive their MCCAs.

Together, these actions reflect our commitment to responsible governance, digital transparency and regulatory compliance, ensuring that our communities remain well-managed and positioned for sustainable growth.

Together, these achievements reflect our strong commitment to community compliance and responsible governance. By aligning our operations with RERA's framework, integrating digital solutions and maintaining open communication with residents, we help ensure that our communities remain well-managed, financially stable and positioned for long-term sustainable growth.



90%

Budget approvals secured for 2025



100%

Master Communities registered on Mollak



3

Master Community Completion Certificates (MCCAs) issued





Jumeirah Bay Island



Planet

At Dubai Holding Community Management, we believe that communities thrive when they live in balance with the natural environment that surrounds them.

We remain committed to reducing environmental impact across the communities we manage, while actively working to improve overall environmental performance. Our efforts align with the UAE's Net Zero by 2050 target and other national sustainability agendas, guided by a focus on practical action, measurable progress and active resident engagement.

Sustainable Design and Climate Resilience

Given our focus on managing existing buildings and communities, the company prioritises sustainability excellence through optimising and enhancing current assets. We have maintained key third-party certifications and proudly became the first community management company in the region to achieve the Green Globe Green Building Certification, underscoring our continued commitment to sustainability.

We are also aiming to strengthen our 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.

This commitment is further embedded through structured third-party frameworks such as the BSI Kitemark for Smart and Sustainable Communities, which supports holistic planning for resilient, future-ready developments.





The Palm Tower Residences

Advancing Smart and Sustainable Cities

In 2024, Dubai Holding Community Management successfully completed the surveillance audit for the BSI Kitemark Smart and Sustainable Cities certification for Palm Jumeirah, marking a major milestone in our ongoing journey towards building smarter and more sustainable communities. This year, we proudly raised our BSI Kitemark certification rating, demonstrating our unwavering commitment to enhancing sustainability standards and advancing smart city principles.

This year's certification audit highlighted our achievements and provided insightful feedback that further strengthened our approach. Our journey to improving our rating involved rigorous audits, a clear sustainability vision and an actionable Smart City Roadmap.

The BSI Kitemark Certification, managed by the British Standards Institution (BSI), is an esteemed quality mark symbolising excellence in quality, safety and reliability. In October 2023, the company became the first organisation in the UAE and among the first in the IMETA (India, Middle East, Türkiye and Africa) region to achieve the BSI Kitemark Certification for Smart and Sustainable Communities.



Operational Excellence through Green Globes Certification

Dubai Holding Community Management achieved a significant milestone in 2024 by earning the International Green Building Certification under the Green Globes programme, administered by the Green Building Initiative (GBI). This certification, focused on sustainability and operational excellence in existing buildings, awards ratings from One to Four Globes with Four representing the highest level of sustainability performance. Five of our flagship communities received this certification with Badrah Manara, Masakin Al Furjan, Jumeirah Heights and Palm Views each receiving Two Green Globes ratings while The Palm Tower Residences was awarded the prestigious Three Green Globes certification.

The company pursued Green Globes for its strong emphasis on the operational performance of existing assets and its flexible, data-driven approach to environmental improvement. As one of the first organisations in the Middle East and Africa to obtain Green Globes certification, we are proud to help introduce this globally respected standard, prominent in North America and India, to the UAE residential sector. This reflects our commitment to pursuing internationally recognised sustainability certifications.

Green Globes certification evaluates performance across six core categories, offering a comprehensive view of a building's sustainability profile:

- **ESG (Environmental, Social and Governance):** Assesses governance policies, environmental responsibility and social performance.
- **Site:** Reviews land use, remediation and improvements to the surrounding environment.
- **Energy:** Evaluates energy performance, efficiency of systems, building envelope and integration of renewable energy.
- **Water:** Examines indoor and outdoor water use, conservation efforts and water quality controls.
- **Materials:** Focuses on sustainable procurement, waste reduction and recyclability.
- **Indoor Environmental Quality (IEQ):** Considers air quality, thermal comfort, lighting and occupant wellbeing.

This achievement forms part of our broader strategy to raise sustainability standards across all communities under our care. By prioritising continuous improvement and industry leadership, the company aims to foster greener, healthier and more resilient communities in alignment with Dubai's long-term vision.



Carbon Management

Effective carbon management is essential to our sustainability journey. 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, 2 and 3 and are monitored and reported quarterly through the Group's digital sustainability platform, Sphera (see [page 25](#) for more information).

Our Scope 3 emissions, which represent the largest share of our operational footprint, are primarily attributed to electricity and water consumption across the communities we manage. Our initiatives to reduce these impacts are detailed in the Energy Consumption ([page 47](#)) and Water Stewardship ([page 44](#)) sections of this report. Scope 1 emissions are limited solely to fuel consumption from our operational vehicle fleet. These emissions are directly controlled and tracked within our internal systems and reported as part of the Group's consolidated footprint.

Scope 3 emissions, also include indirect sources, such as diesel usage in backup generators, pumping stations and dewatering systems as well as refrigerant leakage from split-unit air conditioning systems and LPG consumption for boilers in specific buildings. Although their use is limited across our portfolio, we ensure consistent monitoring and quarterly reporting of these activities to support full transparency and accuracy in Scope 3 emission calculations.

By maintaining reliable and routine reporting across all scopes, the company contributes to Dubai Holding's long-term decarbonisation strategy and supports the UAE's Net Zero 2050 ambition through informed decision-making and aligned operational practices.





Discovery Gardens

Digitalisation and Innovation

As part of our ongoing commitment to operational excellence and innovation, we are in the process of implementing Internet of Things (IoT) technologies across our communities to improve service delivery, environmental management and resident well-being. In 2024, we introduced a pilot IoT initiative that leverages smart sensor technology to monitor and manage critical environmental and infrastructure parameters. These include:

- Waste levels
- Water and lake quality
- Noise levels
- Indoor air quality
- Odour detection (H₂S)
- Weather conditions
- Energy usage

The implementation of these systems following the evaluation of pilot results will enable real-time data collection and predictive insights, allowing us to act proactively and efficiently across multiple service areas. This includes improvements in waste management, pest control, lake maintenance and overall community hygiene, all contributing to safer, cleaner and more sustainable neighbourhoods.

Data from these sensors is consolidated through a centralised IoT Portal, providing visibility, operational transparency and actionable intelligence for our teams. These insights will support timely decision-making and ensure alignment with our long-term sustainability goals.

Our commitment to smart technology enhances the daily lives of residents and reflects our alignment with Dubai's broader smart city and environmental sustainability strategies.



Sustainable Mobility: Transitioning Our Operational Fleet

Dubai Holding Community Management is aligning its mobility strategy with the UAE's national and emirate-level commitments to climate action. Sustainable mobility plays a vital role in meeting the country's long-term decarbonisation goals and our efforts directly support several key initiatives.

In alignment with The Dubai Green Mobility Strategy 2030, we have made a conscious and strategic decision to transition our operational fleet to electric vehicles (EVs). As of 2024, 40% of our fleet is electric and this share is set to grow in the coming years. This shift reduces transport-related emissions, lowers fuel dependency and reflects our commitment to smart, sustainable city operations.



40%

EVs in DHCM fleet



Natural Capital

At Dubai Holding Community Management, we consider our natural assets such as green spaces, water bodies and biodiversity as valuable Natural Capital that must be preserved and enhanced. These elements are central to our sustainability journey, delivering essential ecosystem services. Whether through landscaped parks, shaded walkways or biodiversity corridors, greenery supports resident wellbeing, reduces urban heat and strengthens environmental resilience.

To ensure our landscaping practices are as sustainable as they are visually appealing, we have initiated formal monitoring of chemical usage across our portfolio. This includes a gradual shift toward biofertilisers and environmentally responsible alternatives to protect soil health and local ecosystems. Our vision is to maintain thriving green communities while reducing the ecological footprint and preserving biodiversity.

In 2024, the Landscape Team at the company's Centre of Excellence (COE) led the implementation of a series of sustainable landscaping initiatives focused on both environmental conservation and long-term resilience. A major step was the adoption of new soft landscaping designs featuring plant species naturally adapted to the UAE's climate. These species require less water, reduce maintenance costs and improve survival rates especially during extreme summer conditions.

Under this framework, ornamental lawns are being strategically reduced in favour of gravel or native plants, except in high-use areas such as play zones and event spaces. New landscaping and refurbishment proposals now undergo COE review to ensure alignment with the company's sustainability principles before execution.



Landscape Innovation in Practice

Among various challenges was the widespread presence of crabgrass, a resilient summer weed that becomes dormant and discolours during winter, reducing lawn aesthetics and increasing maintenance costs. In response, the company's COE team piloted a targeted, nutrient-based approach in Business Bay by applying controlled doses of Nitrogen, Phosphorus and Potassium (NPK) fertiliser and calcium nitrate across designated zones. This approach achieved a 70-80% success rate, significantly improving turf quality and reducing the need for frequent lawn replacements. By using nutrients precisely and sparingly, the initiative maintained high visual standards while supporting long-term sustainability.

We look forward to enhancing the data we have on urban green assets through comprehensive audits and a register, providing valuable insights to plan and prioritise future initiatives. Increasing green spaces is also a key imperative, prioritising drought-tolerant species that offer shade, ecological value and long-term resilience.

Through these and other initiatives, the company is prioritising urban greenery, treating natural capital as an asset that must be nurtured, protected and evolved in harmony with the needs of both people and the planet.



70-80%

Success rate in crabgrass reduction during Business Bay pilot



Water Stewardship

Water is a critical resource in the UAE and at the company we are committed to managing it responsibly across our communities. Our properties include extensive landscapes, parks and recreational areas each contributing to a significant water footprint, especially for irrigation.

Recognising this, we have adopted a proactive approach to water stewardship aimed at reducing consumption, increasing efficiency and promoting long-term resilience. Continuous monitoring across all communities allows us to identify inefficiencies, adjust irrigation schedules and implement innovative conservation techniques based on real-time data.

One of our standout initiatives was a pilot water conservation project in Business Bay, conducted between October and November 2024. By pausing irrigation twice weekly, flushing drip tubes and closely monitoring quality, the initiative achieved a 29% reduction in Treated Sewage Effluent (TSE) use, saving 15,000 cubic metres of water in just two months. Importantly, no visible plant stress was recorded, demonstrating that conservation and quality can go hand in hand.

This initiative has laid the groundwork for an ambitious plan for the summer of 2025, targeting water usage reductions during peak months. This reflects our growing confidence in data-led irrigation strategies and our team's commitment to sustainable operations while maintaining healthy green cover.

Our stewardship also extends to infrastructure. The company routinely upgrades and maintains water distribution networks to prevent leaks and enhance reliability, supporting both service continuity and conservation.

Beyond reduction, we are committed to reusing water. Through the widespread use of Treated Sewage Effluent (TSE) for landscape irrigation, the company helped save over 43 million cubic metres of freshwater in 2024. Our four on-site Sewage Treatment Plants (STPs) collectively recycle over 10 million cubic metres annually contributing to a circular water system that aligns with Dubai's broader sustainability vision.

Through strategic conservation, infrastructure investment and a data-first mindset, the company continues to lead on water stewardship helping secure this vital resource for the future.





Over 43 million

Cubic metres of freshwater saved through TSE irrigation in 2024



Over 10 million

Cubic metres of recycled water produced by DHCM's four STPs



29%

Reduction in Treated Sewage Effluent (TSE) usage through irrigation pilot project at Business Bay.



Jumeirah Islands

Fresh Air Handling Unit Condensate Reuse Initiative

As outlined in the UAE Water Security Strategy 2036, innovative approaches to water recycling are critical to addressing the region's long-term water scarcity challenges. In early 2024, the Jumeirah Beach Residence operations team initiated a pilot project to recover and reuse condensation water produced by Fresh Air Handling Units (FAHUs).

The condensate water was rerouted to storage tanks and repurposed for non-potable applications such as irrigation and common area cleaning. Over the course of the 3-month pilot, the initiative demonstrated the potential for recovery of approximately 261,550 gallons of water, also translating to cost savings.

Although the financial impact is limited, given its ease of implementation and contribution to reducing external water reliance, the model is now being considered for integration across other buildings within our portfolio for a wider impact.



261,550

Gallons of water recovered
in Jumeirah Beach Residence



Energy Consumption

As managers of building and community infrastructure, energy consumption represents not only our largest emissions source but also our greatest opportunity for impact. Whether through operational enhancements or system-level retrofits, the company is committed to improving energy efficiency across the communities we manage, reducing emissions, costs and unnecessary waste in the process.

In 2024, the company focused on reducing electricity and cooling consumption across a selected portfolio of buildings based on operational priorities, using 2023 as the baseline year. This effort led to a reduction of 9,467 MWh, reflecting measurable improvements in efficiency and a step forward in our environmental performance goals. The outcome highlights the tangible benefits of targeted, data-informed energy optimisation efforts.

Energy management is also a national imperative. The UAE's Energy Strategy 2050 and Dubai's Demand-Side Management (DSM) Strategy 2030 call for reduced energy intensity, widespread efficiency upgrades and a culture of sustainable energy use. At the company, we align with these goals by continuously analysing consumption patterns, modernising energy systems and embedding smart control strategies into the buildings under our care.



9,467 MWh

Energy reduction against 2023 baseline



Over 3,700 tCO₂e

Emissions avoided through energy savings achieved in 2024



Retrofits and Energy Use Optimisation

A focused energy optimisation programme was launched across The Executive Towers and Bay Square, two high-density, mixed-use developments in the heart of Dubai in 2022, with a clear goal of enhancing energy performance, reducing emissions and lowering costs while maintaining high standards of comfort and service. Recognising both the opportunity and the responsibility, operations teams executed a multi-year plan to enhance performance across all key areas of energy consumption. A major component of the programme focused on improving the performance of chilled water systems. Operational teams upgraded cooling systems by replacing faulty valves, recalibrating sensors, optimising heat exchanger sequencing and refining pressure settings. These improvements increased cooling efficiency and helped lower overall energy consumption.

In parallel, the team implemented low-voltage energy efficiency measures that targeted lighting, ventilation and equipment scheduling. Conventional lights in parking driveways and bays were replaced with motion-sensor controlled LEDs, reducing runtime and electricity draw. Car park ventilation systems and Fresh Air Handling Units (FAHUs) were shifted to smart schedules based on actual usage and chilled water pump speeds were reduced during off-peak periods to maintain efficiency.

These enhancements delivered an additional 2,261 MWh in electricity savings between 2022 and 2024, with some interventions like jet fan scheduling achieving full cost recovery within just six months.

These operational improvements were guided by the company's broader commitment to sustainable infrastructure and cost-effective service delivery. By aligning with national energy goals and focusing on smart, scalable actions, we continue to demonstrate how everyday systems when optimised can deliver meaningful climate impact and improved value for our communities.



5,265 MWh

Saved through improved cooling efficiency at The Executive Towers (2022–2024)



73.3%

Reduction in excess chilled water charges at Bay Square



2,261 MWh

Saved through electrical energy efficiency upgrades (2022–2024)



Business Bay



Discovery Gardens

Renewable Energy Integration in our Communities

In support of the UAE Energy Strategy 2050 which aims to achieve a 50% contribution from clean energy sources by mid-century we have steadily advanced the integration of renewable energy solutions across our communities. Our approach is grounded in both national alignment and our long-term ambition to reduce emissions, drive operational efficiency and create more resilient urban infrastructure.

As part of this effort, several minor solar deployments have already been integrated within our master community infrastructure. These include solar-powered streetlights, smart bus stops and illuminated bollards, enabling us to embed renewable energy into everyday functionality across the public spaces.

Building on this foundation, our first major milestone came with the Dubai Islands Sewage Treatment Plant (STP), which became the UAE's first solar-powered STP with a capacity of 653 kWp. Following its successful commissioning, we turned our attention to one of our largest residential clusters: Discovery Gardens, home to 61 residential buildings.

In 2024, we completed the solar integration at Discovery Gardens, successfully energizing the community with clean power. Over the course of the year, the system generated 996 MWh of electricity, resulting in the avoidance of approximately 402 tCO₂e in greenhouse gas emissions.

These initiatives demonstrate the feasibility and impact of deploying solar technology across community-scale assets. As we continue this trajectory, we are actively identifying further opportunities to scale renewable energy integration across our portfolio supporting the energy transition while delivering measurable value to our residents and the environment.



996 MWh

Clean energy generated at
Discovery Gardens



402 tCO₂e

Carbon emissions avoided at
Discovery Gardens

Sustainable Waste Management and Diversion

Waste management remains a critical component of our Sustainability Strategy, directly tied to the scale and complexity of the communities we manage. As one of Dubai's largest community operators, our waste practices have the potential to influence broader city-wide outcomes and we take this responsibility seriously.

Our efforts are guided by the Dubai Integrated Waste Management Strategy 2021-2041, which prioritises innovation, reduction and resource recovery through improved recycling and waste-to-energy pathways. In alignment with this vision and an enhanced focus on innovative and practical recycling initiatives across communities, over 21,000 tonnes of waste was successfully recycled and diverted away from landfill.



21,000+ tonnes

Waste recycled across communities



Integrated Sustainable Waste Management Plan

As part of our long-term commitment to improving material efficiency and aligning with the UAE's circular economy goals, we launched the Integrated Sustainable Waste Management Plan (ISWMP) 2041, a flagship strategic project aimed at transforming waste management practices across our residential and retail portfolio.

Conducted in partnership with Transeuro and supported by global and regional experts including BlackForest Solutions GmbH (BFS), Fraunhofer UMSICHT and Imdaad, the project is designed to accelerate waste diversion, enhance resource recovery and build the operational foundation for a circular, cost-efficient community waste system. This project intended to set a trajectory towards key waste minimisation and landfill diversion targets for 2041.

The project began in 2023 with a series of detailed waste quantification and composition studies across over 60 residential and retail properties, with physical verification conducted at Imdaad's FARZ Material Recovery Facility in Jebel Ali. The findings established a data-backed baseline for intervention planning and performance benchmarking across all portfolios.

To achieve its long-term objectives, ISWMP 2041 is structured across five strategic tracks, each designed to address a core dimension of sustainable waste management:

1. **Waste Quantification and Characterisation** – Comprehensive studies were conducted across all sites to assess waste generation patterns and sources. Engagement with 17 waste service providers enabled collection of high-quality baseline data for future diversion planning.

2. **Material Recovery and Waste Treatment** – This track evaluated potential recovery pathways and optimised treatment scenarios to support sustainable disposal practices and maximise landfill diversion.
3. **Innovation and Capacity Building** – Focused on embedding technology-led solutions, building institutional capacity and advancing behavioural change through stakeholder engagement, training and awareness initiatives.
4. **Cost Management** – Emphasised financial sustainability through SMART budgeting frameworks, targeting optimisation of waste handling and service provider costs.
5. **Governance and Sustainable Management** – Established the foundation for long-term impact through robust policy frameworks, SMART KPIs and financial modelling for operational continuity.

ISWMP 2041 represents a critical step toward achieving sector-leading waste performance, strengthening our ability to meet both regulatory expectations and the broader goals of environmental stewardship, operational efficiency and stakeholder alignment.



Community Recycling and Behavioural Change Initiatives



In line with our commitment to improving source segregation and increasing recycling rates, we have continued to drive behavioural change across our communities through partnerships with leading recycling and circular economy platforms. These collaborations not only provide the infrastructure for responsible waste disposal but also embed digital incentives to encourage long-term community participation.

Over the past year, we expanded our engagement with multiple recycling technology platforms across residential clusters. Through our continued partnership with Veolia's RECAPP, we evolved from a door-to-door model into a more scalable infrastructure with Reverse Vending Machines now installed in Remraam, Serena, The Villa and Port de La Mer. These machines accept plastic bottles and aluminium cans, with users earning redeemable points through the RECAPP mobile app.

Similarly, our collaboration with Averda and Nadeera on the Yalla Return platform has introduced a user-friendly system that connects QR-coded recycling kits to individual digital accounts. Residents receive sorting instructions via the Yalla Return app and accumulate reward points for every correctly sorted and deposited bag. Originally piloted in Jumeirah Park, the initiative has since expanded to Jumeirah Heights, Discovery Gardens and Dubai Wharf.

We have also deployed 16 Renie Smart Bins across communities through our service, located in Azure Residences, Golden Mile, Club Vista Mare, Murooj Al Furjan and Palm Views. The bins allow users to deposit plastic bottles, rewarding participants through an integrated points platform.

In Masakin Al Furjan, we introduced a pilot deployment of four Sparklomat AI-powered reverse vending machines, part of the Sparklo platform. These high-tech units automate the collection of bottles and cans while also providing rich behavioural analytics on user interaction. Residents are rewarded via the Sparklo app and the system captures usage patterns that inform future engagement strategies.

Across all platforms, dashboard-based reporting systems enable our teams to track user engagement, sorting quality. These insights guide our approach to tailoring awareness campaigns, refining platform communications and scaling successful models based on community-specific uptake.

Together, these initiatives form a robust ecosystem of digitally enabled, incentive-driven recycling models making circularity more accessible, measurable and rewarding for our communities.



25

Reverse Vending
Machines (RVMs) deployed



37,516

Total plastic bottles and aluminium
cans recycled (Renie and Sparklo)



52,889 kg

Estimated recyclables diverted
from landfill



Environmental Events in Communities

Environmental awareness and action are deeply embedded in our community engagement efforts. In 2024, we brought sustainability to life through a series of interactive and educational events designed to inspire residents of all ages to connect with nature and adopt eco-conscious habits.



30+

Locations hosted environmental events



On Sustainability Day, we introduced recycling-themed activities and hands-on learning to 11 communities. Children explored sensory bins to understand waste sorting and created eco-themed art, reinforcing their role in shaping a greener future.





On World Environment Day, we partnered with landscaping service providers to distribute plants across eight communities. This initiative encouraged residents to nurture nature at home, in line with the United Nations Environment Programme global campaign and the UAE's Year of Sustainability.



Our family-friendly Farmer's Market activated 11 communities with vibrant stalls, local produce and engaging activities. Children enjoyed bubble shows, fruit stamping and puppet-making, while neighbours bonded over shared experiences rooted in sustainable living.







People and Culture

At Dubai Holding Community Management, our people—both the employees who drive operational excellence and the residents who define the spirit of our communities, remain central to our success. Empowering, engaging and supporting our diverse community is fundamental to building resilient and future-ready environments.

In 2024, we continued to strengthen our culture of wellbeing, inclusivity and personal growth. Community wellbeing remained a priority through inclusive events that celebrated cultural diversity, strengthened neighbourhood ties and fostered a collective sense of belonging across our communities.

Our approach to community development is grounded in listening. We maintain active feedback loops, capturing insights from residents and stakeholders to ensure that our programmes evolve in direct response to community needs and aspirations.

As we look ahead, the company remains committed to cultivating communities where inclusivity, safety, wellbeing and opportunity are embedded into the everyday experience ensuring that people remain at the centre of everything we do.

Safety and Worker Welfare

At Dubai Holding Community Management, maintaining the highest standards of Health, Safety and Environmental (HSE) management is integral to the way we operate our communities and infrastructure. The wellbeing of our employees, contractors and residents remains at the forefront of our strategy as we continue to build resilient, sustainable communities.

Our comprehensive HSE management system in alignment with ISO 45001:2018 for Occupational Health and Safety standards is supported by strong leadership, continuous risk assessments, proactive communication and a culture of engagement. Throughout 2024, we monitored performance through regular inspections, audits, engagement initiatives and worker welfare reviews, ensuring that all standards are consistently upheld across our operations.

To strengthen workplace safety culture, we emphasised visible leadership through safety tours led by our Chief Community Management Officer (CCMO), reinforced an open-door policy for HSE concerns and expanded digital engagement through our HSE mobile app, allowing staff to report hazards and share suggestions in real time.

As part of our commitment to promoting healthier, safer environments, the company has maintained the WELL Health-Safety Rating for 540 buildings, certified by the International WELL Building Institute (IWBI).

This third-party verified rating recognises operational excellence in areas such as maintenance protocols, stakeholder engagement and emergency preparedness, drawing on global best practices from leading health and safety organisations.





Worker Engagement and Wellbeing

Engaging our employees and contractors on health and safety issues is critical to sustaining a strong safety culture. We enhanced worker participation through regular HSE committee meetings, leadership engagement sessions and in-house training programmes. The HSE mobile app continues to play an essential role in driving hazard reporting and raising awareness across our workforce.

Our health and safety responsibility extends beyond internal operations into the communities we serve. In 2024, we conducted a series of community safety initiatives focused on safety awareness and wellbeing:

- A Community Safety Trailer was introduced as a mobile unit to raise fire safety and disaster preparedness awareness among residents.
- A Road Safety Programme was conducted in partnership with the Roads and Transport Authority (RTA), promoting safe use of e-scooters and bicycles.
- Fire safety training sessions were delivered in partnership with the Dubai Civil Defence (DCD) to strengthen emergency response capabilities in communities.



13.3 million

Safe man-hours recorded



1,855

Health and safety inspections conducted



4,399

Toolbox talks held



81

HSE awareness campaigns organised



103

Firefighting trainings and 82 first aid trainings



211

Welfare review surveys and inspections



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.

Training, Development, Engagement and Recognition

At Dubai Holding Community Management, we believe that empowering our employees with continuous learning, recognition and engagement opportunities is fundamental to our long-term success. Our people are at the core of our resilience and operational excellence and investing in their growth remains a top priority.





Learning and Development

The company delivers a blended training model through both in-person instructor-led sessions and e-learning platforms, ensuring that employees at all levels have access to skills development pathways. In 2024, employees participated in a range of targeted programmes, including:

- Managing multiple tasks, priorities and deadlines, enhancing time management and organisational efficiency.
- Communication and emotional intelligence, improving interpersonal skills, empathy and workplace collaboration.

As part of our commitment to operational excellence in community management, we continue to upskill our workforce with industry-specific training. By the end of 2024, 220 staff members had successfully completed the M100: The Essentials of Community Association Management course, while 42 staff members completed the M203: Community Leadership certification reinforcing our commitment to professional standards and customer service excellence across our managed communities.

In addition to technical and sector-specific learning, we strengthened our sustainability culture through mandatory sustainability training rolled out by Dubai Holding. The Introduction to Sustainability e-learning course is mandatory for all employees, building foundational awareness of global challenges and Dubai Holding's Sustainability Strategy and initiatives.

Mandatory compliance-focused modules, including fraud awareness, data privacy and anti-money laundering trainings were delivered through our online platform to ensure consistent adherence to organisational standards. A departmental nomination process further empowers managers to identify specialised external training needs tailored for their teams.



Employee Engagement and Culture

Beyond technical development, the company actively fosters a vibrant, inclusive workplace culture through initiatives that promote wellbeing, community and connection. Our company Inspire Clubs offer voluntary membership across diverse interest areas such as sports, adventure, hobbies, games and community service. Internal communication platforms, including a dedicated WhatsApp group, keep employees connected and informed about organisational activities and news.

Annual team-building sessions, iftar gatherings and team lunches reinforce strong personal connections and workplace cohesion, supporting a positive and collaborative environment.



220

Employees trained in M100



5

Inspire Club interest groups active

Employee Engagement and Culture

Recognition remains a cornerstone of the company's culture. Through initiatives such as Champion of the Month and the Annual Employee Recognition Awards, we celebrate outstanding contributions in service, innovation and teamwork. These programmes foster a sense of belonging, motivation and pride across our teams and support our efforts to retain and empower top talent.

Measuring Engagement: Gallup Survey Insights

In November 2024, the company conducted its Gallup Q¹² employee engagement survey, achieving a notable increase. Impressively, the survey achieved a 95% participation rate, underscoring the high level of trust and commitment among our employees.

Significant positive changes were recorded across key indices, including Accountability, Basic Needs, Individual Contributions, Teamwork and Growth, reflecting the impact of our continued investment in workplace culture and employee experience.



Driving Diversity and Inclusion

At Dubai Holding Community Management, diversity and inclusion are fundamental pillars of how we build thriving, resilient communities. We are committed to fostering a workplace where individuals from all backgrounds feel valued, empowered and supported to grow.

In alignment with Dubai Holding's Group-wide commitment to gender balance, we achieved 25% female representation in middle and senior management roles within DHCM. This forms part of the Pledge to Accelerate Gender Balance in the UAE Private Sector, undertaken in partnership with the UAE Gender Balance Council, supporting SDG 5: Gender Equality.

In addition to promoting gender balance, we continue to support the UAE's broader national objectives through our Emiratisation efforts, reaching an Emiratisation rate of 24.1% in 2024. At the company, we believe nurturing Emirati talent strengthens not only our organisation but also the communities we serve.

Reflecting the multicultural fabric of Dubai itself, our workforce today proudly represents 35 nationalities. This rich diversity brings unique perspectives, fosters innovation and strengthens our ability to serve communities with authenticity and care.

Through participation in Group initiatives such as the Dubai Holding Women's Network, our female employees have access to a vibrant platform for professional development, mentorship and networking. Today, the Network boasts over 745 members across the Group, serving as a dynamic community committed to advancing women's leadership and empowerment.



By embedding diversity and inclusion into our operations, the company strengthens its ability to deliver innovative, resilient and people-centred community management reflecting the richness and dynamism of the society we serve.



25%

Female representation in middle and senior management (DHCM)



24.1%

Emiratization rate (DHCM)



35

Nationalities represented across DHCM's workforce



Customer Engagement

At Dubai Holding Community Management, creating meaningful, high-quality interactions with our residents is at the heart of everything we do. Our customer engagement approach is built on a simple promise to ensure that every resident feels heard, supported and connected to their community.

In 2024, our teams facilitated over 1 million resident interactions through an expansive omnichannel experience that includes voice, email, WhatsApp, live chat and in-person visits. We've built and maintained 10 Community Engagement Centres and 63 digitised services, while continuously enhancing accessibility through self-service platforms and AI-enabled solutions.

In addition to managing more than 192,000 service requests, we hosted Owners' Committee meetings, focus groups and rolled out 96 community newsletters, ensuring that residents have multiple avenues to share feedback, raise concerns and stay informed.

We also take pride in the professional development behind the scenes. Our ISO-certified contact centre and team of internal quality auditors delivered consistent service excellence, with customer service CSAT and quality scores exceeding 93%. The team is certified under ISO 18295-1:2017 (Customer Contact Centres) and ISO 9001:2015 (Quality Management Systems), demonstrating our commitment to international service standards. This is further supported by regular training, a robust feedback loop and targeted automation of the customer journey with sentiment and predictive analysis tools helping us respond more intelligently.



192,468

Service Requests attended



63

Digitised services



93%

Customer Satisfaction Score (CSAT)



96

Community newsletters









Responsible Supply Chain

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

We are committed to responsible sourcing to drive a positive impact for our stakeholders and ask that all suppliers uphold our Supplier Code of Conduct. The Code outlines key social, environmental and ethical requirements that suppliers and their sub-contractors must adhere to in order to do business with us. It applies to all third parties that supply goods or services to Dubai Holding and any of its companies.

We maintain a robust and consistent supply chain through strong partnership with employees, vendors and suppliers, enhancing transparency and actively monitoring our environmental footprint.

Supporting Sustainable and Ethical Supply Chains

At Dubai Holding Community Management, we support Group-led efforts to embed sustainability and ethics across the supply chain. In 2024, the Group advanced responsible sourcing by expanding the EcoVadis supplier assessments, evaluating 80% of strategic suppliers on environmental, social and ethical performance.

To strengthen ESG integration, the Group's Procurement team completed the CIPS Ethics and Supply programme, earning recognition for ethical and responsible sourcing standards. We remain aligned with these priorities, working to build resilient, transparent supply chains that support our communities.

We contribute by driving improvements within our operational scope, promoting responsible practices across our service ecosystem. In line with the Group's commitment to inclusive procurement, spend with women-owned businesses, local suppliers and Dubai SME entities rose by 14%.

Strengthening Partnerships for a Resilient Supply Chain

In 2024, Dubai Holding Community Management hosted a special recognition event to honour the unwavering dedication of our key partners and stakeholders during the unprecedented April rains. This gathering served not only as a moment of gratitude but also as a reflection of the critical role our suppliers and service providers play in safeguarding community resilience. By recognising those who went above and beyond to protect our residents, we reinforced the essential link between responsible supply chain management and community wellbeing. Building on this spirit of collaboration, the company remains committed to working with trusted partners who share our values of integrity, responsiveness and sustainability.





Local Partnerships Advancing Circularity

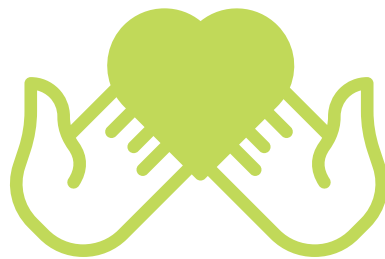
As part of our commitment to responsible sourcing, we actively seek opportunities to engage with local, homegrown partners who share our sustainability values. One such collaboration is with Palmade Biodegradable, an innovative UAE-based company that upcycles discarded palm fronds into compostable cutlery and sustainable packaging alternatives to single-use plastics.

Palm trees are a signature feature across our communities and their regular maintenance generates a substantial volume of green waste. Through this partnership, approximately 8.5 tonnes of palm leaves are diverted from landfills annually.

This initiative not only results in cost savings for our operations but also reduces our environmental footprint by decreasing waste sent to landfills. Additionally, the carbon emissions associated with the production of palm leaf-derived cutlery are lower than those of conventional plastic, reinforcing our commitment to more sustainable practices. We believe our sustainability goals can be advanced through thoughtful procurement decisions and partnerships that benefit both the environment and the local economy.







Philanthropy

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 positive social impact, strengthen community bonds and inspire a culture of shared responsibility.

In 2024, the company 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 over 1.2 million residents, we are uniquely positioned to embed sustainability and social responsibility into the heart of everyday community life.

Gift It Forward



In Ramadan 2024, we proudly supported Gift It Forward, a Group-led initiative by Dubai Holding in partnership with the Community Development Authority. The programme gave new purpose to thousands of unused items, turning them into thoughtful gifts for low income individuals and families across Dubai.

Rooted in the vision of promoting responsible consumption and production, the initiative brought together 12 partners and over 300 volunteers. Our employees joined this collective effort, participating in packing events and attending workshops focused on mindful consumption and sustainability.

Partners

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



Dubai Holding Community Management, along with other companies including Jumeirah, TECOM Group, Ejadah and Dubai Holding Real Estate played an active role in mobilisation. With contributions, more than 120,000 new items were collected, four times the original target. These included linens, toiletries, clothes and accessories, collectively valued at over **₹7 million**.

In addition to supporting vulnerable communities, Gift It Forward highlighted the potential to reduce waste, with an estimated 30 tonnes of material diverted from landfill. The initiative has since become a flagship programme under the Group's Philanthropy pillar and was recognised with multiple accolades, including three MEPRA awards and a special honour from the CDA.



120,000
Items repurposed



₹7 million+
Worth of donated inventory



10,000+
Beneficiaries reached

Awards

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

Driving Positive Impact through Community Action

Dubai Holding Community Management conducted activities led by the Volunteering and Community Service team under the company's Inspire Club, reflecting our commitment to creating positive impact both within and beyond our communities.

As part of our wellbeing initiatives, blood donation drives were organised in collaboration with the Dubai Health Authority (DHA), encouraging residents and staff to contribute to saving lives. We also partnered with the Dubai Municipality (DM) to run desert clean-up campaigns, mobilising volunteers to protect natural ecosystems and raise awareness about the importance of preserving Dubai's unique landscapes.



85

Staff participated in blood donation



Books and Toys Donation Drive

The company organised a Books and Toys Donation Drive across our communities to spread hope and joy to children in need. Special donation boxes were installed at key locations, providing residents an opportunity to contribute lightly used or new children's books and toys.

In partnership with Emirates Red Crescent, the initiative collected a remarkable 113 boxes, amounting to 2,954 kg of donations. Through the generosity of our residents, these contributions have brought smiles and comfort to children across vulnerable communities, reinforcing our belief that simple acts of kindness can make a profound difference.



2,954 kg

Books and toys donated



Empowering Young Changemakers for a Sustainable Future

At Dubai Holding Community Management, we believe that fostering environmental responsibility among the youth is essential for building thriving, future-ready communities. In line with SDG 12: Responsible Consumption and Production, we are proud to nurture the next generation of changemakers through meaningful engagement in community-driven sustainability initiatives.

In 2024, we launched a Kids' Focus Group pilot at Masakin Al Furjan, marking an important step toward youth-led environmental action within our communities. The initiative was designed to cultivate sustainability awareness, instill a sense of social responsibility and empower young residents to lead local sustainability and recycling efforts.

Supported by dedicated recycling infrastructure including plastic and can collection via reverse vending machines [learn more on page 52](#), paper, cardboard and glass recycling stations, the pilot created a hands-on environment where children could directly influence and participate in environmental stewardship.

Throughout the year, the Kids' Focus Group spearheaded community awareness campaigns and successfully executed two major waste collection drives:



First Campaign: Over 910 kg of paper waste collected



Second Campaign: Over 1,060 kg of mixed recyclables collected

By linking education with direct action, the initiative not only boosted recycling participation across Masakin Al Furjan but also nurtured leadership skills, environmental advocacy and a culture of shared responsibility among our youngest community members.

The Kids' Focus Group pilot represents a cornerstone of the company's broader commitment to creating vibrant, sustainable communities and empowering future generations to drive lasting environmental change.



1,970 kg

Total waste recycled by Kids' Focus Group



34

Young residents actively engaged



Looking Ahead to 2025 and Beyond



In 2024, Dubai Holding Community Management advanced its Sustainability Strategy with targeted initiatives that reflect our growing maturity and long-term commitment to responsible community management.

Throughout the year, we strengthened our operational frameworks, deepened engagement with residents and partners and embedded sustainability principles across critical areas including energy, water, waste, mobility, digitalisation, governance and community wellbeing. We supported Group-led strategic initiatives in responsible procurement and decarbonisation, while driving our own projects in key aspects such as governance, resilience-building and behavioural change.

Looking ahead to 2025, we will continue to build on this foundation. Key priorities include expanding our sustainable waste management efforts, scaling philanthropy programmes, deepening operational efficiency efforts and further aligning our initiatives with Dubai's wider Net Zero strategies. We will continue to listen closely to our residents and stakeholders to ensure our sustainability priorities reflect the needs, aspirations and wellbeing of the communities we serve.

Through collaboration with our employees, residents, partners and stakeholders, we remain committed to creating vibrant, resilient communities that drive positive change across Dubai and beyond.

We welcome your comments and feedback. Please reach us at:

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