



Dubai  
Investments



# SUSTAINABILITY REPORT 2023

Dubai Investments' Path to Sustainable Prosperity



# TABLE OF CONTENTS

01	About The Report	06	
02	Tomorrow Starts Today – Foreword from our CEO	08	
03	Company's Vision & Mission	10	
	About Dubai	Company's Portfolio	12
	Investments	Subsidiaries Covered by This Report	14
		Business Highlights 2023	16
		Economic Performance	18
		Awards and Recognitions	20
04	2023 ESG Highlights	23	
	Sustainability at Dubai Investments	Overview of Sustainability Strategy	24
		Stakeholder Engagement	28
		Materiality Assessment	32
05	Customer Experience	37	
	Sustainable Stewardship	Digitization and Innovation	40
		Supply Chain Management	43
		ESG Due Diligence	45
		Data Privacy and Cybersecurity	46

06	Building Tomorrow, Preserving Today	Energy Management	52
		Climate Change	57
		Water and Waste management	60
		Biodiversity	64
07	Enabling Individuals, Empowering Communities, Enriching Society	Talent Retention and Workplace Development	68
		Human Rights	75
		Diversity, Equity, and Inclusion	76
		Occupational Health and Safety	78
		Emiratization	81
	Volunteering Activities and Community Support	83	
08	Built on Accountability, Governed by Integrity	Ethical Governance and ESG Oversight	90
		Enterprise Risk Management	94
		Business Ethics & Code of Conduct	95
		Grievances Redressal	96
		Remuneration	97
09	Data Coverage Table	98	
10	GRI, DFM, SDG Content Index	106	

# About the Report

## 2023 Sustainability Report - Shaping the Future

Welcome to Dubai Investments PJSC's 2023 Sustainability Report, a testament to our commitment to environmental stewardship, social responsibility, and good governance. This report encapsulates our journey towards sustainable development.

The report captures our Environmental, Social, and Governance (ESG) progress, as we dynamically align them with key issues and include them in our strategic focus areas. We continue to focus on integrity, economic impact, responsible operations, natural resources, workforce development, stakeholder relationships, and community engagement. As part of our ongoing commitment, the report covers the calendar year from January 1, 2023 to December 31, 2023.

Our sustainability initiatives extend across eight subsidiary companies, each prominent within sectors such as real estate, financial services, manufacturing, and pharmaceuticals. Embracing best practices, the report highlights case studies and examples of exemplary performance across them all.

The Report is prepared with reference to the Global Reporting Initiative (GRI) Standards and Dubai Financial Market (DFM) ESG Reporting Guidance. The Content Index for each of the reporting frameworks are included in the Appendices for transparency as well as accessibility. Our commitment extends beyond compliance, and we proudly align our disclosure with the United Nations' Sustainable Development Goals (SDGs). As responsible corporate citizens, we recognise our role in driving positive change. Thus, our sustainability efforts are woven together with the United Arab Emirates' national plan, 'We the UAE 2031,' aimed at establishing UAE as a knowledge-based, sustainable, and innovation-centric global hub.

In this report, we share our future commitments, strategy updates, and management initiatives, setting the stage for continued ESG integration. Our current reporting scope covers the following Dubai Investments subsidiaries:

- Al Mal Capital
- Dubai Investments Park
- Dubai Investments Real Estate Company
- Emirates Building Systems
- Emirates District Cooling Company (Emicool)
- Emirates Float Glass
- Emirates Glass
- Globalpharma.

This report is more than a compilation of achievements; it is a testament to our dedication to sustainability, accountability, and a shared vision for a brighter future. Dubai Investments PJSC remains committed in shaping a sustainable tomorrow.



We welcome all feedback or questions related to this report. You can connect with us at:

- @dxbinvestments
- Dubaiinvestmentcompany
- dubaiinvestments.dxb
- Dubai Investments PJSC
- +971 4 8122400
- info@dubaiinvestments.com

The report can also be consulted online via [www.dubaiinvestments.com](http://www.dubaiinvestments.com)



# Tomorrow Starts Today

## Foreword from our CEO.



Dear Stakeholders,

As we unveil the Sustainability Report for 2023, themed "**Sustainable Innovation: Dubai Investment's Path to Sustainable Prosperity**", I am pleased to share the significant strides we have taken in this transformative direction.

Guided by a steadfast corporate ethicality as well as firm personal morality, we are dedicated to empowering communities and catalysing growth across diverse sectors of the economy. Our vision embraces a future where economic success harmonizes with sustainable growth and shared prosperity, reflecting the dynamic and modern ethos of the UAE.

In today's business environment, we have once again proven ourselves as a reliable growth engine across pivotal service sectors. This encompasses financial investments, real estate, manufacturing, healthcare, and education. With a robust company plan, a sound financial standing, and a dedicated management team, we have solidified our position to maintain the momentum further ahead.



Beyond financial considerations, our commitment extends to directing investments as proactive contributions to a sustainable and prosperous future for all. "Sustainable Innovation," encapsulates our belief in the coexistence of urban development and overall well-being. Sustainability, for us, is a responsibility, evident in our strategic initiatives that aim to redefine the investment landscape. The annual Sustainability Report serves as a tangible representation of this commitment, outlining the significant strides made in the past year.

Committed to forging enduring partnerships and sustaining long-term business growth, we maintain elevated governance standards and fulfil our social responsibilities. Recognizing the diverse groups of stakeholders affected by our operations, we actively engage with them to address their concerns and retain their trust. This commitment lies at the core of our mission. To ensure that we achieve it, we have formulated comprehensive sustainability policies, programs, and objectives, which adhere to both national and international standards. This report delineates our key focus areas based on key global initiatives, including the Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), UAE's Vision 2031, and DFM guidelines for ESG, elucidating the measures implemented to address these crucial issues.

Acknowledging our role in fostering collective action, we understand the importance of active participation in driving the global sustainability agenda. This year we showcased the same at

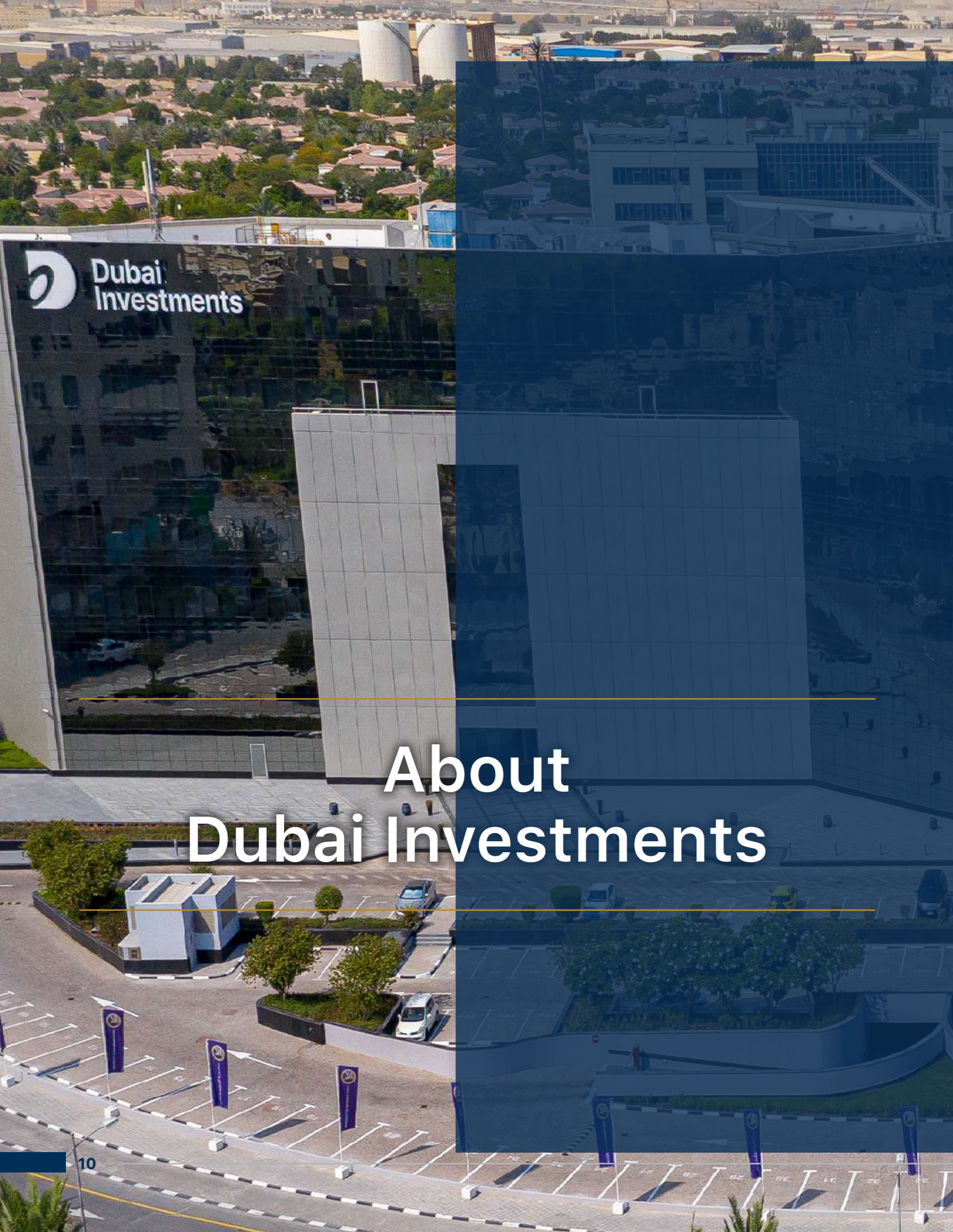
COP28 when the world came together in UAE to discuss meaningful and practical solutions to the most pressing issues of our times. We served as a Climate Support Sponsor, actively participated, and engaged with sustainability leaders, reaffirming our commitment to global sustainability initiatives.

In conclusion, I express gratitude to all stakeholders for their unwavering confidence. We, at Dubai Investments, remain steadfast in upholding the highest governance standards, conducting responsible business practices, and providing a secure and fulfilling workplace. Together, let us continue shaping a future where sustainability is not just a concept but an intrinsic way of life.

Sincerely,  
**KHALID BIN KALBAN**  
 Vice Chairman & CEO  
 Dubai Investments PJSC



# Tomorrow Starts Today



# About Dubai Investments

## Company's Vision & Mission



VISION

### Vision

Our vision is to provide impeccable quality by delivering superior management performance and top of the line services to our investors. An integral part of this vision is delivering superior returns to our shareholders, consistent with our pre-defined risk profile and comparable to other best-in-class corporations. We strive to increase the value of our business while maintaining high ethical values and a commitment to the development of society through integrity and fair business practices.



MISSION

### Mission

Our mission is to add value and expand our investment portfolio through sound corporate citizenship, financial engineering, network of relationships and financial resources.



VALUES

### Values

Ethics, Integrity, Accountability & Ownership, Work Excellence, Human Capital Asset, and Innovation.

# Company's Portfolio

We stand as a distinguished investment entity with a profound involvement in real estate development for both sale and leasing, manufacturing, and diversified product across various sectors. Our expansive portfolio further extends into asset management, financial investments, healthcare, and education. With nearly three decades of operational expertise in the region, our enduring presence has played a pivotal role in advancing the overall economic prosperity of the UAE.



# Subsidiaries Covered by This Report

Our report showcases our performances alongside those of our eight subsidiaries, as illustrated. These reporting subsidiaries stand as robust examples of the significant strides we make across various sectors within the UAE economy.



**AI Mal Capital**

AI Mal Capital is a diversified, multi-line investment institution providing a wide range of investment products and services for institutions, banks, and high net worth individuals. Dubai Investments PJSC holds a 70.18% stake in AI Mal Capital. The Company's services include Investment Banking, Brokerage and Asset Management.

**Dubai Investments Park**

Dubai Investments Park, a wholly owned subsidiary of Dubai Investments PJSC, is a unique, self-contained mixed-use master community development spread over three synergetic zones: industrial, commercial, and residential. The 2300-hectare development is designed to be a 'City Within a City' offering world-class infrastructure and exceptional facilities and services for the perfect work-life balance.

**Dubai Investments Real Estate**

Dubai Investments Real Estate company is a wholly owned subsidiary. The Company has established its reputation through a distinctive portfolio of real estate projects with an impressive range of mixed-use developments, residential buildings, commercial projects including warehouses and land banks, across key strategic locations, providing an expansive portfolio to suit varied requirements.

## Emirates Building Systems



Emirates Building Systems (EBS), a wholly owned subsidiary of Dubai Investments PJSC, is one of the leading manufacturers of steel structures in the Middle East, along with being the market leader in the UAE with significant presence across the Middle East and Africa. Over the last 25+ years, EBS is involved with design, manufacturing and erection of premium quality steel structures across several world-class and prestigious projects across the region.

## Emirates District Cooling Company



Emirates District Cooling Company (EMICOOL), the leading district cooling service provider in the UAE, is a joint venture between Dubai Investments PJSC and Actis - a leading global investor in sustainable infrastructure. Emicool provides district cooling through its efficient network providing services to various locations across the UAE.

## Emirates Float Glass



Emirates Float Glass, a wholly owned subsidiary of Dubai Investments established in 2009, is the first state-of-the-art integrated float glass facility in the UAE. The hi-tech manufacturing unit holds a production capacity of over 190,000 tons of glass products per year and supplies top-quality float glass for architectural and automotive industry applications.

## Emirates Glass



Emirates Glass, a wholly owned subsidiary of Dubai Investments, is one of the largest processors of flat architectural glass in the Middle East. Over the last 25+ years, Emirates Glass through its high performance, energy saving, reflective coated glass, and a wide range of sputter-coated, solar-control and thermal insulation glass products, have been serving a wide range of projects across the region.

## Globalpharma



Globalpharma, a wholly owned subsidiary of Dubai Investments, is among UAE's leading pharmaceutical company and a market leader in key generic pharma segments with a strong regional presence. Over the last 25 years, the Company has evolved and enhanced its capabilities. The Company manufactures and distributes products across almost all lifestyle disease segments with an annual production capacity of more than 770 million tablets, 300 million capsules, 3 million litres of dry suspension and approximately 280,000 units of herbal medicines.



## Business Highlights 2023

*The Group remains optimistic amidst the evolving macro-economic environment. The UAE's resilient and robust economy, buoyed by ongoing government reforms, positions us favourably. Capitalizing on prevailing market conditions, we anticipate further expansion within the MENA region and beyond.*



Our strategic focus centres on maintaining growth through diversified income streams, ensuring high operational efficiency, fortifying capital reserves to absorb potential losses, and unwavering compliance with all regulatory standards. This approach positions us to adapt seamlessly to any adverse operating conditions.

In alignment with the UAE's emphasis on infrastructure and logistics investments, Dubai Investments PJSC has undertaken notable projects. Emirates Building Systems, a key player in our portfolio, secured a significant airport project valued at more than AED 34 million in Abu Dhabi. Additionally, the Jafza Logistics Park, a project allotted to Emirates Building System, adds to the development of pre-engineered warehouses with mezzanines and offices in Dubai. Meanwhile, Danah Bay introduces the first-ever Breakwater Villas and exclusive Landside Villas in Ras Al Khaimah, a freehold project epitomizing coastal luxury living, developed by Dubai Investments.

Beyond our strategic ventures, the Group has expanded its portfolio through strategic acquisitions. This includes acquiring an additional stake in the UK's Monument Bank and the expansion of the K-12 educational asset portfolio through the acquisition by Al Mal Capital REIT.

Demonstrating our commitment to sustainability and global engagement, Dubai Investments PJSC actively participated in significant forums and conferences. Noteworthy instances include showcasing sustainable products and projects at COP28, partnering with E20 for agricultural investment in Angola, and inking four MOUs as part of the Ministry of Industry and Advanced Technology's Breakthrough Industrial Strategy.

In essence, our diverse and strategic initiatives underscore Dubai Investments PJSC's dedication to sustainable growth, resilience, and global impact.



# Economic Performance

## Key Financial Metrics (2023)



REVENUES  
**AED 4.11 bn**



OPERATING COSTS  
**AED 2.05 bn**



DONATIONS AND SPONSORSHIPS  
**AED 1.66 mn**



NET PROFIT ATTRIBUTABLE TO SHAREHOLDERS AFTER TAX  
**AED 1.13 bn**

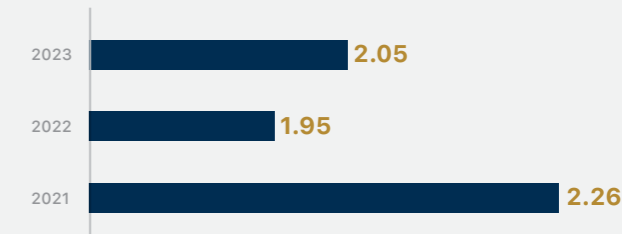


DONATIONS AND SPONSORSHIPS AS % OF AFTER TAX PROFIT 2023  
**0.15%**

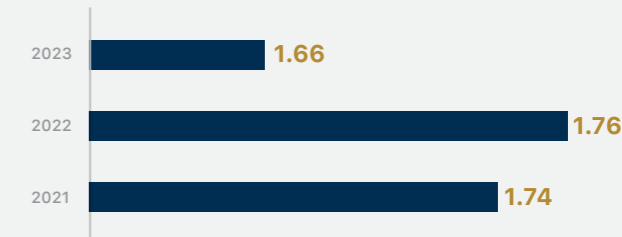
### Revenue (AED Billions)



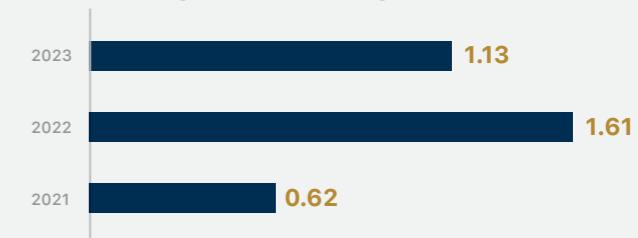
### Operating Cost (AED Billions)



### Donations And Sponsorship (AED Millions)



### Net Profit Attributable to Shareholders After Tax (AED Billions)



## Awards



EMIRATES GLASS has been recognised as the recipient of the prestigious **Best High-End Architectural Glass Manufacturers award** for the year 2023 by MEA MARKETS Magazine.



EMICOOL was honoured with **Platinum Award** at Global ESG Awards for Notable Water Conservation.



EMICOOL received the **Bronze District Energy Space 2022 Award** from IDEA for extensive district cooling services beyond North America.



EMICOOL was awarded with **Dubai Chamber's 2020 Corporate Social Responsibility (CSR) Label** highlighting the company's commitment to responsible and sustainable business practices across 'Workplace, Marketplace, Community, and Environment.'



EMICOOL was acknowledged by **Asian Power Awards 2022** for sustainable and innovative solutions.



DUBAI INVESTMENTS ranked among the top 10 in the **Forbes Middle East sustainable 100 Investment companies**.



EMIRATES GLASS received the prestigious **ICV (In-Country Value) Certification** marking a significant accomplishment, reflecting the unwavering commitment to the UAE's economic growth, sustainable development, and community welfare.



EMIRATES FLOAT GLASS achieved a significant milestone as the UAE's only float glass manufacturer by securing the prestigious **Golden Listing and ICV (In-Country Value) certification** through the Abu Dhabi Local Content Program.

## Recognitions



DUBAI INVESTMENTS showcases its powerhouse status at **"Make it in the Emirates"** Forum.



EMIRATES FLOAT GLASS secured **Golden Listing as Sole UAE Float Glass Manufacturer**.



EMICOOL was honoured with a certificate from **MyMaximus Centre for people of determination**, for acknowledging Emicool's consistent support and advocacy for people of determination.



EMICOOL was awarded with the **"Great place to work" Certification**.



EMIRATES FLOAT GLASS empowers UAE's solar potential as an **Exclusive Producer of Double Silver Coated Glass**.



GLOBALPHARMA was recognised as one of the 'Best Places To Work' in the UAE and KSA for 2023, upholding high HR standards at workplace.



**Our Focus Areas:**

- 🎯 Overview of Sustainability Strategy
- 🎯 Stakeholder Engagement
- 🎯 Materiality Assessment

# Sustainability at Dubai Investments

## 2023 ESG Highlights

**12%**  
Reduction In  
Scope 2 Emissions\*

**25%**  
of Total Energy Consumption  
through Renewable sources  
of Energy



**10**  
Material Topics  
Identified

**9,173**  
Total Training Hours  
Delivered

**35**  
Female Representation  
Across Senior and  
Middle Management



**0**  
Accidents

**1,752,517**  
m3 Of Water Treated

**1**  
Woman in Board  
of Directors

**1,277**  
Local Suppliers  
Engaged In 2023

**20**  
CSR Beneficiary  
Organisations



\*In the current year, our Scope 2 emissions have seen a reduction because of the following reasons:

1. Our businesses have witnessed an increase in renewable energy by 25% over the previous year.
2. In the current year, we have used Dubai specific emission factors from DEWA, whereas last year calculations were based on DEFRA.

## Overview of Sustainability Strategy

*As we navigate the dynamic business landscapes at Dubai Investments, our commitment lies on our strategic focus areas, forming the foundation of our success. These meticulously identified and prioritised domains serve as the perspective guiding our decisions and resource allocations. Through a thorough analysis of market trends, risk factors, and opportunities, we have refined our focus on key areas that not only align with our long-term vision but position us to thrive in the ever-evolving economic environment.*

Most businesses recognise the imperative of being socially conscious and responsible in today's landscape. Through the incorporation of ESG (Environmental, Social, and Governance) practices, companies can proactively address risks linked to environmental and social challenges, thereby fortifying their long-term sustainability, and minimizing adverse effects.

At Dubai Investments, we firmly uphold the belief that ESG consciousness is imperative in building a sustainable business. We are committed to inclusive practices that incorporate a broader community into our vision, fostering collaborative value creation. Simultaneously, we prioritise social impact, engage with our stakeholders, uphold ethical governance, and unlock opportunities in both investment and market opportunities. This philosophy is brilliantly encapsulated in our purpose statement: to amplify human potential and pave the way for the next wave of opportunities for individuals, businesses, and communities. At Dubai Investments, we believe ESG is not merely a responsibility but a strategic opportunity to contribute to a more sustainable, inclusive, and prosperous society.

## Strategic Focus Areas



Supporting our communities



A Company with Integrity



Valuable Relationships



Amplifying Economic Impacts







Protecting Natural Resources







Operating Responsibly



Strong Workforce

Sustainability Theme	Sustainability Objectives
<b>General</b> 	<ul style="list-style-type: none"> <li>• Develop the framework for Sustainability at Dubai Investments, including establishing the sustainability governance model and resource requirement.</li> <li>• Conduct a materiality assessment to inform the next iteration of the Sustainability Strategy.</li> <li>• Align, learn from, and contribute to global initiatives that enhance Dubai Investments capabilities, confidence in the approach, as well as the stature as a responsible investor and asset manager.</li> </ul>
<b>A Company with Integrity</b> 	<ul style="list-style-type: none"> <li>• Implement and reinforce a robust corporate governance framework and processes which are followed consistently across the Group.</li> <li>• Ensure that business is conducted in an ethical manner.</li> <li>• Implement digital solutions to monitor sustainability performance.</li> <li>• Ensure that sustainability is integrated at a board level.</li> </ul>
<b>Valuable Relationships</b> 	<ul style="list-style-type: none"> <li>• Treat suppliers with fairness and respect.</li> <li>• Integrate sustainability criteria into procurement policies to promote sustainable practices amongst suppliers.</li> <li>• Ensure that large contractors providing long term services to Dubai Investments (e.g. construction project contractors) treat their employees fairly and in accordance with UAE Labor Law.</li> <li>• Maintain a responsible relationship with customers.</li> <li>• Develop responsible products which will help customers be more sustainable.</li> </ul>
<b>Operating Responsibly</b> 	<ul style="list-style-type: none"> <li>• Develop Health, Safety, and Environment (HSE) Policy.</li> <li>• Promote health and wellness initiatives amongst employees and in the community.</li> <li>• Ensure compliance to the UAE Labor Law with reference to the treatment of Dubai Investments Group employees. Seek best in class practices beyond the minimum regulations.</li> </ul>

Sustainability Theme	Sustainability Objectives
<b>Protecting Natural Resources</b> 	<ul style="list-style-type: none"> <li>• Demonstrate commitment for tackling climate change.</li> <li>• Develop an efficiency plan relating to the use of energy and water.</li> <li>• Identify and mitigate the negative environmental impacts caused by the Group's activities.</li> </ul>
<b>Supporting Communities</b> 	<ul style="list-style-type: none"> <li>• Contribute to the development of vocational skills of young people in the community.</li> <li>• Contribute to the development of the local economy by providing jobs and facilitating the growth of start-up businesses and small and medium-sized enterprises.</li> <li>• Be a socially responsible corporate citizen by investing in the community, donating to charitable causes, and providing employees with the opportunity to participate in corporate social responsibility initiatives.</li> </ul>
<b>Strong Workforce</b> 	<ul style="list-style-type: none"> <li>• Demonstrate commitment to improving female representation.</li> <li>• Significantly improve female representation at all levels of operation, enhancing perspective, decision-making, and performance.</li> <li>• Invest in the development of workforce.</li> </ul>
<b>Amplifying Economic Impacts</b> 	<ul style="list-style-type: none"> <li>• Optimize for growth by steering economic diversification towards lower-carbon sectors, and sectors with lower ESG risks and greater ESG-related opportunities.</li> <li>• Measure, monitor and improve the overall ESG posture of Group's portfolio companies.</li> <li>• Initiate sustainability due diligence and reporting requirements for Investments.</li> </ul>

# Stakeholder Engagement



*Our paramount focus is on cultivating meaningful collaborations, fostering open communication, and nurturing trust with our stakeholders. Our commitment is rooted in our dedication to aligning strategies and promoting collaborative solutions for mutual success. We adapt to the evolving needs of our stakeholders by embracing transparency and change, building trust in our relationships and fostering sustainable growth.*

Our engagement practices emphasize ongoing dialogue with all our stakeholders to reassess, adapt, and address their emerging concerns. This iterative process ensures that our strategies remain aligned with evolving stakeholder needs and industry trends.

## Modes Of Stakeholder Engagement



Drawing from **Stakeholder Map**, we have meticulously assessed the diverse needs and expectations of each stakeholder group. This comprehensive mapping guides our tailored approach to engage with and address the specific concerns of each stakeholder category.

Stakeholder Group	Importance To Dubai Investments	Expectations / Topics of Concern / Material Issues	Engagement Method
 <b>Shareholders and Investors</b>	Our investors mostly guide our growth trajectory. Their confidence and assistance motivate us to pursue our goals, which enables us to develop, grow, and provide outstanding value. We put client interests first, working to build enduring wealth that strengthens the basis of our joint success while maximizing returns. Their trust fuels our dedication to quality and directs us toward shared prosperity.	<ol style="list-style-type: none"> <li>1. Risk Management</li> <li>2. Corporate Governance</li> <li>3. Transparency and Reporting</li> <li>4. Information Security/Cybersecurity &amp; System Availability</li> <li>5. Sustainable Finance</li> <li>6. Financial Stability</li> <li>7. Climate Change</li> <li>8. Environmental Management</li> </ol>	<ul style="list-style-type: none"> <li>• Annual General Meetings</li> <li>• Corporate Annual Report</li> <li>• Official news releases</li> <li>• Annual Corporate Governance Report</li> <li>• Investalk - quarterly newsletter</li> <li>• Investor Communication &amp; Disclosure Policy</li> </ul>
 <b>Customers</b>	Our investment spans diverse sectors, all aimed at delivering sustainable products that resonate with our customers. From energy-efficient glass products to innovative green building solutions, our focus remains steadfast on providing environmentally conscious choices that cater to evolving consumer needs and keeping sustainability at the centre of what we offer, matching the values and interests of our clients.	<ol style="list-style-type: none"> <li>1. Climate Change</li> <li>2. Environmental Management</li> <li>3. Health &amp; Safety</li> <li>4. Information Security/Cybersecurity and system availability</li> </ol>	<ul style="list-style-type: none"> <li>• Customer service offices</li> <li>• Social media channels: Twitter, Facebook, Instagram, LinkedIn</li> </ul>

Stakeholder Group	Importance To Dubai Investments	Expectations / Topics of Concern / Material Issues	Engagement Method
<b>Employees</b> 	Dubai Investments invests in professional growth through various initiatives, aiming to boost output and job satisfaction. We prioritise their well-being, fostering a safe, supportive, healthy work environment. Our workers are the foundation of our success, driving our group's advancement and fostering a vibrant corporate culture.	<ol style="list-style-type: none"> <li>1. Transparency &amp; Reporting</li> <li>2. Talent Attraction and Retention</li> <li>3. Environmental Management</li> <li>4. Health &amp; Safety</li> <li>5. Corporate Governance</li> <li>6. Risk Management</li> <li>7. Information Security/Cyber Security and System Availability</li> <li>8. Climate Change</li> </ol>	<ul style="list-style-type: none"> <li>• Employee Training and Development Program</li> <li>• Grievance Resolution Procedures</li> <li>• Health and Safety Policy</li> <li>• Working Practices Policy</li> </ul>
<b>Regulators</b> 	The company is committed to ethical behaviour, valuing national and regulatory legal frameworks and governmental agencies. We believe in maintaining an ethical corporate climate and adhering to international best practices for corporate governance while maintaining industry standards and positively impacting the socioeconomic environment.	<ol style="list-style-type: none"> <li>1. Transparency and Reporting</li> <li>2. Corporate Governance</li> <li>3. Risk Management</li> <li>4. Information Security/Cybersecurity &amp; System Availability</li> <li>5. Sustainable Finance</li> <li>6. Financial Stability</li> <li>7. Talent Attraction and Retention</li> <li>8. Health and Safety</li> <li>9. Climate Change</li> <li>10. Environmental management</li> </ol>	<ul style="list-style-type: none"> <li>• Internal control system</li> <li>• External audits</li> <li>• Insider trading supervision committee</li> <li>• Corporate Annual Report</li> <li>• Face-to-face meetings with ministries and regulators</li> <li>• Partnerships and Collaborations</li> <li>• Compliance Unit</li> </ul>

Stakeholder Group	Importance To Dubai Investments	Expectations / Topics of Concern / Material Issues	Engagement Method
<b>Local Communities</b> 	Our commitment to the community extends beyond business, addressing social and economic issues, empowering young people, and supporting environmental preservation and energy efficiency. We collaborate closely with local communities to improve their quality of life and ensure sustainable growth.	<ol style="list-style-type: none"> <li>1. Climate Change</li> <li>2. Environmental Management</li> <li>3. Talent Attraction and Retention</li> <li>4. Health and Safety</li> <li>5. Corporate Governance</li> <li>6. Risk Management</li> <li>7. Sustainable Finance</li> <li>8. Financial Stability</li> </ol>	<ul style="list-style-type: none"> <li>• Health and educational campaigns</li> <li>• Employee volunteering initiatives</li> <li>• Donations to charitable organisations</li> <li>• Participation in cultural and national events</li> <li>• Sponsorships and internships for disadvantaged youth</li> </ul>
<b>Suppliers and Partners</b> 	Dubai Investments values strong supply chain ties. We are committed to fostering trust with vendors and contractors, prioritizing efficiency, and striving for continual improvement. We strive to create lasting partnerships for innovation, reliability, and excellence through collaborative efforts.	<ol style="list-style-type: none"> <li>1. Climate Change</li> <li>2. Health And Safety</li> <li>3. Environmental Management</li> <li>4. Transparency And Reporting</li> <li>5. Corporate Governance</li> <li>6. Risk Management</li> <li>7. Information Security/ Cybersecurity and System Availability</li> </ol>	<ul style="list-style-type: none"> <li>• Supplier surveys for Feedback</li> <li>• Working Practices Policy</li> </ul>





# Materiality Assessment

*We employ a robust two-dimensional strategy, incorporating surveys to engage internal stakeholders and gather diverse perspectives. This approach enables a comprehensive assessment and prioritization of significant economic, environmental, social, and governance impacts, upholding transparency, and accountability in sustainability reporting.*

In our commitment to transparency, Dubai Investment adheres to reporting standards such as GRI, SASB, MSCI, and DJSI, aligning with the domestic frameworks of Dubai Financial Market (DFM) and UAE Vision document. We enhance stakeholder trust by identifying and benchmarking against peers across national and international landscapes, ensuring a robust materiality assessment.

## Methodology

### Step 1 Identification of Potential Material Topics

Dubai Investment is dedicated to enhancing transparency and prioritizing key topics outlined in reporting standards like GRI, SASB, MSCI, and DJSI. Our efforts are closely attuned to the domestic frameworks set forth by Dubai Financial Market (DFM) and the UAE Vision document, reaffirming our commitment to comprehensive disclosure and accountability.



### Step 2 Identification of Key Stakeholders

Stakeholder identification at Dubai Investment involves secondary research, segmentation into internal and external stakeholders, and alignment with international and regional frameworks and standards.



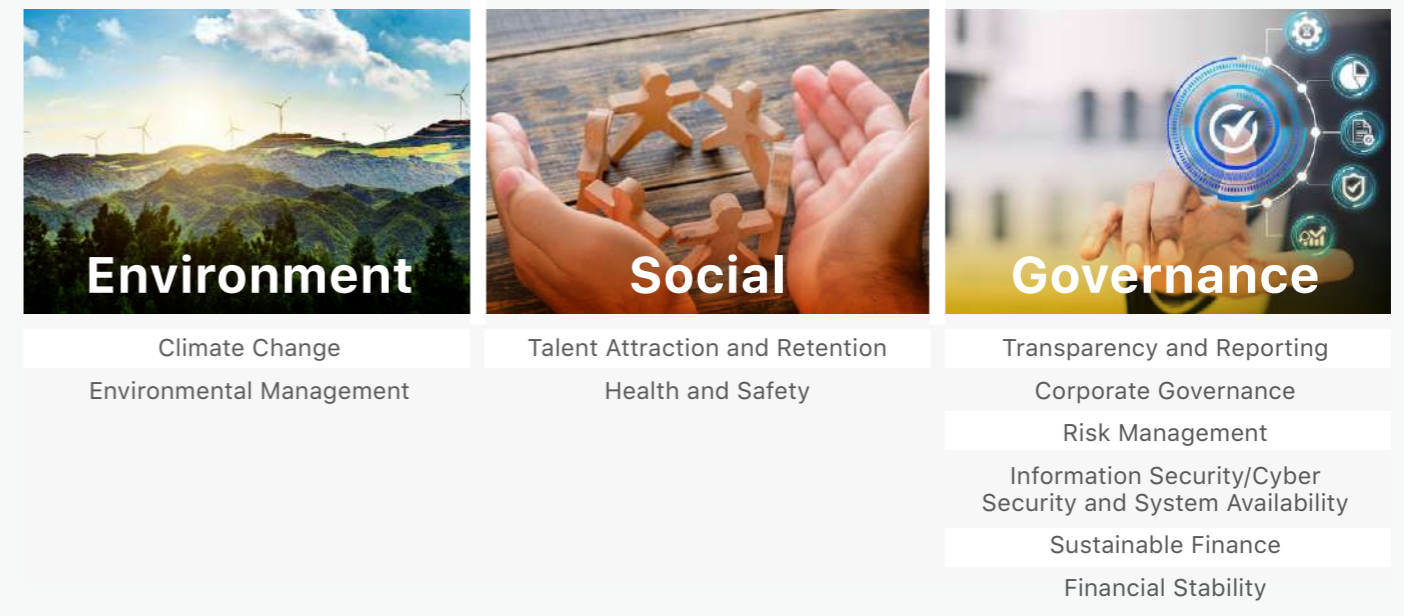
### Step 3 Stakeholder Engagement

Engaging key internal stakeholders, including employees and suppliers, through surveys is integral to comprehend material ESG issues and their impact on the organisations. The survey is built in accordance with global standards and peer benchmarks, which ensures a comprehensive understanding of relevant material concerns for both internal and external stakeholders.



### Step 4 Prioritization of Material Topics

Prioritizing material topics involves assessment of both negative and positive impacts, ranking them according to their significance. The most substantial impacts are then prioritised for reporting purposes. Management conducts a thorough review of these selected impacts. Finally, a comprehensive report is compiled, utilizing pertinent disclosures and metrics from reputable standards and relevant Key Performance Indicators (KPIs) within Environmental, Social, and Governance (ESG) ratings to address material impacts effectively.





**Our Focus Areas:**

- 🎯 Customer Experience
- 🎯 Digitization and Innovation
- 🎯 Supply Chain Management
- 🎯 ESG Due Diligence
- 🎯 Data Privacy and Cybersecurity

# Sustainable Stewardship

Advancing sustainability necessitates transparent processes, and our commitment towards ensuring a transparent process extends across the entire value chain. We recognise that the journey towards sustainability demands the seamless integration of customer experience, innovation, data privacy, and cybersecurity. Through our dedication to forging robust partnerships, we aspire to shape a future that is vibrant, compassionate, and prosperous.

**Key Highlights From 2023:**



AED  
**452.07 mn**  
spent on procurement from local suppliers



**22**  
additional new local suppliers engaged



Company-wide Centralized Security Operations Centre  
**(SOC)**

## Amplifying Economic Impacts

Since our inception, our influence has significantly amplified economic benefits throughout the UAE. Committed to advancing the nation's sustainability objectives, we are dedicated participants in the ongoing decadal plan, 'We the UAE 2031'. Our dedication extends to achieving 100% customer satisfaction by offering innovative products and services that go above and beyond to meet their needs.

Our strategic focus centres on sustaining growth through diversified income streams and maintaining optimal efficiency levels. Our relentless commitment aims to not only maintain but amplify our economic impacts, contributing substantively to the prosperity of the region.

## Customer Experience

*Despite facing industry volatility and challenges, we and our subsidiaries persevere in delivering sustainable value and enhancing customer experiences in every interaction. We focus on customer-centricity by delivering a seamless experience throughout the customer journey. Recognizing the dynamic progression of touchpoints, we prioritise enhancing pivotal moments. This strategic approach, rooted in understanding customer psychology, involves designing supporting processes to effectively manage expectations. We and our subsidiaries mutually set benchmarks, illustrating how companies can navigate the evolving business landscape while placing customers at the forefront of strategic initiatives.*

The customer centric orientation followed by our subsidiaries helps them position as a customer-centric trailblazer. In 2023, Emirates Glass dedicated efforts to customer satisfaction through quarterly surveys across six crucial categories. The company's exceptional performance shone in Customer Orientation, Product Supply, and Communication and Supply, garnering an impressive average score of 94.2 in Customer Orientation throughout the year. Notably, Emirates Glass earned top rankings in three categories, reinforcing its resolve to quality products, effective communication, and continuous improvement. The quarterly evaluations affirm that customer expectations were consistently met, reflecting the company's unwavering dedication to delivering excellence and fostering lasting satisfaction among its clientele.

Following suit, Emicool demonstrated a customer-centric commitment through collaboration with IPSOS for intensive customer feedback analysis. Implementing

E-receipts, online registration, and cancellation, and a welcome letter for new customers were some of the efforts that reflect Emicool's dedication to enhancing the customer experience. Complying with regulations and eliminating unnecessary processes further underscores Emicool's customer-centric initiatives. On the other hand, Dubai Investment Park showcased a customer-centric approach by revising surveys to include open-ended questions for comprehensive satisfaction assessment. The implementation of online feedback submission via the website facilitated easier monitoring, reflecting the company's commitment to responsive customer engagement.

Collectively, these initiatives across Dubai Investments and its subsidiaries highlight a robust commitment to customer-centricity, setting industry benchmarks and emphasizing the conglomerate's dedication to delivering exceptional experiences throughout the customer journey.



# Case Study

## Enhancing Customer Experience at Emicool

Emicool, a leading district cooling provider, recognised the importance of continuously improving customer satisfaction and experience. To achieve this, the Customer Service Department implemented various strategies and initiatives aimed at gathering feedback, addressing concerns, and enhancing service delivery.

### Approach:

#### 1. Transactional and Periodic Surveys:

Emicool conducts both transactional and periodic surveys monthly and yearly to gather qualitative and quantitative feedback from customers. These surveys help monitor progress and pinpoint areas for improvement.

#### 2. Proactive Customer Outreach:

The Customer Satisfaction Team proactively contacted dissatisfied customers who provided negative feedback to understand and promptly resolve their concerns. These cases were repurposed into valuable internal training materials for improving customer service.

#### 4. Training Sessions:

The Customer Service Team participated in quarterly training sessions focusing on improving communication skills and technical knowledge. Sessions covered standardized call scripts, email communication, and practical training using real-life customer feedback case studies.

#### 3. Third-Party Feedback Program:

Emicool collaborated with a market research firm for a one-year program to gather feedback from residential, commercial, and new customers. Analysis of findings led to an action plan workshop for enhancing service delivery and customer experience.

The project was executed through several distinct stages:

1. Preparation of Comprehensive Report
2. Mini Action Plan Workshop with Frontliners
3. Main Action Plan Workshop with Decision Makers
4. Action Plan Presentation to Senior Management and CEO
5. Training and Advancement



The proactive initiatives undertaken by Emicool yielded significant improvements in customer satisfaction and experience, evident through notable enhancements in monthly and yearly CSAT scores. Continuous monitoring and feedback collection enabled Emicool to track satisfaction levels and identify areas for growth. Furthermore, the upcoming launch of the new customer portal in mid-2024 is expected to further enhance convenience, reduce carbon emissions, and transition towards a paperless future, demonstrating Emicool's commitment to delivering exceptional customer service while embracing sustainability.

## Digitization and Innovation

*We, together with our subsidiaries, consistently champion technological innovation across the entire value chain, actively supporting digitization initiatives throughout its diverse sectors and subsidiaries. In 2023, our efforts towards digital transformation and sustainability reached new heights, marked by significant milestones and proactive initiatives.*

A pivotal achievement was the initiation of the Industry 4.0 maturity assessment, positioning us at the forefront of digital evolution. The successful implementation of the Enterprise Resource Planning (ERP) system for Dubai Investments further streamlined processes, enhancing operational efficiency and integrated business management.

Aligned with our vision of a paperless office environment, three transformative digital projects were launched. These initiatives, including the Electronic Signature System, Document Management System, and Press Automation through Workflows led to manifold improvements in our internal processes.

A year ago, we embarked on a robust digital transformation journey in collaboration with Oracle, KPMG Lower Gulf, and Tech Mahindra, focusing on implementing "Oracle Fusion Cloud Applications."

This initiative, aimed at driving continuous innovation and enhancing efficiency through automation, has gained full momentum, showcasing tangible and Positive results in 2023.

Our subsidiaries have also contributed to innovation. Emirates Glass introduced the "EmicoolNN35T" Glass, showcasing solar control properties for enhanced energy efficiency and reduced carbon emissions. The "EliteBlue 40 Plus" Glass from Emirates Glass was selected for the prestigious "Imkan project" at Al Raha Beach due to its energy-efficient features. Additionally, "Emicool Sun NN50T" clear glass by Emirates Glass was chosen by "Union Co-op Motor City" for its solar and thermal control features, further highlighting measures that we undertake towards innovation.

## Empowering UAE's Solar Potential: Double Silver Coated Glass



Emirates Float Glass has solidified its position as a frontrunner in the industry through its strong emphasis on innovation and sustainability. Its commitment to advancing sustainable energy solutions highlighted by its offering of Double Silver Coated Glass within the United Arab Emirates, underscores its dedication to innovation. By manufacturing **Double Silver Coated Glass**, Emirates Float Glass actively promotes **energy efficiency in architectural applications**, thereby not only reducing energy consumption but also exemplifying its dedication to fostering a more environmentally conscious future for the UAE.

In addition, Emirates Float Glass has made notable progress in encouraging energy-efficient solutions

in the sector, with an **annual manufacturing capacity of 2.5 million square meters** of high-performance double silver low emissivity reflective glass produced.

Over the past year, Emirates Float Glass has accomplished a noteworthy decrease in overall energy use inside its production facilities by putting strict energy management policies into place. These calculated initiatives not only fit in with the objectives of global sustainability, but they also establish Emirates Float Glass as a pioneer in the promotion of energy-efficient glass production technologies.

## Emirates Glass' Glaston Jumbo Series

Emirates Glass LLC recently integrated the **Glaston Jumbo Series flat glass tempering line featuring Vortex Pro convection technology**, showcasing commitment to innovation, and enhancing quality standards. A noticeable trend towards larger glass panels, reflecting evolving consumer preferences, prompted this tactical investment in the Glaston Jumbo Series. This advanced system facilitates the production of **high-performance coated glass with remarkably low emissivity levels, as minimal as 0.02%**, while accommodating glass sizes of up to 8 meters.

This transformation is a testament to Emirates Glass' proactive approach to meeting evolving market demands while emphasizing material efficiency. The Glaston technology enables the production of superior quality glass and ensures optimal utilization of materials, reducing waste and enhancing sustainability across the production process.



## Valuable Relationships

Our commitment to building and nurturing positive relationships with all stakeholders is integral to our company's ethos. Engaging with stakeholders is not just a practice; it is a necessity for organisational success. Our stakeholder relations management encompasses a broad spectrum, from ensuring excellent customer experiences to scrutinizing suppliers for their social and environmental performance. Our strategic engagement with suppliers is driven by the recognition that a robust supply chain is critical for business continuity and effective risk mitigation. In essence, our emphasis on valuable relationships with stakeholders is not just a commitment; it is a driving force behind our sustained success and resilience.

*Dubai Investments remains dedicated to identifying and assessing new suppliers that align seamlessly with our evolving requirements. The cornerstone of our supplier relationships lies in their robust capabilities, top-notch quality, and attractive commercial offerings, fostering enduring and mutually beneficial partnerships. Central to our success is the engagement with suppliers who not only meet our stringent standards but also share our core values.*

### Supply Chain Management

<b>1,277</b>	<b>452.07</b>	<b>652.95</b>
Total number of local suppliers engaged in 2023	Procurement spending on local suppliers (AED millions)	Total procurement spending (AED millions)

We hold our suppliers to elevated levels of business conduct and integrity. The Supplier Code of Conduct from our subsidiary companies such as Emicool, Emirates Building System and Dubai Investment Real Estate outlines our expectations for operational excellence, fairness, and environmental and social responsibility. It is imperative for collaborating vendors to adhere to this Code, reflecting our commitment to ethical business practices, and they are encouraged to disseminate and enforce its provisions throughout their organisation and supply chain.

As we are committed to ensuring the security of sensitive data in our collaborations, suppliers with access to Dubai Investments' confidential information must meet minimum control requirements, subject to a rigorous risk assessment. This evaluation encompasses the supplier's controls related to security, availability, vulnerabilities, and system access, ensuring a secure and reliable partnership.

We consider suppliers as one of our key stakeholders and thus engage with them on an ongoing basis. Annual targeted surveys are a key component of our supplier engagement strategy. These surveys allow us to evaluate suppliers' proficiency in managing crucial aspects such as labour practices, human rights, environmental stewardship, and occupational health and safety. Effective management of these issues, coupled with compliance with relevant laws and regulations, mitigates potential risks and ensures a responsible and sustainable supply chain. Embracing supplier diversity aligns with our values, contributing to a more inclusive and equitable business environment.

In essence, supply chain management at Dubai

Investments and our subsidiaries is characterized by our criteria, proactive risk assessment, ongoing training, and a commitment to diversity. This ensures that our suppliers not only meet our operational requirements but also align with our core values and principles, creating a resilient and responsible supply chain.

Emicool serves as an illustrious example of our subsidiaries' proactive approach towards strengthening supplier assessments. At Emicool, a rigorous vendor evaluation and registration process is prioritised, which is outlined in a comprehensive registration form. This process extends beyond gathering basic vendor details, delving into factors. Additionally, inquiries cover aspects like business nature, past experiences, and project completion certificates. The assessment also evaluates compliance with quality management, environmental sustainability, health and safety, and energy efficiency policies. In 2023, Emicool successfully onboarded 55 new suppliers who are in alignment with our sustainability vision, aided by the consideration of these supplementary disclosures. Emicool's present efforts focus on refining procurement practices to integrate green procurement as standard, ensuring sustainability across the value chain through adherence to the supplier code of conduct and ISO 14001 environmental management and ISO 45001 health and safety standards. The supplier code of conduct remains consistent with 2022, underscoring Emicool's resolve to ethical and responsible procurement practices.

## Operating Responsibly

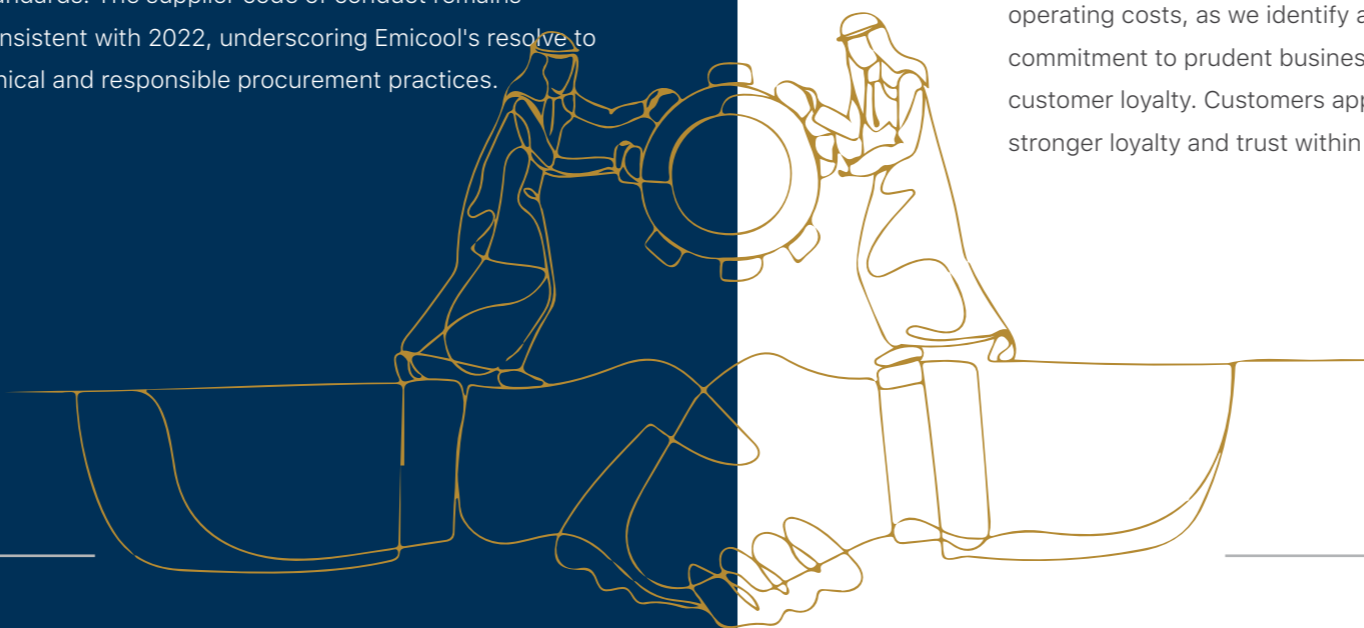
We take great pride in upholding elevated standards of excellence across our business operations. Our commitment to these standards is fortified by the integration of cutting-edge technology and digital innovation. This strategic approach not only facilitates the production of goods and services aligned with our core principles but also contributes to the promotion of sustainable development. Furthermore, in line with our commitment to responsible business practices, we rigorously screen our investments for Environmental, Social, and Governance (ESG) factors, ensuring a comprehensive evaluation of our impact on society and the environment.

### *ESG Due Diligence*

**We incorporate aspects of environmental and social due diligence as a standard protocol of our relevant due diligence processes. The process aims to provide guidance on environmental and social issues, while conducting impartial assessments.**

We place a high priority on due diligence, employing a rigorous process to identify potential environmental and social risks that could impact our operations and reputation. By proactively addressing environmental and social considerations, we position ourselves as a responsible and forward-thinking organisation, mitigating potential risks and fostering sustainable practices.

The benefits derived from our Environmental, Social, Governance (ESG) due diligence efforts are substantial. Streamlined regulatory compliance is a key outcome, ensuring our operations align with relevant standards and contributing to overall efficiency. Additionally, our efforts result in reduced operating costs, as we identify and mitigate risks that could impact financial performance, showcasing our commitment to prudent business practices. Lastly, our commitment to due diligence positively influences customer loyalty. Customers appreciate and align with our dedication to ethical practices, fostering stronger loyalty and trust within our customer base.



# Data Privacy and Cybersecurity

*We manage a wide range of personal and financial data on a regular basis, aligning with all applicable laws and regulations. We proactively address privacy and data protection concerns through continuous improvement of our internal controls, implementation of robust policies, and continually upgrading our technology.*

Privacy holds a paramount position within our comprehensive global data risk management process, aligning with our commitment to compliance, operational risk oversight, and governance. Our robust approach includes regular training, awareness initiatives, and dedicated teams, ensuring a multi-stakeholder oversight mechanism with a focus on all our lines of defence. We emphasize to our employees the importance of maintaining confidentiality and integrity when handling personal data.

Given the escalating size and complexity of cybersecurity threats, safeguarding our firm, customers, and vendors while fostering innovation remains an ever-evolving priority. As we embark on new business ventures and embrace innovative technologies, the associated risks, and challenges multiply. Therefore, we make substantial investments in cybersecurity to proactively prevent malicious activities and protect sensitive data.

Recognizing that our employees serve as the first line of defence, we prioritise education, training, and testing to empower them in identifying potential cybersecurity risks. This approach ensures the protection of the firm's resources and information, with a mandate for employees to undergo regular cybersecurity training and assessments. Periodic internal evaluations are conducted to pinpoint vulnerabilities, identify upgrade opportunities, and implement new defence layers. In anticipation of potential cybersecurity incidents, our incident response plan is diligently crafted to enable swift actions to attempted breaches, coordination with law enforcement, and the timely notification of customers when necessary. Our commitment to cybersecurity is not just a protective measure; it is a proactive stance to uphold the highest standards of data privacy and security across all our operations.

To significantly improve the comprehensive information security framework of Dubai Investments and its subsidiaries, a pivotal step undertaken this year involved the establishment of a Centralized Security Operations Centre (SOC) for the entire group. The SOC stands as a critical component mandated by GDPR, playing a fundamental role in the organisation's cybersecurity infrastructure. It offers continuous monitoring, rapid response capabilities, and strategic insights, fortifying our defenses against the ever-evolving landscape of cyber threats.

## Some of the key benefits of SOC:

- Early Threat Detection
- Incident Response and Mitigation
- 24/7 Monitoring
- Threat Intelligence Integration
- Centralized Security Management
- Continuous Security Improvement
- Compliance Management
- Customized Threat Analysis
- Cost-Efficiency

In 2023, Global Pharma and Emirates Glass reported no incidents of leaks, thefts, or loss of customer data which shows robustness of IT infrastructure. Our vision going forward is to implement the best practice of consistently reporting data security incidents transparently throughout the entire company.





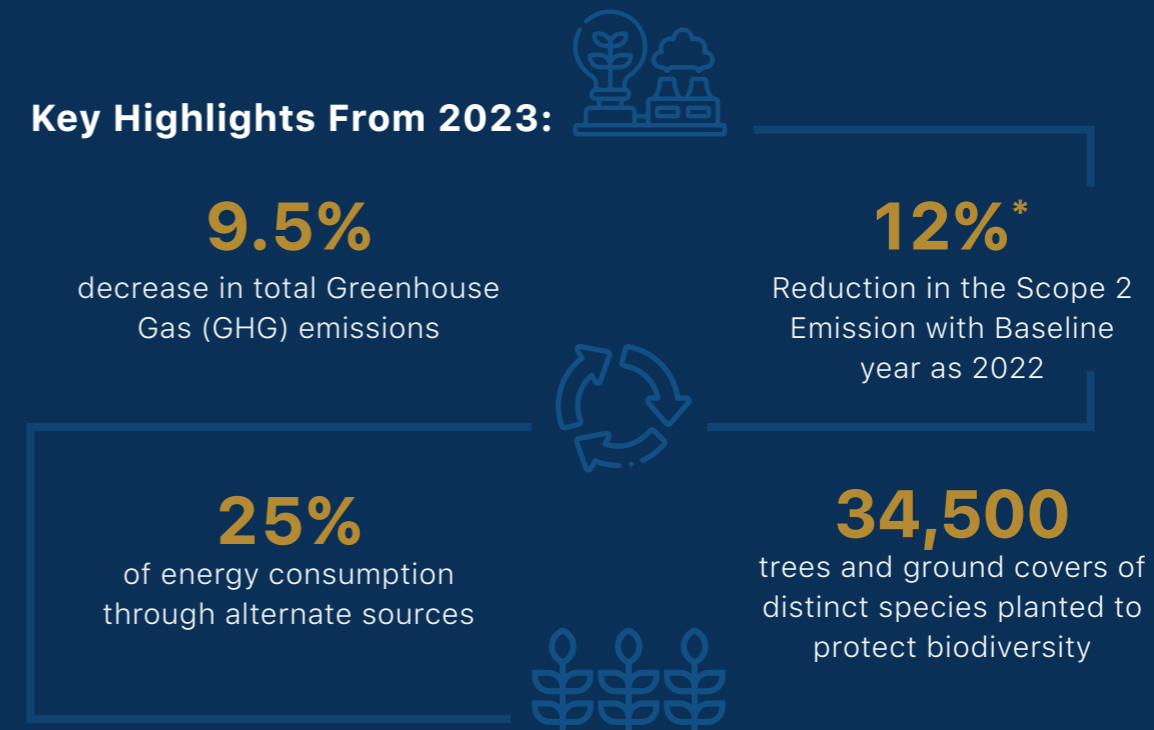
**Our Focus Areas:**

- 🎯 Energy Management
- 🎯 Climate Change
- 🎯 Water and Waste Management
- 🎯 Biodiversity

# Building Tomorrow, Preserving Today

We translate our commitment to sustainability into tangible actions aimed at protecting natural resources and mitigating environmental impacts, specifically in areas such as emissions, energy, water, and waste. Embracing circular economy principles, we actively promote biodiversity and adhere to global sustainability norms. Furthermore, we aspire to broaden our portfolio of innovative sustainable products through our subsidiary businesses, thereby actively contributing to a greener and more sustainable future.

**Key Highlights From 2023:**



\*In the current year Our Scope 2 emissions have seen a reduction because of the following reasons:  
 1. Our businesses have witnessed an increase in renewable energy by 25% over the previous year.  
 2. In the current year, we have used Dubai specific emission factors from DEWA, whereas in the last year calculation were based on DEFRA

### Key Achievements from 2023:

#### “ District Cooling Initiative of the Year ”



EMICOOL has been recognised for its pioneering utilization of AI-powered devices in conjunction with treated sewage effluent for district cooling solutions. This innovative approach not only reduces environmental impact but also promotes water and energy conservation, effectively addressing the global climate challenge.

#### “ Exclusive recipient of the Golden Listing among glass companies. ”

Emirates Float Glass advocates for the advancement of eco-conscious approaches in both the construction and automotive sectors and involves promoting the adoption of energy-efficient glass solutions, fostering sustainable supply chains, and striving to reduce transportation emissions.



#### “ Emirates Glass Becomes a Member of Clean Energy Business Council ”



Emirates Glass has joined the Clean Energy Business Council (CEBC) to promote sustainability in the construction industry. The coalition aims to shape the future through resource conservation and carbon emission abbreviation, partnering with regulators, legislators, and renewable energy firms in the MENA region.

## Protecting Natural Resources

Protecting natural resources is paramount for the UAE's ambitious economic growth goals, with a focus on advancing the circular economy. As we embrace these principles of innovation and sustainability, we extend our support to regional and global efforts by reducing waste, energy, and water usage, while also mitigating atmospheric emissions and safeguarding biodiversity. Through adherence to sustainable standards and the promotion of smart city solutions, our subsidiaries aim to become a leading provider of sustainable goods and services. Our strategy includes implementing efficiency plans, identifying, and mitigating environmental impacts, and expanding our innovative sustainable offerings across subsidiaries, all in alignment with our mission to advocate for sustainability.

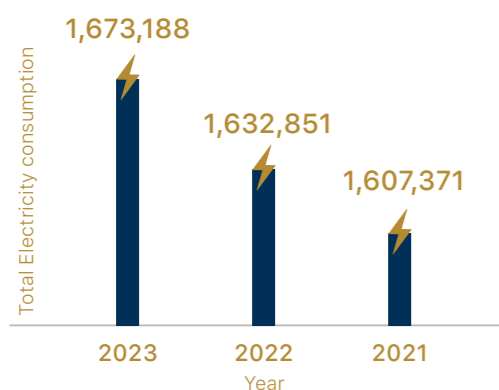




# Energy Management

*We prioritise environmentally responsible methods and innovative strategies for energy management throughout our organisation. In the year 2023, we further elevated our commitment to sustainability by continuing to work on increasing energy efficiency.*

In 2023, due to expanding nature of our businesses as well as consumer preferences, we have had an increase in energy consumption, reaching 2,253,870 GJ. Though the absolute consumption numbers reflect an increase of 37%, however this increase can be directly attributed to increase in number of subsidiaries reporting their energy consumption and expansion of business for some subsidiaries such as Emicool. Alongside we have also made strong efforts to ensure that nearly 25% of total energy consumption is sourced from alternative sources.


## Energy Consumption From Electricity (GJ)




Total Energy Consumption (GJ)  
**2,253,870**

---


Total Electricity Consumption (GJ)  
**1,673,188**

---

Energy Intensity (GJ per m2 of space) which also includes Renewable Energy  
**15.27**

---

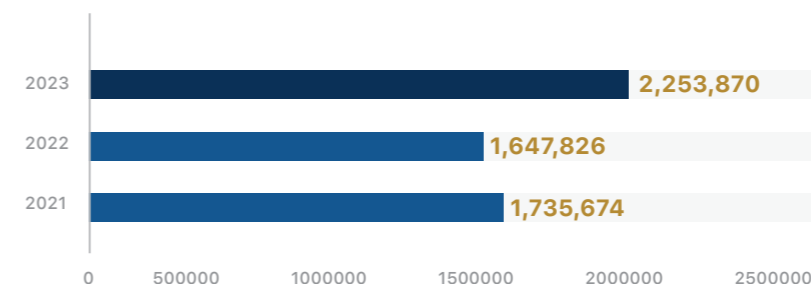

  

Energy Consumption Fuel (GJ) (Petrol & Diesel)  
**23,143**

Our subsidiary, Emicool, leads the way in pioneering innovations for district cooling systems, prioritizing energy efficiency at the forefront. Emicool champions district cooling systems, renowned for their superior energy efficiency, potentially saving up to 40% compared to individual air conditioners. This innovative technology not only delivers effective cooling solutions but also optimises space consumption, aligning seamlessly with our dedication to sustainable urban development in Dubai.

Furthermore, the incorporation of energy-efficient solutions within building material entities demonstrates our dedication to environmentally friendly energy practices. For example, Emirates Glass, which has implemented LED lighting throughout its factory and office spaces, achieving a complete replacement of traditional lighting with LEDs. Marching ahead, Emirates Glass has incorporated rooftop solar panels in its facilities to decrease dependency on grid energy and lower energy expenditures. These solar panels generate approximately 2,800 megawatt-hours (MWh) of green energy annually, addressing over **30% of the facilities' energy requirements.**

## Total Energy Consumption (GJ)



## Energy Consumption from Petrol and Diesel (GJ)



# Case Study

## Dubai Investments Park LED Retrofit



**Dubai Investments Park (DIP)** undertook LED light retrofit project to enhance energy efficiency in its operations and demonstrate its consequential role in promoting environmental sustainability.

Through this project DIP is targeting to secure an annual energy savings of **700,000 kWh** by swapping out **1,355 sodium lamps with LED substitutes**. DIP partnered with Litetech Industries LLC, a pioneer in the manufacturing of lighting fixtures and eco-friendly LED fittings, to install the LED lights. With its strong track-record and expertise, the company served as an ideal partner demonstrating innovation in design and excellence in execution.

Perennial efficiency is the hallmark of LED lighting, which has a **10-year lifespan** and serves

approximately **50,000 lighting hours every month**. This change results in less desideratum for maintenance and less electricity utilized, which is consistent with sustainable practices.

Comparing the equipment's lifespan to that of traditional lights, studies substantiate a consistent light output with **less than 1 percent degradation annually**. The dependability of this system guarantees perpetual lighting while minimizing the environmental effects of frequent replacement.

Playing its pivotal role in energy efficiency, DIP was able to reduce its electricity consumption by upto 33% in 2023 as compared to 2022.

# Case Study

## EMICOOL's Solar Expansion

EMICOOL has signed a Solar Photovoltaic System Leasing and Operation Agreement, a consequential step towards sustainability.

Within the confines of its District Cooling Plant 1 (DCP1) and its head office in Dubai Investments Park 1, EMICOOL plans to enhance its **solar capacity by an incredible 238%**. This incremental step showcases a significant dedication to clean and renewable energy methods, aligning with broader goals of reducing carbon emissions and advancing the energy transition. Building on the momentum of this agreement, EMICOOL hopes to increment its reliance on solar energy significantly by

**reaching a Solar Productive Capacity (SPC) of 350 KWP for the DCP1 facility**. This ascend represents a calculated move on the component of the business to enhance sustainable practices and abate its need on non-renewable energy sources.

EMICOOL's **decision is in line with both Dubai's Integrated Energy Strategy 2030 and the UAE's Strategy 2050**, demonstrating the company's dedication to the country's environmental objectives. Through incrementing the perforation of solar energy, EMICOOL makes a direct contribution towards larger sustainability agenda.



# Case Study

## ENERGY EFFICIENCY

**Dubai Investments Park (DIP) replaced its leased security patrolling vehicles with hybrid vehicles by December 2022.**

In a pioneering move in December 2022, DIP embraced positive change by replacing its fleet of 13 leased security patrolling vehicles with environmentally friendly hybrid alternatives. A careful examination of fuel consumption costs in 2022 and 2023 reveals compelling benefits resulting from this transition.

The integration of hybrid vehicles seamlessly aligns with DIP's commitment to environmental responsibility. By combining internal combustion engines with electric motors, hybrid technology ensures a marked reduction in emissions compared to conventional fuel-powered vehicles.

**Notably, petrol consumption experienced a remarkable reduction of 58%**, decreasing from 106,232 litres in 2022 to 45,155 Liters in 2023. Similarly, **diesel consumption witnessed a significant drop of 42%**, falling from 18,311 litres in 2022 to 10,667 litres in 2023. The substantial percentage decreases highlight the environmental advantages and underscore the considerable annual savings achieved through the adoption of hybrid vehicles.

This initiative reflects our ongoing commitment to creating a positive impact on both our operational efficiency and the environment and aligns perfectly with the strategic objective of **Clean Energy** under the **UAE Green Agenda 2030**.

## Climate Change

*With expanding mode of our business across the UAE region, our Scope 1 emissions increased in 2023 from 2022. In 2023 our Scope 2 emissions decreased by 12% as compared to 2022, building on 33% of GHG emission reduction achieved in 2022 from 2021 base year. This accomplishment indicates our commitment to climate action and attempts to develop an environmentally mindful operational landscape. We embrace our commitment to responsible corporate citizenship by consistently minimizing our environmental footprint and actively contributing to positive environmental change.*



In 2023, we witnessed a decline of overall GHG emissions by 9.5% basis our 2022 levels, equating to a decrease of 20,253 tonnes of CO2 equivalent. Additionally in 2023, we have achieved a GHG emissions intensity of 94.67 tonnes of CO2 equivalent per employee which is 19% lower than our 2022 levels. These efforts and the results showcase our dedication to minimizing carbon footprint.

Our subsidiaries have been at the forefront of these efforts consistently demonstrating a strong

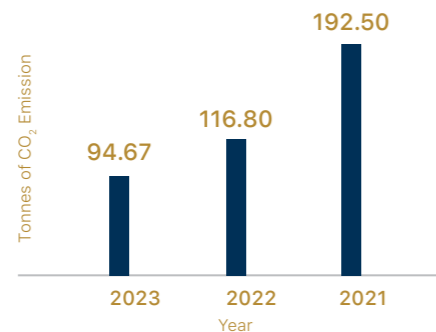
commitment towards advancing in emission reductions. There has been notable expansion in the size of business for some of our subsidiaries such as Emicool, which has led an increase in Direct Scope 1 GHG Emissions. However, with overall continued efforts from different subsidiaries, we have been able to constantly decrease overall GHG emissions on a year-on-year basis.

Description of scope emissions and the standards used for calculations are as below:

**Scope 1** calculations cover the direct emission that is generated by our operations and that of our reporting subsidiaries. The calculation is done by taking into consideration the usage of conventional sources of energy (Diesel and Petrol). The standard used for the computation process is UK government GHG conversion factor for companies.

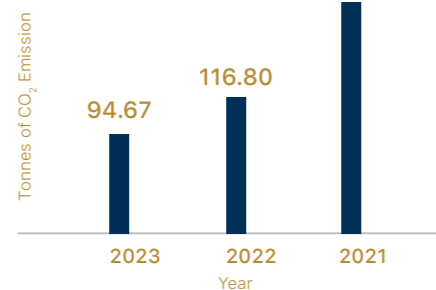
**Scope 2** has been calculated by considering the Electricity consumed by us and our reporting subsidiaries for the operational purposes and the emission factor used for calculation has been taken from DEWA Sustainability Report 2022.

**Total Emissions**



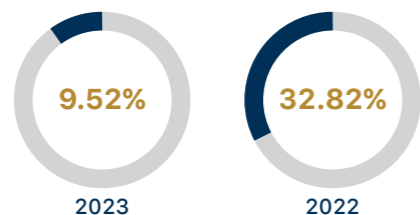
**Intensity of GHG Emission**

in Tonnes Of CO<sub>2</sub> Equivalent Per Employee (Scope 1 & Scope 2)



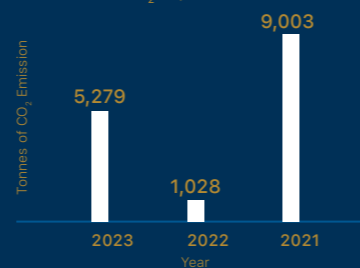
**Year On Year Percentage Reduction**

In Total GHG Emissions (%)



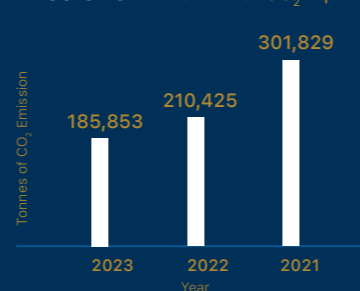
**Direct (Scope 1) GHG Emissions**

In Tonnes Of CO<sub>2</sub> Equivalent



**Indirect (Scope 2) GHG Emissions\***

In Tonnes of CO<sub>2</sub> Equivalent



\*In the current year, our Scope 2 emissions have seen a reduction because of the following reasons:

1. Our businesses have witnessed an increase in renewable energy by 25% over the previous year.
2. In the current year, we have used Dubai specific emission factors from DEWA, whereas in the last year calculations were based on DEFRA.



**In Spotlight at COP28**

We actively participated in COP28, the largest sustainability event, showcasing our commitment to combating climate change. Our presence at the Green Zone within the Climate Finance Hub at Expo City Dubai, alongside our subsidiaries, underscored our dedication to sustainability initiatives. Key highlights from our engagements in 2023 included Dubai Investments Park showcasing a significant LED streetlight upgrade project, Dr. Adib Moubadder, CEO of Emicool, emphasizing our climate change mitigation efforts through panel discussions, and Saleem Raza, General Manager of Emirates Float Glass, contributing to extensive roundtable discussions with industry leaders at the Schneider Electric showcase during COP28.



# Water and Waste Management

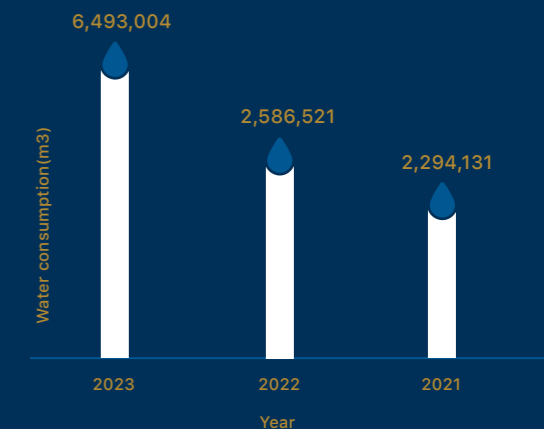
*Embracing a commitment to water efficiency, we continued our journey towards sustainable resource management in 2023. Acknowledging the prevalent water scarcity worldwide and particularly in the Middle East, we are committed to operating responsibly by implementing efficient practices to conserve this vital resource.*

The water consumption has seen an uptick for consecutive years of due to increase in the production and efforts to increase the penetration of treated water. Continuing on our path of transparency and accountability, 7 of our 8 subsidiaries have started reporting their water consumption data. We continue to manage water intensity showcasing a positive trend. This is demonstrated by actively adopting innovative water recycling and reuse methods across our portfolio companies. The effective application of treated water for irrigation and landscaping indicates the company's proactive approach to water conservation, which is critical in water-stressed areas.

To actualize our commitment to establishing a company grounded in water efficiency practices, we have undertaken various initiatives across our subsidiary companies. One such example is the installation of a cutting-edge Effluent Treatment Plant (ETP) by GlobalPharma. This marks an important milestone in wastewater treatment, enabling treated water to be used for irrigation and landscaping at Dubai Investments Park. In addition, the adoption of water-saving spray guns at GlobalPharma demonstrated its commitment to reducing water use in daily operations. Looking out to 2024, we remain steadfast in our commitment to sustain our efforts towards water conservation.

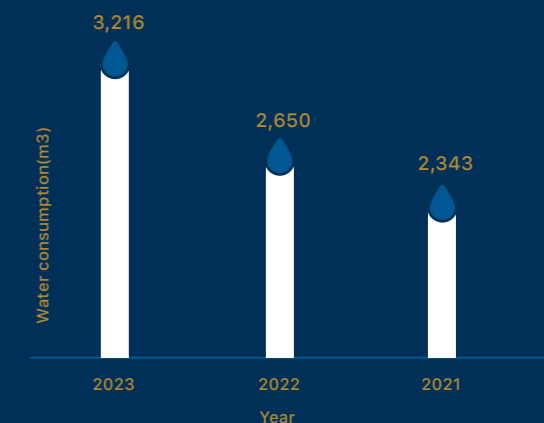


Total water consumption



- An uptick for consecutive years due to an increase in the production and addition of Reverse Osmosis system to increase the penetration of Treated Sewage Effluent for EMICOOL.
- Water consumption quantity has been made available for Dubai Investments PJSC and its 7 out of 8 subsidiaries this year.

Water Consumption Intensity (m3) Per Employee



## EMICOOL: Leading the Way in Sustainable Water Management



Emirates District Cooling Company (EMICOOL) won the **Platinum Award at the Global Environmental, Social, and Governance (ESG) Awards**. Their **innovative water efficiency project** demonstrates their dedication to community sustainability and water conservation. Through the **utilization of treated sewage effluent (TSE) and the application of creative water management strategies**, EMICOOL was able to significantly increase water recycling, which improved their district cooling system and the general well-being of the community. With a **30% increase in water recycling** inside the district cooling plants, this project

significantly decreased their carbon footprint. Their commitment to environmental stewardship is demonstrated by statistics showing a **40% rise in the usage of eco-friendly chemicals** and a **25% efficiency boost through improved filtering systems**. Their innovative approaches to resource conservation, community well-being, and sustainable water management establish them as a unique case study in the field of corporate sustainability.

*In 2023 we have blazed a trail of proactive waste management, characterized by our commitment to sustainability. A significant reduction in hazardous waste and innovative wastewater reclamation projects across subsidiaries attests to this dedication. From pharmaceutical waste truncation to increased water reuse, Dubai Investments prioritises environmental stewardship, culminating in impactful actions such as the Clean UAE sponsorship defining a comprehensive approach to a greener future.*

We remain devoted to responsible resource management, expanding our focus beyond energy and water to include efficient wastewater handling. In 2023, total amount of wastewater that was treated before discharge is 1,752,517 m<sup>3</sup> which is an increase of 27% from the previous year. Continuing with its effort Dubai Investments Park treated more than 0.6 million m<sup>3</sup> of wastewater at the Effluent Treatment plant, demonstrating scale of wastewater management practices within its operations. Global Pharma leading the way for safe disposal practices, treated more than 45% of total wastewater.

## Emirates Glass Undertakes Significant Steps to Reduce Water Pollution

Emirates Glass facility incorporates a wastewater recycling system within its glass washing machines, for the treatment and repurposing of process wastewater. An additional filtration system has been installed to enhance the recycled water's usability for landscaping. A newly designed cooling system for the LPG cylinder tank enables the collection of waste instead of necessitating a constant flow of water to be directed onto the LPG cylinder head. Furthermore, the water tank collection system design in the water jet machine has been altered to independently gather sand, eliminating the necessity for daily water drainage.

The implementation of the wastewater recycling and reuse system has greatly enhanced overall water management. Through the treatment and recycling of process wastewater, Emirates Glass has lessened its reliance on freshwater, minimized environmental discharge, secured a sustainable water supply for its operations and decreased water utility expenses. Moreover, the system has enhanced the facility's environmental footprint by diminishing the risk of water pollution.





## Biodiversity

*In the year 2023, we continued with our efforts to create a greener future, here in UAE, by planting almost 34,500 trees, as we strive to preserve the beauty of nature and foster a sustainable ecosystem.*

Tree plantation is crucial for maintaining a sustainable environment as it provides oxygen, reduces carbon dioxide levels, and prevents soil erosion. We have adopted tree plantation as one of the initiatives for making a positive contribution to the environment and local communities.

Our initiatives over the years have led to a cumulative plantation of approximately 370,000 trees. Marching ahead, we continue to undertake initiatives to further our resolute dedication to advancing our sustainability objectives.

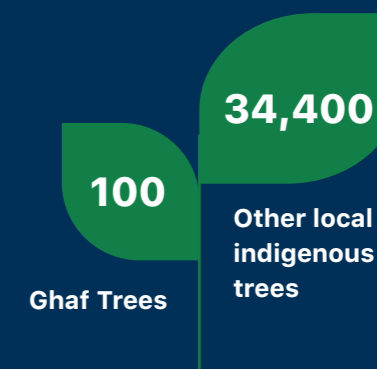
## Saying YES to nature!

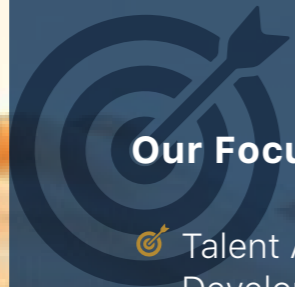


We came together for the Ghaf Tree Planting Program, reflecting the company's strong commitment to sustainability and community. As these Ghaf trees flourish and prosper, our dedication to a greener future will also strengthen. The Ghaf Tree Planting Program, a collaborative effort by employees, demonstrates the company's strong commitment to sustainability and community engagement.

Dubai Investments' employees joined hands with Goumbook, a social enterprise dedicated to conserving the indigenous trees of the UAE, to plant 100 Ghaf trees in the Dubai Investments Park area! Our initiatives like tree planting projects and participation in the Adopt a Tree program, demonstrate our persistent dedication to cultivating a greener environment.

### Number of trees planted in 2023





**Our Focus Areas:**

- 🎯 Talent Attraction and Workplace Development
- 🎯 Human Rights
- 🎯 Diversity, Equity, and Inclusion
- 🎯 Occupational Health and Safety
- 🎯 Emiratization
- 🎯 Volunteering Activities and Community Support

# Enabling Individuals, Empowering Communities, Enriching Society

*We encourage a culture that fosters innovation and promotes employee well-being. Our policies aim to create an environment where all our stakeholders are aligned with our commitment to responsible business practices. We extend our impact through CSR creating an overall wellbeing for all our beneficiaries. This commitment strengthens our efforts to the organisational vision for a sustainable and inclusive future.*

**2023 Key Highlights**



# Talent Retention and Workplace Development

*We believe that our workforce is our greatest asset and are committed to supporting them in realizing their potential. We continuously strive for an outstanding workplace. We follow best practices to attract and retain employees while fostering the enhancement of their skills and knowledge.*

**461**  
Total New Hires  
in 2023

**72**  
Senior  
Management roles



Employees received performance and Career development reviews

Right from the recruitment processes, we meticulously select candidates whose principles and qualities align with our vision, ensuring a harmonious fit within our organisation. Our recruitment practices are guided by principles of fairness, equal opportunities, and ongoing enhancement, aimed at building a diverse and high-performing team. For our existing talent pool, we also facilitate internal job mobility, promoting career advancement opportunities across group entities, and fostering continuous growth and development.

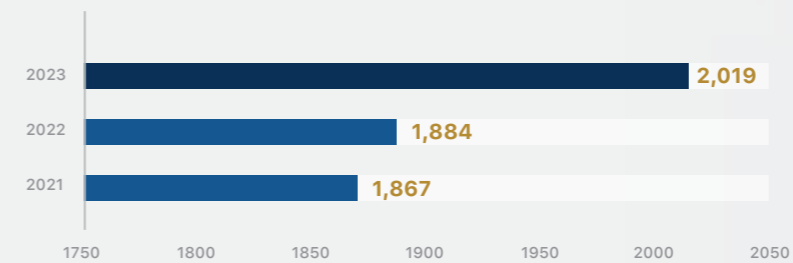
We believe that the foundation of our success is our motivated and committed workforce, which is why we prioritise open communication channels. One of the methods we employ to facilitate this is utilization of a suggestion box, which actively encourages employees to provide feedback and share their thoughts. Also, we gather feedback through periodic employee engagement surveys, the results of which are meticulously used to design our engagement process and guide our workforce development procedures.

## Nurturing Workplace Engagement

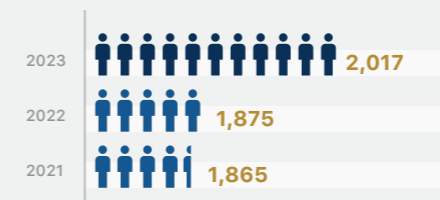
Our leadership encourages a collaborative and inclusive environment, so that creativity and ideation are not hampered. Regular team-building activities like our Group Celebrations, National and Flag Day get-togethers, biannual town hall meetings, awards for achievement and recognition as directed by our Recognition Policy, and a supportive work-life balance enhance our commitment to sustaining high levels of employee engagement.



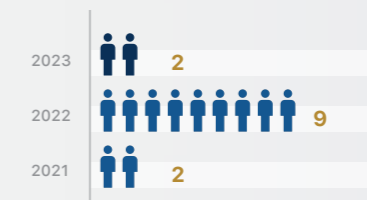
### Total Workforce



### Full Time Employees



### Part Time Employees



Following our commitment to maintaining a strong workforce in 2023, our total employee count reached 2019. During the year, we recruited 461 new employees. We have seen a steady increase in the number of new young employees (in the age bracket of 23-30). In 2023 we hired 232 new young employees, which is a 64% increase from the year 2021. During 2023, we recruited 222 employees, in the age bracket of 31-50 years and 7 new employees of age 51+. Our well-built organisational structure helps the smooth functioning of the organisation and provides employees with a well-built career path to grow within the organisation. We reinforce our commitment to this by organizing informal team engagement activities to build a cohesive workforce. Few such activities from 2023 were:



**Suhoor** hosted for our employees at Dubai Investments during the holy month of Ramadan.



**Workers' Day Out** – a day of fun at Dreamland Aqua Park as a token of appreciation to Emirates Glass factory workers.



**Employees' Day Out** – a memorable team building adventure in the city of Baku for Emirates Glass employees.



The 15th Dubai Investments Park Corporate **sports competitions** were conducted for Dubai Investments Park based companies.



**International Women's Day** celebrations across Dubai Investments and several of our subsidiaries.

We continue to maintain our focus on talent retention and development across the hierarchy levels and ensure a diverse workforce to drive our businesses. As a good practise, we have achieved the milestone of ensuring that we engage with 100% of our employees in sharing their annual performance reviews to further help them grow strongly within the organisation. Alongside this yearly activity, from time to time we also recognise our workforce, which is the true driver of our businesses.



**Annual Awards Ceremony** was held at Emirates Glass to recognise exceptional accomplishments and say farewells.



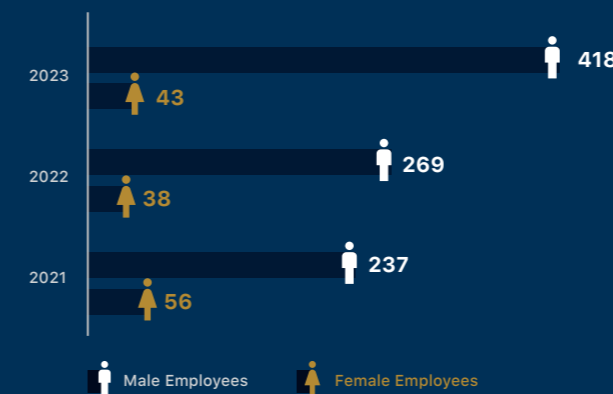
**Rewards and Appreciation Certificates** presented to employees at Emirates Building Systems recognising their diligent efforts and commitment.



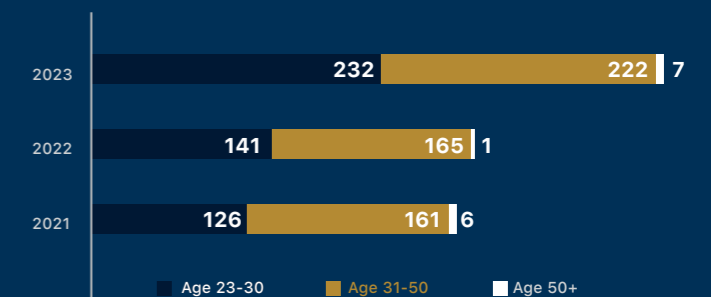
**Certificate of Gratitude** presented to employees and stakeholders of Dubai Investments Park for ensuring safety in the face of adverse weather conditions.



### Total New Employees By Gender



### Total New Employees By Age



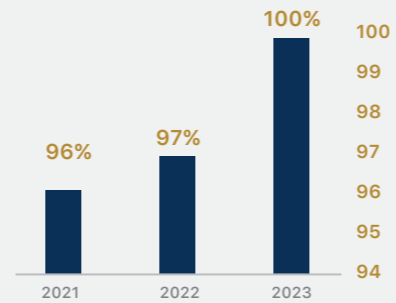
### Workforce by Employment Level



Part time employees not have not been reported in 2023 for employment levels.

- Senior Management Employees
- Middle Management Employees
- Non-Management Employees

### Performance Reviews



Percentage of employees who received a performance and career development review

Our workplace culture is founded on the principles of knowledge sharing and collaboration, which are fundamental to our organisational ethos. To instil this culture throughout our organisation, we offer a range of comprehensive training programs. These programs serve the dual purpose of promoting practices and facilitating skill development among our workforces.

Our training initiatives are carefully tailored to meet the specific needs of both individuals and the organisation. Through regular performance reviews, we strive to recognise achievements, address areas

for development, and foster a culture of excellence and continuous improvement across all levels of our workforce.

In addition to general skill development, we place a strong emphasis on sustainability education. In 2023, led by Emirates Environment Group, our Sustainability Champions underwent training sessions focused on various aspects of sustainability. By integrating sustainability education into our training programs, we aim to align our workforce with our commitment to building a sustainable future for all.

Additional talent attraction, training, and development initiatives that we and our subsidiaries drove in 2023 were:



**Dynamic Selling Skills** induction was conducted to standardize individual selling techniques and align with the lead strategy of Global Pharma.



Global Pharma also facilitated external **training and certification for Six Sigma Black Belt and Power BI** to strengthen the skills and expertise of employees and provided extensive Medico-Marketing training for newly onboarded members of the Sales Team in UAE, KSA, Oman & Bahrain.



Various **safety training and audits** of the Integrated Quality and HSE system were done at Globalpharma ensuring robust internal system for workplace safety.



**Benefiting 30+ students**, Globalpharma offered internship programs to nurture prospective pharmaceutical talent.

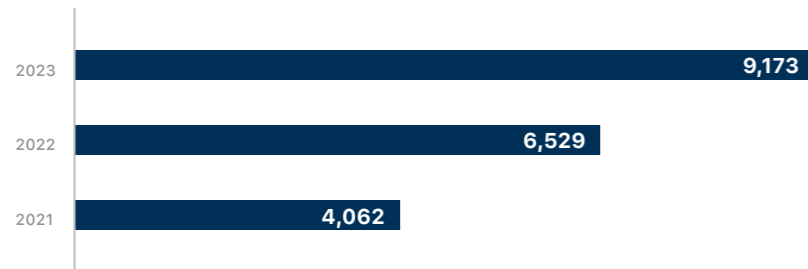


American University Dubai students spent a day at Globalpharma **acquiring insights** into the pharmaceutical industry.



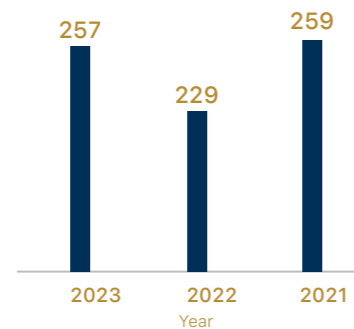
**'The Pitch'**, an immersive role-play training module aimed at mastering six essential selling steps was conducted at Emirates Glass for sales team.

### Total Training Hours Delivered (Hours)

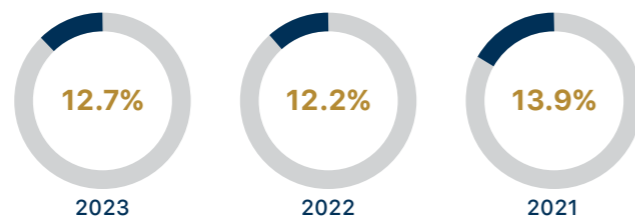


Lastly, we also closely monitor the employee turnover at our organisation and across subsidiaries. Employee turnover for 2023 year was at 12.74%, which is slightly above that of the previous year which was at 12.15%.

### Employee Turnover (Numbers)



### Employee Turnover (Rate)



## Human Rights

*We are committed to establishing a work environment that upholds the human rights of every employee. We strive to ensure that the interactions between us and our stakeholders alongside our value chain partners align with both the essence and the specifics of regulations and laws in the regions where we conduct our operations.*

We recognise that organisations face varying degrees of human rights risks, influenced by factors like industry, geography, and individual characteristics. Risks such as inadequate working conditions, low wages, and forced labour can result in supply chain disruptions, health and safety hazards, labour disputes, trade disruptions, and reputational damage. In order to mitigate human rights risks within our organisation, we prioritise fostering collaborative dialogue. Actively engaging in discussions, we address pertinent human rights issues within our operations, serving as advocates for the interests of our long-term investor clients. Our focus lies in evaluating the effectiveness of human rights practices, particularly

emphasizing robust governance in managing this business risk.

To address these risks, we strive to ensure our procedures and controls across our value chain uphold the righteousness of human rights. This includes risk assessments, supply chain tracing, recruitment protocols, audits, and grievance mechanisms. We attempt to continually evaluate whether we have mechanisms to ensure our value chain partners comply with human rights policies and processes, particularly in high-risk areas. Additionally, we engage with stakeholders affected by human rights impacts, facilitating access to remedies.

Through proactive and effective management of human rights-related risks, we and our subsidiaries not only mitigate these risks but also seek opportunities to enhance relationships throughout our value chain. Our commitment to human rights underscores our dedication to responsible and ethical business practices, ensuring that our operations align with global standards and contribute to sustainable development.


# Diversity, Equity, and Inclusion

*We take pride in fostering an organisational culture that promotes inclusivity and diversity within our workforce. The varied experiences, expertise, and perspectives within our team enhance our collective capabilities, equipping us to effectively tackle the challenges of the future. Embracing inclusivity ensures that every team member feels valued, empowering them to contribute their best to our collective success.*


We believe that workplace diversity cultivates an environment conducive to engagement, alignment, innovation, and high performance. Our commitment to diversity and non-discrimination is reflected in our policies, ensuring a workplace free from bias across the company.

Our policies ensure a work environment that is free from any form of discrimination in terms of compensation, employee benefits, and training, irrespective of factors such as religion, gender, disability, race, colour, marital

status. At the core of our efforts to enhance Diversity, Equity and Inclusion is the belief that a diverse workforce enriches discourse, encourages holistic perspectives, sparks creative solutions, and is fundamental to better serving our customers, thereby creating value for all stakeholders. We, along with our subsidiaries, are dedicated to advancing gender diversity and the inclusion of people of determination in our workforce, and we stand ready to take supportive actions as needed to uphold workplace equity.



Dubai Investments celebrated International Women's Day on March 8th by highlighting its unwavering dedication to upholding the principles of gender diversity and inclusion. An interactive workshop was organised for female employees.

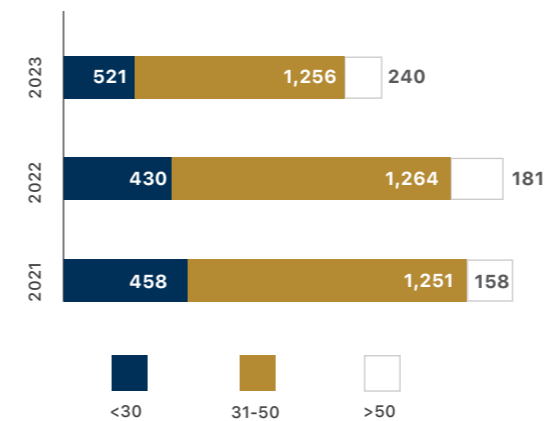


Globalpharma has recruited 26 female employees in the last three years as part of their consistent efforts towards gender diversity.

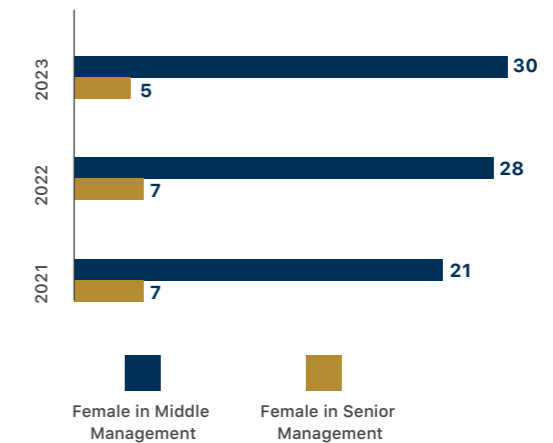
Our diverse age range of employees reflects our commitment to fostering an inclusive environment that appreciates individuals throughout their professional journey. Our workplace culture is enriched by a team of both genders, various age groups, contributing diverse experience, fresh perspectives, and innovative ideas. We also continue to maintain our focus at recruitment and retention of female employees throughout our workforce which currently remains comparable to our 2021 numbers.

We are committed to cultivating a workplace that values women in leadership, harnessing diverse perspectives for informed decision-making. Our ongoing initiatives underscore our dedication to an inclusive corporate culture that fully utilizes the diverse talent within our organisation. Finally, it is our endeavour to bring forth the diversity as a crucial measure of equilibrium within our workforce. The initiatives that we are implementing across the entire organisation will be evident in our disclosures in the future.

**Total workforce by age**



**Female participation in Management**



# Occupational Health and Safety

*We prioritise workplace safety and remain dedicated to identifying and mitigating potential hazards while effectively managing risks and opportunities for the prevention of work-related injuries, illnesses, property damage, and environmental harm. Our commitment is to uphold the most stringent standards of occupational health and safety (OHS) throughout all facets of our operations.*



55

Employee Total Recordable Injuries

0

Employee fatalities

Ensuring the safety and well-being of our employees is paramount at Dubai Investments. Our Occupational Health and Safety (OHS) policies are meticulously crafted to align with international best practices and regulatory standards, reflecting our commitment to maintaining a safe and secure working environment.

Our workplaces are designed with comprehensive protocols and practices to identify, assess, and mitigate potential risks. By implementing best practices, we take a proactive approach to safety, minimizing hazards and instilling a culture of responsibility among our workforces. Through reviews, we ensure the ongoing relevance and effectiveness of our protocols, fostering a culture of continuous improvement.

Investing in training and awareness programs is central to our approach. These initiatives empower employees with the knowledge and skills needed to identify hazards, adhere to safety protocols, and respond effectively in emergencies. Our subsidiaries are also committed to excellence in safety performance. In 2023, Emirates Glass conducted regular safety trainings, including toolbox talks and ergonomic training, to educate employees on safe practices and reduce the risk of musculoskeletal disorders. It also conducted extensive briefings on glass handling and safety for partners like Oryx Doors and Windows and Fibrex, emphasizing safety precautions and best practices. Additionally, internal initiatives, such as implementing wireless remotes in EOT cranes and enhancing mechanical exhaust systems, demonstrate the commitment which Emirates Glass puts to continuous improvement.

Similarly, Global Pharma endeavours to prioritise worker health by conducting occupational health surveillance and providing training to raise awareness about hazard prevention. Through these efforts, it aims to improve worker safety and well-being, ensuring a secure and healthy work environment for all employees.

Health and Safety	2021	2022	2023
Employee fatalities	0	0	0
Contractor fatalities	0	0	0
Employee lost-time injuries	14	11	0
Employee total recordable injuries	68	49	55
Total employee man-hours	3,334,760	3,629,514	3,158,034
Total contractor man-hours	636,268	543,623	1,365,157

## Elevating Occupational Safety at Globalpharma in Accordance with OSHA Standards

Globalpharma has instituted a comprehensive occupational safety program, aligning with the Occupational Safety and Health Administration (OSHA) guidelines. Notably, our annual mammogram check-ups specifically cater to the health requirements of our female employees. Rigorous Control of Substances Hazardous to Health (COSHH) risk assessments have been meticulously conducted to ensure the safety of quality control analysis during chemical handling for testing activities. Furthermore, Globalpharma's proactive approach extends to Health, Safety, and Environment (HSE) risk assessments for machines, areas, as well as activities across our site. Periodic Occupational Exposure Level (OEL) studies are conducted to prevent workers' exposure to powder dust during production activities, complemented by Occupational Exposure Banding (OEB) assessments for Active Pharmaceutical Ingredients (APIs) to ensure the efficacy of Personal Protective Equipment (PPE). Monthly checks on all supplied PPEs reaffirms our commitment to sustaining safe operations. This comprehensive suite of initiatives showcases Globalpharma's steadfast adherence to OSHA standards, prioritizing the health and safety of our workforce. This comprehensive suite of initiatives showcases Globalpharma's steadfast adherence to OSHA standards, prioritizing the health and safety of our workforce.





Regular well-being initiatives, conducted through various channels, address a range of issues, and promote a healthy work-life balance. By investing in the welfare and development of our employees, we aim to create an environment where they feel valued, motivated, and empowered to excel. Some of the notable health and wellbeing initiatives that were undertaken in 2023 by us or our subsidiaries are:

**Holistic Nutrition Webinar** focusing on Diabetes and Hypertension for Dubai Investments



**Qigong** (an ancient Chinese health and wellness practice) Webinar hosted at Dubai Investments

Desktop **Yoga** Session at Dubai Investments



Comprehensive employee **health checkups** at GlobalPharma and Emicool

**Flu vaccine** day at Emirates Glass for vaccinations, educational sessions and raising awareness on preventive measures



**Breast cancer** awareness sessions during Pinktober for Emicool, Emirates Glass and Dubai Investments

**Gym** facility inaugurated at Emirates Glass focusing on post work revitalization and recreation



Weekly checkups on **blood pressure** monitoring at Emirates Glass

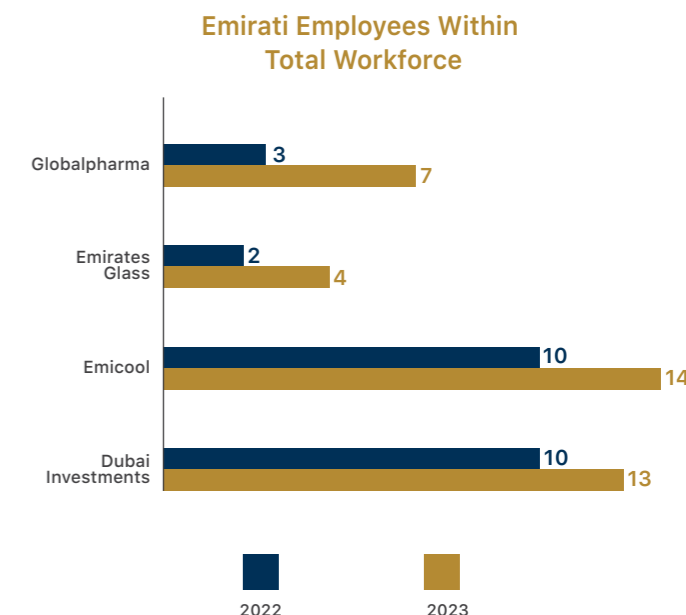
Fitness Challenge, Eyeglass campaigns and **Healthy Snacking** initiatives at Emicool



## Emiratization

*Emiratization refers to the hiring of citizens of the UAE and stands as a key focus for the government. The Emirati Talent Competitiveness programme 'NAFIS', spearheads national efforts to enhance Emiratization within the private sector by implementing various initiatives.*

Under NAFIS, the UAE plans to facilitate the employment of Emiratis within the private sector from 2021 to 2025. Our subsidiaries are also aligning to this objective and come forth to track, monitor and report the same. As we continue to make progress on Emiratization within the workforce, notable progress can also be seen amongst Globalpharma, Emirates Glass and Emicool who are marching forward in ensuring Emirati talent is brought in and retained within the workforce.



Our focus extends beyond mere employment, it encompasses the development and advancement of Emirati talent, ensuring that they play a pivotal role in the growth and success of various sectors within the country. Our primary areas of focus encompass a retention program tailored for UAE Nationals, the Masirati Development Program, and active engagement in career fairs. These include a deeper understanding of individual employee needs, centralizing the point of contact for all trainees at the group level, offering assistance and support in UAE Nationals' candidate selection criteria, monitoring trainee and new employee performance, and crafting and ensuring the execution of personalized development plans for each UAE National employee or trainee.

## Our Initiatives

### Dubai Investments

Khalid Bin Kalban, Vice Chairman and CEO of Dubai Investments **hosted a get-together** for new Emirati employees facilitating open exchange of ideas and information.

Organised the **UAE Nationals Job Fair** to encourage and support Emirati talent.

Participated in **Ru'ya Careers UAE Redefined 2023**.

Organised a **training program** to enhance skills and expertise of Emiratis.

Participated in UAE's **National Service Career Fair**.

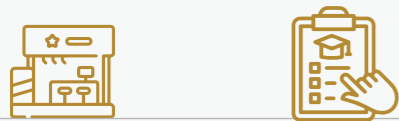
Participated in the **Graduate Employment Day** held at the HCT campus.



### Emirates Glass

Participated in the UAE Nationals Job Fair organised by Dubai Investments.

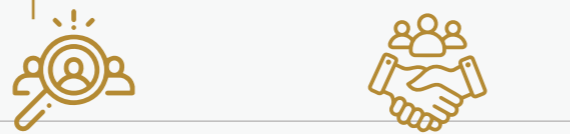
Implemented internal and external training programs across various areas to prepare them for future leadership roles within the organisation.



### Globalpharma

Emiratization project plan has achieved a significant milestone with the successful recruitment of 7 Emirati individuals.

Organised an Emirati talent meeting to secure commitment for exceptional career advancement opportunities within our organisation.



## Volunteering Activities and Community Support

*We are committed to making a difference in the communities where our employees live and work. Throughout the year, our employees actively participate in the company's philanthropic initiatives, contributing through volunteering, and collaborative efforts to amplify our collective impact. We firmly believe in leveraging our scale and expertise to enact positive transformations in the regions where we are present. In line with this commitment, we collaborate closely with local groups and associations to execute specific programs that prioritise the advancement of health, quality education, sustainable livelihoods, and environmental well-being. This collaborative and community-centric approach underscores our commitment to holistic community development and reflects our vision for a sustainable and prosperous future.*

**364**  
Employee hours volunteered.

**AED 1.66 mn**  
Amount donated by the firm

### Our Initiatives

Placing the community at the core of development and acknowledging its interconnectedness with the natural environment, Dubai Investments identifies Healthcare, Disaster Relief, Community Wellbeing, Quality Education and Environmental Footprint as priority areas for its CSR work.



## Our Initiatives



### Healthcare

- Dubai Investments Park and Berets MC collaborated to raise awareness on autism through **Autism Awareness Ride**, a bike riding event which attracted 560+bikers.
- **Down syndrome awareness** campaign in schools was conducted through performances by ADWAR.
- Sponsored two students from MyMaximus centre for **People of Determination** which provides vocational training to special needs youth.
- Supported **treatment of children suffering from cancer** through the Cancer Centre of Lebanon.
- **Sponsored a student of determination** at Al Noor Centre.
- Supported the Awladouna Centre with a **sponsorship for speech therapy**.
- **Supported radiology treatment of a breast cancer patient** during the Breast Cancer Awareness Month.
- Supported research and **treatment equipment procurement** at UAE Genetic Diseases Association.
- **Sponsored Dubai Autism Centre's awareness campaign.**



Dubai Investments Park, in collaboration with FittGROUP, marked the **2023 World Bicycle Day** by organizing a 6km and 10km bike ride on the community cycling track on June 3<sup>rd</sup>.

Healthcare



### Environmental Footprint

- Celebrated the Earth Day on April 22nd under theme, '**Act, Innovate, and Implement**'.
- Marked World Environment Day on June 5th by creating **awareness about plastic pollution and distributing planting kits**. Dubai Investments employees pledged their support to sustainable causes.
- **Installed Electric Vehicle chargers** in the Headquarter building to encourage sustainable transportation and the use of clean energy.
- **Green Run**, a community event which focuses on fitness, health and environment awareness was successfully conducted with participation of **3000 people** from over **50 corporates** and **20 vendors** who were present in the Green Village.
- Employees participated in **the Clean UAE campaign** organised in Dubai and Abu Dhabi by the Emirates Environment Group.



### Disaster Relief

- Globalpharma in collaboration with Emirates Red Crescent, **supplied 144,000+ packs of essential medicines for earthquake relief** in Turkey and Syria, aligning with UAE's crisis response.



Disaster Relief



## Community Wellbeing

- Collaborated with RTA (Roads and Transport Authority) to **distribute iftar meals** to taxi drivers, reflecting the true spirit of the holy month of Ramadan.
- **Supported the 1 billion Meal initiative of HH Sheikh Mohammed bin Rashid Al Maktoum** to provide food aid to vulnerable communities in 50 countries outside the UAE.
- **Supported the Ramadan initiatives of the Beit Al Khair association** by distributing Iftar meals in the labour accommodations in Dubai Investments Park.
- Over 100 employees **participated in the Dubai Investments Charity Steps Challenge** held in Dubai during the 30x30 fitness month.
- **"Smile on the Face" initiative**, aiming to provide meals and necessity-filled smile bags to blue-collar workers in Dubai Investments Park.



**Dubai Investments teamed with "The Big Heart Foundation"** during this Ramadan. Gave children the opportunity to choose their own special Eid outfits and made the festive season meaningful for these young ones.



## Quality Education



- **Launched second edition of Dubai Investments Youth Leadership program** for school children aged 15-17 to cultivate leadership skills in young adults.
- **Sponsored education of a child with Down Syndrome** at Rashid Centre.
- **Supported school fee of children** from low-income families from Al Ansar School and Abu Obaida Bin Aljara Private School and Dubai Investments **sponsored education of a child of determination** at Rashid Centre.



# Built on Accountability, Governed by Integrity



## Our Focus Areas:

- 🎯 Ethical Governance and ESG Oversight
- 🎯 Enterprise Risk Management
- 🎯 Business Ethics and Code of Conduct
- 🎯 Grievances Redressal
- 🎯 Remuneration

*Dubai Investments prioritises strong governance, emphasizing stakeholder welfare and success through ethical business principles. The Board, with nine (9) members, maintains ethical conduct and diverse expertise, shaping effective leadership. The ethical principles prioritise employee accountability, alongside clear reporting requirements, supplier standards, all forming a solid foundation for Dubai Investments' success built on trust. We take measures to ensure that our governance practices instill trust and establish a robust foundation for success.*

# Ethical Governance and ESG Oversight

*Our commitment to robust corporate governance practices ensures the well-being of our diverse stakeholders. With the use of a strong governance framework within Dubai Investments we constantly aim at promoting effective management and instilling a culture of responsibility regarding ESG matters.*

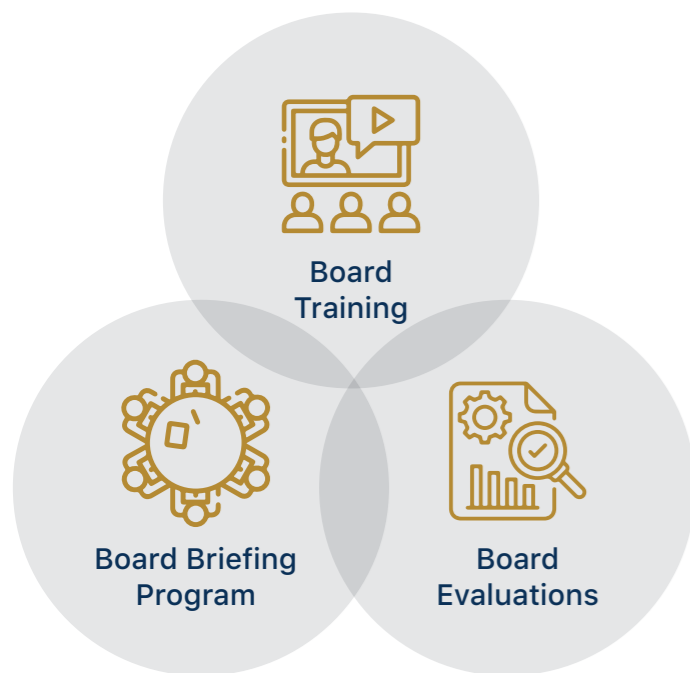
BOARD OF DIRECTORS	2021	2022	2023
% of Board seats occupied by women	0%	0%	11.11%
Percentage of Board seats occupied by independent directors	85.71%	85.71%	55.55%
Executive members of the Board of Directors	1	1	1
Non-executive members of the Board of Directors	6	6	8
Female members of the Board of Directors	0	0	1
Male members of the Board of Directors	7	7	8
Independent members of the Board of Directors	6	6	5
Non-independent members of the Board of Directors	1	1	4

## Empowering Change: Welcoming our First Female Board of Director.

In a significant milestone in Dubai Investments' journey, we elected our first female board member, Ms. Hind Abdulrahman Qassim Mohammad Al Ali. Her rich experience and expertise in the industrial sector and extensive knowledge on supply value chain, business development, mergers and acquisitions and asset management bring a valuable and unique perspective to our board discussions and decision-making processes. Her leadership qualities and commitment to driving positive change align perfectly with our company's values and vision for the future. She also serves on the Board and the Audit Committee of National General Insurance Company PJSC and the Board of EGA Singapore. She is also Director in charge of sales and sourcing of bauxite and alumina at Emirates Global Aluminium. She holds a bachelor's degree in finance from Zayed University.

Our subsidiaries staunchly uphold a foundation of unwavering ethical conduct, fostering an unyielding commitment to elevated ethical standards across all operations. Our proficient Board of Directors, with expertise spanning pharmaceuticals, manufacturing, finance, investment, private equity, and real estate, plays a pivotal role in maintaining robust corporate governance standards. This diverse knowledge within the Board contributes to effective leadership, strategic direction, and unbiased perspectives that positively impact Dubai Investments' management.





Our Board Oversight framework, comprising Board Training, Board Briefing Program, and Board Evaluations, stands as our guiderails to deliver overall governance excellence. The targeted programs in strategic leadership, planning, and sector-specific enhancements offered through Board Training ensure a comprehensive approach to skill development. Active participation in Hawkamah's mandatory Board of Directors Briefing Program enhances governance awareness and practices, further solidifying our commitment to industry best practices.

The Board Evaluations are aimed at optimising the board's functionality and performance, fostering meaningful dialogue, and encouraging reflection among members. Beyond mere procedural adherence, this multifaceted approach actively contributes to the continual enhancement of governance practices within Dubai Investments.

Our Board has established **five committees** to fortify its duties in line with legal requirements, regulations, and best corporate governance practices. These committees play a crucial role in supporting the Board's responsibilities, ensuring accuracy in financial statements, overseeing risk management, guiding appointments, and supervising sustainability strategies.



**The Audit Committee**, as one of the pivotal committees, is entrusted with overseeing the accuracy of the Group's financial statements and associated disclosures. It ensures the independence and efficiency of both internal and external audit procedures.

**The Nomination & Rewards Committee** is responsible for verifying the independence of the board members, evaluating, and approving the human resources policies, reviewing the Board's self-evaluation and assessing the policy for remuneration and benefits for Dubai Investments' board of directors and executive management.

The **Risk Management Committee** is dedicated to guiding the Board on high-level risk matters, risk governance, current and future risk exposures, and risk management. This committee is paramount in ensuring that risk management aligns with the company's strategic objectives and safeguards its long-term sustainability.

**The Investment Committee**, plays a key role in evaluating investment opportunities, ensuring alignment with the company's strategic goals, and optimising the return on investments.

**This Committee for Management and Supervision of Insider Trading** is responsible for maintaining a comprehensive register for all insiders and submitting statements and reports for the market.

Additionally, we have also constituted a **Sustainability Committee** at our organisation. The committee is comprised of senior management from various business sectors and is supported by Sustainability Champions who are identified across various departments. The committee formulates action plans and regularly evaluates our sustainability strategy, emphasizing our commitment to addressing climate change and ESG concerns.

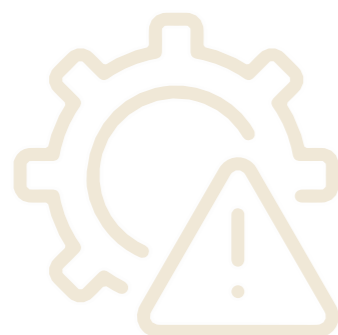
Overall, we are resolute in utilizing robust governance structures to promote effective management and instil a culture of accountability, particularly in matters related to ESG concerns. Our commitment to addressing climate change, our participation in COP 28, and our multifaceted governance approach all contribute to our position as a stalwart in ethical conduct, corporate governance, and sustainable business practices.



## Enterprise Risk Management

*The Board of Directors holds an ultimate responsibility for creating and supervising the Group's risk management framework. A Risk Committee, established by the Board, is tasked with formulating, and overseeing the Group's risk management policies and processes.*

Our robust Enterprise Risk Management (ERM) framework is a cornerstone of our corporate oversight, actively engaged by the Board of Directors. In the identification phase, we meticulously commission and scrutinize reports on significant risk matters, ensuring independence. The Group Internal Audit department validates the accuracy of the Group Risk Function (GRF) in the access phase, assuring the Board and Audit Committee of effective risk management policies. The mitigation phase sees us adopting a GRF approach to oversee operational, reputational, and market risks. In the evaluation phase, the Board Audit Committee supervises operational risk, considering financial and capital implications.



## Business Ethics and Code of Conduct

*Our Code of Conduct outlines the anticipation for employees to consistently uphold integrity in their behaviour. It furnishes employees with guiding principles to regulate their interactions with clients, customers, suppliers, vendors, shareholders, colleagues, regulators, markets, and the communities where we conduct our operations.*

In our ongoing expansion within a regulated business landscape, our foundational corporate principles act as pillars, instilling trust and credibility among stakeholders. These principles, encapsulating our values of Ethics, Integrity, Accountability & Ownership, Work Excellence, Human Capital Asset, and Innovation, exemplify our commitment to responsible and forward-thinking business practices. We meticulously translate these guiding principles into concrete professional standards and expected employee behaviour, within our robust and comprehensive Code of Conduct.

This Code is more than a set of guidelines—it is a reflection of our adherence to local laws, regulations, and systems, ensuring not only legal compliance but also addressing ethical intricacies that define our corporate identity. Covering areas such as conflict of interest, lending and borrowing, confidentiality, our Code establishes a solid framework for ethical conduct, emphasizing the highest standards of corporate governance.



## Grievances Redressal

*In today's dynamic business environment, we demonstrate our proactive leadership in upholding integrity and remain dedicated to designing internal mechanisms and policies for grievance redressal.*

Our commitment to transparency and accountability is highlighted by our well-defined grievance policy, providing employees with a secure platform to express concerns without fear of reprisals. This mechanism, aligned with our broader business ethics code, fosters open communication, and ensures the swift resolution of potential violations while maintaining confidentiality.

We actively encourage colleagues to voice concerns through various channels, reflecting our dedication to safeguarding every employee's rights. The robust

grievance mechanism not only reinforces transparency but also demonstrates our commitment to addressing human rights and labour practices comprehensively.

Our whistle-blower policy allows confidential reporting of violations and unethical behaviour, ensuring employees can speak up without fear of retaliation. This policy reflects our dedication to fostering a workplace centred on ethics, integrity, and equitable treatment. In 2023, we received only 1 complaint, which was valid and appropriately addressed.

Particulars	2021	2022	2023
Number of grievances filed in the reporting period	2	2	1
Percentage of these grievances that are addressed or resolved	100%	100%	100%

## Remuneration

*We are deeply invested in the happiness and satisfaction of our employees and our remuneration practices are designed to recognise and reward excellence while ensuring fairness and equity.*

Our commitment to fostering a transparent and equitable work environment extends to our comprehensive approach to employee compensation. We prioritise creating a workplace where employees clearly understand the value of their contributions to the company's success. Our commitment to maintaining a responsible gender pay ratio and equal opportunities reflects our dedication to addressing income disparities and fostering a sense of shared success among our diverse workforces.

Regular and systematic reviews are integral to our compensation philosophy, ensuring that our pay practices align with industry standards. Furthermore, our dedication to fairness extends beyond internal benchmarks. We conduct extensive market analyses to ensure that our compensation practices remain competitive not only within our industry but also across different regions, job levels, and functions. We recognise that a well-structured compensation system is not only a reflection of our values but also a strategic investment in our most valuable asset – our people.



# Data Coverage Table

## Key Performance Indicator

	Dubai Investments PJSC	Al Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
<b>ECONOMIC PERFORMANCE</b>									
Revenues (AED '000s)*	F	N	N	N	N	N	N	N	N
Operating costs (AED '000s)*	F	N	N	N	N	N	N	N	N
Donations and sponsorships (AED '000s)*	F	N	N	N	N	N	N	N	N
Donations and sponsorships as % of pre-tax profit*	F	N	N	N	N	N	N	N	N
Net profits attributable to shareholders (AED '000s)*	F	N	N	N	N	N	N	N	N
<b>ENVIRONMENTAL PERFORMANCE</b>									
<b>Energy Consumption within the Organisation</b>									
Total Diesel Consumption	N	N	F	P21	F	F	F	F	F
Total Petrol Consumption	N	N	P23	N	F	F	P23	P23	P23
Total Electricity Consumption	P23	P2122	F	F	P2122	F	F	F	F
Total Non-Renewable	P23	N	F	P23	F	F	F	F	F
Total Renewable	P23	N	P23	P23	N	F	F	F	F
Total Energy Consumption within Organisation	P23	P2122	F	F	F	F	F	F	F
Total Area Coverage	N	N	N	N	N	F	F	F	F
Energy Intensity	N	N	N	N	N	F	F	F	F
<b>Energy Reduction</b>									
Diesel Reduction	N	N	N	N	N	P2122	N	N	N
Petrol Reduction	N	N	N	N	N	N	N	N	N
Electricity Consumption	N	N	N	N	N	N	N	N	N
<b>Water Withdrawal</b>									
Freshwater	N	N	N	N	N	N	F	F	F
Seawater	N	N	N	N	N	F	N	N	N
Produced Water	N	N	N	N	N	F	N	N	N
Groundwater	N	N	P23	P23	P23	N	N	N	N
<b>Water Discharge</b>									
Water discharge by freshwater and other water	N	N	N	N	N	N	N	N	N
Total Water Discharge	N	N	F	F	F	F	F	N	F
Water Discharge(No Treatment)	N	N	F	N	N	F	N	N	F
Water Discharge (Treatment level [Effluent Treatment plant])	N	N	F	F	F	N	N	N	F

\*Includes DI PJSC and its subsidiaries.

## Key Performance Indicator

	Dubai Investments PJSC	Al Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
<b>ENVIRONMENTAL PERFORMANCE</b>									
<b>Water Consumption</b>									
Total Water Consumption	P23	N	P23	P23	P23	F	F	F	F
<b>Emissions</b>									
Scope 1	N	N	P23	N	F	F	F	F	F
Scope 2	P23	N	P23	P23	F	F	P23	F	F
<b>Emission Reduction</b>									
Scope 1 reduction	N	N	N	N	F	F	P2122	F	F
Scope 2 reduction	N	N	N	N	F	F	N	F	F
<b>Details of Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emission</b>									
NOx	N	N	N	N	P23	N	F	N	N
SOx	N	N	N	N	P23	N	F	N	N
Persistent organic pollutants (POP)	N	N	N	N	N	N	F	N	N
Volatile organic compounds (VOC)	N	N	N	N	P23	N	N	N	N
Hazardous air pollutants (HAP)	N	N	N	N	N	N	F	N	N
Particulate matter (PM)	N	N	N	N	P23	N	F	N	N
Other standard categories of air emissions identified in relevant regulations (please specify)	N	N	N	N	N	N	N	N	N
<b>SOCIAL PERFORMANCE</b>									
<b>Total Workforce based on Gender</b>									
Number of employees	F	F	F	F	F	F	F	F	F
Number of permanent employees	F	F	F	F	F	F	F	F	F
Senior management	F	F	F	F	F	F	F	F	F

Key Performance Indicator

Dubai Investments PJSC	AI Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
------------------------	----------------	-----------------------	-----------------------------------	---------------------------	---	----------------------	----------------	---------------

**SOCIAL PERFORMANCE**

Middle management	F	F	F	F	F	F	F	F	F
Non-Management employees	F	F	F	F	F	F	F	F	F
Number of nationalities	F	F	F	F	F	F	F	F	F
Number of temporary employees	F	P2122	F	F	F	F	F	F	F
Number of non-guaranteed hours employees	F	P2122	F	F	F	F	F	F	F
Number of full-time employees	F	F	F	F	F	F	F	F	F
Number of part-time employees	F	F	F	F	F	F	F	F	F
<b>Total Workforce based on Region</b>									
Number of employees	F	F	F	F	F	F	P23	F	F
No. of permanent employees	F	F	F	F	F	F	P23	F	F
Senior management	F	F	F	F	F	F	P23	F	F
Middle management	F	F	F	F	P23	P23	N	N	N
Non-Management employees	F	F	F	F	P23	P23	N	N	N
Number of Nationalities	F	F	F	F	F	F	P23	F	F
Total number of Female National employees	F	F	F	F	F	F	P23	F	F
Number of temporary employees	F	F	F	F	F	F	P23	F	F
Number of non-guaranteed hours employees	F	N	F	F	F	F	P23	F	F
Number of full-time employees	F	P23	F	F	F	F	P23	F	F
Number of part-time employees	F	P23	F	F	F	F	P23	F	F

**NEW HIRES AND TURNOVER**

**New Employees based on Gender and Age Group**

<b>Senior management</b>									
Age 18-30	F	F	P23	P23	F	F	F	F	F
Age 31-50	F	F	P23	P23	F	F	F	F	F
Age 51+	F	F	P23	P2223	F	F	F	F	F
<b>Middle management</b>									
Age 18-30	F	F	F	P23	F	F	F	F	F
Age 31-50	F	F	F	P23	F	F	F	F	F
Age 51+	F	F	F	P23	F	F	F	F	F
<b>Junior Management</b>									
Age 18-30	F	F	F	P23	F	F	F	F	F
Age 31-50	F	F	F	P23	F	F	F	F	F
Age 51+	F	F	F	P23	P2223	F	F	F	F

Key Performance Indicator

Dubai Investments PJSC	AI Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
------------------------	----------------	-----------------------	-----------------------------------	---------------------------	---	----------------------	----------------	---------------

**NEW HIRES AND TURNOVER**

**Non-Management/Workers**

Age 18-30	F	F	F	P23	F	F	F	F	F
Age 31-50	F	F	F	P23	F	F	F	F	F
Age 51+	F	F	F	P23	F	F	F	F	F
<b>Contractual (Associate &amp; Partners)</b>									
Age 18-30	F	F	F	P23	F	F	F	F	F
Age 31-50	F	F	F	P23	F	F	F	F	F
Age 51+	F	F	F	P2223	F	F	F	F	F

**Rate of New Employees based on Gender and Age Group**

**Senior management**

Age 18-30	N	F	N	N	F	F	N	F	F
Age 31-50	N	F	N	N	F	F	N	F	F
Age 51+	N	F	N	N	F	F	N	F	F

**Middle management**

Age 18-30	N	F	N	N	F	F	N	F	F
Age 31-50	N	F	N	N	F	F	N	F	F
Age 51+	N	F	N	N	F	F	N	F	F

**Junior Management**

Age 18-30	N	F	N	N	N	F	N	F	F
Age 31-50	N	F	N	N	N	F	N	F	F
Age 51+	N	F	N	N	N	F	N	F	F

**Non-Management/Workers**

Age 18-30	N	F	N	N	F	P21	P23	F	F
Age 31-50	N	F	N	N	F	P21	P23	F	F
Age 51+	N	F	N	N	F	P21	P23	F	F

**Contractual (Associate & Partners)**

Age 18-30	N	N	N	N	N	N	N	N	N
Age 31-50	N	N	N	N	N	N	N	N	N
Age 51+	N	N	N	N	N	N	N	N	N

Rate of new employees

Rate of new employees	F	F	F	F	F	F	P23	F	F
-----------------------	---	---	---	---	---	---	-----	---	---

Key Performance Indicator

Dubai Investments PJSC	AI Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
------------------------	----------------	-----------------------	-----------------------------------	---------------------------	---	----------------------	----------------	---------------

**EMPLOYEES TURNOVER BASED ON GENDER AND AGE GROUP**

<b>Senior management</b>									
Age 18-30	F	F	F	F	F	F	F	F	F
Age 31-50	F	F	F	F	F	F	F	F	F
Age 51+	F	F	F	F	F	F	F	F	F
<b>Middle management</b>									
Age 18-30	F	F	F	F	F	F	F	F	F
Age 31-50	F	F	F	F	F	F	F	F	F
Age 51+	F	F	F	F	F	F	F	F	F
<b>Junior Management</b>									
Age 18-30	F	F	F	F	F	F	F	F	F
Age 31-50	F	F	F	F	F	F	F	F	F
Age 51+	F	F	F	F	F	F	F	F	F
<b>Non-Management/Workers</b>									
Age 18-30	F	F	F	F	F	F	F	F	F
Age 31-50	F	F	F	F	F	F	F	F	F
Age 51+	F	F	F	F	F	F	F	F	F
<b>Contractual (Associate &amp; Partners)</b>									
Age 18-30	F	N	F	F	F	N	F	N	F
Age 31-50	F	N	F	F	F	N	F	N	F
Age 51+	F	N	F	F	F	N	F	N	F
Rate of employee turnover	F	F	F	N	F	F	F	F	F

**HEALTH & SAFETY**

<b>Workers under OHS Management system</b>									
organisation's total controlled workforce summary	N	P23	N	N	N	N	P23	F	F
Total workforce under organisational OHS management system overview	N	N	N	N	N	N	P23	F	F

Key Performance Indicator

Dubai Investments PJSC	AI Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
------------------------	----------------	-----------------------	-----------------------------------	---------------------------	---	----------------------	----------------	---------------

**HEALTH & SAFETY**

Percentage of non-employee workforce under OHS management system	N	N	N	N	N	N	P23	F	N
Non-employee workforce under internally audited controlled system summary.	N	N	N	N	N	N	P23	F	N
The percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited	N	N	N	N	N	N	P23	F	N
Non-employee workforce under externally certified controlled system	N	N	N	N	N	N	P23	F	N
Percentage of non-employee workforce under externally certified controlled system	N	N	N	N	N	N	P23	F	N
<b>Work-related Injuries</b>									
Work related fatalities count	N	P21	N	N	F	F	F	F	F
Rate of work injury fatalities	N	P21	P2122	N	P23	P23	F	F	F
High-consequence work-related injuries count	N	N	N	N	P23	P23	F	F	F
Rate of high-consequence work injuries(including fatalities)	N	N	N	N	P23	P23	F	F	F
The number of recordable work-related injuries	N	N	P22	N	F	F	F	F	F
The rate of recordable work-related injuries	N	N	P22	N	F	F	F	F	F
Main types of work-related injury	N	N	N	N	N	N	F	F	F
Number of hours worked in the reporting year	N	N	P22	N	F	F	F	F	F
The number of recordable work-related injuries by type of incident	N	N	N	N	N	N	F	F	F
The total number of high-potential work-related incidents identified	N	N	N	N	N	N	F	F	F
The total number of close calls identified	N	N	N	N	N	N	F	F	F
<b>Work-related ill-health</b>									
Work-related ill health fatalities count	N	N	P2122	N	N	F	F	F	F
The number of cases of recordable work-related ill health	N	N	P2122	N	N	F	F	F	F
The main types of work-related ill health	N	N	N	N	N	F	F	F	F

Key Performance Indicator

Dubai Investments PJSC	AI Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
------------------------	----------------	-----------------------	-----------------------------------	---------------------------	---	----------------------	----------------	---------------

**TRAINING**

<b>Total number of training hours provided</b>									
Male	F	P23	P2122	P23	P2122	F	F	P23	F
Female	F	P23	P2122	P23	P2122	F	F	P23	F
Total hours	F	P23	P2122	P23	F	F	F	P23	F
Per employee category	F	P2122	P2122	P23	P2122	F	F	N	F
<b>Average training hours</b>									
Male	F	P22	P2122	P23	P2122	F	F	N	F
Female	F	P22	P2122	P23	P2122	F	F	N	F
Employee	F	P22	P2122	P23	P2122	F	F	N	F

**PERFORMANCE REVIEWS**

<b>Employees receiving career and developmental review</b>									
Male									
Female	F	P2122	P2122	F	P2122	F	P2122	P2122	P2122
	F	P2122	P2122	F	P2122	F	P2122	P2122	P2122
<b>Percentage of Employees receiving career and developmental review</b>									
Male	F	P2122	F	F	P2122	F	P2122	P2122	P2122
Female	F	P2122	F	F	P2122	F	P2122	P2122	P2122
<b>Ratio of basic salary and remuneration of women to men (UAE)</b>									
Senior management	N	N	N	N	N	F	P23	F	N
Middle management	N	N	N	N	N	F	P23	F	N
Junior Management	N	N	N	N	N	F	P23	F	N
Non-Management/Workers	N	N	N	N	N	F	P23	F	N
Contractual (Associate & Partners)	N	N	N	N	N	F	P23	N	N

Key Performance Indicator

Dubai Investments PJSC	AI Mal Capital	Dubai Investment Park	Dubai Investments Real Estate Co.	Emirates Building Systems	Emirates District Cooling Co. (Emicool)	Emirates Float Glass	Emirates Glass	Global Pharma
------------------------	----------------	-----------------------	-----------------------------------	---------------------------	---	----------------------	----------------	---------------

**PERFORMANCE REVIEWS**

<b>Non-compliance concerning the health and safety impacts of products and services</b>									
Regulatory non-compliance incidents with penalties	N	N	N	N	N	F	N	N	N
Regulatory non-compliance incidents with warnings	N	N	N	N	N	F	N	N	N
Incidents of non-compliance with voluntary codes	N	N	N	N	N	F	N	N	N
<b>Complaints concerning breaches of customer privacy and losses of customer data</b>									
Customer privacy breaches and complaints	N	N	N	N	N	N	N	F	F
Total customer data security incidents	N	N	N	N	N	N	N	F	F

<b>Workers who are not Employees</b>									
Third-party non-employee worker count									
Number of agency workers	N	F	N	N	N	F	P23	F	F
Number of contractors	N	P23	N	N	N	F	P23	F	F
Number of non-guaranteed hours employees	N	P23	N	N	N	F	P23	F	F
Number of volunteers	N	N	N	N	N	F	N	F	F
Number of Interns	N	N	N	N	N	F	N	F	F
	N	N	N	N	N	F	N	F	F

**PROCUREMENT**

<b>Spending on Local Suppliers</b>									
Total number of local suppliers engaged	N	F	F	N	F	F	F	P2122	P2122
Total procurement budget	N	F	N	N	F	F	F	F	F
Procurement budget for local supplier by local operation	N	N	P23	N	F	F	F	F	F
Percentage of local procurement budget	N	N	P23	N	F	F	F	F	F

**F:** Full Reporting  
**P23:** Partial Reporting 2023  
**N:** Not Reporting  
**P21:** Partial Reporting 2021  
**P2122:** Partial Reporting 2021 and 2022  
**P22:** Partial Reporting 2022  
**P2223:** Partial Reporting 2022 and 2023

# Content Index

## Statement of Use

Dubai Investments PJSC has reported following the GRI Standards for the 1<sup>st</sup> of January 2023 to 31<sup>st</sup> of December 2023


GRI Standard/ Other Source	Disclosure	Page No.	DFM Indicators	Corresponding SDGS Covered
<b>GENERAL DISCLOSURES</b>				
<b>GRI 2: General Disclosures 2021</b>	2-1 organisational details	2		
	2-2 Entities included in the organisation's sustainability reporting	12,13		
	2-3 Reporting period, frequency, and contact point	2,3		
	2-4 Restatements of information	None		
	2-5 External assurance	None	G8	
	2-6 Activities, value chain, and other business relationships	12,13,29,41		
	2-7 Employees	67-70	S2	
	2-8 Workers who are not employees	67	S2	
	2-9 Governance structure and composition	90-92		
	2-10 Nomination and selection of the highest governance body	91		
	2-11 Chair of the highest governance body	88,90,91		
	2-12 Role of the highest governance body in overseeing the management of impacts	90-92		
	2-13 Delegation of responsibility for managing impacts	88-92		
	2-14 Role of the highest governance body in sustainability reporting	91-92 91-92		
	2-15 Conflicts of interest			
	2-16 Communication of critical concerns	26-29,66		
	2-17 Collective knowledge of the highest governance body	90		
	2-18 Evaluation of the performance of the highest governance body	90		
	2-19 Remuneration policies	95		
	2-20 Process to determine remuneration	95		
	2-21 Annual total compensation ratio	Not Disclosed	S1	
	2-22 Statement on sustainable development strategy	22		
	2-23 Policy commitments	28,42,44, 74,94	E8,S5,S6, G5,G6	
	2-24 Embedding policy commitments	28,42,44, 74,94		
	2-25 Processes to remediate negative impacts	93		

GRI Standard/ Other Source	Disclosure	Page No.	DFM Indicators	Corresponding SDGS Covered
-------------------------------	------------	----------	-------------------	-------------------------------


## GENERAL DISCLOSURES

2-26 Mechanisms for seeking advice and raising concerns		93,94	S5	
2-27 Compliance with laws and regulations		There were no incidents of non-compliance in the reporting period		
2-28 Membership associations		Not Disclosed		
2-29 Approach to stakeholder engagement		26-29		
2-30 Collective bargaining agreements		*	G3**	


## ECONOMIC PERFORMANCE

<b>GRI 201: Economic Performance</b>	201-1 Direct economic value generated and distributed	16,17		
--	---	-------	--	---


## MARKET PRESENCE

<b>GRI 202: Market Presence 2016</b>	202- 2 Proportion of senior management hired from the local community			
--	---	--	--	---

## PROCUREMENT PRACTICES

<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	21,32,41		
--	---	----------	--	---






## ANTI-CORRUPTION

<b>GRI 205: Anti- corruption 2016</b>	205-1 Operations assessed for risks related to corruption	94	G5	
	205-2 Communication and training about anti-corruption policies and procedures	94		
	205-3 Confirmed incidents of corruption and actions taken	94	G5	

\*Omission: Not Applicable: Collective bargaining is not permitted within the UAE

\*\*Only applicable to companies operating in countries in which collective bargaining is applicable by law

GRI Standard/ Other Source	Disclosure	Page No.	DFM Indicators	Corresponding SDGS Covered
<b>ENERGY</b>				
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	50,51	E3	
	302-3 Energy intensity	50	E4	
	302-4 Reduction of energy consumption	50	E4	
<b>WATER AND EFFLUENTS</b>				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	58		
	303-2 Management of water discharge-related impacts	61		
	303-3 Water withdrawal	61	E6	
	303-4 Water discharge	61	E6	
	303-5 Water consumption	58,59	E6	
<b>BIODIVERSITY</b>				
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	49,62,63	E10	
<b>EMISSIONS</b>				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	56	E1	
	305-2 Energy indirect (Scope 2) GHG emissions	56	E1	
	305-4 GHG emissions intensity	56	E2.1, E2.2	
	305-5 Reduction of GHG emissions	46,47,55,56	E1	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	98,99		
<b>WASTE</b>				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	61		
<b>EMPLOYMENT</b>				
GRI 401: Employment 2016	401-1 New Employees hires and employee turnover	69		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	74		

GRI Standard/ Other Source	Disclosure	Page No.	DFM Indicators	Corresponding SDGS Covered
<b>OCCUPATIONAL HEALTH AND SAFETY</b>				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	76,77	E6	
	403-2 Hazard identification, risk assessment, and incident investigation	76		
	403-3 Occupational health services	76		
	403-4 Worker participation, consultation, and communication on occupational health and safety	76		
	403-5 Worker training on occupational health and safety	76		
	403-6 Promotion of worker health	76		
	403-8 Workers covered by an occupational health and safety management system	105		
	403-9 Work-related injuries	77		
	403-10 Work-related ill health	77		
	<b>TRAINING AND EDUCATION</b>			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	72	E6	
	404-2 Programs for upgrading employee skills and transition assistance programs	70,71		
	404-3 Percentage of employees receiving regular performance and career development reviews	70		
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	74,75,88,89	E6	
	405-2 Ratio of basic salary and remuneration of women to men	111		
<b>LOCAL COMMUNITIES</b>				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	81,84		
<b>CUSTOMER PRIVACY</b>				
GRI 418: Consumer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	45		







Dubai Investments PJSC  
P.O. Box 28171 Dubai UAE Tel +971 4 8122400

[dubaiinvestments.com](http://dubaiinvestments.com)