



ESG REPORT

2021

[GET STARTED](#)



Table of Contents



About this Report



Our Environmental Stewardship



About Tabreed



Our People



Sustainability at Tabreed



Our Community Engagement



Our ESG Committee



DFM Content of Index



About this report

Scope of the Report

Report Highlights 2021

Message from the Chairman

Message from the CEO



About Tabreed



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

About This Report

Tabreed (National Central Cooling Company PJSC) is delighted to present its ESG Report 2021, prepared in line with the ESG Reporting Guide introduced by the Dubai Financial Market (DFM), which fulfils the recommendations of the Sustainable Stock Exchange (SSE) initiative and the World Federation of Exchanges (WFE). With transparency in reporting and disclosure of our key ESG indicators, we have emphasised our performance in these criteria to inform our investors, partners, customers and readers on our sustainability journey.

This document is also aligned with the Global Reporting Initiative (GRI) Standards, UN Sustainable Development Goals (SDGs) and UN Global Compact (UNGC) principles.

Throughout the contents presented in Tabreed's ESG report, we have mentioned our compliance, partnerships and initiatives during 2021 that drive us to conduct our business operations and processes with an aim to create positive impacts on the people, planet and profitable business.



About this report

Scope of the Report

Report Highlights 2021

Message from the Chairman

Message from the CEO

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Our Community Engagement

DFM Content of Index

Scope of the Report



Year

The report covers our environmental, social and governance (ESG) performance for the year 2021



Countries

It covers our operations in the UAE only, unless otherwise indicated



Terminology

The term 'Tabreed' refers to the National Central Cooling Company (Tabreed itself) and its subsidiaries in the UAE



Monetary Values

All monetary values mentioned are in Arab Emirates Dirhams (AED)



External Assurance

We chose NOT to appoint an external party to audit our ESG Report 2021. We have followed an internal assurance process to ensure the reliability of the information provided



Contact Point

For any enquiries about this report, please contact:

Adel Al Wahedi,

Chief Financial Officer, Tabreed

Email: aalwahedi@tabreed.ae

Entities & Disclosures








The disclosures under Human Capital include Tabreed and its subsidiaries,

1. TOMCO (Tabreed Operation & Maintenance Zones Cooling Stations Company LLC)
2. GES (Gulf Energy System Company LLC)
3. Tasleem (Tasleem Metering & Payment Collection LLC)
4. Cooltech Water Treatment LLC (Abu Dhabi)
5. EPPI (Emirates Pre-insulated Pipes Industries LLC)
6. Al Wajeez (Al Wajeez Development Company Pvt JSC)

The disclosures under HSEQ are limited to Tabreed's operations.

 **About this report**

- Scope of the Report
- Report Highlights 2021**
- Message from the Chairman
- Message from the CEO

-  **About Tabreed**
-  **Sustainability at Tabreed**
-  **Our ESG Committee**
-  **Our Environmental Stewardship**
-  **Our People**
-  **Our Community Engagement**
-  **DFM Content of Index**

Report Highlights 2021



AED 1.96 billion
Company Revenue



888
Total Workforce
(Tabreed and subsidiaries in the UAE)



2.33 billion kWh
Reduction in Energy Consumed equivalent to powering 132,590 homes in the GCC every year



1.39 million tons
CO2 Emissions Prevented equivalent to removing 302,592 cars annually from the road



43% Emiratization
at Corporate Level



11% Women
Composition in the Board



25.11 HSE Training Hours
per Employee



Zero LTIFR
per million worked hours



AED 1 million
Investment towards Community



AED 1.5 billion
Investment towards Climate Change



11,499 m3
Natural Gas Consumption



2,628,113 m3
Total Amount of Water Reclaimed



100%
Customer Complaints Resolved



3 New ISO Certifications
Received for Customer Service



About this report

Scope of the Report

Report Highlights 2021

● **Message from the Chairman**

Message from the CEO



About Tabreed



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

Message from the Chairman



The challenging and unprecedented past two years have remarkably impacted business approaches, consumer perspectives and investor relations, towards an inclusive and sustainable future. Positioned as an environmentally-friendly company providing world class district cooling services, I am pleased to present Tabreed's annual ESG report with key disclosures on environmental, social and governance metrics for the year 2021. This is our second annual ESG report and I am delighted with the continued progress of Tabreed in demonstrating transparency, accuracy and accountability in our reporting process.

Tabreed's association with the Cool Coalition and clear commitments on global, regional and national frameworks on sustainability, accelerate the positive impacts we intend to make in the world. The recent Intergovernmental Panel on Climate Change (IPCC) report has reiterated the narrowing window for action required to deal with increasing risks imposed by global temperature rises. It is apparent that climate change and growing disruptions in climate phenomenon represent, not just physical changes in the earth's ecosystems, but the change in people's quality of life across geographies, too. Therefore, our efficient district cooling services and environment-centric business operations curtail the challenges faced by people in the countries where we operate due to climate change.

This report also highlights our efforts in harnessing the most efficient technology and utilising our extensive experience to deliver reliable and energy efficient cooling solutions. Our business model is holistically designed with

a vision to generate operational excellence, while protecting people, assets and the environment.

We are also proud of the role that we predominantly play in contributing to the economic diversification and environment vision that Abu Dhabi has set to achieve by 2030. Tabreed consistently delivers the expectations of its investors for stable and recurring income and dividends, this report demonstrating, too, that we deliver against investor expectations for sustainable and transparent business.

Our recently published Green Financing Framework further demonstrates that our core business of constructing, acquiring and operating district cooling assets is a sustainable business able to attract green financing. Over time we will issue green bonds, loans and sukuks to finance or refinance our operations and growth.

I would like to thank the management and employees of the Tabreed group who continue to deliver both financial and sustainability targets, and I am confident they will achieve even bigger milestones in the years to come.

Khaled Abdulla Al Qubaisi



About this report

Scope of the Report

Report Highlights 2021

Message from the Chairman

● **Message from the CEO**



About Tabreed



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

Message from the CEO



Our ESG report is an amalgamation of our stance on environmental sustainability and our ongoing endeavours to strengthen our positive impacts across all business operations. Tabreed has demonstrated its agility and resilience, as well as an unwavering dedication during the COVID-19 pandemic, and it gives me immense pleasure to share our report for the year 2021 and to emphasise our performance on ESG metrics. I am hopeful our readers will get a glimpse of the tenacity that exists in Tabreed to make the world a better place.

Our integrated approach and the oversight of the Board and Management Team, drives us to deliver unified efforts to manage climate-related risks and other sustainability issues relevant to our industry. Our recently formed ESG Committee will play an essential role in identifying the risks and opportunities, facilitating informed decision making in our company as we advance our existing undertakings.

The materiality assessment is an integral part of this year's report, as we engaged with different stakeholder groups to understand the importance around specific ESG topics, extrapolated from intensive research and benchmarking exercises. We aim to develop and build on the outcomes of this assessment to create a more progressive ESG framework and targets.

Tabreed has been a pioneer in optimising its efficiency by implementing innovative technologies and initiatives under our operations and maintenance functions. In 2021, we made a total investment of AED 1.5 billion towards these initiatives as well as our growth and we are proud to be utilising our financial resources to create long-term value. Tabreed has a long and proud history of harnessing the best of Emirati talent and, in 2021, Emiratisation increased to 43% on our corporate level. Additionally, as part of our proactive approach to ensure strong health and safety measures for our employees, we also achieved average training hours per employee of 25.1 hours, against the 15 hours target set for the year. Tabreed equally values consistent growth of our business, our positive environmental impact and the development of our people.

This report gives us an opportunity to celebrate our progress and reflect on how we can further scale our contribution towards global goals, ensuring a resilient and sustainable future for all.

Eng. Khalid Abdulla Al Marzooqi

About this report

About Tabreed

Corporate Governance

Executive Management

Organisational Chart

Awards & Recognition

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Our Community Engagement

DFM Content of Index

About Tabreed

Tabreed is a UAE-based regional utility leader, established in 1998 and headquartered in Khalifa City, Abu Dhabi, UAE. From commissioning its first district cooling plant in Sweihan, Abu Dhabi in 1998 to 86 plants today across the GCC, Tabreed has defined the region's cooling excellence standards with an unwavering commitment to quality, safety, and efficiency. Tabreed currently delivers over 1.2 million refrigeration tons of cooling. Apart from the UAE, our landmark projects are also instituted in Bahrain, Saudi Arabia and Oman, with the aim of entering into other countries in the near future.

We also provide water treatment services, manufacture pre-insulated pipes, and provide design and supervisory

consultancy services. Built on a successful track record acquired over the past 24 years, our partners trust us to deliver innovative and reliable solutions that meet their cost and operational efficiency goals. As a publicly listed company on the DFM, we offer stable financial returns and shareholder value.

Tabreed understands that the ability to create and sustain long term value in a rapidly changing marketplace is our responsibility towards a resilient future. Therefore, along with providing advanced cooling solutions, we have navigated our course to manage the risks and embrace the opportunities with better due diligence and adopt innovative solutions to deliver the best possible service to our customers.



Our Vision

To be the leading cooling provider by utilising sustainable, reliable and cost-efficient energy solutions.



Our Mission

Creating value through optimising, innovating and striving for operational excellence to exceed stakeholder expectations, while protecting people, assets and environment.



Our Values

Our corporate culture and ethical behaviours are underlined by our three guiding principles that focus on our customers, shareholders, environment, community and employees. These are Progress, Partnership and Performance.



Corporate Governance

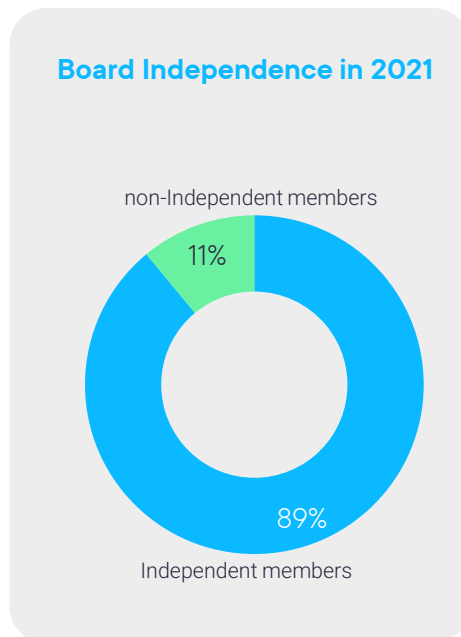
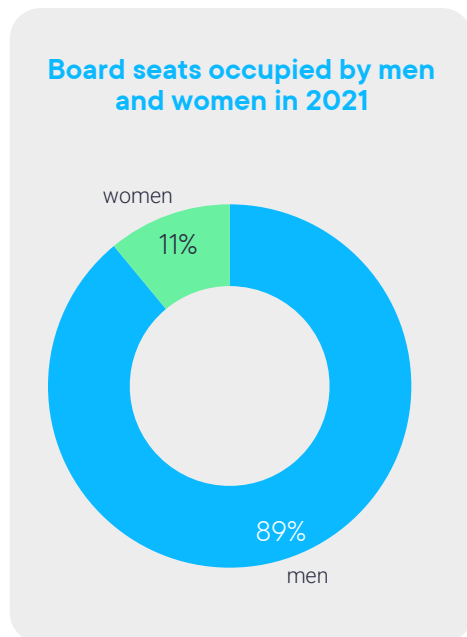
(G1, G2) (GRI 102, GRI 405)

The top-down approach of Tabreed plays a vital role in managing concerns that cover our business functions. We believe that a diverse Board leads to an informed decision-making process, which has become crucial more than ever with the growing urgency for companies to review the way we do our business. Throughout the journey, we have enhanced our

commitment to implement the highest standards of corporate governance within the company to enhance the impacts we can make in our value chain.

Our Board of Directors is composed of 9 active members, including the Chairman. Tabreed's corporate governance approach prohibits the CEO from serving as a Board chair to avoid any potential conflicts of interest.

In 2021, three members of the Board were succeeded by the new members. Therefore, the data below outlines details of total Board members throughout the year. It also represents the Board structure in terms of independence, executive position and term of office:



Name	Position	Year of Appointment	Executive	Independent
Khaled Abdulla Al Qubaisi	Chairman	2009	✗	✗
Paulo Almirante	Vice Chairman	2017	✗	✓
H.E. Dr Ahmad Belhoul Al Falasi	Member	2017	✗	✓
Mohammed Al Huraimel Al Shamsi	Member	2014	✗	✓
Mohamed Jameel Al Ramahi ¹	Member	From 2017 to 2021	✗	✓
Dr. Musabbeh Al Kaabi	Member	2021	✗	✓
Sébastien Arbola ²	Member	From 2017 to 2021	✗	✓
Pierre Cheyron	Member	2021	✗	✓
Frédéric Claux	Member	2017	✗	✓
Frédérique Dufresnoy ³	Member	From 2017 to 2021	✗	✓
Anne-Laure de Chamnard	Member	2021	✗	✓
Saeed Ali Khalfan Al Dhaheri	Member	2017	✗	✓

1) Mohammad Jameel Al Ramahi resignation was approved from the Board of Directors on 18 March 2021 and Musabbeh Al Kaabi was appointed as new member of the Board
 2) Sébastien Arbola resigned on 12 July 2021 and Pierre Cheyron appointed was appointed as the new member of the Board
 3) Frédérique Dufresnoy served on the Board until 12 July 2021, and she was subsequently succeeded by Anne-Laure de Chamnard to complete the term of her predecessor. Therefore, the former is not included in the analysis done for 'Board seats occupied by men and women in 2021'.



About this report



About Tabreed

● **Corporate Governance**

Executive Management

Organisational Chart

Awards & Recognition



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

The Board has established four main committees to make a systematic distribution of responsibilities between the members and to allow insightful consideration of specific matters. These committees are,

- Audit Committee
- Nomination and Remuneration Committee
- Finance Committee
- Projects Committee

The Audit Committee and the Nomination and Remuneration Committee are mandated by Decision 3/2020.

The Finance Committee and the Projects Committee have been established by the Board of Directors as additional committees to facilitate the business requirements of Tabreed. The Board provides oversight of the Committees and has approved Committee Charters to guide their operation, authority and obligations over the subject matter priority.



Executive Management

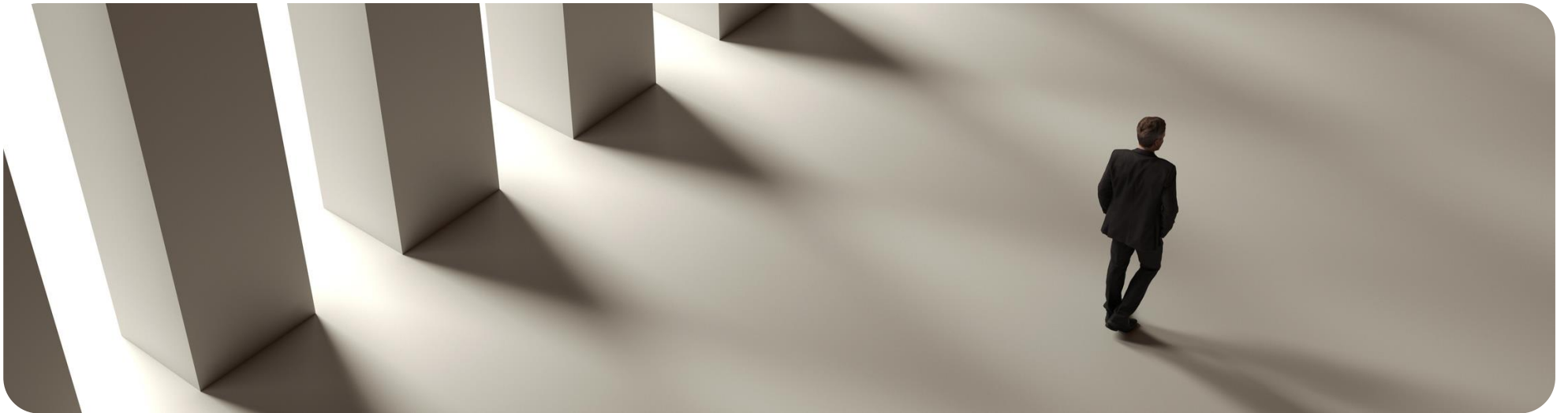
There is a growing realisation that governance oversight, effective risk management, and precautionary compliance are prerequisites for long-term sustainability and resilience of a company. Therefore, Tabreed Executive Management has implemented a robust organisational structure, wherein the primary responsibilities cover the oversight of the day-to-day operations of our business, strategic planning, budgeting, financial reporting, and risk management.

Our Delegation of Authority (DOA), approved by the Board and outlined in the Corporate Governance Procedures Manual, effectively communicates the role of the management, which includes but is not exhaustive of certain contractual commitments, expenditure, purchases and investments.

The Executive Management in Tabreed consists of five Chief Officers, overseeing the following key management committees:

1. Investment Committee, chaired by the CEO
2. Insider Information and Share Dealings Committee, chaired by the Chief Legal Counsel (CLC)
3. Human Capital (HC) Committee, chaired by the CEO
4. ESG committee, chaired by the Chief Financial Officer (CFO)
5. IT Steering Committee, chaired by the CFO
6. Crisis Management Committee, chaired by the CEO
7. HSE Steering Committee, chaired by the Chief Operating Officer (COO)
8. COVID-19 Committee, chaired by the COO

Further details of our governance, including the Board remuneration and detailed functional role of the committees are recorded in our standalone Annual Corporate Governance Report 2021, available on our website, <https://www.tabreed.ae/>





About this report



About Tabreed

Corporate Governance

Executive Management

Organisational Chart

Awards & Recognition



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People

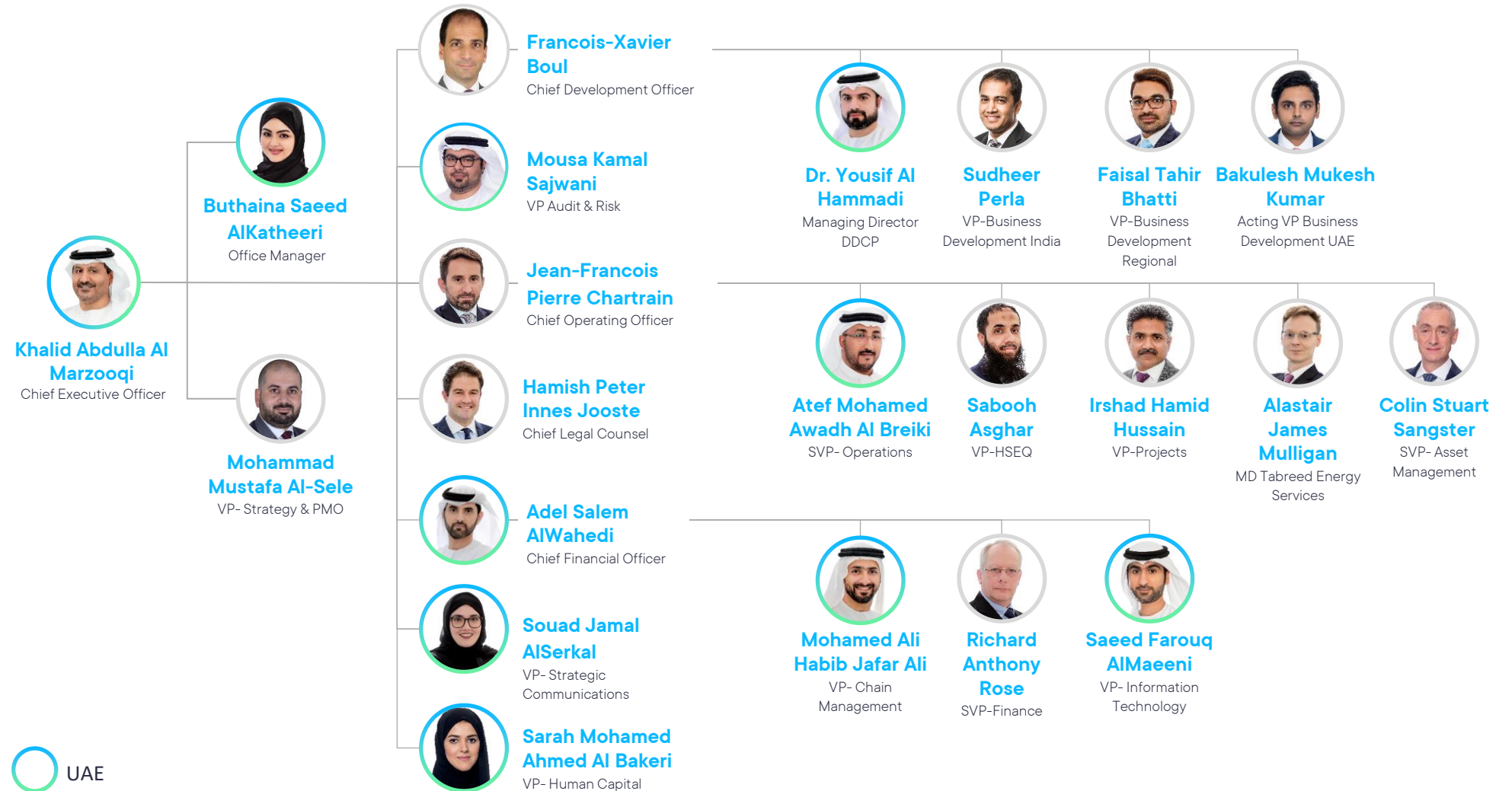


Our Community Engagement



DFM Content of Index

Organisational Chart up to 31 December 2021





About this report



About Tabreed

Corporate Governance

Executive Management

Organisational Chart

Awards & Recognition



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

Awards & Recognition

Over the years Tabreed has been recognised as one of the leading and most prominent players in the global district energy industry. The advantages that we deliver to people and the planet through our advanced processes lead to energy efficiency improvements and cost savings compared to traditional air conditioning systems. Additionally, our goal-oriented approach in the Human Capital and HSEQ departments of Tabreed have been stellar in providing a workplace environment that nurtures and supports the professional development of our employees.

In 2021, Tabreed received prestigious awards that acclaimed our distinctiveness on national, regional and global levels, as listed below:



Sheikh Khalifa Excellence Award - Silver Category - Service Sector in its 19th cycle:

Tabreed earned the Sheikh Khalifa Excellence Award - Silver Category - Service Sector, in recognition of the business excellence demonstrated across various enablers, processes and results.



Innovation Award, for involving the private sector employees within the Human Resources awards in the public sector of GCC:

Tabreed earned the award for implementing an employee engagement strategy, in line with the high-level scope of the company works (including the professional development strategies), which resulted in enhancing employee morale and performance across the company.



'System of the Year' Award, and 'District Energy Space 2021' Award from the International District Energy Association (IDEA)

Tabreed earned two of the highest awards granted by the International District Energy Association (IDEA), in recognition of its operational excellence, environmental leadership, energy efficiency and commitment to quality service, in addition to its contribution in developing the district energy industry globally.



Emirates Energy Award (EEA) on the sideline of the participation of the Ministry of Energy and Infrastructure in the events of Abu Dhabi Sustainability Week (ADSW)

at the invitation of the Ministry of Energy and Infrastructure, the Health, Safety, Environment and Quality Department received the award from the Minister of Energy and Infrastructure, HE Sohail Al-Mazro'iy, in recognition of the company's efforts in energy management systems.



About this report

About Tabreed

Sustainability at Tabreed

Our Foundation for Sustainability

Our Global Compliance & National Alignments

Our Materiality Assessment

Our ESG Committee

Our Environmental Stewardship

Our People

Our Community Engagement

DFM Content of Index

Sustainability at Tabreed

Sustainability is at the core of Tabreed's operations. It reflects the company's commitment to energy efficiency, to the environment, to our customers and to the sustainable socio-economic development of the region. This commitment guides Tabreed's day-to-day work, through environmental and governance practices as well as social initiatives.

In order to further our commitment to sustainability and demonstrate the role Tabreed plays in the sustainability of our environments and communities that we operate in, we published our first ever Environmental, Social and Corporate Governance (ESG) Report in 2021, detailing our activities during 2020. At Tabreed, we are focused on supporting the transformation of GCC communities into flourishing knowledge economies through technology, knowledge sharing and partnerships that meet ours and our customers' environmental goals, deliver cleaner energy, increase efficiency and reduce energy in our operations.

Our Foundation for Sustainability

At Tabreed, we align our business processes and strategies with the global, national and local frameworks to push our commitments with rigour and strengthen our sustainability journey.

UN Sustainable Development Goals (UN SDGs)



The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing in a global partnership.

The Global Reporting Initiative (GRI)



As a provider of the global best practice for impact reporting, GRI's mission is to deliver the highest level of transparency for organisational impacts on the economy, the environment, and people. Being the world's most widely used sustainability disclosure standards, GRI is a catalyst for that change.

Cool Coalition



Tabreed has been an active member to the Cool Coalition since its inception in 2019. Assembled by UN Environment Programme, the Cool Coalition is a global multi-stakeholder network that connects a wide range of key actors from government, cities, international organisations, businesses, finance, academia, and civil society groups to facilitate knowledge exchange, advocacy and joint action towards a rapid global transition to efficient and climate-friendly cooling.

UAE National Vision 2021



Under the UAE Vision 2021 to bring the UAE among the best countries in the world by the Golden Jubilee of the Union, the government has deployed extensive efforts towards driving sustainability forward in the country in alignment with the SDGs. The vision consists of six key pillars aimed at ensuring a sustainable environment and infrastructure.

Abu Dhabi Economic Vision 2030



The Abu Dhabi Economic Vision 2030 aims to achieve effective economic transformation of the Emirate's economic base and bring about global integration and enduring benefits to all. Abu Dhabi has a core commitment to build a sustainable and diversified, high value-added economy by 2030. The vision determines the seven immediate economic priorities for the government of Abu Dhabi.

The Securities and Commodities Authority (SCA) Master Plan for Sustainable Markets



The SCA has set a master plan for sustainable markets to contribute to a more stable and resilient financial system. The plan aims to create awareness on the importance of sustainability and market stakeholders' roles in supporting sustainability and shifting towards effective sustainable practices.

About this report

About Tabreed

Sustainability at Tabreed

Our Foundation for Sustainability

Our Global Compliance & National Alignments

Our Materiality Assessment

Our ESG Committee

Our Environmental Stewardship

Our People

Our Community Engagement

DFM Content of Index

Our Global Compliance & National Alignments

At Tabreed, we strictly adhere to the compliance requirements of ISO standards and ensure that we have an efficient process to avoid any potential risks, while delivering the services of high quality and reliability.



ISO 9001:2015 Quality Management System

ISO 14001:2015 Environmental Management System

ISO 45001:2018 Occupational Health and Safety

ISO 50001:2018 Energy Management System

In 2021, Tabreed achieved a new set of ISO certifications for our Quality Management towards customer service,

ISO 10001:2018 applicable to our services pertaining to the development & implementation of code of conduct for customer satisfaction.

ISO 10002:2018 applicable to Tasleem services pertaining to the Operation and Maintenance of the Complaint Handling and Resolution Process.

ISO 10003:2018 applicable to Tasleem services pertaining to the Dispute Resolution Process.



About this report



About Tabreed



Sustainability at Tabreed

Our Foundation for Sustainability

Our Global Compliance & National Alignments

Our Materiality Assessment



Our ESG Committee



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

Tabreed has been awarded district cooling licences by the Department of Energy (DoE) and is aligned with District Cooling Regulations and the District Cooling Applicability Regulations issued by DoE, as approved by the Abu Dhabi Government in September 2019. We provide historical performance and projections to the DoE which contribute to the Integrated Energy Strategy. We are actively engaged with the DoE on several initiatives to promote demand-side management and improve energy efficiency in the Emirate of Abu Dhabi.

Tabreed is a member of the Technical Panel Review Process for the District Cooling Technical Code and District Cooling Metering Code that was launched on February 23, 2021.

Our Materiality Assessment

Tabreed's drive to enhance our ESG focus, direction and maturity led us to conduct a strategic materiality assessment to identify the risks and opportunities that we should prioritise. GRI revised its definition of materiality to 'the organisation prioritises reporting on those topics that reflect its most significant impacts on the economy, environment, and people, including impacts on human rights'.

It also recommends taking into account the expectations expressed in international standards and agreements with which the organisation is expected to comply. With our existing alignments with local, national and international frameworks, we are confident that we are in a position to scale our efforts and redefine our impacts through our business activities and processes. The assessment process that we followed to determine the material issues, included three methodical phases as follows,

We leverage our technical expertise and long-standing experience in the development and operation of district cooling plants to present our comments and make suggestions of the Technical Code. We also participate in the Panel, along with other district cooling stakeholders to review and discuss the Technical Codes.

We are focused on enhancing our approaches and continuing to deliver tangible contributions in the UAE Energy Strategy 2050, the UAE Carbon Net-Zero Strategy 2050 and the UAE Water Security Strategy 2036.





About this report



About Tabreed



Sustainability at Tabreed

Our Foundation for Sustainability

Our Global Compliance & National Alignments

● **Our Materiality Assessment**



Our ESG Committee



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

1. Research and Benchmarking

We have conducted a detailed research within our national and global industry-peers to find synergies and to build understanding on diverse topics that directly or indirectly impact our business, stakeholders and society as a whole. The research findings and its intricacies were discussed within the ESG Committee to

delve deeper on the material topics and their alignment with the frameworks (such as SDGs, Abu Dhabi Economic Vision 2030, etc.) that Tabreed has as a frame of reference. This led us to the next phase of the assessment and developing a right tool to collate viewpoints.

2. Business Perspective & Stakeholders Engagement

We interacted with the VPs and Chiefs of our various departments to gather a broader perspective around the existing ESG processes in Tabreed via interviews and emails, alongside the topics identified through our research. Engagement with our stakeholder groups including our employees and shareholders reflected a holistic view

on the economic, environmental and social impacts that Tabreed as a company can create to support a wider spectrum of corporate responsibilities. We rolled out an online survey to cumulate the responses for the material topics.

3. Materiality Matrix and Sanction

The output of the survey is a matrix that gives a clear and transparent overview of the topics evaluated by our business representatives on the X-axis and the topics evaluated by our stakeholders on the Y-axis on the ranking method, ranging from

'Not important' to the 'Most important'. The matrix was reviewed and approved by the ESG Committee, as a foundation to develop a broader ESG strategy and framework in the near future.



About this report

About Tabreed

Sustainability at Tabreed

Our Foundation for Sustainability

Our Global Compliance & National Alignments

Our Materiality Assessment

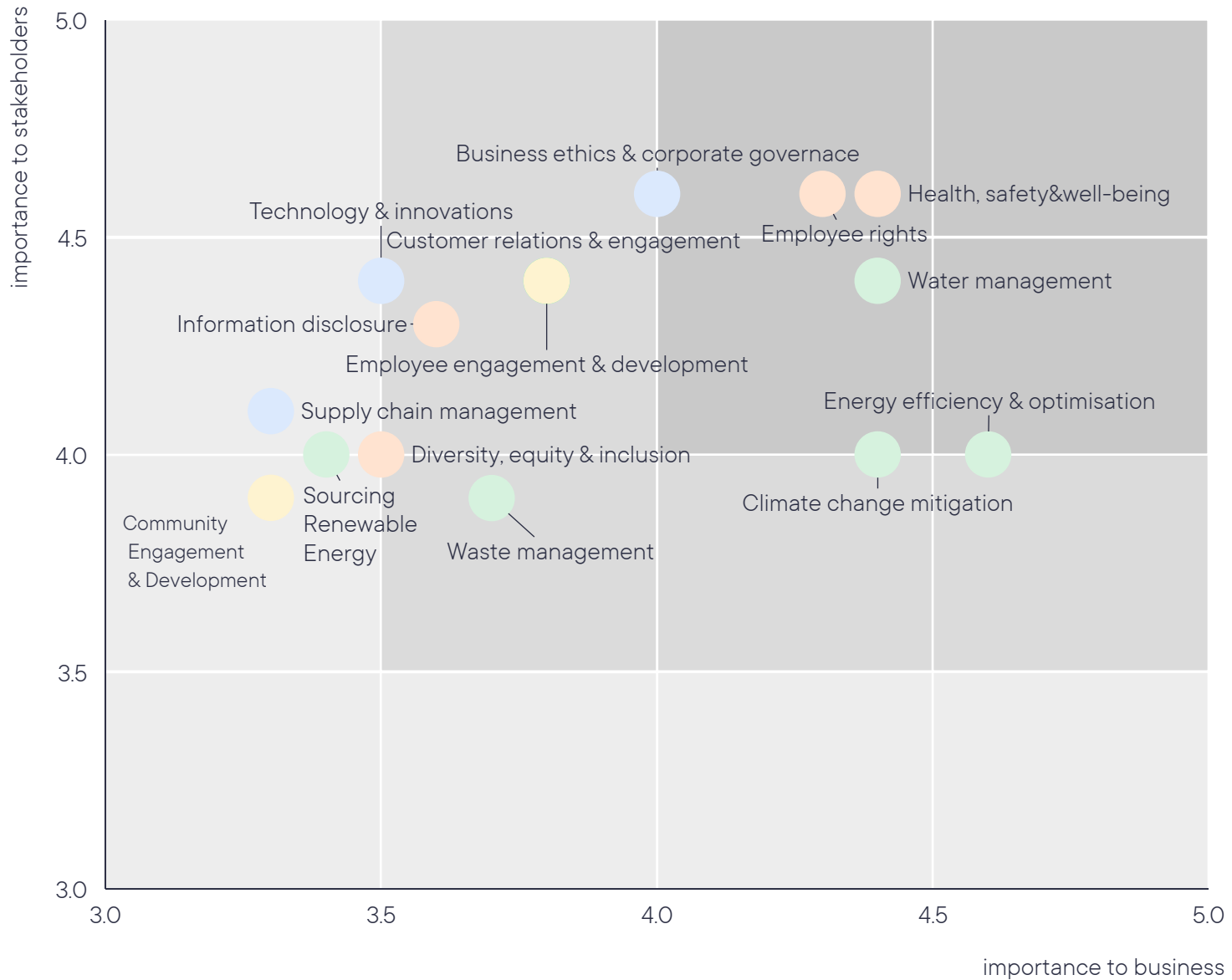
Our ESG Committee

Our Environmental Stewardship

Our People

Our Community Engagement

DFM Content of Index



This entire process of materiality assessment enabled us to gauge the perspective on high priority concerns and the risks and opportunities that are most material to us. We have therefore identified the ESG issues that are most impactful to create long-term success for our business and benefits to our valued stakeholders. While all the factors identified are important and are actively managed, the highest rated factors will maintain a greater focus going forward, through well-defined goals and targets to track our progress, further our impactful efforts and aim for consistency in our reports over time. We have mentioned our approach and demonstrated our initiatives across these topics throughout this report.



About this report



About Tabreed



Sustainability at Tabreed



Our ESG Committee

Executive Incentivization

Internal Policies and Procedures

Green Financing Framework



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

Our ESG Committee



ESG matters in Tabreed are overseen by the Tabreed Management Team, which is composed of CEO, COO, CFO, CDO and CLC. With an aim to prioritise and strengthen our ESG journey, the Board and the management team established the ESG Committee in 2020. The Committee plays a crucial role in supporting the Board to meet the obligations and responsibilities under the three core elements of Environment, Social and Governance. The ESG Committee also oversees the Green Financing Framework of Tabreed.

The ESG Committee will facilitate the development of new approaches, strategies, methodologies, and risk reporting capabilities to identify, measure, monitor, control, and mitigate risks. It will also promote robust standards of corporate governance and integrate ESG factors to make relevant financial decisions. We are committed to ensure that our risks, controls and opportunities are well documented and appropriately assessed.

Tabreed's ESG Committee comprises of strong leadership and diverse expertise,

- Chief Financial Officer (CFO), as a Chairman
- Chief Legal Counsel (CLC), as a Member
- VP Strategy & PMO, as a Member
- Senior VP Finance, as a Member

To underpin an effective approach, the ESG Committee has further created four subcommittees to ensure that each element are being equally addressed to achieve inclusive progress,

- Social Sub-Committee – chaired by Senior VP Finance and VP Human Capital
- Environmental Sub-Committee – chaired by VP, Health Safety Environment Quality (HSEQ)
- Governance Sub-Committee – chaired by CLC
- Green Finance Sub-Committee – chaired by Treasurer

The Committee will support and work in support with the relevant departments at Tabreed. The collaborative approach will be the DNA of the Committee and it aims to recommend constructive processes to manage the existing, potential and foreseeable risks and opportunities across ESG issues, relevant to the district cooling sector. The key duties of the ESG Committee are outlined below:

- Review and endorse the Company's ESG plans, budgets and performance targets
- Review and approve any ESG initiatives and investments to be recommended for Tabreed Management approval in line with the approved Delegation of Authority
- Track and monitor company ESG performance and report to Tabreed Management on findings

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Executive Incentivization

Internal Policies and Procedures

Green Financing Framework

Our Environmental Stewardship

Our People

Our Community Engagement

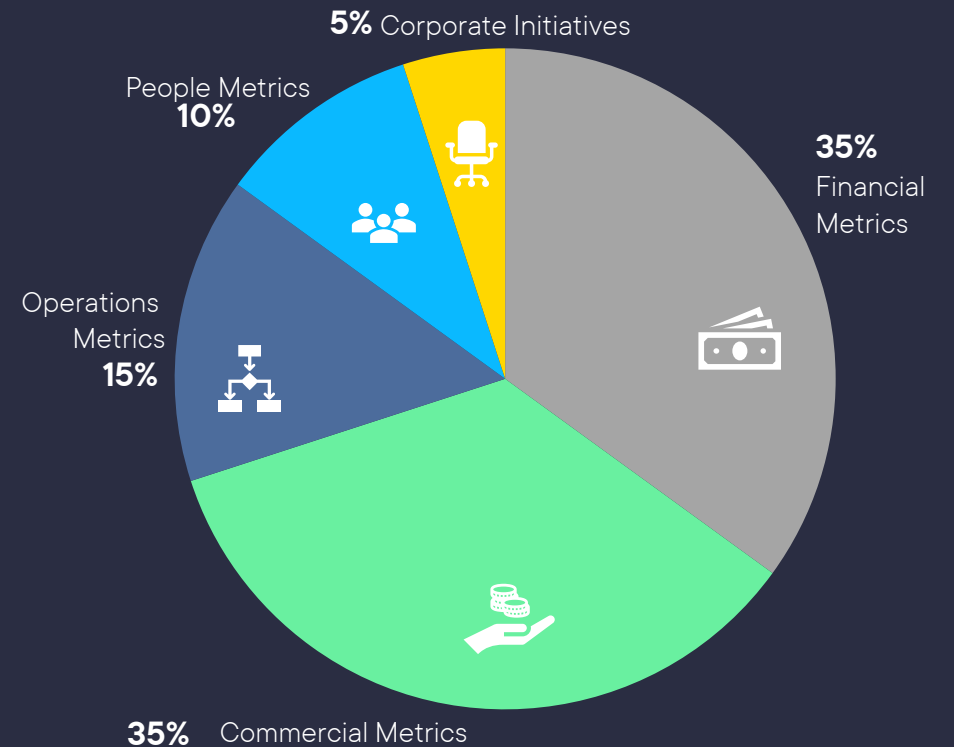
DFM Content of Index

Executive Incentivisation

At Tabreed, although we have recently formalised the ESG Committee, our performance measurement and incentivisation of our Executive Management Team has included ESG factors for many years. Our annual Balanced Scorecard to measure the Group's performance, is agreed with the Board and Nomination & Remuneration Committee. The scorecard is in line with the financial budget and strategic priorities of the company, and the final rating arising from the scorecard impacts the bonuses and increment pool available each year. The scorecard for 2021 included the following metrics with respective weightage,

In the reporting year, the corporate initiatives included projects on Operations & Maintenance (O&M) transformation, succession planning and people development.

The scorecard, along with Tabreed's regular Management and Board reporting, captures many of the key issues highlighted in the Materiality Assessment shown earlier in this report.



Internal Policies and Procedures

To ensure compliance with the external standards Tabreed has adopted, a number of internal policies and procedures to emphasise the enforcement and application of corporate governance by the Board and Tabreed’s employees. The Board approved policies, which are mandated to the management, provide broad principles within which the Board directs management towards day-to-day affairs of Tabreed.

Employee Code of Conduct

The Code of Conduct in Tabreed outlines the basic rules, standards and behaviours necessary to achieve our objectives and uphold our values that include ethics and prevention of corruption. This is the starting point for everyone to align themselves with the obligations that they have as an individual to the company. To ensure that there is an effective compliance program in place, the Board Audit Committee, the CEO and other managers such as the CLC, who is nominated by the Board as the Compliance Officer, work together to set a strong oversight process.

The Code transcends to all our employees and stakeholders to ensure an ethical business performance, in compliance with the legal standards and practical advice that it contains. Our Code is synonymous with our values and their underlying principles,

Our values:

- 1. Progress: Moving Forward, amplifying impact**
 - Generating Ideas
 - Open to new approaches
 - Solve problem
- 2. Partnership: Stronger Together, inside and out**
 - Team focused
 - Always honest
 - Professionalism
- 3. Performance: Solid commitments deliver greater achievements**
 - Delivers on promises
 - Be safety minded
 - Work ethic

Tabreed Values

Progress **Partnership** **Performance**

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Executive Incentivization

Internal Policies and Procedures

Green Financing Framework

Our Environmental Stewardship

Our People

Our Community Engagement

DFM Content of Index

The Code is an official communication to establish a high integrity level for conducting our business and protecting our assets, which are summarised below:

INTEGRITY - Conducting Our Business

- Prevention of Fraud
- Preventing Improper Payments
- Avoiding Market Misconduct
- Complying with International Trade Laws
- Preventing Money Laundering
- Complying with Competition Laws
- Gifts and Entertainment
- Avoiding Conflicts of Interest
- Handling Competitive Information
- Handling Money and Cash Receipts

INTEGRITY - Protecting Our Assets

- Maintaining Good Controllership
- Being Good Stewards of Assets
- Using our Information Technology Resources Wisely
- Protecting our Intellectual Property and Confidential Information
- Managing our Documents
- Ensuring our People, Assets and Information are Secure
- Communicating Externally Effectively
- Personal Privacy

In 2021, Annual Declarations against Code of Conduct were completed by **92%** of Tabreed employees, with no live issues of concern identified.

The Code further enlists the requirements and adherence towards HSEQ, CSR, Whistleblowing Procedure, and Compliance. These are detailed in the subsequent sections throughout this report.





About this report



About Tabreed



Sustainability at Tabreed



Our ESG Committee

Executive Incentivization

Internal Policies and Procedures

Green Financing Framework



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

Suppliers Code of Conduct

Tabreed works hard to choose reputable business partners who are committed to ethical standards and business practices compatible with those of Tabreed. We encourage suppliers to go beyond legal compliance, drawing upon internationally recognised standards, in order to advance in social and environmental responsibility, and business ethics. Suppliers are also expected to cascade these principles through their own supply chain. Tabreed is currently updating the supplier registration process to be run via SAP that will enable us to track and monitor the compliance more strictly.

Some of the salient elements of the Suppliers Code of Conduct are,

- Compliance with Law of the countries in which their operations are managed or services are provided
- Health and Safety of their employees
- Quality Management by continually improving their performance, supplies and services in a cost-effective manner to support Tabreed's commitment to ISO standard requirements, essentially ISO 9001:2015.

- Environment and Sustainability through responsible sourcing and conscious use of natural resources. We recommend our suppliers to develop and implement a standalone or fully integrated environmental management system based on the ISO 14001 standard.
- Labour and Human Rights protection by treating people with respect and dignity, encouraging diversity, remaining receptive to diverse opinions, promoting equal opportunity for all, and fostering an inclusive and ethical culture.
- Ethical Business Conduct that recommends adherence to business integrity, transparency on criminal and civil claims, company's records and disclosures, protecting the confidential information of others, and responsible procurement.
- Prevention of Conflicts of Interest and ensuring transparency with Tabreed by clarifying any doubt to Tabreed's Supply Management (SM), with the support of the Compliance Officer.

Market Conduct and Securities Trading Policy

Tabreed is committed to ensuring that all business is conducted lawfully in accordance with good business practice, ethical standards and anti-corruption practices. As a company listed on the DFM, we follow the SCA's regulations that subject Tabreed Personnel to restrictions at certain times in trading Tabreed Securities.

This policy has been adopted to ensure that they understand the restrictions placed upon them, their disclosure obligations, and the need to comply with applicable laws and regulations in connection with trading in Tabreed's Securities. The Policy is inclusive of key elements to avoid risks that could occur during any trading process. These elements are,

- Prohibition on Insider Trading, which occurs when an individual (such as a director, officer or employee of Tabreed) who has material and non-public information deals in Securities before such information is made available to the rest of the market.

- Insider Register and Declarations, wherein any person identified as an insider will be required to sign a declaration form that is submitted to the Compliance Officer or any member of the Compliance Committee
- Compliance with legal and regulatory requirements relating to disclosure and preapproval of particular Securities trades
- Share Dealing Request and Reporting applies to all Tabreed Personnel who wish to deal or trade in Tabreed's Securities
- Consequences of Violation can result in significant fines, imprisonment and other penalties
- Reporting Violations is critical and any suspected violations must be reported to the Compliance Officer

Diversity, Equity and Inclusion (DE&I) Policy

Our human capital is the most valuable asset we have and therefore, Tabreed is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a

significant part of not only our culture, but our reputation and company's achievement as well. Equality of opportunity for all employees regardless of the abovementioned differences is paramount in Tabreed. Our DE&I Policy will be consistently applied in all policies relating to Human Capital.



This does not apply to members of the Board of Directors who are subject to certain market regulations, which require notification, approval and disclosure from the market authority prior to any trade in Tabreed's Securities.



About this report



About Tabreed



Sustainability at Tabreed



Our ESG Committee

Executive Incentivization

Internal Policies and Procedures

Green Financing Framework



Our Environmental Stewardship



Our People



Our Community Engagement



DFM Content of Index

Green Financing Framework

Our business strategy and vision are rooted in the recognition of the role our investments make towards ESG and sustainability. To solidify our efforts furthermore, we at Tabreed have created a Green Financing Framework, under which we can issue Green Financing Instruments. This Framework is in accordance with the ICMA Green Bond Principles (GBP) 2021 and the Loan Market Association (LMA) Green Loan Principles (GLP) 2021, and we have adopted the four core components for external review as below,

- Use of Proceeds
- Process for Project Evaluation and Selection
- Management of Proceeds
- Reporting

According to the formal Second-Party Opinion obtained from Sustainability, the bond(s), loans and sukuk issued under this Framework may take the form of public transactions or private placements, in bearer or registered format, and may take the form of senior unsecured or subordinated issuances.

An amount equivalent to the net proceeds raised from any Tabreed Green Financing Instrument issued under this Green Financing Framework will be allocated, in part or in full, to finance the following 'Eligible Green Projects':



Alignment with GBP

Alignment with SDGs

Eligibility Criteria

Energy Efficiency	 	<p>Investment in district cooling (DC) projects including:</p> <ul style="list-style-type: none"> • Construction of new DC plants, for both existing and new buildings • Acquisitions of existing DC assets <p>Investing in solutions leading to an increase in operational energy efficiency by at least 20%</p>
Sustainable Water and Wastewater Management		<p>Investments, upgrading and maintenance of infrastructure and water systems with at least 20% increase in water efficiency.</p> <p>Investments into infrastructure and systems that reduce freshwater consumption, such as using TSE or seawater</p>
Green Buildings		<p>Investing in buildings that have a minimum green building certification of:</p> <ul style="list-style-type: none"> • LEED Gold • Estidama 3 Pearls (with a minimum 20% improvement in energy performance over ASHRAE 90.1 2007)
Renewable Energy		<p>Research & Development, investments and expenditure including construction, operation and transmission from renewable energy sources, including</p> <ul style="list-style-type: none"> • Solar PV • Geothermal facilities with direct emissions intensity of $\leq 100\text{gCO}_2/\text{kWh}$



About this report



About Tabreed



Sustainability at Tabreed



Our ESG Committee

Executive Incentivization

Internal Policies and Procedures

Green Financing Framework



Our Environmental Stewardship



Our People



Our Community Engagement

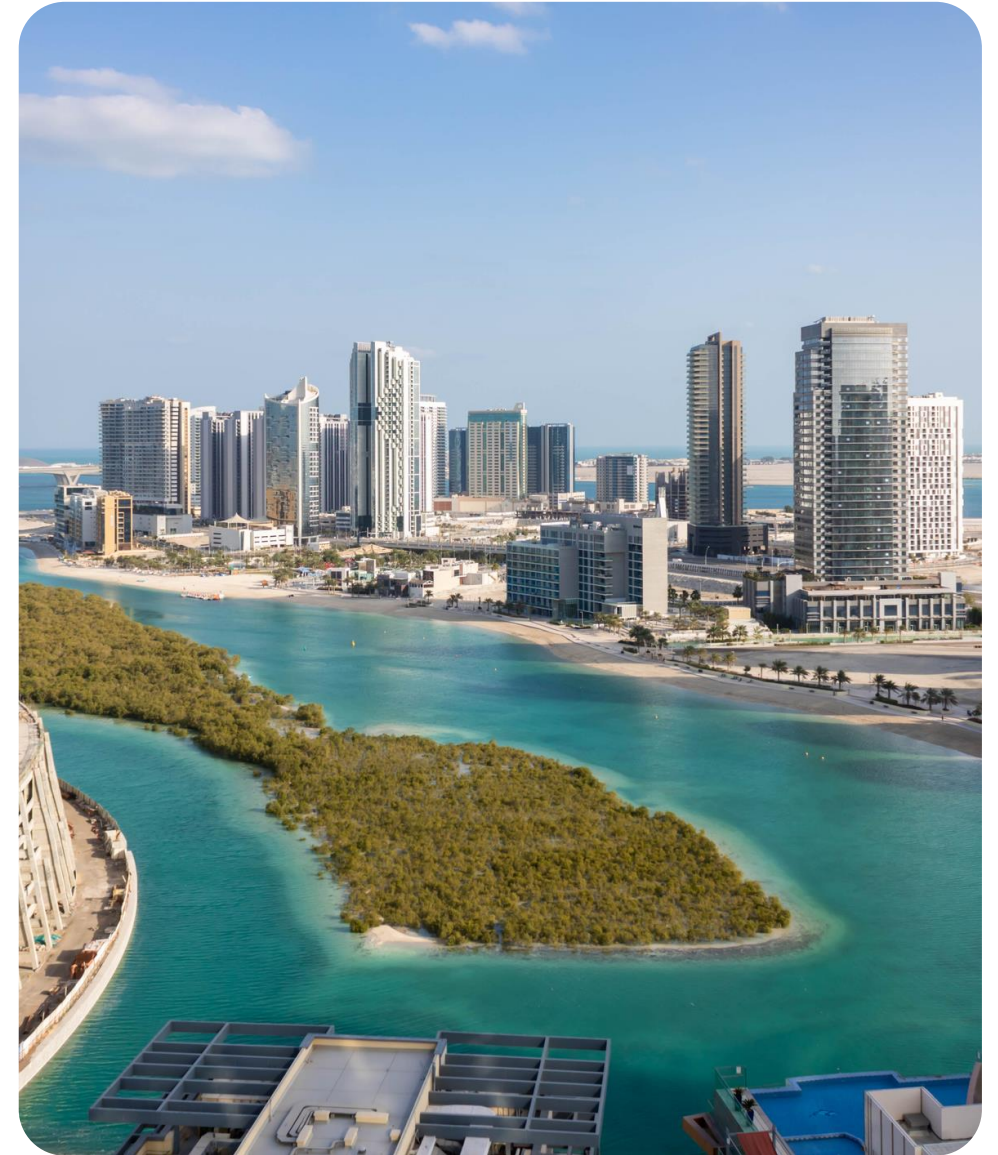


DFM Content of Index

Tabreed will establish a Green Finance Group (GFG), to be chaired by the CFO. The objectives of the GFG are:

- To review all projects presented to Tabreed’s Investment Committee to assess eligibility for Green financing in accordance with the predetermined Eligibility Criteria
- To ensure all Eligible Green Projects have been assessed from an Environmental and Social Risk standpoint
- To oversee the arrangements established to ensure the Green Financing Instruments remain in alignment with the GBP/GLP
- To oversee the arrangements established to ensure Green Financing Instruments proceeds are utilised in accordance with the uses specified in the Framework; and...
- To oversee the introduction and operation of arrangements to generate the information required to produce periodic Reports, in accordance with the Framework and the Green Financing Instruments issued

We are also committed to publishing an allocation report and an impact report on our Eligible Green Projects Portfolio. This reporting will be updated annually until full allocation of the net proceeds of any Green Financing Instruments issued, or until the Tabreed Green Financing Instruments is no longer outstanding.



About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

Our People

Our Community Engagement

DFM Content of Index

Our Environmental Stewardship



District cooling by nature is an energy-efficient system, utilising 50% less energy than the conventional air-conditioning services, providing cost-effective alternatives to the users and reducing CO2 emissions. We, at Tabreed are proud to demonstrate our ability to provide energy management best practices and promote energy efficiency throughout the supply chain. We have robust processes to align with policies and excel in the requirements of ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and ISO 50001:2018, which are externally reviewed by the audit party every three years.

Our environmental stewardship is principled on our Integrated Management Systems (IMS) Policy that guides us to sustainably comply with all applicable health, safety, environment, quality and energy laws, regulations, standards and industry best practices. Investing in efficient and green operations is an integral part of our business planning and strategic goal setting.

We are devoted towards sustaining energy efficiency, conserving natural resources, reducing cost, preventing environmental pollution and encouraging reduction, reuse and recycling of waste.

We deliver and operate district cooling solutions with near perfect reliability, creating sustainable value for our shareholders, providing uninterrupted service to our customers and maintaining the comfort of the communities we serve. With these services, we aim to be the partner of choice for governments and corporations across GCC in providing environmentally-friendly cooling solutions towards a sustainable future.

Innovative Technology Solutions & Practices

Environmental Impact

Treated Sewage Water (TSE)	Pioneering the use of TSE by recycling sewage water, which would otherwise be discharged into the environment. The use of TSE also reduces the usage of potable water in our operations.
Consistent stack emission monitoring	Commissioned Intertek for semi-annual stack emissions monitoring of our engine generators at Al Maryah Island, Abu Dhabi, for O ₂ , CO, CO ₂ , SO ₂ , oxides of nitrogen (NO _x), smoke density, ambient temperature and stack gas temperature.
Thermal Energy Storage (TES)	Enhancing the ability to manage peaks in district cooling demand and ensuring no additional production is needed during times of peak demand. Thereby, reducing power requirements and related CO ₂ emissions from power production.
Use of sea water to protect scarce resources	Utilising sea water instead of potable water, leading to substantial savings of potable water while simultaneously ensuring no harm to marine life
Management of hazardous waste	Engaging Environmental Services Providers (ESPs) for the management of hazardous materials from various plants operated by Tabreed and the subsidiaries. Our Waste Reduction Action Plan (WRAP) is submitted twice annually to Tadweer as part of trade licence renewal.
Trade Effluent Discharge	Compliance with the framework of the regulation of trade effluent

Environmental Management System

Tabreed follows a best-in-class process to ensure its compliance with the regulatory bodies through its Environmental Management System (EMS) across various environmental aspects as below:

Environmental Aspect	Plants	Regulatory Requirements
Air	Air Quality Survey	Abu Dhabi Occupational Safety and Health System (OSHAD) / Dubai Municipality (DM)
Water	Blowdown Analysis	Permits from Environmental Agency Abu Dhabi (EAD), DM's Environmental Protection Study Section (EPSS) for Environmental Clearance
Waste	Waste Reduction Action Plan (WRAP)	Tadweer (AUH), DM and other emirates
Dangerous Goods (DG)	DG Permit	EAD permits, DM's EPSS Environmental Clearance
Refrigerants	Refrigerant leaks data/trend analysis	Department of Energy

As part of Tabreed EMS efforts, following are some of our key objectives,

1. Preparation of EIA Assessments for Tabreed plants
2. Establish Environmental Assessment Criteria with guidelines and code of practice for consultants/contractors applicable throughout the duration of the project
3. Introduce additional environmental and energy management endeavours under Tabreed's 'Go-Green Initiative'
4. Usage of solar energy to run Tabreed's head office
5. Continue to seek alternate chemicals/solutions to ensure the quantities of hazardous chemicals in blowdown water discharge stay below the regulatory threshold values
6. Continue to seek alternative refrigerants/solutions to ensure Tabreed's commitment to Kigali agreement



About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

Our People

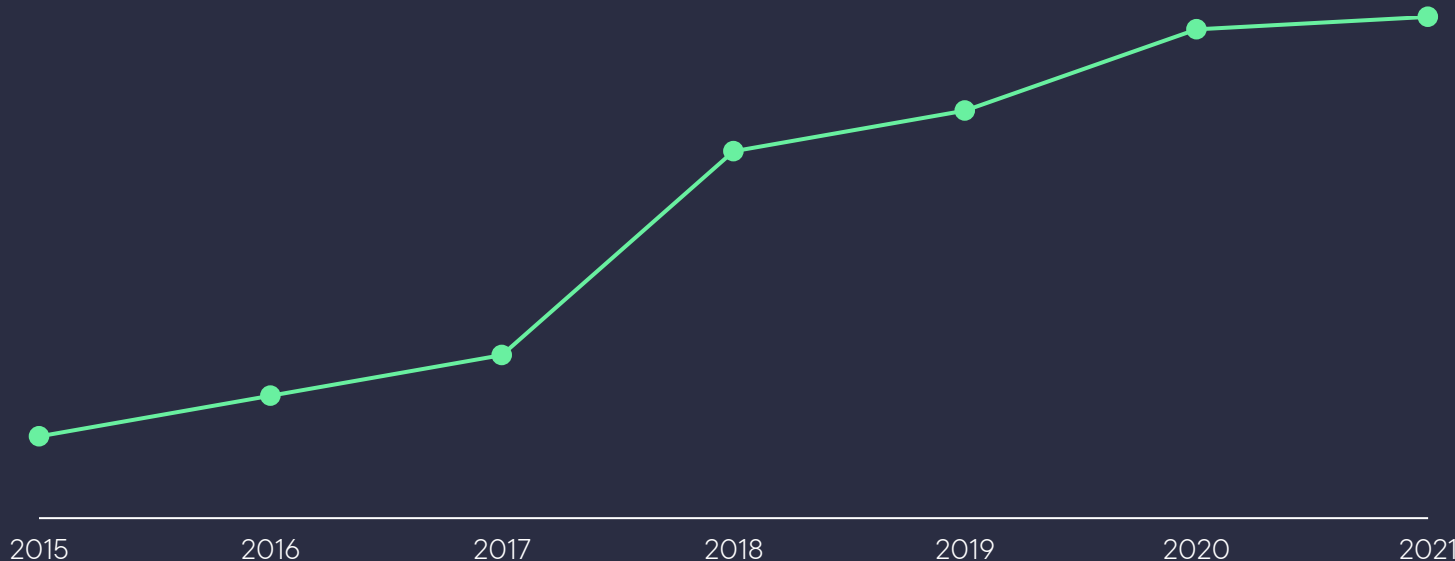
Our Community Engagement

DFM Content of Index

Energy Management

Tabreed has progressively maximised its efforts and investments to improve operational efficiencies and deploy technologies to reduce energy consumption and the associated GHG emissions. Chilled water production and distribution delivers a directly proportional reduction in the GHG emissions in urban cities. Our ISO 50001:2018 certification for Energy Management System particularly, is applicable to our management of district cooling activities and services, and all energy consumed by us. In addition, the IMS Policy drives us towards improvements in energy performance and procurement of energy-efficient products and services.

In 2021, across our GCC district cooling plants, we achieved 2.33 billion kWh reduction in energy consumption, equivalent to the energy required to power 132,590 homes for a full year. The power savings generated by Tabreed's operations prevented 1.39 million tons of CO2 emissions, equivalent to removing 302,592 cars from the streets for a year.



Given the volumes involved in Tabreed's operations, even small improvements can have a significant environmental benefit. Electrical efficiency is a measure of a unit of electricity used in kWh over a unit of cooling sold (RTH).

“From 2017 to 2021, our electrical efficiency has improved **over 5%”**

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

Our People

Our Community Engagement

DFM Content of Index


Thermal Energy Storage (TES) is an important element of a cooling supply to efficiently manage the peak load demand (seasonal as well as day and time). We store cold energy (chilled water) in large tanks to meet the cooling load at a different time than it was produced. With the TES system, Tabreed is thereby positively impacting electricity grids by reducing the peak electricity demand. This system not only reduces total energy that would otherwise be consumed, but also reduces cost for the company. TES is deployed in multiple plants of Tabreed and is therefore, enabling us to save significant amounts of power.

To ensure the optimisation and improvement in energy efficiency within our facility and installed cooling capacity, we run closed monitoring for all plant efficiency on a daily basis. This is complemented by our retrofit projects, use of big data analysis and optimisation softwares, and integration of auto and standardised logic to have plants running on auto mode all the time for chilled water and power management.

Tabreed plans to introduce more thermal storage to the schemes, such as Yas Island's new Sea World Plant and Saadiyat Island's future DCP-1 plant will have TES interconnected with other plants.

Energy Consumption in 2021

Energy Consumption in 2021		Energy Usage (TJ)
Direct source of energy (Scope 1)		
Petrol consumption	947,517 Litres	32.98
Natural gas consumption	11,499 m ³	0.47
Indirect source of energy (Scope 2)		
Electricity consumption	1,794,815,096 kWh	6,461
Total Energy Usage		6,494.45
Energy Intensity in 2021		TJ/Total Tabreed FTE
		44.48



At Tabreed, the use of natural gas in turbines accounted for 2% of total power utilisation in 2021. We use natural gas to generate electricity in remote areas, with limited power lines cable supply.

Tabreed operations not only reduce GHG emissions from power savings, but also reduce the leakage of refrigerant gases when compared to conventional cooling. Tabreed measures leakage of refrigerants and calculates the equivalent CO₂ emissions, which are factored into the total emissions

GHG Emissions in 2021	Tonnes of CO ₂ e
Total Emissions (Scope 1 and Scope 2)	1,128,543.46
Emissions Intensity	Tonnes of CO ₂ e/Total Tabreed FTE
	7,729.75

Scope 1 Emissions are derived from all direct energy consumption. The CO₂ emissions are calculated based on the utility rate of 0.90 KW/RT. The other CO₂ equivalents (CH₄ and N₂O) are derived with emission factors calculated based on the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

Scope 2 Emissions are derived from all purchased energy consumption. The CO₂ emissions are calculated based on the utility rate of 0.90 KW/RT. The other CO₂ equivalents (CH₄ and N₂O) are calculated with country specific emission factors derived from the International Energy Agency (IEA) for country/regional electricity database.

 About this report

 About Tabreed

 Sustainability at Tabreed

 Our ESG Committee

 **Our Environmental Stewardship**

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

 Our People

 Our Community Engagement

 DFM Content of Index

Water Management

Tabreed was a trailblazer in using Treated Sewage Effluent (TSE) for district cooling services by recycling sewage water, which would otherwise get discharged into the environment to replace potable water. The generation of treated wastewater is cost-effective and consumes lower energy when compared to desalinated water. We have demonstrated our excellence in our sustainability commitments and we aim to continue our efforts with far greater opportunities. TSE can result in up to 35% savings over conventional potable water systems as it is more cost effective to use TSE and consumes less energy when compared to grid water. Tabreed currently has six plants utilising the TSE system and we are committed to expand across other plants in our portfolio. The current capacity of our TSE systems is 94,700 RT. We also aim at installing the RO plants to make government-supplied effluent water usable for district cooling purposes.

Additionally, since 2011, our plant in Bahrain has utilised sea water for district cooling purposes and till date, it has saved over 700 million IGs of potable water.

Tabreed has invested in RO water operations in Tabreed and we use a smart water system with real time key operating parameters for continuous monitoring. We measure water utilisation through a water efficiency metric, which is a measure of a unit of water consumed in imperial gallons (IG) over a unit of cooling sold (RTH).



"Since 2017, water consumption has declined by approximately 2%"



About this report



About Tabreed



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation



Our People



Our Community Engagement



DFM Content of Index

Water Indicators in 2021

In cubic metres (m3)

Total amount of water consumed	15,650,392
Utility Water Consumption - Purchased from a Third-Party (i.e. National Utility Company)	
Total amount of water reclaimed	2,628,113
Industrial or municipal wastewater that is recycled and reused at the company	

One of the key measures that we take towards clean water is periodic inspection and disinfection of the water systems to prevent growth of Legionella bacteria, a source of severe Pneumonia. We keep the level of Chlorine below the regulatory threshold values and consistently explore environmentally-friendly chemicals in the market to avoid compromising the efficiency of our plant equipment. Legionnaires' disease is one of the mandates in our annual occupational health and safety monitoring tests that we conduct for our employees.



Waste Management

At Tabreed, we have been proactively following the effective waste management programs towards a clean and green environment. We comply with the local laws to ensure adequate safe management of waste streams generated as a result of our related activities. As part of our Integrated Management System (IMS) Policy, we have a strict process of Waste Reduction Action Plan (WRAP), wherein we are engaged in the systematic collection and management of the wastes generated across our Head Office, project sites and labour accommodation. Abiding to the requirements of Tadweer or Centre of Waste Management- Abu Dhabi (CWM), we submit WRAP as following:

- All our general waste generated from the Head Office is managed by the Facility Management hired by Masdar City for disposal
- Our waste manifests from project sites are managed by our sister company, TOMCO's Bolisaty account. As one of the unique smart systems in the region to contribute to build an integrated waste database in the emirate of Abu Dhabi, including waste producers, environmental service providers and the treatment facilities and the final waste disposal sites
- All the wastes generated at Tabreed's Labour Accommodation is managed by our Labour Accommodation itself, which is in contract with Al Eskan Al Jamae LLC to provide accommodation for Tabreed's staff at ICAD, Musaffah

We also have the CWM approved Environmental Services Provider (ESP) contracts with Masdar, Shredex Documents Destroying Services LLC, SUEZ Middle East Recycling and Signal Used Oil Collection Shop. The waste collected by these ESPs is transported to waste facilities where they are recycled or sent to landfill for disposal. These are additionally approved by CWM to handle and transport the specific types of waste to locations designated by the CWM.

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

Our People

Our Community Engagement

DFM Content of Index

Our 2021 waste disposal methods are as mentioned below:

Type of Waste	Quantity (in Tonnes)	Method of Disposal
Non-Hazardous Waste	454.97	Landfill
Non-Hazardous Waste	0	Recycling
Hazardous Waste	30.37	Mostly Recycling
Total Waste	485.34	

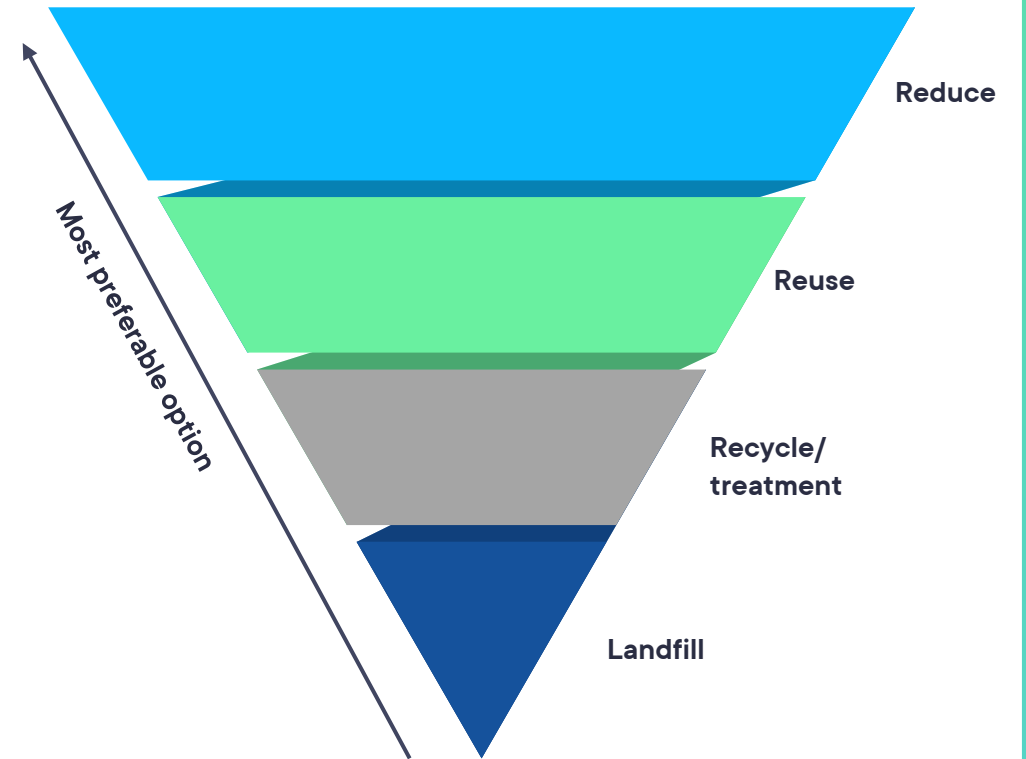
All options from recyclable waste streams are analysed and sent to recycling facilities, wherever applicable. All non-recyclable wastes are disposed using ESP and documentation is maintained for all waste streams disposed.

The Go Green Initiative at Tabreed focuses on the reduction of plastic waste, paper waste and fuel consumption to further lower our environmental impact. Some of the key initiatives that we have implemented are as follows:

Name of the Initiative	Core Objectives
Secure Printing	Drive digitalisation and improve security measures
Digital Signature	Drive digitalisation and smoothen workflow by limiting the time and cost spent on signing documents and contracts
Reduction in Paper Waste at Project Sites	Reduce paper waste and operational expenses
Reduction in Plastic Bottles Initiative	Reduce plastic waste

Waste reduction strategies are encouraged to be practised during day-to-day operations in Tabreed by all employees, which aligns with green office mechanisms.

Tabreed's waste hierarchy towards waste control measures



About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

Our People

Our Community Engagement

DFM Content of Index



Climate Change Mitigation

At Tabreed, the climate-related risks and any other sustainability issues are overseen and managed by the Tabreed Executive Management Team (CEO, COO, CFO, CDO and CLC), wherein the ESG Committee plays a crucial role to review and report the relevant requirements to the Tabreed Executive Management Team.

During the year 2021, Tabreed invested AED 1,512,000,000 from the company revenue towards climate risk mitigation. These investments include growth capex, construction/expansion capex and efficiency enhancement capex that are core to the district cooling sector, which are part of our Green Financing Framework.

Investment Capex	Amount Invested in 2021 (AED)	Objectives
Growth capex	1,340,000,000	Three acquisitions were completed in the year - Saadiyat, Al Wajeez and Al Mouj
Construction/Expansion Capex	155,000,000	New connections
Efficiency Enhancement Capex	17,000,000	This is related to 3 projects designed to enhance the operational efficiency of existing operations and therefore, reduce the power consumed per RT of cooling. The largest element was the installation of Variable Frequency Drives (VFD) to control equipment such as water pumps and chillers that have proven its value in conserving energy by reducing the speed of a motor

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

Our People

Our Community Engagement

DFM Content of Index

Our climate change mitigation is heavily dependent on our two core functions:

1. Research & Development (R&D) to find market opportunities towards innovation and scalable initiatives
2. Operations & Maintenance (O&M) for energy efficiency, wherein through our Tasheel Programme we aim to deploy USD 30 million in next 10 years for an estimated reduction in CO2 emissions by 330 ktCO2e and reduction in power consumption by 550 GWh

Key R&D initiatives	Objective	Status
Efficiency Modelling of all variable plant	Develop data modelling tool to simulate efficiency of all variable plants, leading to design of plants with target efficiency of 0.75KW/RT	Completed
Utilise available technology for high efficiency chillers - Magnetic Bearing Chillers	Improve efficiency of plants. Utilise latest technologies to improve plant efficiency	Ongoing
Cooling Tower Optimisation	Initiatives to improve efficiency by improving water & air distribution	Ongoing
Carbon Nanotube	Explore alternative technologies to improve energy efficiency. Initiatives like Nano refrigerant, Nano lubricant & Sky Cooling	Ongoing
Harnessing cold energy from LNG regasification	Utilise waste cold energy from LNG regasification process for cooling	Ongoing
Demand and Supply side Management	Build precise models of cooling loads and plant efficiencies based on weather effects to enable optimal decision making for future projects, accurate budgeting and exploring energy optimisation opportunities	



About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Environmental Management System

Energy Management

Water Management

Climate Change Mitigation

Our People

Our Community Engagement

DFM Content of Index

Key O&M initiatives

Objective

Status

Tasheel 3 Variable Frequency Drive (VFD) Retrofit Project

Project aiming to improve the efficiency of our plants using Variable Speed Drives. Two phases of the project were concluded (Wave 1 & 2) out of a 3-Wave journey that started in 2020.

The full year benefit achieved in 2021. It resulted in 12 million kWh savings, translating to 7,907 tons of CO₂ reduction, equivalent to powering 683 homes annually or 1,719 cars.

Tasheel 4 Automation and Digitalization

Project aiming to explore further Automation and Digitalization opportunities in Tabreed assets through AI which will further improve plants' efficiency and consequently reduce the environmental footprint. The project also aims at performing operation organisation re-design, which includes re-assessments of skill matrices for staff selection.

Delivered Phase 1 in 2021 to explore all possible technologies and Phase 2 is currently in process and expected to wrap up by end of 2022.

Tasheel 5 Reverse Osmosis Plants

The in-house techno-commercial feasibility study together with Cooltech (a Tabreed subsidiary), in order to investigate the possibility of rolling out utilisation of TSE waste in our operations.

Completed. In 2022, we plan to perform a detailed engineering and design of RO plants in Abu Dhabi and Dubai





About this report



About Tabreed



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19



Our Community Engagement



DFM Content of Index

Our People



Tabreed's achievements are not just limited to our protection of the environment with the modern and eco-friendly district cooling services, but we are also competitive in the market with a positive work culture, supporting employee's rights to a healthy and safe work environment, free of discrimination and harassment. It is due to these strong values that our employees and our organisational objectives have grown together over the years. The recruitment process in Tabreed assesses candidates based on their competencies and experience. Employment, remuneration, promotion, and termination are based solely on performance and conducted through fair, transparent, and accountable processes.

Our Code of Conduct, Human Resource Policy and Employee Policy Handbook translates our efforts in sustaining a diverse, fair and inclusive place of professional nurture and personal development. We have a Sexual Harassment Policy applicable to all employees across all gender, which outlines our expected workplace conduct and professionalism, including channels for escalation in case of any non-compliance. Our zero tolerance in these areas embodies our advocacy of a respectful and nurturing workplace for all.



About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

Our Community Engagement

DFM Content of Index

Diversity, Equity & Inclusion

At Tabreed, we are strongly committed to building a diverse and inclusive work environment and culture. Our vision outlined in the DE&I policy enables us to have progressive outlook to provide equal opportunities to all individuals from varied backgrounds and thereby, build a united community. Our workforce comes from 30+ different nationalities and this diverse pool of talent and intellect helps us to create a positive value in socio-economic development and impacts our performance towards customer and stakeholder expectations with innovative ideas and better decision-making in our operations. We also support diversity in education, age, marital status and experience in our company.

We also play an important role in bridging gender disparities. Although female representation in our total workforce is low due to the nature of the business, it is our conscious effort to acknowledge the role of women in the growth of our business. This support, however, is not just a matter of feel-good approach towards women empowerment but rather, determined to promote the right talent and expertise relevant to the business, irrespective of gender.



Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

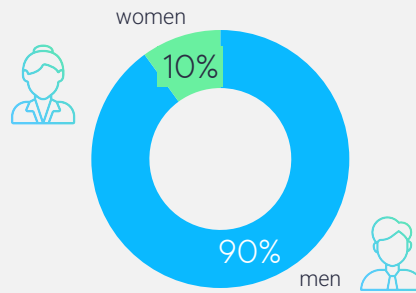
Health & Safety

Continued Efforts towards COVID-19

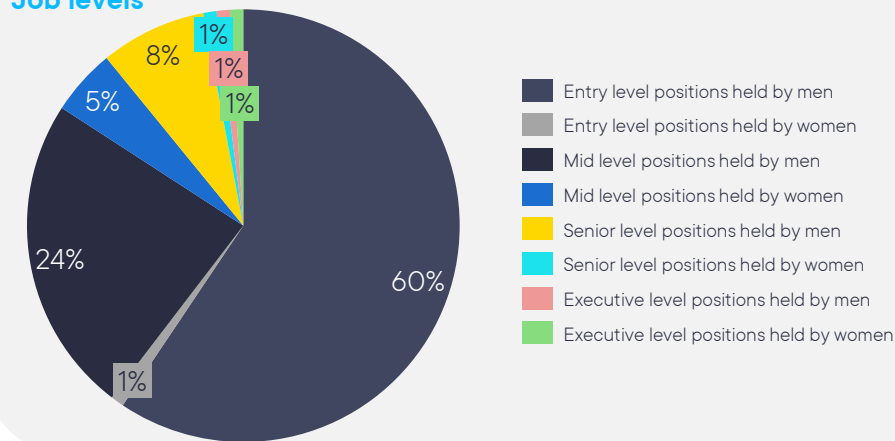
In this reporting year, we have expanded our indicators for human capital disclosures and the information includes our subsidiaries in the UAE. These are TOMCO, GES, Tasleem, Cooltech, EPPI and Al Wajeez.

Workforce Details (2021)

Total Workforce

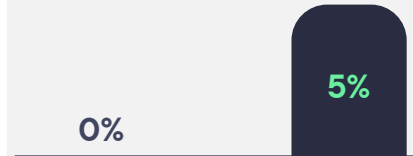


Job levels



Employee Turnover (2021)

Temporary Worker



Year-over-year change for full-time employees: 7%

Year-over-year change for part-time employees: 0%

Year-over-year change for contractors/consultants: 42%



About this report



About Tabreed



Sustainability at Tabreed



Our ESG Committee



Our Environmental Stewardship



Our People

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19



Our Community Engagement



DFM Content of Index

The gender pay ratio³ (median male compensation to median female compensation) for the total workforce in 2021 stands at 1:3.26, with female employees represented only at the corporate level.

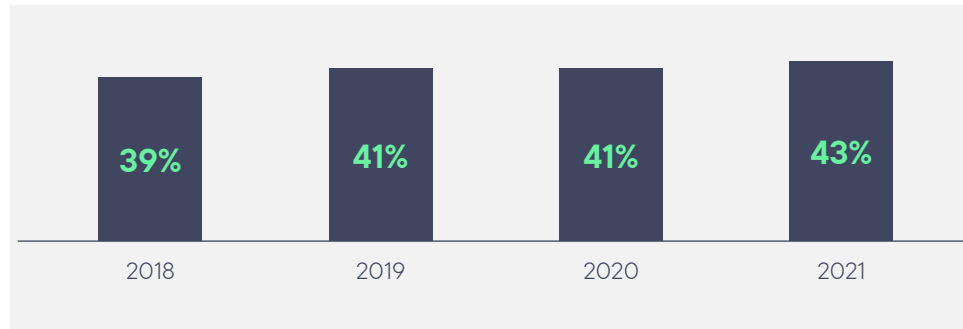
In 2021, Tabreed launched the 'Women in Tabreed' (WIT) initiative. This is primarily aimed at engaging and empowering women across Tabreed to excel, raise awareness and transparency, and alter mindsets thereby fostering a strong culture of diversity, equity and inclusion. We are proud to be an employer of choice to women across the region and strive to provide an inclusive workplace. WIT will be supported and guided by the Human Capital Department, with additional support as required from the DE&I Committee and Executive Management.



³ Factoring the male and female representation only at the corporate level, the gender pay ratio in 2021 was 1:1.01.

Emiratization

Tabreed is an active player contributing to the UAE national efforts across environmental, social and governance parameters. As one of the core priorities of the UAE government, we are committed to supporting citizens with quality jobs and opportunities to strengthen the socio-economic development of the country. Year-on-year, Emiratization has consistently risen, indicating that our approach and actions are aligned with the UAE government's objectives.

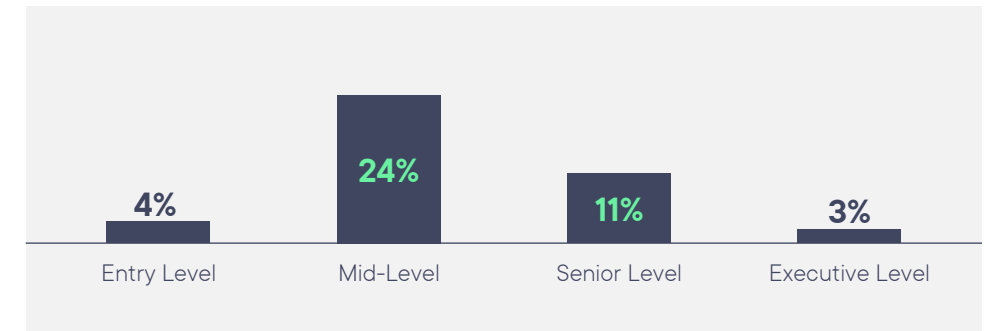


In Tabreed, we track Emiratization at a corporate level on the basis of contracts and where Emiratis are employable. For that reason, we have accounted the two key criteria as follows:

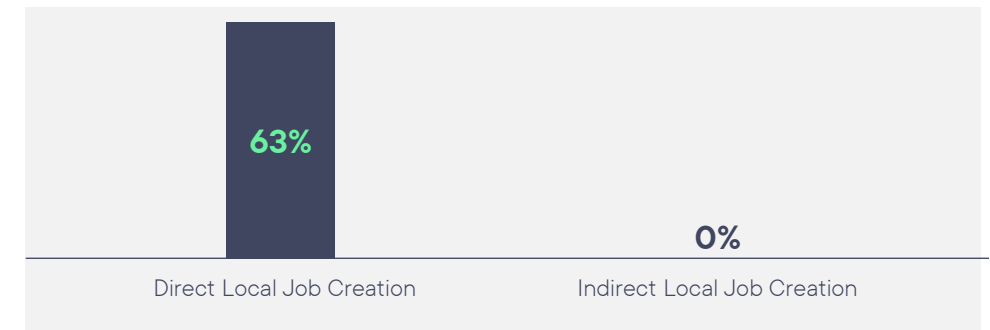
1. Emiratis are provided with GES contracts under Tabreed
2. No Emiratis are employed in the plants at junior technical levels, which are predominantly Asian migrant and skilled tradesmen

This year, we are also happy to present the Emiratization data across four job level categories as well as the nature of jobs created.

Emiratization in Job Level (2021)



Emiratization in Job Creation (2021)



 About this report

 About Tabreed

 Sustainability at Tabreed

 Our ESG Committee

 Our Environmental Stewardship

 **Our People**

Diversity, Equity & Inclusion

● **Emiratization**

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

 Our Community Engagement

 DFM Content of Index

In addition to promoting Emiratisation in our workforce, Tabreed believes the real impact that we can create is by investing in younger generations - the future leaders and professionals. The ongoing initiatives supporting that vision are:



StarTrain Development Programme

Purpose of this programme is to develop the skills of UAE National employees to accelerate their contribution to Tabreed's performance-driven culture by creating alignment between the company goals and employee performance



Sponsorships of Students from Technical fields

As part of our CSR mandate and responsibility to support the young generation of UAE Nationals, we provide sponsorships to students aspiring to excel in the technical fields in UAE based Accredited Universities and Technical Colleges. Currently, we have two students benefiting from this initiative



Tabreed's Internship Programme (TIP) for Undergraduates

This programme provides UAE national students with opportunities to get hands-on practical experience, while completing their education. This opens them to the professional world at an early stage and therefore, prepares them with skills that leverage their future career path. We had a total of 3 completed internships in 2021

Diversity, Equity & Inclusion

Emiratization

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

Employee Engagement & Welfare

Our Employee Engagement Survey (EES) is an annual exercise that helps us to evaluate and measure our engagement and enablement across different dimensions of our business operations. The responses and feedback that we receive from our employees are critically analysed by a third-party to avoid any bias. This allows us to take the research findings with an open-mind and use recommendations as opportunities for growth. The survey results are shared within the company to ensure transparency and encourage engagement.

In the EES conducted in the first quarter of 2021 to measure our performance in 2020, we received a consistent response rate of 98%. Whereas we achieved an increase in the engagement and enablement score.

	2016	2017	2018	2019	2020
Participation Rate	89%	94%	96%	98%	98%
Engagement Score	85%	85%	86%	88%	92%
Enablement Score	85%	89%	89%	85%	90%

This is an ongoing journey for us to achieve organisational results that we envision, and support our employees as much as we can by keeping them engaged to reach their full potential.

 About this report

 About Tabreed

 Sustainability at Tabreed

 Our ESG Committee

 Our Environmental Stewardship

 **Our People**

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

 Our Community Engagement

 DFM Content of Index

Employee Benefits

At Tabreed, our employees are the crucial part of our company's growth, success and resilience. Making our people feel recognised and rewarded is therefore, one of our fundamental duties to keep their level of work satisfaction high. We also realise that building a strong employee-employer relationship helps us reap long-lasting benefits in a competitive corporate market with high productivity, efficiency, loyalty, ownership and lesser conflicts.

Our employee compensation and benefits packages include fixed components and variable components (e.g. overtime) depending on the grade of the employees. The basic benefits that we provide to our employees are life/ disability insurance, medical insurance with family coverage, travel allowance, pensions, and end of service benefits.



Apart from these, the benefits depending on the employee grade include:

- Joining and repatriation ticket
- Children education allowance
- Salary advances for new joiners
- Housing advance
- Personal loan
- Bonus
- Allowances (accommodation/housing allowance/phone allowance/shift allowance, mobile phones, duty car, etc.)
- Overtime
- Disability/life assurance coverage
- Medical insurance for self and family
- Retirement provision (gratuity and pension schemes)
- Residence visa cost for self and family
- Leaves (annual, sick, maternity, paternity Hajj, etc.)

Whistleblowing Procedure

Tabreed is committed to open and transparent communication, even where negative, as it allows us to address issues and maximise our potential for a healthy work environment. The whistleblowing procedure outlines the principles that the Board and Management expect for the reporting of breaches of the Code of Conduct. The procedure is designed to enable our employees to raise concerns internally and to disclose information, which they believe shows malpractice or impropriety.

Our ultimate goal is to prevent and deter violations of the company's rules and regulations and applicable laws. To accomplish this goal, we encourage all our employees and to report any potential violations. In addition, we provide a mechanism to our employees to make such complaints confidentially and anonymously, without any threat of retaliation. Our mechanism provides two options for reporting a complaint,

1. Independent, Anonymous Whistleblowing Services = This is applicable to serious complaints, wherein the report can be made to our external third-party whistleblowing service provider to conduct required investigation.
2. Direct Complaint = Our employees are encouraged to report fraudulent, illegal or any inappropriate acts to their manager or to the Human Capital department, who if required escalates the matter to the Chief Legal Counsel. CLC is the Board appointed Compliance Officer.

The Audit Committee may be notified of the complaints or concerns and based on initial investigation, the Compliance Officer makes recommendations to the Audit Committee whether a formal investigation is warranted or not. and the Compliance Officer oversees and conducts relevant formal investigations.

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

Our Community Engagement

DFM Content of Index

Talent Management

In Tabreed, we have a full Training Need Analysis (TNA Cycle) towards managing our skill development initiatives. We find areas of improvement for our employees and recommend most-suited training. The Talent Management Team presents the TNA findings to the Head of Departments, as a result of which the annual training calendar is created and cascaded down to the employees by the Communications department. These trainings vary from in-house, e-learning or on the job training. The e-Learning software that we deploy is the Upside LMS (Skillsoft), through which we make available a wide-range of training on HSEQ, business skills, technology & development, compliance, and productivity & collaboration skills.

In 2021 we had 900 licences and completed a total of 10,895 courses



Mentorship and Coaching Programmes

In November 2021, we revamped and launched our mentoring programme, now termed as 'SkillUP'. This programme caters to the UAE nationals, the female employees and middle managers within Tabreed. It is aimed at improving performance, leading skill development, and providing opportunity for professional development. This complements our existing approach of providing on-the-job training, job rotation, coaching by experienced managers and opportunity to work on cross-functional tasks to instill constructive competitiveness.



Succession and Organisational Planning

As part of our group-wide review process, we continue to identify talents that are eligible to go through the succession planning for key roles. This enables us to have effective internal job postings and promotions, even for senior management level. In 2021, we had a talent map for (N-1) & (N-2) selected participants, and the development process was also finalised for these individuals.



Employee Assistance Program (EAP)

The EAP is provided by our third-party provider, ICAS. Under this initiative, we offer telephonic counselling to our employees and their direct family members. This service is highly confidential and accessible 24 hours throughout the week on a support line as well as a toll-free number. We receive a quarterly report of utilisation rates, along with the ICAS average utilisation rate. ICAS also provides free sessions for all their clientele, along with specific sessions catered for Tabreed. This programme aims at improving the holistic well-being of our employees, with subject experts tending to their physical, emotional, financial, social, vocational, intellectual and environmental factors that impact our overall health.

As part of Tabreed's mission to advance the profession and serve its employees, Talent Management programs provide employees with unique opportunities to leverage their skills, knowledge, and experience, and establish relationships and business connections in Tabreed and/or other successful companies. The scope of this policy evolves around four main programs: Buddy Program, Internal Mobility, Secondment and Job Rotation.

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

Our Community Engagement

DFM Content of Index

Health & Safety

Tabreed's Integrated Management System (IMS) Policy integrates four standards that we have been certified for. These standards are ISO9001 for Quality, ISO14001 for Environment, ISO45001 for Occupational Health and Safety, and ISO50001 for Energy Management System. The IMS Policy is a strategic level document that encompasses ISO clauses (incl. Leadership & Commitment) as well as the elements of Federal/Local codes in the region of Tabreed's operations.

Every year, a detailed IMS Action Plan is prepared by the HSEQ department, reviewed, and approved by the Management (CEO/COO), and then circulated to all Tabreed employees. This Action Plan consists of several objectives and KPIs focusing on health and safety of our people, alongside the environmental and quality commitments.

Enhancing Occupational Health, Hygiene and Welfare

Tabreed's HSE Management System comprises a procedure on Occupational Health, Hygiene and Welfare, which outlines regular health checks as required by Federal regulations and in-line with international standards. We have a pre-existing health regime to monitor the health and well-being of our employees, particularly for those who are involved in medium to high-risk activities. As part of this, we have implemented a compliance process to log all health check results in liaison with Insurance Services Provider (ISP) and review the medical reports of all employees who have undergone the health surveillance. This enables us to prioritise and expedite the care that we can extend to our employees.

In conjunction to this, we also conduct annual medical tests for our employees primarily under public health and occupational health.

Public Health	Cardiology; Blood Pressure; Diabetes; Eyes, Nose, Throat (ENT) tests. Eye test, which could be related to occupational health and not necessarily due to a pre-existing condition
Occupational Health	Noise Induced Hearing Loss (NIHL) Monitoring; Respiratory and Dermatology tests; Legionnaires' disease; Musculoskeletal injuries; Psychology test
Others	Drug and alcohol test; International travelling to countries with pandemics, epidemics or localised occurrences of contagious diseases

Enhancing HSE Culture

Tabreed has embarked on several communication and behavioural-based safety endeavours to enhance HSE culture across the organisation. Some of these include:

HSE walls: These walls depict Life Safety Rules (LSR) related to major hazards identified at Tabreed plants. Brief, yet graphically enhanced LSR messages are printed on environmentally-friendly, cost-effective and peelable stickers that are posted in areas most prone to the identified major hazards. For example, LSR related to lifting operations are best suited to be put on the walls next to the chiller areas.

Electronic Display Screens (EDS): EDS were installed with an objective to increase the level of awareness on a regular basis amongst the workers on wide-ranging issues around operational, management and technical areas, such as HSEQ, Energy Management (EnM), Human Resource, Communication and Code of Conduct, etc. We also aim to enhance the visibility of messages to the employees and entice the employees to increase interaction on HSE related matters.

Infographics-based Integrated Themes: This initiative was focused majorly for the visibility and awareness on HSEQ and EnM matters among our employees.

Improvements in Tabreed's Incident Reporting Automation System (AIRS): This was implemented to identify high potential unsafe acts, unsafe conditions and near-misses. We have achieved an efficient initiation of the system and we are successfully conducting incident investigations, as and when required.

Employee Behavioural Observation (eBO): As part of Tabreed's efforts on Behavioural-based Safety (BBS) in our company, we have put this process in place to continue in developing the culture of working safely with the goal of achieving and sustaining low rate of near misses and incidents.

HSE Training and Awareness Programmes

Occupational health and safety are of prime importance to Tabreed and therefore, we have built a mandatory process that includes regular training for our employees. Our training module covers three main categories: internal, external, and e-Learning. Since 2018, we are additionally conducting slot training sessions, wherein our employees can opt a brief session of 1 to 1.5 hours on important topics related to HSE. These trainings are available without any limitations on the number of sessions for a given day, week or months' time. On-demand training is also provided on a request-case or feedback-case by external stakeholders. For instance, we organised advanced electrical safety for Tabreed personnel, who were engaged in a project on a customer's premises.



Internal Trainings

- Chemical Safety
- Risk Management
- Management Systems
- Permit to Work



External Trainings

- NEBOSH
- IOSH
- Scaffolding
- Electrical Safety
- Defensive Driving



Slot Trainings

- Working at Heights
- Noise
- Lone Workers
- Hot Work Operations

E-learning training consists of an array of courses that are made available to our employees via online learning portal.

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Diversity, Equity & Inclusion

Emiratization

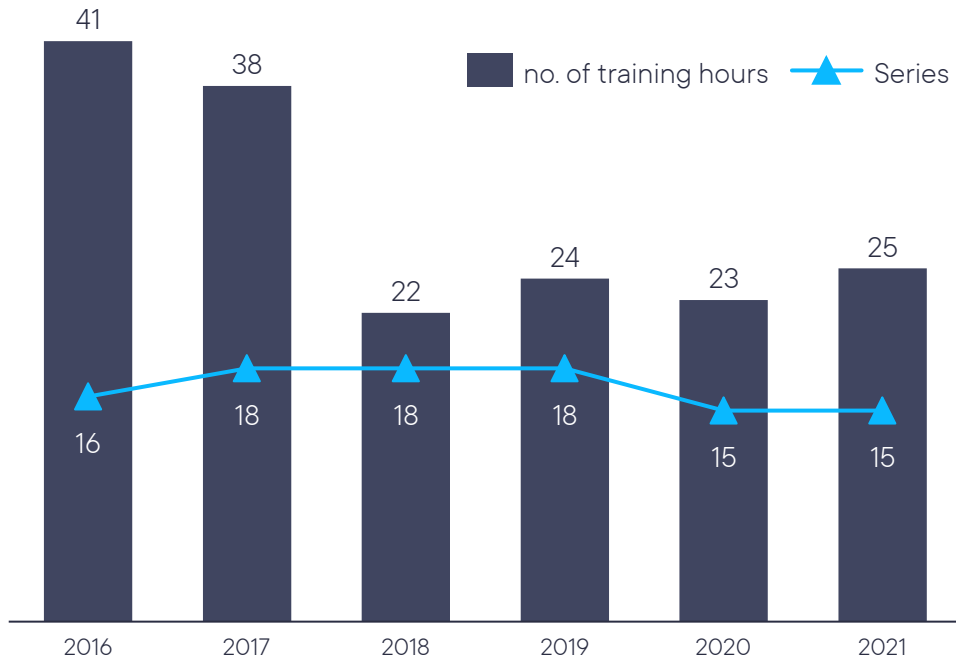
Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

Our Community Engagement

DFM Content of Index



Last year, we over-achieved our target of 15 hours by 25.1 hours. This demonstrates our rigid due diligence and sincere commitment to the compliance policies.

To maximise our efforts in ensuring proper health and safety conditions in our workplace, the following were the key initiatives that we implemented in 2021 to create awareness among our employees,



Our LTIFR per million worked hours in 2021 was ZERO



About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

Health & Safety

Continued Efforts towards COVID-19

Our Community Engagement

DFM Content of Index



Continued Efforts towards COVID-19

In 2021, the pandemic crisis continued to resurface rapidly worldwide, with a number of confirmed and suspected cases among Tabreed employees following discovery of the latest variant, Omicron. Our COVID-19 Committee continued to actively monitor and respond to the evolving situation, with consistent preparedness and response mechanism.

Structure of Tabreed's COVID-19 Committee

Functions

Chief Operating Officer - Head of the Committee	Oversee and approve overall COVID-19 protocols and measures
VP Human Capital - Member	Oversee COVID-19 protocols and measures at Tabreed Head Office
VP HSEQ - Member	Oversee COVID-19 protocols and measures at Tabreed plants in coordination with SVP O&M, and at Tabreed project sites in coordination with VP Projects
SVP, O&M, VP Projects - Core Member	Implementation of COVID-19 protocols and measures at Tabreed plants and project sites
SVP/VP - Members	This includes SVP Finance, VP Strategy and PMO, VP Strategic Communication and VP Supply Management
Managerial Members	This includes Senior Manager (HSEQ), Manager Employee Relations and Administration (Human Capital), Member Service Delivery (IT), Supervisor Administration (Human Capital) and Corporate Image Officer (Strategic Communications)

Diversity, Equity & Inclusion

Emiratisation

Employee Engagement & Welfare

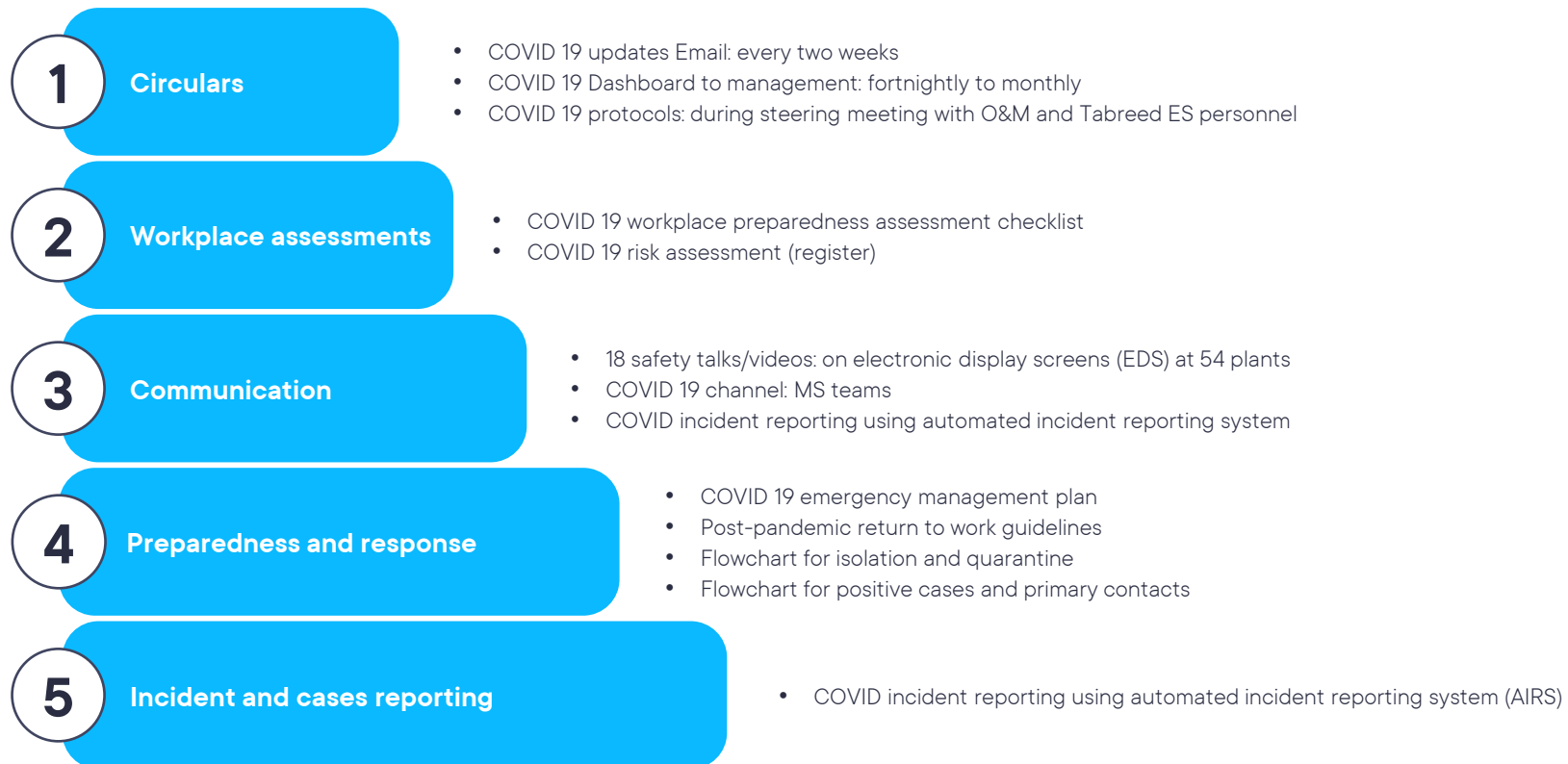
Health & Safety

Continued Efforts towards COVID-19

With increase in PCR tests and vaccination drives in 2021, we implemented the protocols and control measures across Head Office, Plants and Project Sites as below:

- Access to Visitors and Employees with temperature monitoring and provision of PCR test report
- Supplies including plexiglass walls. Additionally, surgical masks, gloves, sanitisers
- Enticing and lime-lighted signages in corridors, toilets, inside the lifts and on the walls in the staircase
- Meetings and public gatherings with occupancy limits in the mosque, meeting rooms and cafeteria. At Head Office, remote working and online meet-ups were preferred
- Audits and Inspections, carried out regularly for plant and project sites
- Disinfection of the entire office was done twice a week, with daily disinfection of individual workstations, reception and counters

Our communication and documentation process followed the below practices to keep into effect a continuous flow of information related to the pandemic



Our Community Engagement



Customer Relations

Tabreed operates in regions with hot, arid climates, where cooling services are of paramount importance. We are focused at ensuring that our services provide ease and comfort to our customers, while empowering them with the positive environmental impact of using our district cooling services.

Across our 86 plants, we have an ultimate responsibility of building strong relationships across two customer categories (B2B and B2C), mostly through online platforms. We are therefore committed to protecting the customer's privacy and developing technology that gives them a safe online experience. We have a customer portal available on our website, which is linked to our customer webpage, operated by our subsidiary, Tasleem, to provide a controlled, secure environment, protected from unauthorised access, use or disclosure. We are also in process to comply with the Data Protection Law issued by the UAE in December 2021.

Business to Business (B2B)	Residential and commercial customers (B2C)
High collection rates	Multiple channels such as Phone, email, online and Kiosk
Regular relationships management meetings	Tasleem management is available for any customer on request in case of any escalations.
Registration of all customers on the Property Management Occupancy list.	All missed calls are contacted on the same day with proper assistance. We provide a voicemail service and keep monitoring and evaluating calls to ensure quality is to high standards.

Customer Service

To nurture a positive relationship with our customers, our strategy is to start with a customer support team and provide easy access to reach us at any time. We have the following services running at the disposal of our customers,

- Multi-lingual call centre
- E-mail and text alerts
- Online payment gateways
- Customer service booths and home/work services where a member of the team will meet a customer to assist with any queries
- Mobile app with core functionality of payment facilitation and notifications
- Online move-in and move-out process
- Auto pay (automatic payments of cooling bills)
- Enhanced customer relationship management system including fully recorded calls

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Our Community Engagement

Customer Relations

Community Initiatives

DFM Content of Index

2020

Number of Complaints Received

385

100%

Complaints Resolution Rate

Overall customer satisfaction

Satisfactory

2021

Number of Complaints Received

257

100%

Complaints Resolution Rate

Overall customer satisfaction

Satisfactory

One of the biggest milestones that we achieved in 2021 was completing the 3 new ISO Certifications for Quality Management in Customer Services (ISO 10001:2018), Complaints Handling (10002:2018) and Disputes Resolution (10003:2018). These certifications recognise that Tabreed operates to the highest standards of customer service.

For complaints handling, we have a dedicated customer relationship management (CRM) system to effectively manage, analyse, and improve our customer relationships. In cases, when any complaint is not resolved at a customer agent level, the issue is immediately escalated to and handled by the supervisors. For our B2B customers, we have relationship managers to resolve the complaints first-hand and thereby, strengthening the relationship with a high level of customer service.

In our efforts to enhance customer experience and facilitate engagement with our customers, in 2021 we implemented the key initiatives,




- Provision of more digital payment solutions such as Autopay and Samsung Pay
- Update of our website based on customer suggestions and feedback
- Integration with Tawtheeq and UAE pass to provide a better customer experience

As part of our plans to further improve customer relations, we are currently working on the following areas,

- An emergency 24/7 line for after-hours reconnection
- Automation of the final bill process to enhance the clearance generation process
- Provision of timely reports including the details of peak hours, payment history and complaints resolution

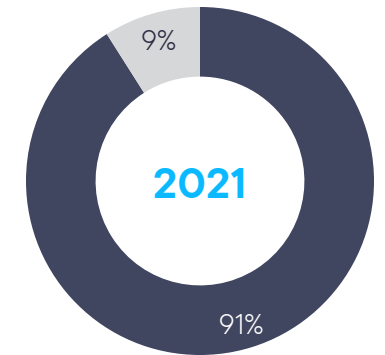
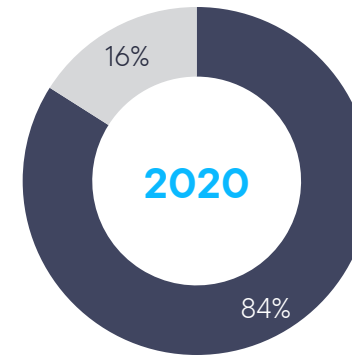
Customer Survey

Tabreed conducts an annual survey to understand our company's performance from customers' point of view and identify areas of improvement based on the qualitative feedback from customers.

Survey Indicators			
We are happy with Tabreed's customer service	91%	9%	0%
We are satisfied with the ease of conducting business with Tabreed	88%	12%	0%
We are satisfied with the level of cooling provided by Tabreed within our premises	88%	12%	0%
We are satisfied with Tabreed's billing team	82%	9%	9%
Tabreed addresses my billing issues fairly and resolves them in a timely manner	85%	12%	3%
Tabreed's monthly bill is clear and transparent	94%	6%	0%

Most customers are satisfied with our terms of customer service, billing and level of cooling. Additionally, in response to the open question on how Tabreed can improve the customers' overall experience, we received requests for reductions in tariffs and response turnaround times (TAT) and improvement in payment methods offered.

Net Promoter Score (NPS)



NPS is an index ranging from +100 to -100 that measures the willingness of customers to recommend our services to others. It is used as a proxy for gauging the customer's overall satisfaction with our services and their loyalty to our company.

8% increase in our NPS score in 2021

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee

Our Environmental Stewardship

Our People

Our Community Engagement

Customer Relations

Community Initiatives

DFM Content of Index

To continue increasing our NPS, we have identified the following measures to implement,

1. Continue engaging promoters by increasing frequency of communication with Tabreed customers (calls, visits) to identify ways of improving our services and resolve issues, if any. This will ensure customer satisfaction and solidify our partnership with our customers.
2. Reduce the turnaround time in responding to customer issues/queries.
3. Provide auto-generated invoices and statements for all customers.
4. Provide performance management services (Delta T) to work with customers to improve the performance of their internal cooling systems helping everyone save on costs.

To improve participation in the future surveys, Tabreed will allocate customer service agents to contact customers for feedback to compliment the annual survey and provide managers with frequent feedback on customer satisfaction.



Community Initiatives

At Tabreed, our approach is to contribute to the community development efforts in the region and across our operational presence. We aim to position ourselves as a positive force and catalyst to improve our social, economic and environmental impact. We focus on different stakeholder groups, for example, our workplace/employees, the societies and communities we serve, and the broader stakeholders impacted by our business. Our commitments range from direct financial contributions to strategic partnerships.

Educational Support

As a district cooling provider, we constantly seek to contribute to efforts that promote energy saving solutions as well as environmental preservation. Therefore, through Ethra'a initiative, launched in 2019 and concluded in 2021, we sought to promote environmental awareness through our operations within the realm of education, thus bridging academia with our sustainability efforts. We also collaborated with MAAN and ADEK to donate laptops to children in Abu Dhabi schools, in an attempt to support access to quality education during and beyond COVID-19 pandemic.

Other initiatives include, Nurturing Future Leaders to develop the next generation of leaders in the UAE and GCC region to pursue Science, Technology, Engineering and Maths (STEM) studies; University Talks and Career Fairs to engage with engineering students to share advances in the technology and best practices in district cooling; Plant Tours to provide first-hand experience to students on district cooling operations.

Tabreed's operations are made more efficient and therefore use less power and save CO2 emissions, if the return temperature (Delta T) of our chilled water is carefully managed. By working with our customers to improve their secondary side efficiency, we can save costs for the customer and improve the efficiency of our own operations

#TabreedCares

Tabreed introduced the "#TabreedCares" initiative in 2020, which acts as a slogan for the company's CSR efforts. Using #TabreedCares on our social media platforms, we have initiated a long-term campaign to broadcast our efforts in strategic partnerships with entities such as UNEP, OPAL, the SAAED Association, MAAN/ADEK and the Red Crescent. In 2021, the following were the key highlights of the #TabreedCares campaign:

- We believe that strong communities are the habitat of strong economic performance and growth. #TabreedCares actively works with local and global partners to create opportunities and improve the living conditions of those most in need.

- Participation in the Middle East's number one event, Aurora 50 - The Board Summit 2021 dedicated to building sustainable resilient growth. #TabreedCares for its people and is committed to effective succession plans and career development programmes.
- Our #TabreedCares also promoted national and global efforts to raise awareness around breast cancer and mental health.

National and Global Commitments

Tabreed makes a conscious effort to identify community initiatives that align with the UAE's vision, with the company often sponsoring campaigns alongside government authorities, such as the

Community Development Authority and Dubai Municipality. We also explore opportunities that align with the UN SDGs, enhancing our collaborations with UN efforts on environment and sustainability.

Community Investments

In 2021, Tabreed made a direct monetary investment of AED 1,000,000 (0.05% of the company's revenue) towards the community and in partnership with other organisations for the below listed initiatives:

Partnership	Activities and Objectives
Nefsy Portal	We supported the disadvantaged sector of the community with food essentials, clothing, and monetary donations to Nefsy portal, marking both the holy month of Ramadan and the UAE's 50th anniversary.
SAAED Association for Prevention of Traffic Crashes	We marked Zayed Humanitarian Day in collaboration with SAEED and the Emirates Red Crescent with the 'Zayed: An Icon of Giving' and 'A Ramadan Blessing' initiatives geared towards People of Determination.
UNEP - Prāna Project	We initiated a collaborative project with UNEP, Auroville and Tabreed CSR to demonstrate integrated, market-linked and localised cold-chain services for the agricultural and vaccine supply chain. This is aimed at creating a brighter, cooler future for rural India to achieve net surplus energy, net zero water use and net zero waste.

About this report

About Tabreed

Sustainability at Tabreed

Our ESG Committee









Our Environmental Stewardship

Our People

Our Community Engagement

DFM Content of Index

DFM Content of Index

Environmental Metrics	Corresponding GRI Standards	Corresponding SDGs	Page No. / Notes
E1. GHG Emissions	GRI 305: Emissions 2016		31
E2. Emissions Intensity	GRI 305: Emissions 2016		31
E3. Energy Usage	GRI 302: Energy 2016		31
E4. Energy Intensity	GRI 302: Energy 2016		31
E5. Energy Mix	GRI 302: Energy 2016		31
E6. Water Usage	GRI 303: Water and Effluents 2018		33
E7. Environmental Operations	GRI 103: Management Approach 2016		25-37
E8. Environmental Oversight (Climate-related risks)	GRI 102: General Disclosures 2016		19
E9. Environmental Oversight (Other sustainability issues)	GRI 102: General Disclosures 2016		19
E10. Climate Risk Mitigation			35

 About this report

 About Tabreed

 Sustainability at Tabreed

 Our ESG Committee

 Our Environmental Stewardship

 Our People

 Our Community Engagement

 **DFM Content of Index**

Social Metrics	Corresponding GRI Standards	Corresponding SDGs	Page No. / Notes
S1. CEO Pay Ratio	GRI 102: General Disclosures 2016		This is part of our standalone annual Corporate Governance Report , which we submit to the Securities and Commodities Authority (SCA), UAE.
S2. Gender Pay Ratio	GRI 405: Diversity and Equal Opportunity 2016		41
S3. Employee Turnover	GRI 401: Employment 2016		40
S4. Gender Diversity	GRI 102: General Disclosures 2016		40
S5. Temporary Worker Ratio	GRI 405: Diversity and Equal Opportunity 2016 GRI 102: General Disclosures 2016		40
S6. Non Discrimination	GRI 103: Management Approach 2016		38
S7. Injury Rate	GRI 403: Occupational Health and Safety 2018		49
S8. Global Health and Safety	GRI 103: Management Approach 2016		47
S9. Child and Forced Labour	GRI 103: Management Approach 2016*		Policy under Approval
S10. Human Rights	GRI 103: Management Approach 2016		Policy under Approval
S11. Nationalisation			42
S12. Community Investment	GRI 413: Local Communities 2016		52-56

 About this report

 About Tabreed

 Sustainability at Tabreed

 Our ESG Committee

 Our Environmental Stewardship

 Our People

 Our Community Engagement

 **DFM Content of Index**

Governance Metrics	Corresponding GRI Standards	Corresponding SDGs	Page No. / Notes
G1. Board Diversity	GRI 405: Diversity and Equal Opportunity 2016		9
G2. Board Independence	GRI 102: General Disclosures 2016		9
G3. Incentivised Pay	GRI 102: General Disclosures 2016		20
G4. Collective Bargaining	GRI 102: General Disclosures 2016		Collective bargaining is not permitted within the UAE.
G5. Supplier Code of Conduct	GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016		23
G6. Ethics and Anti-Corruption	GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016		21
G7. Data Privacy	GRI 103: Management Approach 2016		Tabreed's Data Privacy policy available on our customer website. https://tasleem.ae/website-terms-conditions/
G8. Sustainability Reporting			This annual ESG Report is Tabreed's second sustainability report.
G9. Disclosure Practices			3-4
G10. External Assurance	GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016		Tabreed has chosen NOT to seek external assurance for the 2021 ESG report. However, we have followed an internal assurance process.