



Corporate Profile 2023

With People. By Tech. For Impact.

#ADecadeOfExpertise



About SS

120+

Clients Served

92.3%

Customer
Satisfaction Score

90%

Customer Retention

9x

Profit Increase
(Financial
Sustainability 2022)



15+

Markets of
Operation



170+

Projects
Delivered



11

Nationalities in
Team



1:1.3

Male to
Female Ratio



10+

Government
Policies Created
in GCC



2K+

Board capacity
Building Sessions
Delivered



10K

LinkedIn
Followers



2

No. of ESG
tech solutions

Our Purpose

To drive systemic change through effective solutions for our ecosystems.

Our Values



Proactive

We are passionate about what we do and pre-emptively assess situations and circumstances to develop future-proof solutions.



Genuine

We are driven by genuine purpose and this is reflected in the way we conduct ourselves and our work.



Reliable

We foster an environment of competent talent and comprehensive processes to deliver mutual success.



Resourceful

We are unconventional and dynamic, allowing us to adapt to various situations by leveraging our people, technologies, network and expertise



Monaem Ben Lellahom

Partner/Group CEO Sustainable Square

“

At Sustainable Square, we
combine cutting-edge
innovation with
unwavering commitment
to exceed expectations.

*With a visionary
leadership and a team
of experts,*

we drive transformative
solutions that empower
businesses to thrive in an
ever-evolving world."

”

Reporting Frameworks and Guidelines

We align our services with globally recognised accords and institutions, ensuring credibility and reliability. These standards and frameworks provide a common language and set of principles for businesses.



GREENHOUSE GAS PROTOCOL



United Nations Global Compact



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

“

Adapting my approach to the client's needs and ensuring they are engaged through each phase of the project has proven to be a great foundational basis for *collaborative and long-lasting* professional relationships.

— Rach, on how she nurtures mutually beneficial professional relationships.

Rach El Golli

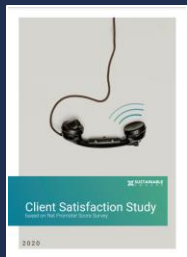
Lead ESG/ Sustainability Advisor



Our Impact

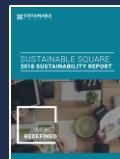
We do as we preach, continuously monitoring and evaluating internal benchmarks to do better and allotting resources for research and insight development on ESG and Sustainability

Client Satisfaction Survey



Our **Client Satisfaction Reports** help us monitor and streamline client servicing.

2016-19 Sustainability Reports



2021 Report



2022 Report



We publish our own **Sustainability Reports** to track and improve our organisational sustainability goals.

Thought Leadership

We Talk About
 Decarbonisation • Carbon Markets • ESG Trends • Data for ESG • Social Impact • Sustainable Blockchain • ESG in Developing Nations • Digital transformation • Net Zero

Articles and Blog Posts



Our **subject experts** frequently write on the latest in the ESG and social impact field. These articles are published via our channels.

Newsletter



Our **newsletter**, with a massive following, is instrumental to our goal to generate conversation about corporate sustainability.

Market Studies



We conducted two surveys on the 'State of ESG' in the GCC and published the reports via our website.

Speaking Engagements

Keeping at the forefront of the conversation has been paramount for us in guiding the landscape on ESG and Sustainability



Group CEO Monaem Ben Lellahom – addressing a national ESG and Impact Summit

Eric Hensel participated in the 5th cycle of the Africa CEO Round-Table and Conference on Corporate Sustainability and Responsibility (AR-CSRTM) in Lagos



Partner and Sr. Social Investment Advisor Hana Alawi at the Global Women's Forum in Dubai.



ESG and Sustainability Integration, Management and Reporting Training for Alturki Holding and Subsidiaries.

Client Connect

We invest in getting to know and understand our clients and building avenues for multiple, fruitful collaborations.



ESG Capacity Building workshop at Taaleem



Social Impact Measurement Training for Vale Oman's CSR Team in 2022



Alturki Holding KSA and Sustainable Square signing an agreement on developing ESG and Sustainability milestones for Alturki Group and subsidiaries.



Workshop for sustainability practitioners at Capital Club Dubai conducted by Sustainable Square advisors: Sustainability Reporting, Responsible Investment & SBTi for Net Zero Pathway.



“

The collaborative nature
of the workplace,
continued mentorship
from the leadership and
the upward trajectory in
progress. We've certainly
become the next big thing
in our markets.

*— Enock on what working at
Sustainable Square has been like
so far.*

A portrait of Enock Nyachae, a Black man with a goatee, wearing a dark t-shirt and a watch, standing with his arms crossed against a teal background.

Enock Nyachae

Lead ESG/ Sustainability Advisor

What We Provide

We create shared value by working hand in hand with our clients for all stakeholders involved. We achieve this via developing effective strategies, values and tools, reporting on progress and empowering through capacity building.



ESG
Advisory



Impact
Investment



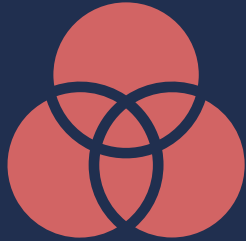
Social
Impact



Sustainability
and Climate
Change



Sustainability
Tech



Sustainability is a business approach that empowers organisations to **grow and prosper** while creating shared value in the short and long run for key stakeholders.

We help our partners **future-proof their business** by managing non-financial risks and translating them into growth opportunities.

ESG & Sustainability Advisory Services

- **ESG/sustainability Assessment**
- **ESG/ Sustainability Roadmap (Strategy integration)**
- **ESG/Sustainability Benchmark & Materiality Analysis**
- **ESG/Sustainability Reporting & Assurance**
- **ESG/ Sustainability Training & Capacity**
- **Building a Supply-Chains and Procurement**
- **SDGs Alignment & Roadmap**
- **Sustainability Policies**
- **ESG Ratings Analysis**



We strive to help our partners meet their **financial objectives** while staying responsible towards the society and the environment.

Responsible investing is a portfolio strategy that **increases profitability** while **reducing ESG risks** and leaving a positive impact on the society.

Sustainable Investing

We aim to provide solutions to the ever-growing and changing industry of asset managers in order to foster sustainable growth:

- **ESG Policy & Procedures aligned with international frameworks**
- **ESG Due Diligence**
- **ESG Roadmap for Asset Managers and/or Portfolio**
- **RI & SF Training & Capacity Building**
- **ESG Guidelines & Criteria for Sustainable Funds & Bonds**
- **SDG Guidelines & Criteria for Sustainable Funds & Bonds**
- **Impact Investing**
- **Reporting Initiatives (PRI, TCFD, CDP)**



With our help, our partners make **effective change within the communities** they invest in and can measure and communicate about their real impact.

For social value creation, we guide the organisations in **creating a clear social impact scope** and direction, responding to the community's needs effectively through its programs.

Social Impact

- **Social Investment Strategies**
- **Social Impact Maturity Assessment**
- **Social Impact Program Development**
- **Human Rights & Labor Rights Impact Assessment**
- **Social Impact Monitoring, Evaluation & Measurement**
- **Community Needs Assessment**
- **Social Economic Study**
- **Sustainability & CSR Label Development**
- **Creating Social Impact Platforms**



We help our partners in their **environmental management** to ensure they are future fit to our ever-changing world, manage non-financial risks and gain a **competitive business advantage**.

Sustainability and Climate Change

- **Climate Change Risk Assessment**
- **GHG Protocols & Reporting**
- **Corporate & Products' Carbon Footprints**
- **NetZero, Decarbonization and Scenario Analysis**
- **Climate Change Roadmap (Strategy Integration)**
- **Carbon Strategies & Target Setting**
- **Climate Change Training & Capacity Building**
- **Environmental Reporting & Roadmap (Strategy Integration)**

Squarely

ESG

Sustainability Reports Made
Easier Than Ever before



Squarely Sustainability is an innovative **sustainability reporting tool** that automates complex processes using technology to **reduce consumption, save costs and meet sustainability targets**. We provide the ability to manage, monitor and evaluate all sustainability related performance metrics in a single online system, and **in line with multiple international standards**. Moreover, users of Squarely can **benchmark the performance** of all their sustainability related KPIs with their industry peers nationally, regionally and internationally.

“

ESG doesn't have to be complicated.

To guide their ESG strategies, organisations need a systematic approach to handling, managing and interpreting data. This is where our expertise and innovation have always stood apart.

— Fatima on her learnings as a professional in ESG Technology.



Fatima Alattar

Product Manager, Squarely

Case Studies

ESG/ Sustainability
Strategy, Framework,
Roadmap, Integration and
Policy Development.



We embarked on a partnership with DIFC with the objective to pioneer ESG practices and position DIFC as a hub for Sustainable Finance in the region and globally.

We conducted an exhaustive analysis of the UAE's ESG context and a benchmark analysis of global financial centres keeping DIFC's unique business lines in mind. This informed a comprehensive ESG Materiality study, post consulting stakeholders and experts like the UAE Green Building Council and the Dubai Financial Market.

The report insights laid the foundation for then creating DIFC's sustainability mission statement, defining the ESG pillars, commitments, strategic priorities, and KPIs, complete with estimated three-year targets.

We also conducted a carbon inventory to calculate DIFC's Carbon Emissions, setting their organizational boundaries, baseline, and operational strategies. A governance system was also established, including the formation of an ESG committee and integration of ESG factors into their risk management.

Sustainable Square's work led to initiatives like a NetZero strategy, Sustainable Entrepreneurship initiative within their Fintech Hub, and Sustainable Supply chain integration. The ESG strategy led to an internal ESG capacity boost and DIFC's rise as a leader in financial ESG practices.



Implementation Roadmap		Shaping Initiatives		Reporting Initiatives		Implementation Roadmap		
Process	Strategic Objective	Year	Objective / Initiative	Key Milestones	Key Milestones	Key Milestones	Key Milestones	
Path to NetZero	Become a net zero by 2050	2025	The emission reduction begins when we start to reduce our GHG emissions to net zero by 2050.	1. % of reduction in Scope 1 emissions from the base year	% reduction	GHG-1 Direct Scope 1 GHG emissions	<ul style="list-style-type: none"> Report to NetZero Full GHG value reported internally in 2025 	
				2. % of reduction in Scope 2 emissions from the base year	% reduction	GHG-2 Indirect Scope 2 GHG emissions		
				3. % of reduction in Scope 3 emissions from the base year	% reduction	GHG-3 Energy related Scope 3 GHG emissions		
				4. % of reduction in Scope 4 emissions from the base year	% reduction	GHG-4 Other indirect Scope 4 GHG emissions		
				5. % of reduction in Scope 5 emissions from the base year	% reduction	GHG-5 Other indirect Scope 5 GHG emissions		
				6. % of reduction in Scope 6 emissions from the base year	% reduction	GHG-6 Recycled GHG emissions		
				7. % reduction of our carbon intensity from the base year	% reduction of intensity	GHG-7 GHG emissions intensity		
				8. % reduction of our carbon intensity from the base year	% reduction of intensity	GHG-8 GHG emissions intensity		
				9. Effect of remaining GHG emissions	Reduction of GHG effect per year	None		
				10. Increase GHG of Renewable Energy as a % of our energy mix by 2025	Year not specified	None		



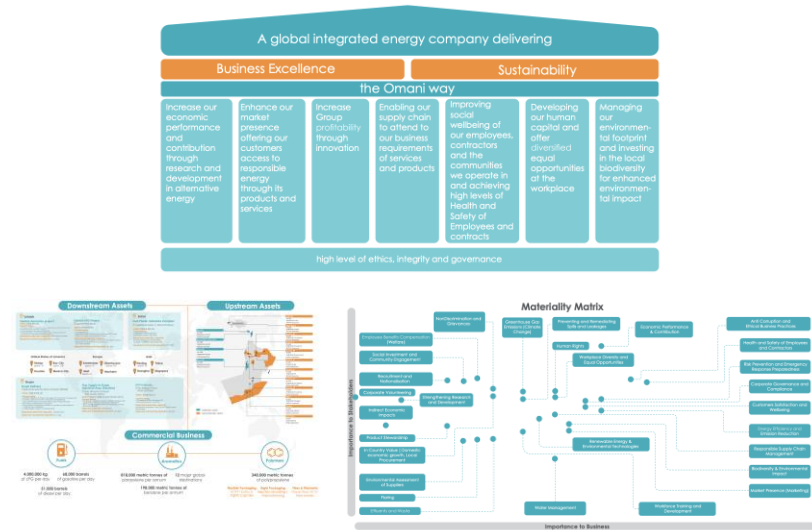
In a pivotal collaboration, we masterminded the ESG strategy blueprint for OQ, an integral solutions provider spanning the hydrocarbon value chain, both in Oman and globally.

Our approach was first synthesized at the group apex, then customized and relayed to distinct operational units, taking into account the unique challenges and ESG implications inherent in each sector of the hydrocarbon industry.

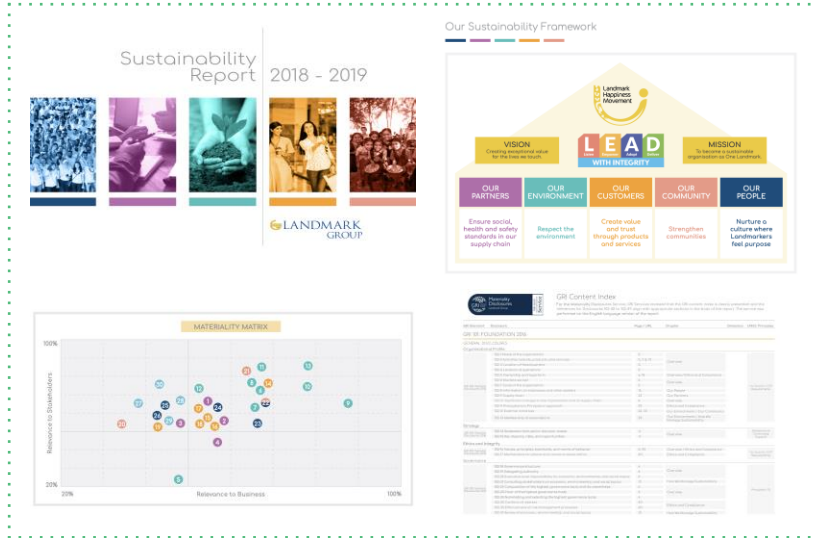
We carried out a benchmark analysis for each operational facet, identifying best practices. This intelligence powered an ESG materiality analysis, producing an array of significant topics to anchor OQ's strategy. Subsequently, we articulated commitments and targets, and devised strategic policies around core ESG areas, including climate change and CSR. This robust framework was supported by an overarching governance and monitoring system.

The fruit of our collaboration was OQ's pioneering Sustainability report, harmonized with international standards and Oman Vision 2040.

This milestone underscores OQ's commitment to sustainable practices, reinforcing its stature as a leading energy corporation at the local and global stage.



Sustainable Square Consultancy initiated a significant project with the Landmark Group, a leading omnichannel retailer with a widespread presence in hospitality and retail.



Our task was to develop a group-wide sustainability strategy, which also tailored ESG and Sustainability agendas for their diverse business verticals including Baby Shop, Splash, Hope Centres, Centre Points, Oasis Malls, Fitness First, and more.

The developed strategy incorporated commitments on climate change, circularity initiatives, and a sustainable supply chain, transforming Landmark Group's sustainability landscape. Furthermore, we devised an operational model for the strategy, supported by robust policies to facilitate integration within each business vertical.

A reporting framework was also established for collected ESG data across the group, including Landmark's operations in India.

The resulting comprehensive report highlighted the strides made by Landmark Group in their sustainability journey, marking their transition towards more sustainable retail and hospitality operations.



Sustainable Square Consultancy undertook an extensive project to spearhead the ESG strategy development for Asyad Group, an integrated logistics service provider in Oman.

Our strategy was conceptualized at the group's head unit and then tailored and disseminated to different business units, considering the unique attributes and associated ESG risks of each. To ensure a robust approach, we performed a benchmark analysis per business line, identifying best practices within each field.

The resulting ESG materiality analysis led to informing the commitments and targets set for Asyad group. We developed strategic policies including climate change, ESG, and CSR, each backed by a group-wide governance, monitoring and evaluation system. Key initiatives were then devised to propel the strategy and establish a robust reporting framework.

Our collaboration led to the production of Asyad Group's first annual Sustainability report, aligned with international standards, Oman Vision 2040, and sector-specific accords.

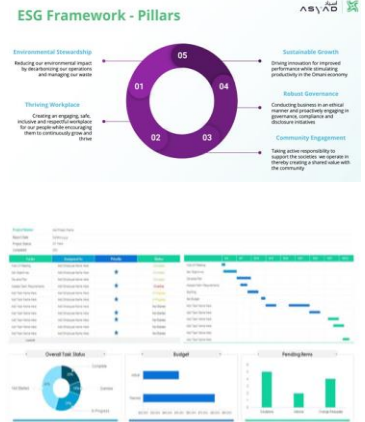
This engagement positioned Asyad Group as a leader in sustainability within their sector, reflecting their commitment to responsible, sustainable logistics, and fulfilling their ESG strategy.

ASYAD ESG Framework, Building & Reporting

Executive Summary Targets

Table 1: ASYAD Business

Area	Target	2023	2024	2025	2026	2027	2028	2029	2030
Environmental (20%)	Carbon Footprint (tCO2e)	1,000,000	1,200,000	1,400,000	1,600,000	1,800,000	2,000,000	2,200,000	2,400,000
	Renewable Energy (%)	10	15	20	25	30	35	40	45
Social (20%)	Employee Satisfaction	85	88	90	92	94	96	98	100
	Community Engagement	100	120	140	160	180	200	220	240
Governance (20%)	ESG Rating	B	B+	A-	A	A+	AA-	AA	AA+
	Compliance Incidents	0	0	0	0	0	0	0	0



We had the distinct opportunity to work with Bank Nizwa, the premier Islamic bank in Oman. Our engagement focused on comprehensive Sustainable Finance and Responsible Banking Strategy development.

Topics Impact / Needed Investment Matrix



Strategic Priority: Environmental & Social Risk Management **Point A & B**

Ambition: Bank Nizwa aims to integrate environmental and social risk factors into its risk management systems and models. It decides 'Bank-wide Risk Management' should cover all ESD risks.

Objectives:

- Phase 1**
 - Topic 1: Building Capacity**
 - ESD risk management systems/controls for support building use
 - ESD risk management systems/controls and the training budget
 - ESD risk management systems/controls
 - Topic 2: Risk Assessment**
 - ESD risk management systems/controls for bank employees or ESD risk management
 - Topic 3: Review Existing Risk Assessment Methodologies**
 - Review existing risk assessment methodologies and assess if they are relevant to Bank Nizwa
 - Identify and ESD risk management systems/controls and the training budget
 - ESD risk management systems/controls for bank employees or ESD risk management
 - Topic 4: Internal Design**
 - ESD risk management systems/controls for the objective
- Phase 2: Threshold**
 - Whytime 1:**
 - ESD risk management systems/controls for the bank
 - Whytime 2:**
 - ESD risk management systems/controls for the bank
 - Whytime 3:**
 - ESD risk management systems/controls for the bank
 - Whytime 4:**
 - ESD risk management systems/controls for the bank

Reporting Practices

The task force shall meet on a **monthly**, or on an **as-needed** basis to share updates and evaluate performance and strategic achievement.

The task force should ensure the following aspects when developing the bank's sustainability report:

- Know whether stakeholders believe that the report effectively addresses material corporate responsibility topics
- Get third party assurance for its ESG reported data
- Ensure alignment with a global industry reporting framework (e.g. GRI, SASB)
- Test and improve the quality and clarity of its reporting.

The scope of our involvement encompassed the establishment of a Responsible Banking and Sustainable Finance Framework, as well as extensive work with the Risk department to incorporate ESG risks into the bank's credit and loan portfolio while ensuring Sharia compliance.

We collaborated closely with Bank's internal stakeholders to develop a holistic ESG Strategy. Our team helped shape the bank's responsible banking vision, by identifying strategic ESG priorities and mapping out a plan for their successful implementation.

To bolster the bank's ESG performance, we worked with the Risk department, developing comprehensive internal ESG policies and crafting a robust governance system that could ensure ESG considerations were taken into account in all the bank's operations. This was a critical step in aligning Bank Nizwa with global best practices for sustainable finance and risk management.

Through our partnership, Bank Nizwa has positioned itself as a leader in sustainable finance, demonstrating how Islamic banking can incorporate ESG considerations to create value for customers, stakeholders, and the broader community.



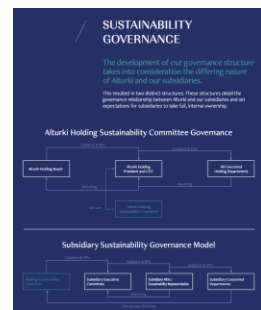
Al Turki Group, a leading investor in diverse sectors across Saudi Arabia and the MENA region, partnered with Sustainable Square to bolster their ESG and sustainability practices over the last 5 years

Our alliance aimed to embed sustainability within the Group's diversified portfolio and align it with their strategic ambitions, from construction, and energy to the rising industries of Healthcare IT and EdTech.

We crafted a comprehensive ESG and Sustainability strategy for the Group, accompanied by a robust Social Investment framework, enabling Al Turki to make meaningful social contributions through their investment decisions. We also developed a group-wide ESG policy and sustainable investment practices.

We further championed the creation of the Group's annual ESG and Sustainability reports, ensuring adherence to international reporting standards such as GRI, SASB, UNGC, SDGs, and CDP.

We worked closely with Al Turki's subsidiaries to formulate their respective ESG commitments and operational models, thereby ingraining sustainability within the Group's DNA. Our collaboration has positioned Al Turki Group as a forward-looking, sustainability-focused leader in the region, ready to drive responsible growth across all its ventures.



Business Transformation Through Sustainability



Alignment of Material Topics to the UNSDG Goals



Case Studies

Responsible Investment

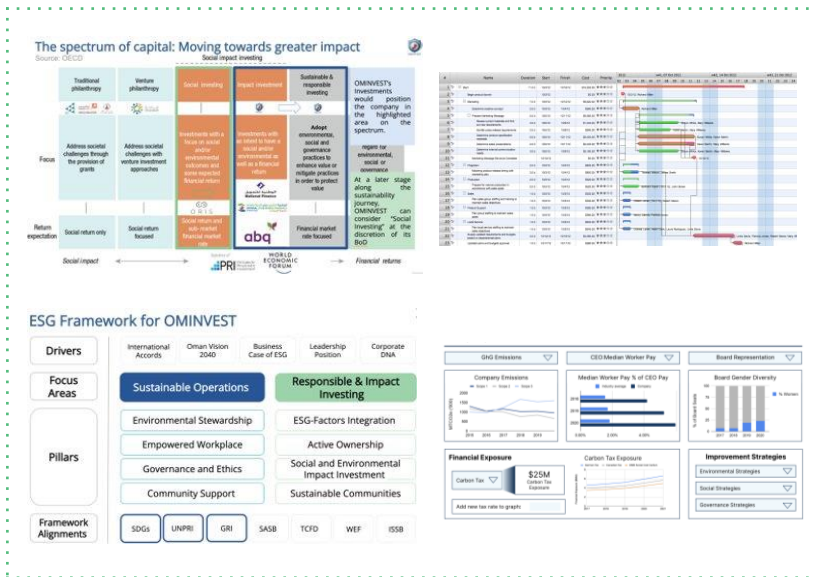
Signatory of:





ominvest

We joined forces with Ominvest, one of the MENA region's oldest and most successful investment companies, to develop a responsible investment strategy in line with the UN Principles for Responsible Investment (UNPRI).



Our collaboration sought to imbue all of Ominvest's strategic verticals—Strategic Businesses, Global Capital Markets Investments, and Investment Banking and Private Equity—with a comprehensive ESG perspective.

We crafted an all-encompassing ESG strategy, positioning Ominvest as both a responsible asset manager and active owner. Key to this initiative was the creation of robust responsible investment policies, accompanied by a monitoring and measurement framework for essential sustainability KPIs.

We also educated Ominvest's investees on ESG and sustainability issues, further enhancing their capacity to embrace sustainable investment practices.

Our commitment to promoting transparency led to the development of a reporting framework along with the production of the group's annual ESG reports. These achievements have firmly positioned Ominvest as a leader in responsible investment in the region, demonstrating their dedication to sustainable financial practices.



We worked alongside Gulf Capital, a leading thematic private equity and growth capital investor, to shape a responsible investment strategy.

This strategy was guided by the UN Principles for Responsible Investment (UNPRI), seeking to embed these principles within Gulf Capital's core investment processes.

Our endeavour produced a comprehensive ESG strategy that incorporated the development of robust responsible investment policies and a dedicated framework for monitoring and measuring key sustainability KPIs.

Simultaneously, we endeavored to educate Gulf Capital's investees on the significance of ESG and sustainability issues, bolstering their capacity to integrate these principles into their operations.

These initiatives have elevated Gulf Capital's status as a forward-thinking private equity and growth capital investor. The firm's commitment to responsible investment principles and ESG integration reflects its dedication to fostering sustainable growth within its portfolio, fortifying its position as a responsible leader in the investment sector.

2.4 ESG Framework



3.2 ESG Integration





Case Studies

ESG/Sustainability Disclosure and Reporting



TASK FORCE ON
CLIMATE-RELATED
FINANCIAL
DISCLOSURES



United Nations
Global Compact



SCIENCE
BASED
TARGETS

DRIVING AMBITION & CORPORATE CLIMATE ACTION



Al Turki Group, a leading investor in diverse sectors across Saudi Arabia and the MENA region, partnered with Sustainable Square to continuously publish its annual sustainability reports



We began with the establishment of a robust reporting framework that streamlined ESG disclosure across Al Turki Group and its subsidiaries. This framework was instrumental in capturing and articulating the collective impact of the Group's diverse operations.

We tailored our approach to align with Al Turki Group's unique business model and diverse portfolio, ensuring that each subsidiary's ESG performance was comprehensively reflected in the group's overall sustainability narrative.

To enhance transparency and credibility, all reports were aligned with leading international standards such as GRI, SASB, UNGC, SDGs, and CDP. This alignment facilitated comprehensive and comparable disclosures, highlighting the Group's commitment to sustainability and its impact on various environmental, social, and governance aspects.

Through this strategic partnership, Al Turki Group has reinforced its position as a leader in sustainable business practices in KSA and the region, offering a compelling sustainability story to its stakeholders and the community.

Nesma and Partners (N&P), a paramount force in the Middle East's contracting and energy service sectors, recognised the increasing global demand for transparent and robust sustainability reporting. To align with this paradigm shift, N&P partnered with Sustainable Square, taking a significant leap in their sustainability disclosure and reporting journey.



Our engagement initiated with a meticulous materiality assessment, pinpointing the ESG concerns most pertinent to N&P's expansive operations. This foundational step ensured that their sustainability narrative was both relevant and impactful. We then delved into rigorous data collection, harnessing the metrics and guidelines from prominent global standards such as GRI, SASB, UNGC, and GHG Protocols.

This didn't merely involve quantitative metrics; the human stories and qualitative achievements were equally central, painting a holistic picture of N&P's sustainability endeavors. Our expertise in carbon accounting allowed us to comprehensively quantify their environmental footprint, a critical component in today's sustainable business landscape.

The culmination of this intensive process was the creation of N&P's annual sustainability reports. Not just a record, these reports underscored N&P's commitment to corporate responsibility, environmental stewardship, and long-term value creation for stakeholders. Through our collaboration, Nesma and Partners demonstrated how dedication to sustainable practices can be both an ethical choice and a business imperative.



Mayar Foods partnered with Sustainable Square to enhance their ESG practices. Through analysis and stakeholder engagement, Sustainable Square positioned Mayar Foods as a sustainable industry leader, boosting reputation and investment appeal.



Sustainable Square's partnership with Mayar Foods exemplifies the transformative power of ESG integration. Through analysis, stakeholder engagement, and strategic planning, Sustainable Square facilitated Mayar Foods' transition towards sustainable practices.

The establishment of long-term commitments, strategic KPIs, and robust governance systems ensured seamless integration throughout the organization. Mayar Foods' enhanced reputation as a sustainable and forward-thinking company solidifies their position in the global food industry, offering compelling investment opportunities.

The collaboration between Sustainable Square and Mayar Foods has demonstrated the significant impact of ESG integration on business success. With Sustainable Square's guidance, Mayar Foods underwent a remarkable transformation, positioning themselves as a sustainable industry leader.

The partnership's outcomes include an enhanced reputation, increased investment appeal, and a solidified standing in the global food industry.



A five-year partnership with Emirates NBD Bank saw Sustainable Square Consultancy playing a pivotal role in elevating the bank's ESG and Sustainability disclosure and reporting.

Initiated in 2016, this collaboration involved establishing a robust reporting mechanism equipped with a clear monitoring and evaluation process for key ESG and Sustainability metrics across the Emirates NBD group and subsidiaries. The materiality process was revisited biennially to adapt to evolving market trends and align with the bank's strategic direction.

The annual reports were formulated in accordance with global standards, including GRI, UNGC, GHG protocols, SASB, and local ESG index requirements, ensuring that the content adequately reflected the bank's sustainable finance and responsible banking practices, operational impact on various stakeholders.

This long-term collaboration significantly bolstered Emirates NBD Bank's ESG ratings with various agencies such as MSCI, S&P, and Sustainalytics. The partnership has underscored the bank's commitment to transparency and ESG best practices, reinforcing its position as a responsible leader in the banking sector.



Creating Opportunities to Prosper
for our Customers, People, and Communities



Sustainable Square Consultancy embarked on a fruitful partnership with the Abu Dhabi Islamic Bank (ADIB), a key player in the UAE Islamic banking sector and the 4th largest Islamic bank globally.



The collaboration aimed to refine ADIB's ESG and Islamic banking principles disclosure and reporting.

Our collaboration involved instituting a solid reporting structure, armed with a precise monitoring and evaluation system for crucial ESG metrics spanning across ADIB's operations. Reports were meticulously crafted to resonate with global and Islamic banking principles, reflecting ADIB's unique positioning as a leading Islamic bank.

By adhering to standards like GRI, UNGC, and GHG protocols, we ensured the reports captured ADIB's sustainable and responsible banking principles, sustainability practices and community impact in alignment with Sharia principles.

The partnership not only strengthened ADIB's ESG disclosure but also illuminated its role as a driver of positive change within the community driving up its ESG ratings.



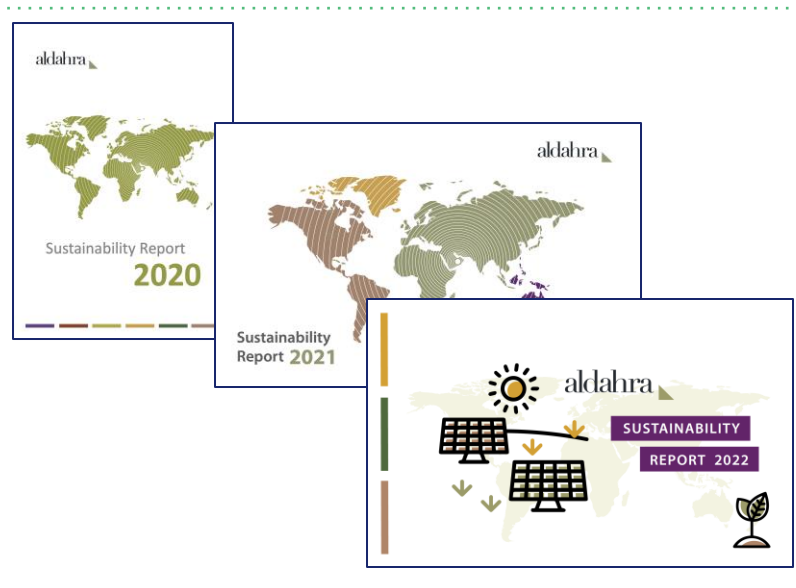
Al Dahra Holding, a global leader in agribusiness with operations spanning 20 countries, partnered with Sustainable Square for the strategic enhancement of their disclosure and reporting practices.

Over a 4 year collaboration period, Sustainable Square successfully implemented a comprehensive reporting framework that encompasses global standards such as GRI, SASB, UNGC, and SDGs.

We began with a deep-dive assessment of Al Dahra's current reporting practices, identifying areas for improvement, and charting a roadmap to align with globally recognised sustainability reporting standards. We then assisted in creating Al Dahra's annual sustainability reports, which included M&E of key ESG metrics. These reports successfully communicated Al Dahra's sustainability efforts to its stakeholders, demonstrating a commitment to transparency and accountability in the agribusiness sector.

One of the major undertakings of our partnership was the complete Carbon Inventory conducted for Al Dahra, in line with GHG protocols standards. Given the unique nature of the agricultural sector, the carbon inventory addressed specific ESG areas pertinent to this industry such as land usage, water consumption, and emissions from farming activities.

Al Dahra Holding has significantly advanced its sustainability practices, demonstrating its commitment to reducing its environmental impact and enhancing its role as a sustainable leader in the global agribusiness sector.





Bank Muscat, the leading financial institution in Oman, embarked on a transformative sustainability journey with Sustainable Square.



Our five-year partnership focused on enhancing the bank's ESG disclosures and reporting, emphasising their commitment to Sustainable Finance and Responsible Banking.

We began with an in-depth evaluation of their current financial practices, identifying key areas where sustainability could be integrated. We helped the bank capture their sustainable finance practices, showcasing their Responsible Banking model to investors and stakeholders. This showed how Bank Muscat's financial products and services contribute to sustainable economic growth in Oman, the bank's management of its own environmental and social impacts, and how it meets, and exceeds, its customers' expectations of responsible business practices.

In addition to the strategic alignment, we crafted ESG reports for Bank Muscat, following international standards such as the GRI, SASB, and UNGC. These reports encapsulated the bank's sustainability performance, achievements, and future targets, demonstrating its commitment to a better ESG equity story.

Our partnership with Bank Muscat has positioned the bank at the forefront of sustainable finance and responsible banking practices in the region, offering investors and stakeholders a clear and persuasive sustainability narrative.



We proudly partnered with the Saudi Aramco Total Refining and Petrochemical Company (SATORP), one of the world's most advanced refineries, to strengthen their commitment to the highest standards of Health, Safety, and Environment.

We tailored our collaboration to address the specific challenges and opportunities of the refining and petrochemical industry, particularly focusing on SATORP's environmental impact and climate change strategy.

Our joint initiative centered on establishing a comprehensive reporting framework to monitor and evaluate key ESG metrics across SATORP's operations. This process was accompanied by a detailed carbon inventory calculation to quantify SATORP's environmental footprint. Our reports were meticulously aligned with global standards, such as GRI, UNGC, and GHG protocols.

Through this collaboration, SATORP has demonstrated a robust commitment to climate action and environmental responsibility.

The extensive carbon inventory and reporting process has provided a clear path forward, allowing SATORP to track progress and continuously improve. As a result, SATORP has further solidified its position as a leader in sustainable refining and petrochemical practices.





We are pleased to announce our partnership with the King Fahad Causeway Authority, a leading authority overseeing the advanced King Fahad Causeway transportation project. Our collaboration aims to strengthen their commitment to the highest standards of Health, Safety, and Environment

Our joint initiative focuses on addressing the specific challenges and opportunities in the transportation sector, with a strong emphasis on the authority's environmental impact and climate change strategy.

Together, we have established a comprehensive reporting framework to monitor key ESG metrics across the King Fahad Causeway Authority's operations. This includes a meticulous carbon inventory calculation to quantify their environmental footprint. Our reports adhere to global standards such as GRI, UNGC, and GHG protocols.

Through this collaboration, the King Fahad Causeway Authority showcases a robust commitment to climate action and environmental responsibility.

The detailed carbon inventory and reporting process provide a clear roadmap for the authority, enabling them to track progress and drive continuous improvement. As a result, the King Fahad Causeway Authority further solidifies its position as a leader in sustainable transportation practices.



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We proudly partnered with the Depa Interiors, who are specializing in interior fit-out solutions for a wide range of industries, to enhance their ESG and Sustainability disclosure practices

Sustainable Square's collaboration with Depa Interiors to publish their ESG Report exemplified the company's commitment to Health, Safety, and Environment. Through engagement with key stakeholders, Sustainable Square identified material sustainability issues aligned with Depa Interiors' strategic objectives. Thorough assessment of operational areas such as energy consumption, waste management, and employee well-being formed the basis for a robust report framework.

The ESG Report's publication significantly impacted Depa Interiors and its stakeholders by enhancing the company's reputation as a responsible and sustainable organization. It provided transparency on achievements, initiatives, and future goals across HSE areas, serving as a benchmark for performance comparison and improvement.

Sustainable Square and Depa Interiors' collaboration showcased their commitment to HSE standards, inspiring trust, transparency, and responsible practices while setting a positive example for the industry and encouraging others to prioritize ESG considerations.



Materiality Assessment

(102.47)
 With the two stakeholders' group identified, and a regular engagement maintained, Depa has conducted its materiality assessment through a two-way engagement approach with external and internal stakeholders, while also considering the best practices related to the sector's best value.

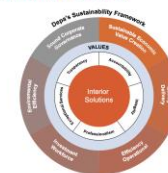
The materiality assessment exercise identified the key social, environmental and economic topics that



have significant impact on the company's ability to deliver value to its stakeholders, and define its strategic priorities.

Depa Interiors' Material Topics	
(1) Stake economic performance	(7) Innovation and research & development
(2) Environmental efficiency	(8) Supply chain management
(3) Good corporate governance and management	(9) Healthcare development and wellness
(4) Risk management and business continuity	(10) Healthcare health and safety
(5) Product delivery and excellence	(11) Quality management
(6) Share value and equity	(12) Compliance and Ethics

Depa's Sustainability Framework



The Group's commitment to raise the level of sustainability, is reflected by the implementation of the Sustainability Framework across the Group. The Framework, together with the company's mission and vision, is aligned to the operational practices, its distribution in the stakeholder mapping, and the materiality assessment exercises.

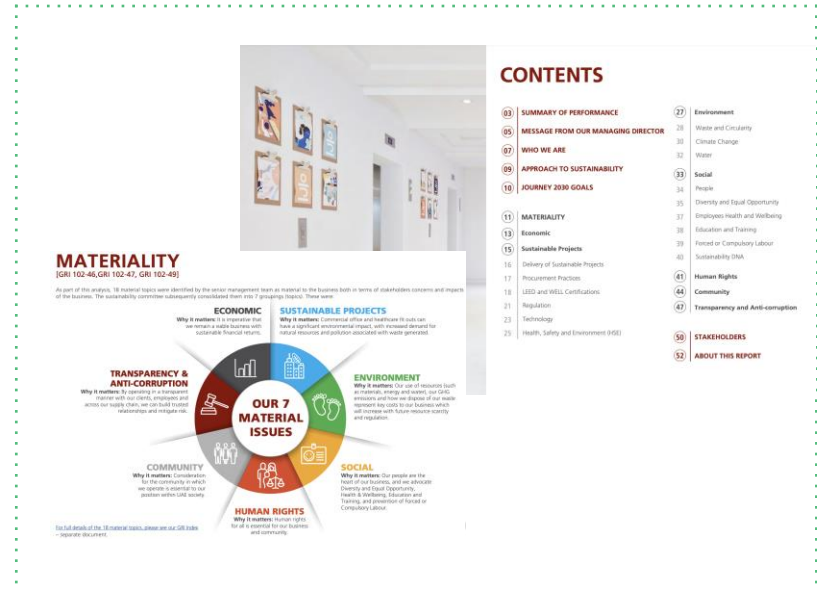


Summertown Interiors, a prominent interior fit-out solutions provider in the UAE, has consistently demonstrated leadership in sustainable practices. Summertown partnered with Sustainable Square, to develop their comprehensive ESG and Sustainability Disclosure and Reporting practices.

Sustainable Square worked closely with Summertown Interiors to identify and assess their ESG performance indicators. Through thorough data collection, analysis, and stakeholder engagement, Sustainable Square gathered valuable insights to shape the ESG and Sustainability Report. The report highlighted Summertown's ESG achievements, initiatives, and future goals, emphasizing transparency and accountability.

The collaborative work between Sustainable Square and Summertown Interiors resulted in a comprehensive Sustainability Report that effectively communicated the company's sustainability efforts to stakeholders. The report also fostered increased stakeholder engagement by addressing concerns and showcasing the company's positive impact on the environment and society.

This collaborative effort not only strengthened Summertown's reputation as a sustainable contractor but also fostered increased stakeholder engagement and solidified their commitment to environmental and social responsibility. The Sustainability Report serves as a testament to Summertown Interiors' dedication to sustainable practices and their contribution to a more sustainable built environment in the UAE.



The screenshot displays two pages from the Sustainability Report. The left page is titled 'MATERIALITY' and features a central circular diagram labeled 'OUR 7 MATERIAL ISSUES'. The diagram is divided into seven colored segments, each representing a material issue: Economic, Sustainable Projects, Environment, Social, Human Rights, Community, and Transparency & Anti-Corruption. Each segment includes a brief description of why it matters to the business. The right page is titled 'CONTENTS' and provides a detailed table of contents for the report, listing sections such as Summary of Performance, Message from our Managing Director, Who We Are, Approach to Sustainability, Journey 2030 Goals, Materiality, Economic, Sustainable Projects, Delivery of Sustainable Projects, Procurement Practices, CO2 and GHG Emissions, Legislation, Technology, Health, Safety and Environment (HSE), Environment, Waste and Circularly, Climate Change, Water, Social, People, Diversity and Equal Opportunity, Employee Health and Wellbeing, Education and Training, Finance in Community Labour, Sustainability Data, Human Rights, Transparency and Anti-corruption, Stakeholders, and About this Report.



Sustainable Square Consultancy collaborated with TABREED, a leading district cooling company that operates 86 plants across the region, delivering over 1.276 million refrigeration tons of cooling.



Our partnership aimed to accentuate TABREED's ESG commitments, enhance its climate change strategy, and elevate its ESG ratings as a listed company in the Abu Dhabi Stock Exchange (ADX).

Our joint work involved instituting a precise reporting mechanism with a thorough monitoring and evaluation process for key ESG metrics across TABREED's operations. A critical aspect of our collaboration involved quantifying TABREED's carbon footprint and aligning the company's reports with global standards, such as GRI, UNGC, and GHG protocols.

As a result of our collaboration, TABREED has effectively improved its ESG disclosures, leading to an enhancement in its ESG ratings and positioning the company as a leader in sustainable district cooling practices.

The comprehensive carbon and energy efficiency reporting has enabled TABREED to better align its business strategy with climate action goals and market expectations, underscoring its dedication to responsible cooling solutions.



دبي للمطبات (ش.م.ع.)
DUBAI REFRESHMENT (P.J.S.C.)®

Dubai Refreshments Company (DRC), a leading F&B manufacturing and distribution company in the lower gulf, engaged Sustainable Square from 2020 to continuously help build their ESG reports.



Our joint effort ensured the 2020, 2021 and 2022 ESG reports was in alignment with international best practices including GRI, SASB, UNGC, Capital Markets requirements ... etc , the requirements of ESG rating agencies and index providers , international sustainability standards and initiatives , and national visions and declarations.

Beyond the ambit of reporting, Sustainable Square worked closely with DRC to define its materiality analysis and benchmark analysis. An ESG framework and implementation plan were developed to address DRC's unique operational needs and aspirations.

Further cementing DRC's commitment to sustainability, Sustainable Square assisted in crafting the company's ESG-related policies for publication.

The collaboration underscored DRC's proactive approach to sustainability, enhancing its corporate image among stakeholders, and establishing a solid foundation for the company's future ESG initiatives.



Arabtec Construction Group, a leading construction group in the lower gulf, engaged Sustainable Square from 2016 to continuously help build their Sustainability and ESG strategy and reports.



Our joint effort ensured the 2016, 2017, 2018 and 2019 ESG and Sustainability reports was in alignment with international best practices including GRI, SASB, UNGC... etc, the requirements of ESG rating agencies and index providers, international sustainability standards and initiatives, and national visions and declarations.

Beyond the ambit of reporting, Sustainable Square worked closely with Arabtec Construction Group to define its materiality analysis and benchmark analysis. An ESG framework and implementation plan were developed to address the group's unique operational needs and aspirations.

Further cementing the group's commitment to sustainable construction practices, Sustainable Square assisted in crafting the company's ESG-related policies for publication.

The collaboration underscored Arabtec's proactive approach to sustainability, enhancing its corporate image among stakeholders, and establishing a solid foundation for the company's future ESG initiatives.

Case Studies

Experience in ESG and Sustainability Assurance



AA1000

Licensed Assurance Provider

257

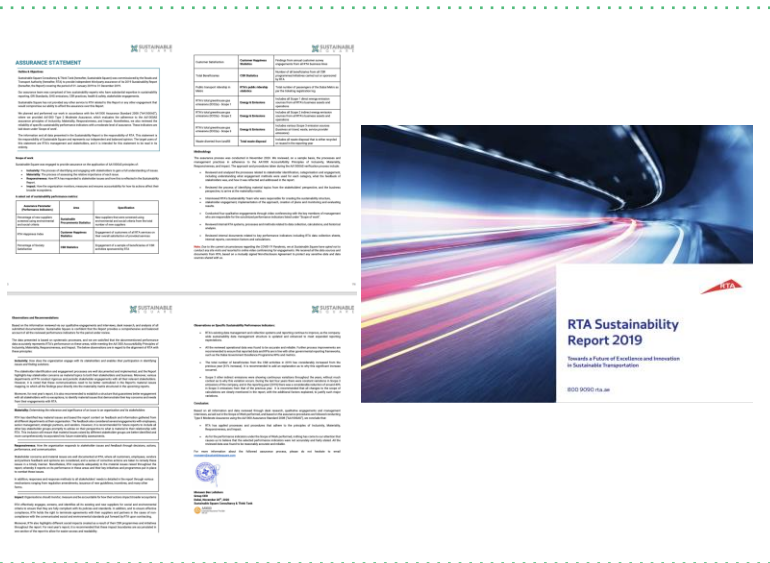


Sustainable Square had the privilege of collaborating with the Roads and Transport Authority (RTA) in Dubai, a leading transport authority recognized for its commitment to sustainability.

Our assurance team, comprising of two sustainability experts was engaged to perform a third-party assurance of RTA's Annual Sustainability Report for the year 2019, aiming to assess its adherence to the esteemed AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact.

We meticulously reviewed the report using the AA1000 Assurance Standard 2008 and delivered an AA1000 Type 2 Moderate Assurance, under which we evaluated the reliability of specific sustainability performance indicators and RTA's adherence to the principles mentioned above.

By establishing a higher level of transparency in reporting, RTA can strengthen its stakeholder relationships and further solidify its position as a responsible and forward-thinking transport authority. Our collaboration underscores RTA's commitment to transparent sustainability reporting and sets a precedent for other organizations in the region.





We had the distinct opportunity to work with Sadara Chemical Company, a groundbreaking joint venture between the Saudi Aramco and The Dow Chemical Company (Dow) on assurance of their annual Sustainability and climate change data.



With 26 integrated world-scale manufacturing plants, and over 3 million metric tons of capacity per year, Sadara represents an impressive undertaking in the chemical industry. Our experts were tasked with providing independent assurance for Sadara's Sustainability Report and GHG Inventory Report for the year 2020, 2021 and 2022 with an explicit focus on assessing adherence to the AA1000 Assurance Standard (AA1000 AS).

We provided a Type 2 Moderate Assurance, evaluating Sadara's commitment to the AccountAbility Principles of AA1000AS v3, encompassing Inclusivity, Materiality, Responsiveness, and Impact.

Our engagement enriched the credibility of Sadara's reports, fortifying stakeholder confidence and demonstrating their commitment to responsible business operations. It underscores the significance of independent assurance in advancing responsible practices in the complex world of chemical manufacturing.



ESG For Capital Markets

As an integral part of Sustainable Square's commitment to empowering capital markets through responsible financial practices, we have collaborated with major stock exchanges - Abu Dhabi Stock Exchange, Qatar Stock Exchange, Nairobi Stock Exchange, and Muscat Stock Exchange in partnership with the Middle East Investors Relations Association. Our mission was to provide bespoke ESG and Sustainability capacity building presentations and webinars for the listed companies.

In these engagements, we tailor our approach to the unique requirements of each stock exchange, focusing on the regulatory requirements for ESG and Sustainability disclosure and reporting. We discuss the benefits of utilizing ESG metrics to strengthen organisations' equity narratives, and emphasise the value of communicating ESG performance during investor roadshows. Through this we've helped further a culture of transparency, accountability, and sustainability, contributing to the development of more resilient and robust capital markets.



سوق أبوظبي للأوراق المالية
Abu Dhabi Securities Exchange



بورصة قطر
Qatar Stock Exchange



nairobi securities exchange
Discover Opportunity

بورصة مسقط
MUSCAT STOCK EXCHANGE



بورصة الكويت
BOURSA KUWAIT



Case Studies

Experience in Social Impact Management and Measurement

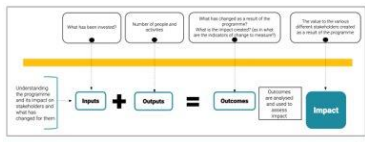
SOCIAL VALUE
INTERNATIONAL



Petroleum Development Oman (PDO), the foremost exploration and production company in the Sultanate of Oman, engaged Sustainable Square in 2018 and 2023 to conduct an extensive evaluation of their Social Investment, Corporate Social Responsibility (CSR), and In-Country Value (ICV) initiatives

METHODOLOGY

For this assessment, the methodology used is the Social Return on Investment (SROI) framework formalized by **Social Value International**. It is an SROI as a measurement using both financial and non-financial outcomes of social interventions. There are four main elements to how we have measured social value: inputs, outputs, outcomes and impact (the SROI) as detailed below:



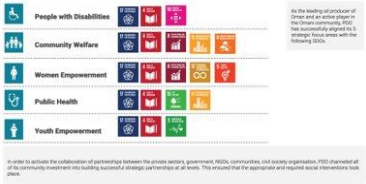
IDENTIFYING THE EXTERNAL FACTORS



IMPACT OVERVIEW (2015 to 2017)

Category	2015	2016	2017	2018	2019	2020	2021	2022	2023
People	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Community	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Women's Empowerment	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Public Health	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Youth Empowerment	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Total Social Impact	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
Impact Ratio	1.47	1.43	1.52	1.37	1.36	1.39	1.39	1.39	1.39

SOCIAL INVESTMENT SDG ALIGNMENT



Utilizing the SROI methodology, we have successfully quantified and assigned monetary value to the social impact stemming from PDO's significant investments in these initiatives.

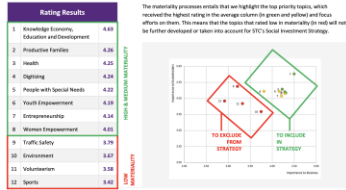
The comprehensive SROI process involved identifying and engaging key stakeholders, mapping and measuring outcomes, and assigning financial proxies to the social impacts identified. The culmination of this meticulous process was the calculation of the SROI ratio. This detailed, financial analysis equipped PDO with powerful insights, enabling them to enhance their social value, communicate their commitment to social responsibility effectively, and maximize the efficiency of their CSR strategies.

The collaboration between us and PDO underscores the value of rigorous, insightful impact measurement in optimizing the effectiveness of social investment and CSR strategies. The insightful information derived from the SROI assessment has fortified PDO's ability to make impactful strategic decisions that reverberate positively throughout Oman's society.



Sustainable Square collaborated with the Saudi Telecommunication Company (STC), a leading digital enabler in the Middle East, to formulate an innovative Social Investment Strategy.

Developing STC's Social Investment Pillars

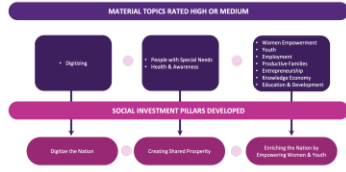


External Materiality Analysis Results

No.	Topics	NGOs	ISB	Gov.	MSOs
1	Knowledge Economy, Education and Development	4.70	4.52	4.67	4.76
2	Traffic Safety	4.38	4.13	4.63	4.38
3	Productive Families	4.58	3.95	4.59	4.29
4	Youth Employment	4.46	3.96	4.25	4.22
5	Women Empowerment	4.38	3.94	4.33	4.22
6	Health	4.50	3.81	4.29	4.20
7	Digitizing	4.50	3.90	4.30	4.17
8	People with Special Needs	4.01	3.26	4.28	4.11
10	Entrepreneurship	3.50	4.00	4.71	4.07
11	Sports	4.03	3.13	4.00	3.92
14	Volunteerism	4.13	3.88	3.50	3.83
15	Environment	3.75	3.00	4.00	3.58

Developing STC's Social Investment Pillars

Upon analyzing the nature of the eight top prioritized material topics, and identifying the commonality among them, they were grouped into three main pillars that will form the foundation for STC's Social Investment Strategy.



STC's Social Investment Pillars Maturity Assessment Developing the Measurement Criteria



This partnership began with a comprehensive CSR benchmarking analysis of STC's peer organizations and market-leading brands in the Kingdom of KSA, providing insightful CSR market context. Our approach was interactive and inclusive, with intensive stakeholder engagement aiding the identification of STC's CSR materiality and focus areas.

We then developed a coherent CSR framework that clearly outlined STC's commitments to social responsibility. This was supported by a robust CSR policy and a set of indicators designed to monitor and evaluate STC's performance in this domain.

The result is a clearly articulated Social Investment Strategy, effectively embedding CSR principles into STC's operations. The framework, commitments, policy, and monitoring indicators provide a comprehensive system for STC to manage, track, and report on their CSR performance, demonstrating their commitment to responsible business practices. This partnership highlights STC's leadership in the digital industry, showcasing their dedication to societal progress alongside technological innovation.



الشركة العمانية للغاز الطبيعي المسال ش.م.ع.
Oman LNG L.L.C.

Sustainable Square collaborated with Oman LNG, a leading producer and seller of Natural Gas to assess the social impact of their community initiatives and development of their long-term community investment strategy.

NEW STRATEGIC PILLARS & PROGRAMMES

PILLARS	ECONOMIC OPPORTUNITIES & LIFELONG LEARNING	HEALTHY ACTIVE & CREATIVE CITIZENS	CULTURE OF ENVIRONMENTAL STEWARDSHIP & PRESERVATION
PROGRAMMES	EDUCATION ENTREPRENEURSHIP ENVIRONMENTAL VALUE	SOCIAL WELLBEING HEALTH & SPORTS ARTS & CULTURE	ENVIRONMENTAL PROTECTION ENVIRONMENTAL EDUCATION
IMPLEMENTATION MECHANISMS	VOLUNTEERING – PARTNERSHIPS & COLLABORATIONS – AWARENESS & PUBLIC ENGAGEMENT		
MONITORING & EVALUATING	SOCIAL & ENVIRONMENTAL IMPACT MEASUREMENT & DESIGN		

METHODOLOGY

The following process outlines the main objectives for assessing the impact of the **Social Investment Portfolio** and identifies its potential gaps and needs.

PROJECT WAY FORWARD

There are **four main external factors** that need to be accounted for when planning to invest in a project. The external factors reduce impact, therefore the **higher the percentages are the lower the impact will be.**

Total Social Value Created = Total Impact - (Displacement - Attribution + Drop-off)
Design a program benchmarking against all gas Oman LNG's header picture of the **potential impact** the programme will create on the stakeholders and the community overall.

READINESS	DISPLACEMENT	ATTRIBUTION	DROP-OFF
<ul style="list-style-type: none"> • High quality of service • High quality of products • High quality of customer experience • High quality of employee experience 	<ul style="list-style-type: none"> • High quality of customer service • High quality of employee service • High quality of customer experience • High quality of employee experience 	<ul style="list-style-type: none"> • High quality of customer service • High quality of employee service • High quality of customer experience • High quality of employee experience 	<ul style="list-style-type: none"> • High quality of customer service • High quality of employee service • High quality of customer experience • High quality of employee experience

The insights gained from the SROI assessment formed the foundation for the development of Oman LNG's robust Community Investment Strategy. The strategy, which outlines the company's focus, commitments, and targets, is rooted in the tangible value of their community initiatives.

Key to this process was extensive stakeholder engagement, ensuring the strategy was not only effective but also aligned with the needs and aspirations of the community.

Our collaboration with Oman LNG exemplifies the value of measuring and strategizing social impact, solidifying the company's commitment to their community. The robust Community Investment Strategy, backed by a thorough SROI assessment and community feedback, underlines Oman LNG's dedication to sustainable and socially responsible practices. This strategic direction will enable Oman LNG to continue to deliver meaningful, positive impact to communities throughout Oman.



Reckitt Benckiser Group (RB), a global leader in consumer health, hygiene, and nutrition, partnered with Sustainable Square for an exhaustive Social Return on Investment (SROI) assessment in India.

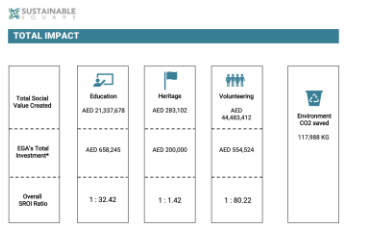
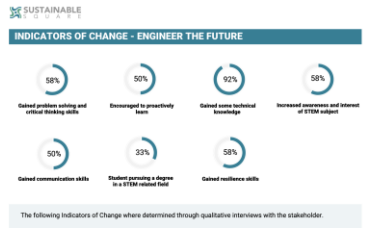
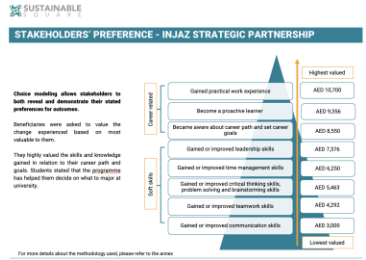


This partnership was aimed at driving meaningful change and optimizing the impact of RB's initiatives in areas like Water, Sanitation and Hygiene (WASH), Sex Education, and Sustainable Sanitation.

Our role in these projects encompassed comprehensive data collection, stakeholder engagement, and in-depth analysis. Our insights and recommendations served as a compass, guiding RB in refining their programs and augmenting their social contributions. This empowered RB to quantify their social impact and provided a roadmap to drive continued improvement.

This collaboration with RB underscores the power of strategic partnerships in creating lasting social impact. It exemplifies how combining business acumen with sustainability expertise can not only drive improvements in CSR but also amplify the benefits to society at large. RB's commitment to driving positive change, coupled with the insights provided by us, has bolstered their position as a global leader dedicated to improving lives worldwide.

Sustainable Square embarked on a strategic partnership with Emirates Global Aluminium (EGA), the world's largest premium aluminium producer, to conduct a comprehensive Portfolio Assessment of their initiatives throughout the UAE.



We applied the SROI methodology to quantify the social impact of their initiatives, furnishing an insightful narrative of their societal contribution.

The SROI analysis provided EGA with valuable data-driven insights, enabling them to appreciate the substantial social value generated by their initiatives. We meticulously evaluated each program within their portfolio, creating a detailed map of their outcomes and impacts. The rigorous analysis ultimately calculated the monetary value of the social impact EGA has delivered through its initiatives.

Through this collaboration, EGA has strengthened its understanding of the extensive social benefits generated by its initiatives. The Portfolio Assessment using SROI not only demonstrated EGA's extensive societal contributions but also illuminated areas for potential enhancement. This project underscores EGA's commitment to driving positive social impact, guided by data and evidence-based assessments, and marks a significant step in their journey towards a sustainable future.

Our Portfolio

We have serviced clients across sectors, verticals and beyond geographical boundaries.



CONGLOMERATES



CONSTRUCTION



F&B/AGRICULTURE



FINANCIAL



TELECOM



ENERGY



SOCIAL



GOVERNMENT



PRODUCTION/MANUFACTURING



TRANSPORT+LOGISTICS



HEALTHCARE



OTHERS





Thank You

