



TECOM GROUP PJSC SUSTAINABILITY REPORT FY 2022

WORKING TOWARDS A SOCIAL AND
ENVIRONMENTALLY SUSTAINABLE FUTURE

FEBRUARY 2023

KEY MESSAGE

This Report, our first stand-alone Sustainability (ESG) Report, will help us to track our sustainability efforts and progress in 2022, and to outline our future ambitions.

In 2023, we will also look to align with Dubai Holding under a broader framework to ensure a more effective ESG agenda.

ABOUT

The term ESG (Environmental, Social and Governance) is used to assess a company's performance on important environmental, social, and governance factors. As our organisation grows, our sustainability commitments also increase, and we understand the necessity of highlighting our sustainability progress and efforts. This ESG section outlines our governance commitment, and how we are using ESG as a tool to continuously improve our performance.

CEO STATEMENT

“In 2022 TECOM Group further delivered on its commitment to creating value for our stakeholders across the four pillars of Economy, Community, People, and Environment.

Sustainability remains at the core of our business model and our operations. Building on the results of the materiality assessment we conducted at the beginning of 2022, we have deepened the reach of our ESG initiatives – both within our organisation as well as our 10 specialised business districts and communities. With a robust governance structure ensuring transparency and prudent oversight, our efforts in this area represent a pivotal part of our vision and strategy for the sustainable long-term growth of TECOM Group.

With this report, I’m pleased to share the progress we have made in actioning our ESG commitments and to provide guidance on the next steps we have planned in alignment with the UAE’s national strategies and the UN Sustainable Development Goals. 2022 saw us further cultivating a work environment for our employees that is diverse, inclusive, and equitable. UAE nationals currently make up 23% of our workforce, and we remain committed to supporting home-grown talent with tailored career development and upskilling opportunities. At the same time, we continued to invest in the well-being of our local communities and facilitated AED 883,000 in donations to organisations contributing vital causes such as the UAE Rare Disease Society and the Beit Al Khair Society.

As the creator and operator of world-class vibrant business communities, supporting our tenants in the reduction of their waste and utility consumption plays a key role in our efforts to further cut Greenhouse Gas (GHG) emissions. We therefore invest in a three-pronged approach: (1) growing the proportion of energy derived from renewable sources; (2) enhancing the energy and water efficiency across our assets; and (3) supporting campaigns to reduce the waste created in our communities. In 2022, TECOM Group generated 11.14 GWh of clean energy from our solar sites and reduced emissions from electricity consumption in 2021 by 12.5% to 68,483 tonnes of CO₂.

The declaration by His Highness Sheikh Mohamed bin Zayed Al Nahyan that 2023 will be the Year of Sustainability, as well as the UAE’s role as host of COP28 here in Dubai later this year, reminds us of the scale of this country’s ambitions for an equitable and just transition to net zero. Through continued dialogue and collaboration with all our stakeholders, we look forward to driving innovation and progress towards our shared goal of a prosperous, sustainable future for our nation.”

Abdulla Khalifa Belhoul
Chief Executive Officer
TECOM Group PJSC

KEY ESG HIGHLIGHTS AND ACHIEVEMENTS OF 2022:

Economy

- **88%** Customer satisfaction rate, 5% increase from 2021

Community

- **AED 883,000** donated in 2022
 - **AED 180,000** donated to Beit Al Khair Society which managed the distribution of the Iftar meals during the holy month of Ramadan
 - **AED 703,000** donated through our annual charity walk WeWalk that was hosted in Dubai Science Park

“In our capacity as the region's first science-focused business district, we are proud to be leading the charge on supporting innovation in the sciences and to contribute to the development of an inclusive society. We are pleased to have joined with UAE Rare Disease Society to support this worthy cause and happy to have played a key role in enhancing education and awareness of the conditions,” Marwan Abdulaziz Janahi, Senior Vice President, Dubai Science Park

People

- **1/3** of our employees are female

Environment

- **11.14 GWh of clean electricity** annually has been generated
- **16,000** tonnes of annual CO₂ emissions have been offset from our three new solar PV rooftops installed this year— powering more than 500 homes a year

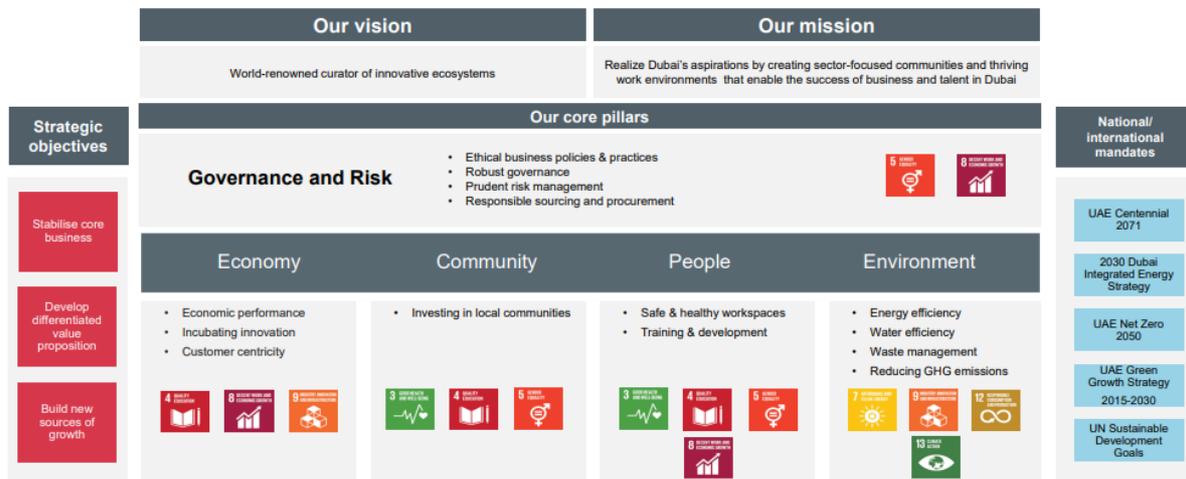
At TECOM Group, we are focusing on making changes to improve our social responsibility and reduce our environmental impact, with best-in-class governance in place, to ensure that our business practices are ethical, transparent, and accountable.

Corporate social responsibility (CSR) helps our company to be socially accountable to ourselves, our stakeholders, and the public. This year we would like to structure what CSR means for us, considering what we invest in, and how we can support our communities. The CSR programmes which we will continue to invest in will include supporting all aspects of society, including economic, social, and environmental.

We follow a CSR framework that applies to our organisation with a dedicated budget and transparency, and we will continue to identify further areas that will be in line with our mission and values.

As for our ESG work, this is the first year that we are reporting our ESG credentials and targets within our Annual Report, detailing our annual performance on our four ESG core pillars whilst using GRI standards as a guideline for reporting.

OUR ESG FRAMEWORK



We place sustainability and environmental, social and governance (ESG) at the core of our operating model. The four core pillars of our ESG Framework are Economy, Community, People and Environment. These are supported by national strategies and plans such as the; UAE Centennial 2071, 2030 Dubai Integrated Energy Strategy, UAE Net Zero 2050, UAE Clean Growth Strategy 2015-2030 and 'We the UAE 2031' vision, and international aspirations such as the UN Sustainable Development Goals.

Governance

Our Board of Directors comprises seven members: three Independent Non-Executive Directors (INED) and four Non-Executive Directors (NEDs), which includes two female Directors. The Board has established key board committees to assist in oversight and discharging fiduciary duties, including the Audit Committee, Risk Committee, and Nomination and Remuneration Committee.

Below is a summary of the governance structure:



For more details on our Governance, please refer to our full Governance report.

Robust governance

Robust governance structures are essential to operate sustainably. Our strong governance structure brings together our ESG initiatives, with oversight from three of our ESG-related risks and opportunities committees.

- **Ethical business policies and practices**

Our business is guided by the highest standards of ethical business conduct. 98% of our overall employees received training on our organisation's Code of Conduct, outlining our policies and procedures on five topics: reporting a concern (whistleblowing), fraud, theft, loss and damage, data protection and privacy, bribery and corruption, and anti-money laundering.

- **Prudent risk management**

To effectively manage and future-proof our Group, we run a comprehensive Enterprise Risk Management (ERM) system, which serves to ensure risks are identified, assessed, mitigated, reported and monitored on an ongoing basis.

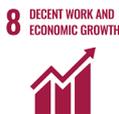
- **Responsible sourcing and procurement**

As an organisation, we want to consciously source and procure products and services for our operations in an ethical, sustainable and socially conscious way. In 2022, 99.1% of our suppliers were local suppliers.

Plans for 2023

- We will further embed ESG throughout our organisation and will set up ESG Champions to identify, collate and manage material ESG issues and implement the ESG strategy and targets
- We will work towards achieving 100% coverage and training on our Code of Conduct for employees
- We will work towards further strengthening our mechanisms for data privacy
- We will hold regular meetings with strategic suppliers to maintain a two-way communication and enhance and develop services through regular performance monitoring
- We will achieve a 5% increase in procurement with SMEs and TECOM Group Partners

SDG Alignment



Economy

Sustainable and inclusive economic growth can drive progress, and we aim to reach growth by nurturing and catalysing our future business talent through start-ups, innovation and through creating strong, cooperative customer relationships.

- **Economic performance**

Our mission is to deliver sustainable growth by attracting talent and investment to Dubai. We aim to do so by implementing our revised 2022 corporate strategy which outlines the strategic objectives we shall pursue, including sector-focused ecosystems and innovative business solutions.

- **Incubating innovation**

In 2013, we launched our start-up incubator, in5. This has acted as a platform for nurturing talent in the UAE through start-ups and encouraging a community of students, creatives, entrepreneurs, and professionals across tech, media, and design. in5 has provided access to mentorship and advisory, creative facilities and investment opportunities. Year-on-year the number of start-ups has increased, with a total of 346 active start-ups in 2022.

- **Customer centricity**

Being customer centric means that we work hard to satisfy our current and prospective partners to support their needs and aspirations. We have moved to a built-to-suit (BTS) framework for development where we provide a bespoke analysis of business development requests. Our Property Investment Committee (PIC) reviews the proposal and, if approved, the customer is offered a minimum 10-year lease based on an all-inclusive rent for a location tailored to their exact requirements.

This commitment to ensuring excellent service was evident through our customer satisfaction rate, which increased from last year, now at 87.8%.

Case Studies

Earlier this year, MUNCH:ON, an in5 food operations services start-up was successfully acquired by Careem. Careem became the Middle East's first unicorn (a start-up with a valuation of more than US\$ 1 billion) when US-based Uber bought it in 2019 for US\$ 3.1 billion. Mohammad Al Zaben, co-founder and CEO of MUNCH:ON, said in a statement, "At MUNCH:ON, we set out to build the most affordable food ordering experience in the world. We are thrilled to be a part of a broader mission at Careem to deliver undeniable value to customers, partners, and Captains."

This is one of many mergers and acquisitions that have happened in the previous years within our community and is another proof point to show how we provide the platform for start-ups and entrepreneurs to scale their businesses and be exposed to opportunities.

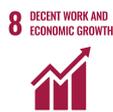
Key Highlights of 2022

- **88%** Customer satisfaction rate, 5% increase from 2021
- **AED 726 million** net profit for 2022, 28% increase from 2021
- **346** active start-ups in total, up 16% from 2021
- **41** new start-ups were founded by female entrepreneurs this year, an increase of 128% of female-led start-ups in 2021
- **24%** of the new start-ups were founded by female entrepreneurs

Plans for 2023

- We will continue to align our economic performance targets with the UN Sustainable Development Goals
- We will work towards developing a business plan that creates synergies between furthering wider ESG objectives and our financial performance
- We will strive to continue our alignment with a global standard such as the Global Real Estate Sustainability Benchmark (GRESB) to benchmark our ESG performance of commercial real estate Economic performance
- We will continue to serve as an incubator for social impact start-ups and innovation, and increase the number of start-ups year-on-year
- We will continue to adhere to our robust and unified Voice of Customer tracking system to gather feedback from all tenants and set targets
- We will work towards enhancing our online service platform to ensure a more customer- focused integrated experience.

SDG Alignment



Community

- **Investing in Local Communities**

We, at TECOM Group, aim to support and create vibrant communities in which it operates. As a responsible organisation, focusing on our communities' long-term sustainability and growth is essential. For us, local community investment has occurred through holding CSR events, volunteering events and supporting social causes.

Wanting to highlight the importance of our Community, in June 2022 we installed a 'Front-Line heroes' life sized art piece in Dubai Science Park to celebrate the heroes in the fields of medicine, security and public health who worked tirelessly during the COVID-19 pandemic to serve their communities.

This year, one of our Business Districts, Dubai Design District (d3), supported the 2022 edition of Dubai Fitness Challenge, which was the sixth and biggest annual Dubai Fitness Challenge held so far. This provided 30 days of action-packed events across the city and hundreds of family-friendly activities and workouts across a record-breaking 19 fitness hubs across the city.

In April 2022, during the holy month of Ramadan we signed an agreement with Beit Al Khair Society to provide 400 Iftar meals every day to the mosque in Dubai Knowledge Park. We donated AED 180,000 to Beit Al Khair Society which managed the distribution of the Iftar meals. In total, 12,000 Iftar meals were distributed during Ramadan.

Case Study

WeWalk

Since 2018, we have been running our annual charitable walkathon, where all proceeds and funds raised are donated to charitable organisations. This yearly event has allowed us to contribute to our local communities by encouraging our business communities to raise funds for pressing social causes, such as improving healthcare and accessibility for People of Determination and those with rare diseases, as well as supporting education for the needy.

In 2022, we are happy that AED 703,000 was raised through the engagement of more than 41 government and non-government partners, an ever-increasing amount from 2018 when we first collected AED 130,000. This year's funding was donated to UAE Rare Disease Society which aims to provide psychological, moral and social support to individuals with rare diseases.

'Front-Line heroes' life-sized art installation

This year, we wanted to pay tribute to frontline workers and heroes from around the world by setting up a unique life-sized art installation located in the science-focused business district. Designed by the talented Kart Group, the innovative art installation comprises 17 panels that come together to create an eye-catching tableau of a police officer, first aider, nurse, doctor, volunteer and cleaner.

"The UAE demonstrated high levels of resilience with the robust action we witnessed from our leadership to protect everyone, setting a model for the world to follow. We are also proud that Dubai Science Park and its customers have been at the heart of Dubai and the UAE's remarkable response to the pandemic, which included providing cutting-edge testing, disinfection services, and vaccination efforts. Together, we have truly set a model for the world to follow," Marwan Abdulaziz Janahi, Senior Vice President of Dubai Science Park.

Key Highlights of 2022

AED 883,000 donated in 2022

12,000 Iftar meals were distributed during the holy month of Ramadan

Plans for 2023

- We will continue to host events to raise funds for the community such as our annual WeWalk event and continue to encourage our staff to participate in charitable initiatives
- We will continue building a tolerant and inclusive society and improve the health and well-being of communities
- We will continue to invest strategically in sector-aligned community projects that deliver lasting impact long-term partnerships with select community partners
- To enhance the volunteering culture, we will promote skill-based volunteering through an incentivised corporate volunteering programme
- We will monitor and analyse the impact of our initiatives and fundraising activities across all business districts and entities

SDG Alignment



People

In cementing our mission of realising Dubai's role as a business and talent hub, we are committed to our employee's well-being and development, and understand the importance of diversity and inclusion, health and safety, and employee training and well-being as key to the success of our business.

- **Safe and healthy workspaces**

Employee engagement and recognition

We work with Gallup to conduct large-scale surveys across different departments in the organisation to understand what our employees want and need to thrive in the workplace and to create continuous improvement based on our employee survey results.

Diversity, inclusion and equity

This year, we have adopted Dubai Holding's Gender Equity and Inclusion Framework and Gender Equality Strategy, in addition to our Human Capital Policy and Code of Conduct that prohibits any inappropriate treatment based on any of the legally protected statuses.

Emiratisation

To draw enthusiastic young Emirati talent, we align with Dubai Holding's Graduate Trainee Programme 'Leaders of Tomorrow' and sponsor the education of UAE national employees and offer them corporate discounts at prestigious universities. In 2022, the total percentage of Emiratis employed across our organisation was 23%.

Employee health and safety

We ensure that all of our facilities adhere to the occupational health and safety regulations which are aligned with ISO 14001 on Environmental Management Systems and ISO 45001 on Occupational Health and Safety Management. Annually, the British Safety Council conducts audits our HSE management system.

Employee well-being

We are dedicated to fostering a culture of well-being and safety and are committed to providing our people with the support they need to stay healthy and safe. Our Wellness Champions are the wellness drivers for company wellness initiatives, while our Wellness Survey helps us to understand the current wellness state and wellness interests of all employees and build a wellness plan which targets our employees' interests and needs.

Every year we organise different health checks for our employees such as; a free flu shot and dependents received a discounted price from a trusted medical provider, and a basic health screening including cholesterol testing, glucose testing, BMI testing, blood pressure monitoring, and a doctor's consultation.

As part of our commitment to promote well-being in the workplace, this year we have run a series of Wellness Hub sessions, with our latest session being in September, where we set up a Wellness Hub in Dubai Media City. This session was open to our Community members, wellness enthusiasts, and HR representatives and explored how gut health and stress go hand-in-hand.

- **Training and development**

To meet emerging needs, we work with Skillsoft and have provided over 3,000 courses to equip all employees with the tools to improve their competencies. In 2022, there was a total of 176 training programmes.

We also run programmes to foster stronger management skills such as our G.E.M.S (Grow, Empower, Motivate and Support) programme, which is designed for managers to gain essential skills in managing people and achieving results. During this two-day programme, managers will develop the qualities and abilities needed for effective management.

Our Competency-based interviews have been a training programme to assist interviewers within the recruitment process to follow a consistent competency framework through a series of presentations, exercises, activities, and role-plays.

Some of our employees have been part of a coaching programme hosted by “Hawkamah-The Institute of Governance”. The programme was initiated by Dubai Holding and focussed on female employees.

Case Studies

Unconscious Bias Awareness

The core of our Gender, Equity and Inclusion Strategy is to foster an inclusive work environment where we feel safe and enjoy equal opportunities. In our continued efforts to build an increasingly diverse organisation, we have developed an e-learning course where employees will learn how to define unconscious bias, identify different types of bias, understand the impact of unconscious bias, and equip themselves to best manage it.

Internship programme: As part of our internship programme, students are given the opportunity to experience the day-to-day operations of a highly professional environment and gain experience in their fields of study or career interests.

Key Highlights of 2022

- This year we adopted Dubai Holding’s Gender Equity and Inclusion Framework and Gender Equality Strategy. This covers the implementation of:

Blind recruitment process

Non-discriminative promotions and policies

Enhanced maternity leave policies

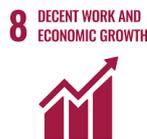
Framework ensuring more access to training and development opportunities for its female

- **23%** Emiratisation ratio
- **0** Work-related injuries or fatalities since 2019
- **1/3** of employees are female
- **2,658** hours of training delivered to our 280 staff

Plans for 2023

- We will work towards achieving 100% coverage and training on our Code of Conduct for employees.
- We will achieve a 5% increase in training hours per employee compared to 2022 figures
- Wellness- We will continue our engagement programme for employee wellness through Wellness Hub sessions
 - We will continue focusing on:
 1. Employee engagement and recognition
 2. Diversity, inclusion and equity
 3. Wellness activities
 4. Completing the initiative that we started (Nursing Mothers Room - Providing mothers with a dedicated private area)
 5. Gender balance and Emiratisation
 6. Employee health and safety
 7. Training and development
 8. Safe and healthy workspaces

SDG Alignment



Environment

We are committed to protecting the environment by following a sustainable operational model, ensuring resource efficiency and reducing energy use, waste, pollution and carbon footprint across the supply chain.

We look forward to COP28, which will be taking place at Dubai Expo City in November-December 2023. This will be the first time that COP will be hosted within the UAE.

Understanding that the UAE was the first country in the Middle East and North Africa to announce a Net Zero by 2050 Strategic Initiative, this will provide an exciting opportunity for our Business districts, companies and professionals to share their sustainability best practices with the World.

Energy efficiency

In accordance with the Dubai Integrated Energy Strategy 2030, we have tried to reduce our energy use across our facilities through the integration of Building Management Systems to ensure usage based on occupancy.

LEED (Leadership in Energy and Environmental Design) is the most widely used green building rating system in the world. To achieve LEED certification, a project earns points by considering the building's carbon, energy, water, waste, transportation, materials, health and indoor environmental quality. There are four levels of certification: Certified (40–49 points), Silver (50–59 points), Gold (60–79 points) and Platinum (80+ points). We now have 22 LEED-certified buildings in total; 16 with a Gold Rating and 6 with a Silver Rating.

Water efficiency

We have installed slow flow taps and improved water audits to recognise leaks and take corrective action. We have also installed on-site sewage treatment plants at several business districts.

Waste management

We track recycling rates and waste generated through the service provider dashboard. This year, we have provided separate recycling bins and have worked with waste management partners to deliver recycling campaigns.

At Dubai Media City, a 'Dubai Can' water fountain initiative was set up in June 2022, allowing the community to refill their water bottles, reducing single-use plastic waste.

Reducing GHG emissions

We are committed to measuring emissions from sources and developing carbon inventory to reduce overall GHG emissions. Most of our emissions are produced through the tenants in the form of waste and utility consumption. In 2022, our emissions from electricity consumption were 68,483 tonnes of CO₂, a decrease of 12.5 % against 2021 figures.

Since 2020, we have installed five solar PV installations at five of our Business Districts. Since the first installations, a total of 20.14 GWh of energy has been generated, saving over 50,350 tonnes of CO₂.

Case Study

Solar PV Projects in 2022

We have now installed over 14,500 solar PV panels across our five Business Districts generating clean energy from a renewable resource (Solar PV).

The first two solar PV carports projects were installed in 2020, at Dubai Outsource City and Dubai International Academic City, while the next three solar PV rooftop projects were installed in 2021 at Dubai International Academic City, Dubai Industrial City LV1 and Dubai Production City with a total capacity of 6.73 MWp. All five Projects have been done in partnership with Enova Facilities Management and Services. In total, we have completed five solar projects (three solar PV rooftop and two solar PV carport).

This year has seen energy being generated from three new solar PV carports in these Business districts:

Dubai Outsource City: We installed a 1.6 MWp Carport solar PV to meet 100% of our facility energy requirements.

Dubai International Academic City: A 2.15 MWp (carport and rooftop) solar PV installation was installed on site to meet 40% of the community's energy requirements, providing clean energy to 25 colleges and universities and three innovation centres.

Dubai Production City: We installed a 1.53 MWp rooftop solar PV, which meets 100% of the facility energy requirements for media production, printing, publishing and packaging companies.

Dubai Industrial City (LV 1): We installed a 1.5MWp rooftop solar PV installation, which meets 20% of the energy requirements at one of the largest industrial hubs in the region, made up of sector-focused zones, currently supporting more than 780 business partners, including more than 280 operational factories.

Collectively in 2022, the five projects have generated more than 20.14 GWh of clean energy and reduced 50,350 tonnes of CO₂.

E-Waste Crisis Awareness Campaign and Art Sculpture

We generate around 40 million tonnes of electronic waste (e-waste) worldwide every year. As a business district developer that relies on electronic products, we understand the impact that e-waste products such as old, damaged or abandoned laptops or servers can contribute to our total waste generated and our collective carbon footprint.

This year we set up multiple initiatives to raise awareness about the impact that e-waste is having on our environment and invited our local communities to take part in our initiative. Our e-waste networking event held at Dubai Internet City gave our community members an opportunity to share ideas on potential solutions to e-waste. We also collaborated with a local based Upcycling Artist to create an art sculpture in Dubai Internet City made up of 430kg of e-waste which had been collected and donated to the Art programme. The project was successful in visually encouraging viewers and the public to think about the e-waste crisis.

Key Highlights of 2022

- **3** new solar PV rooftops have been installed this year that will generate 6.4 GWh of clean electricity annually — enough to power 533 homes
- **16,000** tonnes of annual CO₂ emissions have been offset through new Solar initiatives at Dubai International Academic City, Dubai Industrial City and Dubai Production City
- **11.14 GWh** of clean energy has been generated from all five sites in 2022
- **ISO Certification** alignment with international ISO certifications
- **2** e-waste awareness campaigns at Dubai Internet City including an e-waste networking event and the installation of an e-waste horse sculpture
- **151,502** plastic bottles (500ml) were saved, and 75,751 litres of filtered water were consumed at a Dubai can water station installed in June 2022 at Dubai Media City.

Plans for 2023

Solar Initiatives:

- We will improve solar power capacity by 5% by the end of 2023 as compared to the available solar capacity of end of 2022 through our planned solar PV projects such as:

A new solar PV project is due to be completed in 2023 at Dubai Science Park: 980 kWp Solar PV Carport that will generate more than 1.6 GWh clean energy annually and more than 40 GWh clean energy in the next 25 years which is equivalent to 2.3 million low consumption light bulbs¹

Two planned solar PV projects are in tender stage:

1. Dubai Industrial City – LV5: 1 MWp solar PV rooftop that will generate more than 1.6 GWh Clean energy annually
2. Dubai Industrial City – Head Office: 1 MWp solar PV carport that will generate more than 1.7 GWh of clean energy annually

These two solar projects are expected to generate more than 3.3 GWh a year, and save around 8,250 tonnes of CO₂ a year, equivalent to driving 49,500 km in a diesel car²

Energy efficiency Initiatives:

- We will achieve a 5% utility (water and electricity) consumption saving as compared to our approved budget

Sustainable buildings initiatives:

- We have identified four buildings which will achieve LEED certification through enhancements

Waste minimisation Initiatives:

- We will work with our waste management partners to run campaigns and improve recycling initiatives

¹ <https://www.acc-emotion.com/stories/our-gigafactories-will-be-producing-40-gwh-each-2030-how-much-power-does-represent>

² <https://www.crownoil.co.uk/news/1-tonne-of-co2-what-does-it-look-like/>

- We will be installing a new e-waste art sculpture called 'The Thinker' at Dubai Internet City

SDG Alignment



ESG Performance Summary

In 2022, we continued to work on our environmental, social, and governance (ESG) disclosures within our latest ESG report, which included our GRI Disclosures.

We are using our ESG framework to focus on our responsibilities to our communities, people and environment while ensuring that we are economically strong to solidify our position as an industry leader. It is important for us to remain transparent and highlight our key progress and initiatives for 2022, but our ESG journey continues and we aim to continuously improve in 2023 and onwards.

FACT SHEET

Core Pillar	Focus Area	Key Performance Indicators	Unit	2020	2021	2022
Economy	Economic performance	Total revenue (Total economic value generated)	M AED	1,767	1,766	1,973
		Total EBITDA	M AED	1,216	1,171	1,347
		Total net profit	M AED	579	569	726
		Total leasable area	M sq. ft	20.2	20.5	21.1
		Occupancy rate	%	75	78	86
		Total business partners	Unit	7,179	7,964	9,500
	Incubating innovation	No. of new registered start-ups	Unit	121	128	168
		No. of women-owned start-ups	Unit	28	18	41
		No. of in5 graduates	Unit	12	41	25
		No. of events organised for in5 members	Unit	215	400	307
		No. of renewed start-ups	Unit	133	170	178
		No. of start-ups that did not succeed (cancelled licences)	Unit	30	63	61
	Customer centricity	Customer satisfaction	%	86.9	83.2	87.8
	Community	Investing in local communities	Total value of monetary donations or sponsorships	AED	472,075	23,750
No. of CSR events			Unit	5	2	2
Value of funds raised			AED	N/A	17,200	703,000
No. of beneficiaries			Unit	1,506	86	2
No. of community partners			Unit	6	1	2
No. of volunteers			Unit	55	N/A	N/A
People*	Safe & healthy workspaces	No. of employees	Unit	N/A	622	280
		No. of female employees	Unit	N/A	201	97
		No. of male employees	Unit	N/A	421	183
		% of female employees	%	N/A	32	35
		% of male employees	%	N/A	68	65
		Age split (#)	N/A	N/A	N/A	N/A
		15-17	Unit	N/A	N/A	0
		18-30	Unit	N/A	43	17
		31-40	Unit	N/A	268	98
		41-50	Unit	N/A	232	126
		50+	Unit	N/A	79	39
		Total new hires	Unit	N/A	42	25
		Females hired	Unit	N/A	24	12
		Males hired	Unit	N/A	18	13
		Turnover	Unit	N/A	54	17
		Female turnover	Unit	N/A	25	7
		Male turnover	Unit	N/A	29	10
		Total maternity leave	Unit	N/A	12	3
		Return to work after maternity leave	Unit	N/A	12	3
		No. of female still employed after 12 months of taking maternity leave	Unit	N/A	9	0
		Total paternity leave	Unit	N/A	11	2
		Return to work after taking paternity leave	Unit	N/A	11	2
		No. of male still employees after 12 months of taking paternity leave	Unit	N/A	10	0
		Total female in senior management	Unit	N/A	23	3
		Total females in middle management	Unit	N/A	57	23
		Total females in staff	Unit	N/A	201	97
		Total countries of origin	Unit	N/A	46	29
		Employees with special needs	Unit	N/A	0	0
		Total No. of Emiratis employed	Unit	N/A	137	65

		Total No. of female Emiratis employed	Unit	N/A	62	31
		Total number of incidents of discrimination	Unit	N/A	0	0
		No. of employee fatalities as a results of work-related injury	Unit	0	0	0
		Total number of high-consequence work-related injuries (excluding fatalities)	Unit	0	0	0
		No. of recordable work-related injuries	Unit	0	0	0
		No. of Employee fatalities as a result of work-related ill health	Unit	0	0	0
		No. of Employee cases of recordable work-related ill health	Unit	0	0	0
		No. of staff certified on HSE (External training)	Unit	12	160	40
		No. of staff training on H&S (Internal training)	Unit	0	150	25
		No. of subcontracted employees covered by H&S system	Unit	1,713	2,021	25
		No. of employee fatalities as a results of work-related injury	Unit	0	0	0
		No. of subcontracted high-consequence work-related injuries (excluding fatalities)	Unit	0	0	0
		No. of recordable work-related injuries for subcontracted employees	Unit	0	0	0
		No. of hours worked by subcontracted Employees	Unit	3,146,071	3,917,198	3,324,157
		No. of subcontracted employee fatalities as a result of work-related ill health	Unit	0	0	0
		No. of subcontracted employee cases of recordable work-related ill health	Unit	0	0	0
	Training & development	Total no. of training programmes	Unit	N/A	240	176
		Total no. of training hours offered	Unit	N/A	9,613	2,658
		Hours of training provided to male staff	Unit	N/A	6,265	1,495
		Hours of training provided to female staff	Unit	N/A	3,348	1,163
		Average hours of training provided to senior management	Unit	N/A	14	120
		Average hours of training provided to middle management	Unit	N/A	18	704
		Average hours of training provided to other staff	Unit	N/A	15	1,834
		No. of males that receive regular performance and career development reviews	Unit	N/A	412	179
		No. of females that receive regular performance and career development reviews	Unit	N/A	192	95
		No. of senior management that receive regular performance and career development reviews	Unit	N/A	98	16
		No. of middle-management that receive regular performance and career development reviews	Unit	N/A	155	64

		No. of staff (professional, operational and administrative) that receive regular performance and career development reviews	Unit	N/A	351	194
Environment	Energy efficiency	Diesel consumption	Litres	N/A	131,031	119,770
		LPG consumption	Cubic Metres	N/A	17,801	23,305
		Electricity consumption	GWh	161.1	171.9	169.5
		Electricity consumption	AED	69,260,232	73,898,916	61,775,445
		Electricity generation and consumption from Solar	GWh	3.4	6.2	11.14
		No. of LEED certified buildings	Unit	22	22	22
		No. of TECOM Group buildings	Unit	235	236	236
	Water efficiency	Energy intensity	MWh/ Revenue in M AED	76	83	69
		Water consumption	MIG	271.3	306.1	254.7
	Waste management	Water intensity	MIG/M sq. ft	13.5	14.8	12.3
		Total waste generated (A+B)	Tonnes	7,768	8,001	17,122
		Total general waste generated- A	Tonnes	7,512	7,775	16,954
		Total recyclable waste generated- B	Tonnes	257	226	168
		Paper recycled	Tonnes	234.7	208.8	161.2
		Plastic recycled	Tonnes	10.4	3.7	3.2
		Metals recycled	Tonnes	0.6	0.1	0.2
	Reducing GHG emissions	Mixed recyclables	Tonnes	10.9	13.6	3.5
Scope 1		tCO2e	N/A	20,911	27,247	
Scope 2		tCO2e	65,088	69,449	68,483	
Governance and risk	Ethical business policies & practices	Scope 3	tCO2e	19,229	21,366	22,673
		No. of internal audits planned & complete	Unit	7	10	10
		% Senior management employees received training on organization's Code of Conduct	%	63	97	82
		% other levels employees received training on organization's Code of Conduct	%	53	98	99
		% Overall employees received training on organization's Code of Conduct	%	55	98	98
		Incidents of non-compliance with laws and regulations	Unit	0	2	0
	No. of violations/ fines incurred	Unit	0	0	0	
	Responsible sourcing and procurement	Percentage of the procurement budget spent on local suppliers	%	98.7	98.7	100

*Due to organizational restructuring and acquisitions across the TECOM Group, comparative people information is not available for the January 1 2019- December 31 2020 period.

** Includes shared services personnel from Dubai Holding Asset Management.

N/A – Not applicable/ Not available