

Sustainability Report 2023

Together towards tomorrow



Letter from our GCEO

Looking back on the UAE's Year of Sustainability, I am incredibly proud at the significant strides we are making on our sustainability journey and towards our bold commitments in support of the UAE's Net Zero 2050 strategic initiative.

Sustainability is the cornerstone of Dubai Holding's business strategy and 2023 has been a landmark year for our business as we intensified our efforts to create long-term value.

We committed to the Ministry of Climate Change and Environment's (MOCCA) Climate Responsible Companies Pledge and stood shoulder-to-shoulder with other leading businesses from around the world at COP28, pledging to apply our scale and resources to tackle climate challenges.

Our Sustainability Strategy has guided our efforts to embed sustainability across our entire business and ensure a better future for Dubai Holding, our stakeholders and our communities. In a year of record results for our companies, we prioritised responsible growth across our pillars of planet, people and culture, responsible supply chain, philanthropy and governance.

We launched our Sustainability Commitment and Decarbonisation Strategy to underpin these commitments within the business, while our new, robust Supplier Code of Conduct extends our reach beyond our organisation to support our entire value chain, ensuring a sustainable approach to business.

As a Principal Pathway Partner of COP28, with the eyes of the world on Dubai, we seized the opportunity to reaffirm and spotlight our commitment to minimising our environmental footprint while contributing to sustainable initiatives and action. Our Showcase Space, attracting esteemed international guests, featured our Group-wide Sustainability Strategy and how we are bringing it to life with examples from across our portfolio.

2024 is an exciting year for us, marking our 20th anniversary and a continuation of the Year of Sustainability, harnessing the momentum of COP28. We will bring our people together in celebration, building on our solid foundations for ongoing sustainable growth. We continue our journey with confidence knowing that together we will make a positive impact on our people, the environment and the communities we operate in – For the Good of Tomorrow.

Amit Kaushal
Group Chief Executive Officer



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The image shows the exterior of a Dubai Holding building. The logo, featuring a red checkmark above the words 'DUBAI HOLDING' in blue, is mounted on the facade. Below the logo is a large, ornate glass entrance. Three people are walking on a paved path in front of the building: a woman in a black abaya, a woman in a grey suit, and a man in a dark suit. The scene is set in a well-maintained area with greenery and a clear sky.

DUBAI HOLDING

Overview

This report brings together Dubai Holding's approach to sustainability, our achievements in 2023 and our plans for the next two years.

A key milestone in our sustainability journey, this report recognises our challenges and sets out our commitments and actions. It follows a comprehensive effort to improve our systems for data collection, monitoring and measurement, enabling us to confidently monitor our sustainability progress.

Taking materiality as our starting point, we defined our strategic priorities and actions, identifying the metrics that we use to monitor quarterly progress across our verticals and at Group level.

This year, we developed our methodology for setting the baseline performance for our Group and verticals and implemented a reporting system to enable deep dive reviews and analysis of our performance against these. This information is crucial for outlining a clear pathway to achieving a sustainable future.

The case studies in this report demonstrate how we align our operations and actions with the United Nations Sustainable Development Goals (UN SDGs) and make progress within each of our sustainability pillars.

Unless otherwise stated, the activities in this report cover the period from 1 January to 31 December 2023.

With the publication of this report, we are demonstrating our determination to work **together** as we move **towards** our bold commitments For the Good of **Tomorrow**.

About Us

Dubai Holding is a diversified global investment company with investments in 31 countries and a combined workforce of approximately 40,000 people.

Established in 2004, Dubai Holding touches the lives of millions of Dubai residents and visitors through its extensive portfolio of over AED 146 billion worth of assets. These support the diversification and sustainable growth of Dubai's economy across 10 key sectors: Real Estate, Hospitality, Leisure and Entertainment, Media, ICT, Design, Education, Retail, Manufacturing and Logistics and Science.

Our company values provide the foundations to ensure we are aligned in how we work, think and act.

 **Authentically Principled**
We take responsibility

 **Pioneering Growth**
We lead the way

 **Sustainable Futures**
We enable each other

 **Uncompromised Discipline**
We do the right things, right

Our five verticals of Real Estate, Asset Management, Hospitality, Entertainment and Investments include some of Dubai's best-known sites and attractions. As such, we are instrumental in diversifying Dubai's economy in line with the UAE Government's vision for a sustainable and innovation-led future.




Our companies



Dubai Holding Real Estate

Dubai Holding Real Estate is one of the largest real estate development businesses in the emirate, offering a diverse range of residential communities and homes, as well as a robust land sales portfolio across unique and highly sought-after locations.

As a master developer, we invest in sustainable infrastructure, accessibility, community amenities and family-focused facilities. These include mosques, schools, supermarkets, landscaping and community centres.

-  **13**
unique projects launched
-  **1,694**
units delivered
-  **14,500**
employees at Ejadah

Dubai Holding Asset Management

Dubai Holding Asset Management is a major contributor to the growth and development of business and tourism in Dubai. Our residential communities are home to over 100,000 residents while our retail destinations, with more than 2,500 retail and food and beverage outlets, attracted over 40 million visitors during 2023.

Our 10 business districts include the region's leading tech hub Dubai Internet City and fashion and design hub Dubai Design district (d3), reinforcing Dubai's reputation as one of the most dynamic cities in the world.

-  **10**
business districts
-  **20**
retail destinations
-  **15**
residential communities

Dubai Holding Hospitality

Dubai Holding Hospitality manages leading hospitality assets and a diverse collection of unique food and beverage concepts as well as luxury hotel brands, including Jumeirah, Dubai Holding's flagship hospitality brand and global luxury hotel company.

-  **42**
hotels & resorts internationally
-  **10,000+**
owned hotel keys

Jumeirah includes iconic UAE beachfront properties and a growing portfolio of global destinations. It is also a full-service hospitality provider specialising in sustainable food and beverage experiences.

We are also a leading provider of hospitality education in the Middle East. Jumeirah's Emirates Academy of Hospitality Management offers students internationally recognised programmes and hands-on industry experience.

-  **20**
parks, attractions & destinations
-  **9.6 million**
visitors to Global Village
-  **3.8 million**
weekly radio listeners

Dubai Holding Entertainment

Dubai Holding Entertainment develops, operates and manages some of the region's leading leisure attractions, media and entertainment venues.

Among our attractions are Dubai Parks and Resorts, the Middle East's largest theme park destination, and Coca-Cola Arena, its largest multi-purpose indoor arena. Global Village is a multicultural entertainment, shopping and dining attraction with the fourth largest footfall in the world, while Arabian Radio Network (ARN) reaches 3.8 million people each week, representing more than 200 nationalities listening in seven different languages. Our other entertainment venues include Wild Wadi Waterpark and Roxy Cinemas.

Dubai Holding Investments

Dubai Holding Investments is our dedicated investment arm responsible for the Group's investment strategy, managing a diverse portfolio of strategic and financial investments across public and private markets in the UAE and internationally.

We invest in both direct and third-party managed investment platforms across more than 10 sectors.

-  **10+**
business sectors
-  **4**
continents

Our Sustainability Strategy

Dubai Holding's bold commitment sees us aligned with the UAE's 40% reduction in greenhouse gas emissions by 2030, as we head towards Net Zero by 2050.

At the heart of Dubai Holding's business strategy is our vision to create long-term sustainable value. This emphasises our priority to embed sustainability across our operations.

Together towards tomorrow means taking collaborative action to embed sustainability in all that we do as we move towards our bold commitments For the Good of Tomorrow.

With businesses across multiple industry sectors and a combined workforce of approximately 40,000 employees, what we do now will change tomorrow for all of us.

As a signatory to the Ministry of Climate Change and Environment's (MOCCA) Climate Responsible Companies Pledge, we have made

a public commitment in support of the UAE leadership's efforts to deliver on its Net Zero 2050 strategic initiative.

To deliver on this ambitious commitment and wider sustainability goals we have identified the impact Dubai Holding has on our workforce, value chain, communities and planet.

Our businesses and our people rely on nature's systems and resources. We recognise that we must protect them now and regenerate them for the future.

We also know that to reach our goals we must harness the talents of our diverse workforce, ensuring an inclusive approach to creating sustainable value.

Finally, we must collaborate with our suppliers and develop sustainable infrastructure that reduces everyone's environmental impact.

These bold commitments will improve our environmental and social impact to create lasting value for all our stakeholders and communities.

Our strategy contributes towards 10 of the 17 UN SDGs and the 2030 Agenda for Sustainable Development – a shared global blueprint for peace and prosperity for people and the planet now and into the future.

“Given our size and scale as a globally diversified holding company, we have a responsibility to place sustainability at the heart of our strategy and integrate it across our operations, securing a better future for generations to come.”

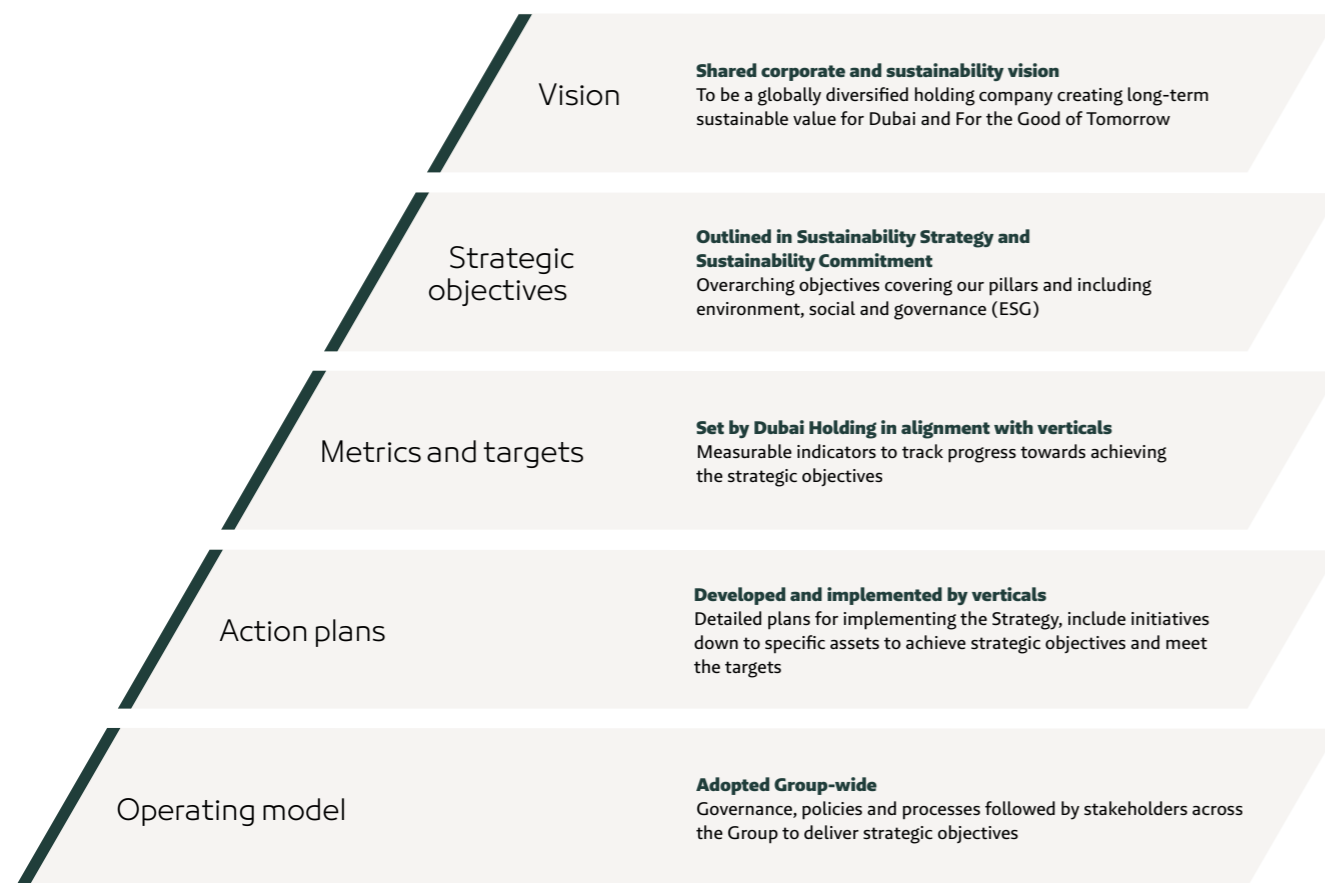
- Amit Kaushal, Group Chief Executive Officer



Together towards tomorrow

Our vision for sustainability shares and builds on Dubai Holding’s corporate vision. It is encapsulated in our sustainability ethos: together towards tomorrow.

Sustainability governance



Together

We actively involve diverse stakeholders at all levels of our operations – from our employees and suppliers to customers, partners and the public. Our conviction is that we must collaborate to solve society’s challenges.

Towards

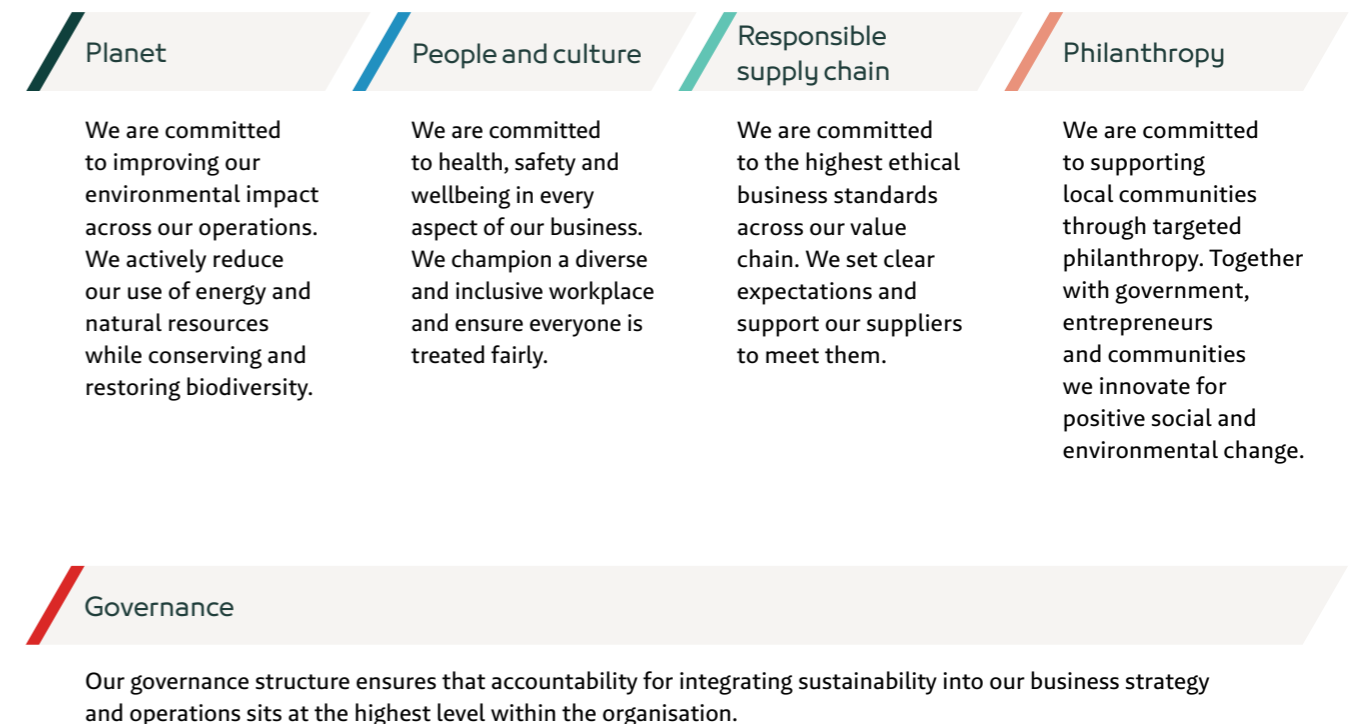
Our Sustainability Commitment and Supplier Code of Conduct embed sustainability in everything we do as we move towards our bold commitments. These are aligned with the UAE Government’s Net Zero 2050 strategic initiative and 10 of the UN’s 17 SDGs.

Tomorrow

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

Our Sustainability Strategy is articulated in our pillars of planet, people and culture, responsible supply chain and philanthropy. Governance underpins these four pillars, ensuring that sustainability is embedded in everything we do.

Sustainability pillars



Our governance structure is outlined on [page 12](#), our Sustainability Strategy is on [page 14](#) and our key achievements for 2023 are outlined in our Impact Review on [page 28](#).

Our achievements and plans underscore our commitment to creating long-term, sustainable value in our operations across the globe and For the Good of Tomorrow.



Sustainability Strategy

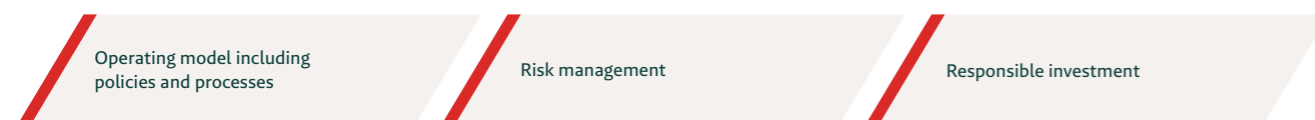
Vision

To be a globally diversified holding company creating long-term sustainable value for Dubai and For the Good of Tomorrow.

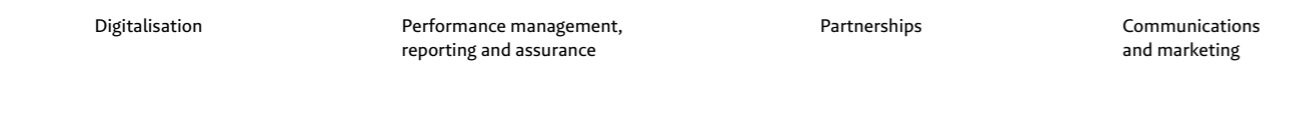
Strategic areas



Governance



Enablers



SDGs



Governance

Our governance structure ensures that accountability for integrating sustainability into our business strategy and operations sits at the highest level within the organisation.

Sustainability is integrated into our Governance Framework, aligning across our business operations, projects and activities. We hold ourselves to the highest standards of ethical and personal conduct to meet the expectations of our stakeholders and to be good corporate citizens.

Corporate governance and compliance

Our Governance Framework ensures the prudent and sound management of the Group's operations. Each governance committee is governed by a formal Terms of Reference and each business vertical has its own governance body. Delegations of Authority (DOAs) set out the authority limits for the committees and management. The Governance and Compliance function provides reports to the Chairman's Audit Committee Representative.

Sustainability structure

Our Impact Department drives the Sustainability Strategy under our Chief Impact Officer and our Head of Sustainability.

Dedicated Directors of Sustainability implement this across Dubai Holding's verticals of Real Estate, Asset Management Hospitality, and Entertainment. Dubai Holding Investments has appointed an Environmental, Social and Governance (ESG) Champion for subject matter expertise.

Quarterly CEO Sustainability Forums drive business decisions, ensuring leadership buy-in and a Group-wide approach to sustainability challenges.

Our new Group-wide Sustainability Commitment, alongside a robust Supplier Code of Conduct, embeds sustainability internally and across our value chain.

Monitoring and reporting

A key enabler of our Sustainability Strategy and a foundation of good governance is our approach to reporting. Sustainability is incorporated into our business scorecard and executive management committee decisions, which take account of environmental and social risks.

We proactively assess and manage ESG risks, including climate change, through our Enterprise Risk Management framework. Risk champions are in place across all verticals to identify and integrate ESG risks.

In 2023, we invested in upskilling our risk champions in partnership with the World Business Council for Sustainable Development (WBCSD). Their training focused on integrating ESG with Enterprise Risk Management.

To optimise our reporting process, we have implemented the Sphera Corporate Sustainability Software (SCSS) cloud-based solution across the Group and report in line with



the internationally recognised Global Reporting Initiative (GRI) reporting framework.

We continually assess and improve our sustainability performance through monitoring and reporting, robust risk management and capacity building.

We have identified key sustainability metrics at Group level that we report on quarterly to management and in our CEO Sustainability Forums.

Human rights and labour conditions

We safeguard the human rights and labour conditions of all those working for Dubai Holding and we respect and strictly adhere to all applicable laws of Dubai and the UAE.

Employees are responsible for upholding our Code of Conduct and are encouraged to report any concerns about illegal or unethical conduct. Employees are supported in submitting any concerns

confidentially via a dedicated whistleblowing reporting channel called Trustline.

Code of Conduct

The Dubai Holding Code of Conduct ("the Code") promotes and sets out the expected standards for conducting business ethically and to comply with the law.

Developed in line with applicable UAE laws and international best practices, it is reviewed and updated on a regular basis. To maintain transparency, the Code is publicly available on Dubai Holding's website for all employees and stakeholders to access.

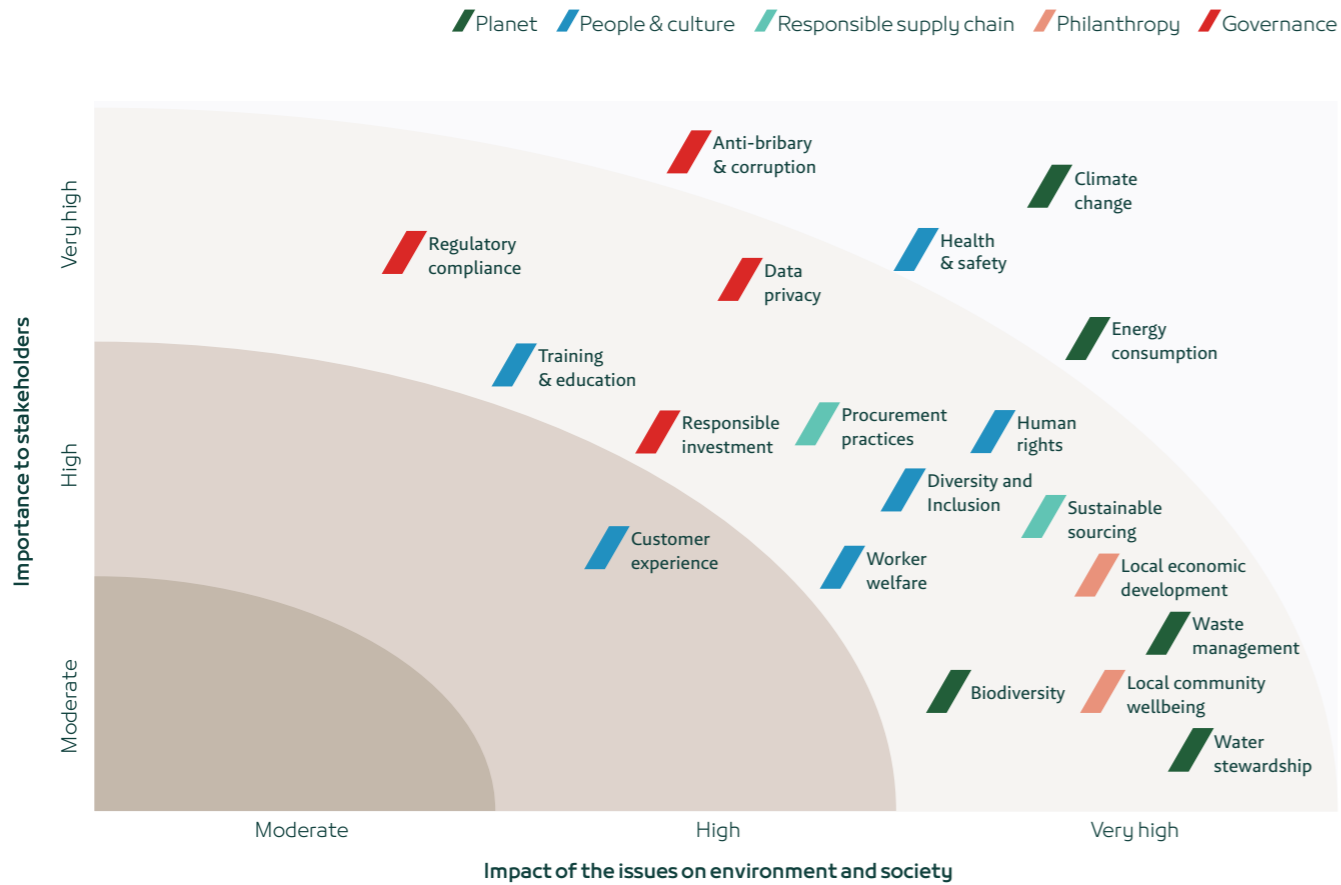
Data privacy

Our comprehensive data protection framework addresses the Group's commitment to treat all the personal information trusted to us with the utmost care and confidentiality.

The framework includes policies, procedures and controls to ensure compliance with global data protection laws and principles. We have established a network of data champions who are provided with in-depth training to equip them to support both employees and customers with their queries.

"We continually assess and improve our sustainability performance through monitoring and reporting, robust risk management and capacity building."

Materiality matrix 2023



“ Our 2023 materiality matrix informs our Sustainability Strategy and strategic priorities.

Materiality matrix

Dubai Holding’s materiality assessment has identified the topics where our operations have the most significant impact and that are most important to our businesses and stakeholders. Our 2023 materiality matrix informs our Sustainability Strategy and strategic priorities.

To understand the materiality of sustainability topics in relation to our business, we looked at both the importance of the topic to key stakeholders and the impact of the topic on the environment and society. In accordance with international standards we have aligned our key Group-level strategic priorities with the GRI framework.

Our 2023 assessment is based on an evolution of our 2022 commissioned materiality study. It will be reviewed periodically to reflect the changing external landscape and business developments. The graphic above represents our Group-level materiality matrix and guides strategic decisions on how we prioritise strategic initiatives. Our business verticals each have their own materiality assessments to inform their own priorities.

Our planet pillar strategy reflects that our businesses in the UAE and internationally are heavily dependent on natural resources and this is acknowledged with the high materiality ratings of climate

change, energy consumption, waste management, water stewardship and biodiversity.

Similarly, we are a people-centred business with a complex supply chain. It is therefore imperative that we uphold our commitment to worker welfare alongside health, safety and human rights across all our operations.

Our responsible procurement practices and initiatives that empower the local community support this.



Impact Snapshot



Letter from our Chief Impact Officer

In 2023, as the United Arab Emirates announced the Year of Sustainability and hosted the COP28 climate conference, Dubai Holding also reaffirmed its commitment to sustainability with substantial progress.

As I reflect on the year's journey it's clear that our achievements in sustainability have been driven by a strong dedication to, alongside the integration of, sustainable practices across all areas of our operations. This year has been a pivotal one for Dubai Holding as we aligned with the UAE's sustainability ambitions. We have grown our sustainability team, adopted global best practices, developed a comprehensive strategy, improved our reporting mechanisms and strengthened internal accountability.

Our efforts to upskill and empower our people saw us partner with Visa to roll out our Life Goals programme and reach 9,000 blue-collar workers through financial literacy training. We also furthered our support for gender equality with the launch of our first Group-wide Women's Network to support professional development and community building.

Across our verticals we put in place plans and systems to minimise energy and water use, reduce waste and source food and packaging responsibly. We also concentrated our efforts to maximise social impact in the communities where we work, revising our philanthropy strategy to focus on responsible production and consumption in line with SDG 12.

In the next part of this report, we have highlighted a range of inspiring examples of our strategy in action across our sustainability pillars and businesses.

With these solid foundations in place, we are moving from strategy setting to implementation. In 2024, we will continue to work together towards tomorrow, building on the ambition of COP28 to Unite, Act and Deliver on a joint pathway to Net Zero.

Our journey is built on collaborative action For the Good of Tomorrow and we invite all our people, partners and stakeholders to join us.

Huda Bhumaid
Chief Impact Officer

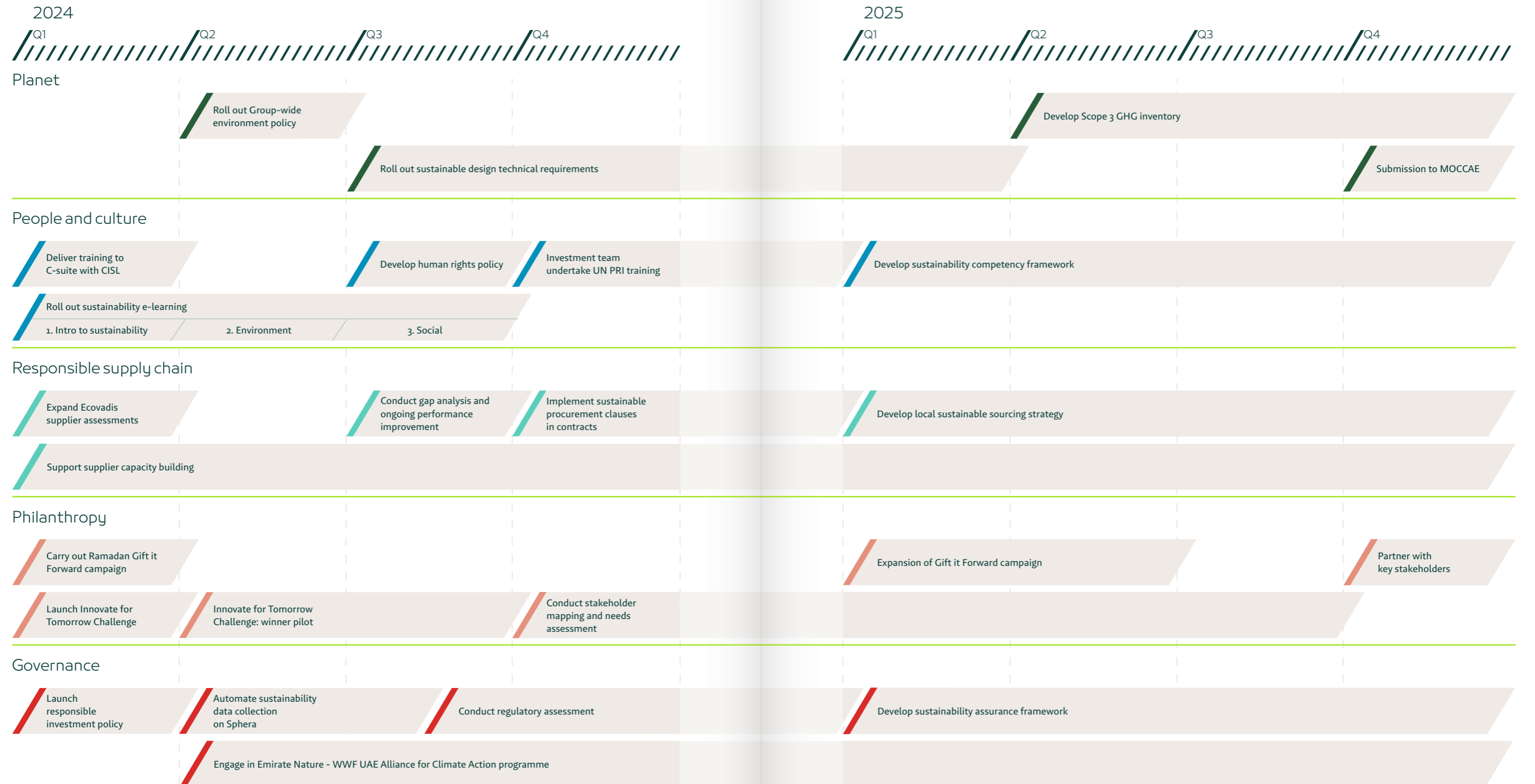


Group Sustainability Roadmap 2024

Dubai Holding had a year of record results and outstanding strategic progress in 2023.

We became a Principal Pathway Partner for COP28 and made a bold public commitment to Net Zero by 2050 in line with the UAE's

ambition. To deliver on this, we have set out a roadmap of core activity to activate our strategy in 2024.



Awards and initiatives

Dubai Holding believes in the power of partnership and works with a range of partners to maximise the positive impact of our shared goals and actions.

We are aligned with organisations who share our sustainability vision and our values. To turn our goals into tangible achievements, we recognise that we must work together with partners across business, government and non-government organisations.

Our strategic partners include: UAE Ministry of Climate Change and Environment, Emirates Nature – WWF’s UAE Alliance for Climate Action, UAE Gender Balance Council, EcoVadis, Sphera, Visa, the National Food Loss and Waste Initiative and others.

We are signatories of:

- Ministry of Climate Change and Environment’s Climate Responsible Companies Pledge
- SDG 5 Pledge to Accelerate Gender Balance in the UAE Private Sector
- One Planet Global Tourism Plastics Initiative (Jumeirah)

We are members of:

- Environment, Emirates Nature –WWF UAE Alliance for Climate Action
- Global Reporting Initiative
- Green Business Certification Inc. (Dubai Holding Real Estate)
- Sustainable Hospitality Alliance (Jumeirah)

We are proud that our achievements have been recognised with the following awards:



ISO 14001 and 45001 Certification for 12 Dubai Holding Entertainment assets.



Middle East Landscape Sustainability Awards 2023 Best Landscape Award in the Parks and Recreation category for Central Park at City Walk.



2023 MEPRA Gold Award for Best Sustainability Stakeholder Engagement Campaign for our Life Goals programme.



2023 MEPRA Silver award for Best Campaign Demonstrating DE&I Initiatives for our She is campaign.



The Green Planet and MOTIONGATE™ have earned the Certified Autism Center™ (CAC) designation from the International Board of Credentialing and Continuing Education Standards (IBCCES).



COP28 snapshot

The 28th Conference of the Parties (COP) to the UN Framework Convention on Climate Change (UNFCCC) took place in Dubai, UAE, from 30 November to 13 December 2023.

At the annual COPs, world leaders gather to work together on solutions to climate change. COP28 brought into sharp focus the need for a transformative approach from UAE businesses, with an emphasis on collaboration between the private sector and government.

With a global spotlight on both the role of business and of the UAE to address climate change, this was a key moment for Dubai Holding to make a public commitment to support the nation to deliver on its Net Zero by 2050 ambition. We were proud to stand side-by-side with other leading organisations to make this commitment.

Principal Pathway Partner

Dubai Holding was a Principal Pathway Partner of COP28 with a Showcase Space in the heart of the Energy Transition Hub in the Green Zone. Spanning 14 days with more than 85,000 attendees from government, business and civil society, COP28 was an opportunity for us to showcase our commitment to sustainability.

Our programme and Showcase Space brought together international and high-level guests, including COP28 President His

Excellency Dr Sultan Ahmed Al Jaber and Scottish Cabinet Secretary for Transport, Net Zero and Just Transition Màiri McAllan.

Showcase and Education Hub

Our Showcase Space provided a platform for sustainability innovators to exhibit their solutions to global and local sustainability challenges. We also hosted expert speakers and representatives from international leading sustainable businesses.

Our space was designed around education and collaboration. This was woven into the design with the walls displaying case studies of our key initiatives, allowing delegates to experience our strategy in action. It also served as a convening hub for people from all parts of our business including the Dubai Holding Women's Network and future talent from our Leaders of Tomorrow Graduate Programme. More than 30 volunteers supported activities in our Showcase Space.

Highlights of two weeks at COP28

- More than 50 talks and presentations, hosted by leaders

from across the Group including Group Chief Executive Officer Amit Kaushal, Group Chief Investment Officer Omar Karim and Director of Investments and Portfolio Management Umar Farooq.

- The launch of our Innovate for Tomorrow Challenge, which will be rolled out in 2024, aimed at finding solutions to enhance sustainable consumption and production practices.
- Formal side events on innovation, featuring climate-focused growth stage companies and the role of Public Private Partnerships in driving sustainability, using the Warsan Waste Management Centre as an example of good practice.

Building on COP28's momentum

COP28 was centred on a commitment to Unite, Act and Deliver. It highlighted the urgent need for collaboration between the private sector and government as UAE businesses transform their operations towards clean energy, a circular economy and sustainable business practices.

At Dubai Holding, partnership, collective action and sharing of knowledge is a key part of our Sustainability Strategy. Building on COP28, we will continue to take collaborative action together, with sustainability in all that we do, towards our bold commitments For the Good of Tomorrow.



Impact Review

Planet

We are committed to improving our environmental impact across our operations. We actively reduce our use of energy and natural resources while preserving and restoring biodiversity. In 2023 we:

- Developed our Decarbonisation Strategy, providing a roadmap to reduce our emissions in line with the UAE's 2050 Net Zero ambition.
// See page 22
- Completed our greenhouse gas (GHG) inventory, capturing both direct (Scope 1) and indirect (Scope 2) emissions across our UAE operations.
// See page 32
- Launched the first phase of the AED 4 billion Warsan Waste Management Centre. At full operations, the Centre will have the capacity to treat 5,666 tonnes of waste per day, turning it into energy for the grid.
- Received a 2023 Landscape Middle East Sustainability Award for Central Park at City Walk – 40,000 sqm of green space centred on wellness and sustainability.
// See page 38

People and culture

We are committed to health, safety and wellbeing in every aspect of our business. We champion a diverse and inclusive workplace and ensure everyone is treated fairly. In 2023 we:

- Delivered financial literacy courses to more than 5,000 blue-collar workers from Ejadah through our Life Goals programme and in partnership with Visa. We are on track to meet our goal of training 9,000 workers by April 2024. The programme received a Gold Award for Best Sustainability Stakeholder Engagement Campaign at the 2023 Middle East Public Relations Association (MEPRA) Awards.
// See page 70
- Achieved the goal of 30% of women in managerial roles, as part of our SDG 5 Pledge to Accelerate Gender Balance in the UAE Private Sector, which we signed in 2022. We also launched the Dubai Holding Women's Network to support professional development and community building, which has attracted over 500 members across the Group since its launch.
// See page 58
- Secured Certified Autism Destination™ (CAD) status for MOTIONGATE™ Dubai and The Green Planet in recognition of our autism-friendly, inclusive approach.
// See page 60

Responsible supply chain

We are committed to the highest ethical business and human rights standards across our value chain. We set clear expectations and support our suppliers to meet them. In 2023 we:

- Implemented our robust Supplier Code of Conduct which sets clear expectations in areas of safety, environmental performance and ethics.
// See page 76
- Assessed over 80% of our strategic suppliers against industry best practice through EcoVadis, a leading global provider of sustainability ratings.
// See page 78
- Encouraged sustainable local sourcing of produce through Jumeirah's partnership with Fresh on Table.
// See page 80

Philanthropy

We are committed to supporting sustainable local communities. Together with government, entrepreneurs and communities we innovate for positive social and environmental change. In 2023 we:

- Developed our unified approach to philanthropy, designed to increase our social impact through a focus on supporting sustainable local communities.
- Engaged the local community on the critical topic of climate change in the lead up to COP28 through our Climate Conversations radio series, in partnership with Dubai Eye.
// See page 86
- Announced our Innovate for Tomorrow Challenge, aimed at finding solutions to enhance sustainable consumption and production practices.
// See page 84

Planet



Dubai Holding is committed to improving our environmental impact across our operations. We actively reduce our use of energy and natural resources while conserving and restoring biodiversity.

We actively monitor our carbon emissions, as well as our energy consumption, water use and waste. Our efforts range from enhancing energy efficiency to conserving water, with an emphasis on reusing and recycling.

Our Decarbonisation Strategy provides a roadmap for our reduction in greenhouse gas as we move towards Net Zero by 2050.

In 2023, we developed our Group-wide Sustainable Design Principles that set the standard for future buildings. We deployed technology to help us reduce food waste and ensure sustainable sourcing.

We're also taking action to improve biodiversity, especially in our marine environment, including turtle rehabilitation and coral restoration.



UN SDGs

Towards Net Zero 2050

Dubai Holding undertook thorough benchmarking across our operations in 2022 and 2023, measuring resource consumption in order to understand our sustainability challenges and set clear goals for performance improvement.

Our interim internal targets up to 2030 align with the UAE’s carbon reduction pathway to Net Zero. This is part of our public commitment, as a signatory to the MOCCA’s Climate Responsible Companies Pledge, to reach Net Zero by 2050.

We have now developed a comprehensive greenhouse gas inventory for our direct (scope 1) and indirect (scope 2) emissions across assets in the UAE. We also measure our scope 3 emissions from water usage and waste production. From 2024 onwards we will expand our scope 3 to include emissions from our wider value chain and investments.

Our Decarbonisation Strategy’s core principles are implementability, scalability and progressiveness. We customise our approach for each asset, considering specific business needs, current performance and maturity in terms of sustainability.

Key activities on our decarbonisation journey include implementing the following initiatives across four focus areas of clean energy, water stewardship, integrated waste management and carbon reduction.

Fundamental initiatives for implementation across Dubai Holding

- Energy and water audits and submetering
- Energy efficiency upgrades
- Maximise treated sewage effluent (TSE) usage for 100% of landscaping
- Waste characterisation and diversion from landfill

Excellence initiatives for implementation based on asset readiness

- Alternative fuels and clean transport
- Smart technologies and IoT
- Green building certifications
- Low carbon construction

Flagship initiatives best-in-class requirements for selected assets

- Building re-commissioning
- Solar panel installation
- TRUE certification for zero waste
- Circular procurement
- LEED Zero certification



Rethinking energy

Our assets rely mainly on electricity from the grid, such as Dubai Electricity and Water Authority and district cooling to operate.

We also use fuels, such as natural gas, for our hospitality and entertainment assets including our restaurants. We have set energy reduction targets across our operations and made major investments in alternative and renewable energy.

Warsan Waste Management Centre (WWMC) – we are a major shareholder in the world’s largest energy-from-waste facility, directly contributing to the UAE’s energy diversification plans. WWMC will contribute to achieving Dubai’s goals to minimise municipal waste in landfills, develop alternative sources of energy, and contribute to the targets of the Dubai Clean Energy Strategy 2050. See our case study on page 34.

EMPOWER – we are investors in the world’s largest district cooling service provider, which will use 100% renewable energy and recycled water for district cooling and is committed to carbon neutrality by 2050.

Solar energy – Dubai’s abundant solar energy is being harnessed through solar panels on parking rooftops, generating clean electricity for buildings and vehicles. Solar powers our Dubai Holding Corporate office, Al Khawaneej Walk and Outlet Village. Energy projects at TECOM districts such as Dubai Outsource City and Dubai International Academic City, generated 12.35 GWh of solar energy, with more projects in the pipeline. Jumeirah and Dubai

Holding Entertainment also plan to install solar panels on suitable properties.

Retrofits and building management – building management systems (BMS) and retrofits are reducing energy use across our portfolio. For example, at Madinat Jumeirah’s 40-hectare resort we retrofitted the ventilation system and used a cloud-based building management system enabling significant energy savings since 2008.

Sustainable design – as a leading masterplan developer in Dubai, Dubai Holding is committed to durable, sustainable, and environmentally conscious development. We are building on existing good practice within the Group, such as TECOM’s two LEED Platinum, 22 Gold and six Silver certified buildings in Dubai, to ensure that our future builds meet the highest sustainability standards. For more details see page 40.

Green mobility – we are working in partnership to improve access to sustainable travel options and reduce travel-related emissions across Dubai. Customers and the public now have access to 23 electric vehicle (EV) charging stations at Dubai Holding Asset Management and Dubai Community Management properties; 16 in our retail spaces and seven within residential communities. Guests can also charge their EVs across Jumeirah’s properties.

12.35 GWh
of solar energy generated
across TECOM Group

600,000 kwh
of energy per year saved
in just one Jumeirah resort

Nearly half
of electric vehicle
charging stations at
Jumeirah’s locations

Case study

Warsan Waste Management Company

“The start of the operations of the Waste to Energy Centre in Warsan takes Dubai another step closer to achieving its strategy to create the world’s best sustainable ecosystem. We are committed to building a better future for future generations by ensuring our ambitious economic development programmes maintain the highest standards of sustainability and environmental preservation.”

- His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai



Contributing to these UN SDGs



AED 4 billion
total investment

45%
of Dubai’s waste diverted from landfill (at full capacity)

5,666 tonnes
of waste turned into energy per day

135,000 homes
powered using energy from waste

Partners

Dubai Municipality (strategic partner)

WWMC is a jointly owned company of Dubai Holding, DUBAL Holding, Itochu Corporation, Besix Group, Hitachi Zosen Inova, and Tech Group

Awards

British Safety Council Award

Royal Society for the Prevention of Accidents (RoSPA) Award

Research and Innovation Award, UAE Ministry of Energy and Infrastructure

Dubai Holding is a major investor in Warsan Waste Management Centre (WWMC), the world’s largest Energy-from-Waste (EfW) facility, as part of a strategic partnership with Dubai Municipality. Other partners include DUBAL Holding, Itochu Corporation, Besix Group, Hitachi Zosen Inova and Tech Group.

This is the flagship project as part of Dubai’s transition to a green economy and diverting waste to landfill. Once complete, the facility will convert 1.9 million tonnes a year of municipal residual solid waste into energy for Dubai. This will, in turn, support in reducing approximately 2,400 tonnes of carbon emissions equivalent each year by diverting waste from landfill.

Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai, launched the first of two phases of the project in July 2023.

The plant supports Dubai’s vision of becoming the world’s most sustainable city by diverting up to 45% of Dubai’s waste from landfill, supporting Dubai in achieving its target of 98% landfill diversion by 2041. WWMC will contribute to achieving Dubai’s goals to minimise municipal waste in landfills, develop alternative sources of energy, and contribute to the targets of the Dubai Clean Energy Strategy 2050.

At full capacity, the facility will generate 220 MW of electricity per hour, directly feeding this electricity into the grid. The energy produced will be capable of providing power to 135,000 homes, which is roughly 2% of the annual electricity consumption in Dubai. The facility uses recycled water to produce the steam required to power the plant’s electricity-generating turbine.

The plant achieved successful operations for two of five lines in 2023 and will move to full commercial operations in 2024.

Championing sustainable design

Dubai Holding understands that the decisions we make now about how we design and develop our urban infrastructure have a significant impact on our future.

As one of the largest real estate developers in Dubai, we have included our future assets in our strategy to ensure that our growth trajectory is in line with our Net Zero pathway. This means integrating sustainability into the design and construction of built assets.

To ensure a robust approach, we have developed Group-wide Sustainable Design Principles, which will be supported by specific technical requirements for different types of assets.

TECOM achieved two new LEED Platinum and six new Gold certified buildings in 2023, bringing the total to 30 LEED certified buildings.

Dubai Holding Real Estate is developing award-winning properties and green spaces and Dubai Holding Asset Management is also prioritising green space and sustainability across its residential assets.

Commitment

Group-wide Sustainable Design Principles will ensure our assets contribute positively to our commitment to Net Zero by 2050

Award winning

Central Park by Meraas at City Walk recognised for its focus on sustainability and wellbeing with a 2023 Landscape Middle East Sustainability Award

“People have a newfound value for nature in urban spaces. It’s not the aesthetic element that appeals but the numerous mental and physical health benefits it affords. As a result, we see home seekers look for properties with seamless access to parks and landscaped gardens and aim to cater to those aspirations by prioritising natural elements in our communities. We make it a point to maximise green spaces in our communities and remain committed to investing in their maintenance and enhancement so that our residents can find respite close to home, especially as it aligns with the ambitions of the Dubai 2040 Urban Master Plan.”

- Ahmed Al Suwaidi, Managing Director of Residential Communities, Dubai Holding Asset Management



Case study

Integrating sustainability into communities

“The Middle East Landscape Sustainability Awards 2023 honours and celebrates organisations that demonstrate excellence in environmental responsibility, innovation and sustainable development throughout the region. Our win in the Parks and Recreation category confirms our leading role in creating green spaces and showcases the positive impact of our projects on the communities we build.”

-Khalid Al Malik, Dubai Holding Real Estate Chief Executive Officer



Contributing to these UN SDGs



40,000+ sqm
of green space for residents of Central Park at City Walk

80%
reduction in greenhouse gas emissions per capita projected for The Acres residences

2.5x
more green space than the national average at The Acres

Partners

Meraas

Awards

2023 Landscape Middle East Sustainability Award

Dubai Holding’s sustainable approach to design has been recognised with the 2023 Landscape Middle East Sustainability Award for the design of Central Park at City Walk.

Conceived by Meraas, part of Dubai Holding Real Estate, the development was envisaged as the green heart of its community. Central Park at City Walk focuses on sustainability and wellbeing within an urban neighbourhood.

Measuring 40,000+ sqm, Central Park is approximately the size of six football pitches. The park has been designed to encourage residents of all ages and abilities to take part in fitness and outdoor activities with jogging and cycle tracks, outdoor fitness equipment, a range of sports courts and a skate park.

The Acres, another Meraas development, also prioritises community wellbeing, with 2.5 times more green space than the national average, continuous pedestrian and cycle paths, orchards, parks and leisure amenities. Its sustainable design targets include energy efficient buildings, water saving and reuse measures and electric vehicle charging.

Designed with the future in mind, the development’s well-insulated, high efficiency buildings are projected to achieve an 80% reduction in greenhouse gas emissions per capita compared with the national average. It also expects to reduce water use by a third and has 100% of its irrigation needs covered by treated wastewater.

Case study

Retrofitting buildings

In 2023, our dedication to sustainable development and operational excellence was demonstrated through the completion of eight LEED retrofit projects at TECOM.

These projects were situated in Dubai Media City, with an additional one in Dubai Internet City. This achievement underscores our ongoing commitment to sustainable building practices.

Combined with our existing portfolio of 22 LEED-certified buildings, these new additions bring our total count to 30 LEED-certified structures.

The success of these retrofit projects was bolstered by the initiatives stemming from our energy savings programme. By aligning our energy efficiency strategies with LEED criteria, we revitalised existing buildings into eco-conscious and resource-efficient spaces.

As we continue along this path, our focus on retrofitting older structures reflects our proactive stance in fostering a built environment that prioritises environmental stewardship and resilience.

8 LEED
retrofit projects completed

30 LEED-certified
buildings in total

—

Awards

LEED Platinum

LEED Gold



Contributing to these UN SDGs



Minimising food waste

Dubai Holding recognises its role in tackling the global challenge of food waste and its environmental impact, particularly in the UAE where an average of 2.7 kg of food per person, per day is wasted.

24,000 kg
of food waste saved in 2023
at Jumeirah, equivalent to
57,000 meals

Landfill reduction

through turning used cooking oil from our hospitality and entertainment businesses into biodiesel

Composting

food waste from the offices of our real estate business

In partnership with ne'ma, the National Food Loss and Waste Initiative, we share the aim to address over-consumption and build a UAE-wide social norm around responsible and sustainable consumption.

We use the latest technologies and engage in strategic partnerships to minimise our food waste and divert as much as possible from landfill. Jumeirah is transforming used cooking oil into biodiesel through a partnership with Lootah biofuels and using composting systems to turn our food waste into organic fertiliser.

Similarly, Dubai Holding Entertainment is working with Neutral Fuel to pilot the collection of used cooking oil from its sites to be refined into biodiesel as an alternative to fossil fuel consumption in the UAE. In addition, Dubai Holding Real Estate has partnered with the WasteLab to compost food waste across its four office locations.



Case study

Reducing food waste at Jumeirah

“Food waste is one of Jumeirah’s most important sustainability focus areas. It’s not just about how we present our menus and buffets to guests, but also how we measure and quantify food waste, whether that be from our buffets, food preparation, or other parts of the food and beverage supply chain. Winnow, which uses AI-enabled technology, provides visual and quantitative feedback on the amount of food wasted to our culinary teams. Digitisation and technology are part of our route to achieving our sustainability goals and we are rolling out Winnow to all Jumeirah restaurants by the end of the first quarter of 2024.”

- Chef Uwe Fause, Senior Group Culinary Director, Jumeirah



Contributing to these UN SDGs



57,000 meals
worth of food waste saved at Jumeirah

70%
of Jumeirah’s Middle East portfolio will be using Winnow by 2024, with 12 additional sites coming on board

—

Partners

Winnow AI

Jumeirah has installed the Winnow AI system to track and analyse food waste at four of its hotels, Jumeirah Zabeel Saray, Jumeirah Beach Hotel, Burj Al Arab Jumeirah and Jumeirah Al Qasr.

This innovative system allows chefs to see where food is being wasted both in preparation in the kitchen and on the tables. The information gathered helps to inform procurement decisions, refine food preparation methods and design out waste in menu creation.

The system has enabled Jumeirah to not only reduce food waste but to bring down costs as well.

In 2023, the system prevented 24,000 kg of food waste. This represents 98 tonnes of CO2 emissions and the equivalent of almost 57,000 meals.

With 150 outlets, these initiatives have a large role to play in minimising food waste.

Tackling single-use plastics

In light of the global plastics crisis, we are committed to finding sustainable alternatives to plastics and eliminating single-use plastics across Dubai Holding's operations.

As a signatory of the Global Tourism Plastics Initiative, Jumeirah is committed to becoming 100% free from single-use plastics by 2025. Jumeirah has already implemented plastic reduction initiatives, such as deploying the Nordaq in-house water bottling system at more than 70% of its UAE properties, eliminating nine million plastic water bottles each year. Jumeirah is also removing plastics from its food and beverage operations.

Dubai Holding Entertainment has replaced 7,000 single-use plastic cutlery sets with bioplastics made from UAE palm tree waste at Roxy Cinema Dubai Hills and The Green Planet.

This pilot project, in partnership with Palmade, has received very positive feedback with 97% of testers satisfied with the quality of the product and 100% of them convinced that this initiative had a positive environmental impact.

“Dubai Holding Entertainment recognises the imperative to transition from single-use plastic to sustainable alternatives. Our shift to recycled palm leaf cutlery is more than just an environmental initiative; it is a strategic move that reflects our commitment to responsible business practices. By making conscious choices today, we are setting the stage for a future where sustainability is at the core of everything we do.”

- Al Anood Al Hashemi, Vice President – Organisational Culture and Impact, Dubai Holding Entertainment

Reusable water bottles and refilling points are also provided at Dubai Holding Entertainment headquarters, saving an estimated 3,600 plastic bottles in just two months.

Dubai Holding Real Estate and Ejadah are diverting plastic waste away from landfill through recycling and upcycling efforts as part of their push towards a circular economy. They are providing employees at their headquarters with reusable water bottles and have installed new water stations to eliminate single-use plastic bottles at their offices.

As a proud partner of the Dubai Can campaign, Dubai Holding Asset Management set up drinking water refill stations across Bluewaters, La Mer and City Walk. In 2023, the Dubai Can initiative provided 1.1 million litres of filtered water, saving more than 2.2 million 500ml single-use plastic water bottles.

415 km
of plastic wraps and 864,000 plastic food containers eliminated from Jumeirah

9 million
reduction in plastic water bottles each year at Jumeirah sites via initiatives such as Nordaq in-house water bottling

1.1 million litres
of filtered water provided through Dubai Can, saving 2.2 million 500ml single-use plastic bottles



Case study

Zero plastics at Jumeirah

“Jumeirah is committed to identifying and co-creating new ways to incorporate sustainable and inclusive practices across our business ecosystem to shape a future where everyone can thrive. The hospitality industry touches many communities and industries worldwide. Our commitment to becoming 100% free from petroleum-based plastics by 2025 is just one of the ways we are working alongside our industry peers to bring about transformative change.”

- Thomas B. Meier, Interim Chief Executive Officer, Jumeirah



Contributing to these UN SDGs

70%
of Jumeirah’s UAE portfolio have removed single use plastic bottles

864,000
plastic food wraps and containers being removed from Jumeirah’s food and beverage operations

100% free
from single-use plastics by 2025

Partners

Global Tourism Plastics Initiative

Sustainable Hospitality Alliance

With an estimated 19 to 23 million tonnes of plastic ending up in water bodies each year and affecting more than 800 marine and coastal species, eliminating plastic waste is a priority for Jumeirah.

Jumeirah joined the Global Tourism Plastics Initiative, making a commitment to eliminating petroleum-based plastics from its operations by 2025. It also became a member of the Sustainable Hospitality Alliance, the world’s leading responsible hospitality network. In 2023, Jumeirah Emirates Towers became Jumeirah’s first hotel to become 100% free from single-use plastics.

Initiatives include switching to in-house water bottling and filtration systems, transitioning to organic material room amenities and non-petroleum-based plastics in food service operations.

Across Jumeirah’s hotels and resorts up to nine million plastic water bottles will be eliminated each year through state-of-the-art NORDAQ water bottling systems.

These are currently in place at Madinat Jumeirah and Jumeirah Beach Hotel, Jumeirah Al Naseem, Jumeirah Al Qasr, Jumeirah Mina A’Salam, Jumeirah Emirates Towers and Jumeirah Zabeel Saray.

Using organic materials for room amenities is projected to eliminate a further 22,000 kg of plastic waste. Across its food and beverage operations, Jumeirah is removing a further 415 km of plastic wraps and bagging, and over 864,000 of plastic food preparation items and containers.

By 2025, Jumeirah aims to have eliminated unnecessary plastics and engaged with their whole value chain to move towards 100% of packaging being either reusable, recyclable or compostable.



Saving water

As a city, Dubai faces water challenges and high demand for freshwater. Our water stewardship approach means using and managing water resources in a sustainable and resilient way.

This includes reducing water consumption, increasing water efficiency, and protecting water quality.

Dubai Holding is investing in technologies to reduce wastewater, while also committing to the reuse of treated wastewater (TSE) across our operations.

Dubai Holding Asset Management, Dubai Holding Entertainment and Jumeirah are using TSE for landscaping and watering needs, saving over 5.3 million cubic meters of freshwater in 2023.

Jumeirah's hydroponic farm, launched in August 2022 at Jumeirah Zabeel Saray in Dubai, harvests local herbs and lettuces while using 70% less water for each yield.

Over 5.3 million cubic metres of freshwater saved in 2023 through using TSE for landscaping and watering

70% less water used to harvest vegetables at Jumeirah's hydroponic farm

Restoring and protecting biodiversity

Biodiversity is essential for the health and wellbeing of people and nature, as well as for the sustainability and profitability of Dubai Holding's businesses.

Jumeirah has a particular focus on protecting and preserving the natural environment and addressing biodiversity loss. It has been tending to sick and injured sea turtles since 2004 under the Dubai Turtle Rehabilitation Project (DTRP), the first of its kind in the region. The DTRP is aligned with the UAE Ministry of Climate Change and Environment's initiatives to further protect these marine creatures that are essential to the local natural ecosystem.

In addition, a Marine Research Centre study of Maldives reefs in 2016 showed that over 73% of the country's corals have been bleached, with the reef health continuing to deteriorate since.

To contribute to addressing this, Jumeirah Maldives conducts weekly coral planting events where guests are encouraged to support restoration efforts of the coral reefs.

Dubai Holding Entertainment is also ensuring the next generation understands the importance of biodiversity. More than 40,000 students have this year learnt about the environment, biology, conservation and current issues at The Green Planet.

Underwater

camera installed at Jumeirah's Maldives Olhahali coral nurseries enables the public to engage with this important coral restoration project

40,000+ school children learning about the importance of biodiversity and environmental conservation at The Green Planet

“ Jumeirah has a particular focus on protecting and preserving the natural environment and addressing biodiversity loss.



Case study

Turtle rehabilitation

“Building inter-emirate cooperation across the UAE’s scientific communities, rescue centres and government entities enables us to undertake a mutually beneficial cooperation in sea turtle rehabilitation, research and habitat restoration. With the support of the UAE community, Jumeirah’s Dubai Turtle Rehabilitation Project continues to have a positive impact on turtle rehabilitation, contributing to the conservation of these threatened species.”

- Barbara Lang-Lenton Arrizabalaga, Director of Aquarium, Burj Al Arab Jumeirah



Contributing to this UN SDG



2,100 turtles
returned safely to the Arabian Gulf since the project began

100+
turtles rescued each year

1,700+
school children learning about the importance of the marine environment

Partners

HE Sheikh Fahim Al Qassimi

Central Veterinary Research Laboratory

Dubai’s Wildlife Protection Office

Dubai Falcon Hospital

One of Dubai Holding’s most successful biodiversity programmes, the Dubai Turtle Rehabilitation Project rescues, rehabilitates and releases back into the wild any sea turtles found sick or injured in the region.

Supported by His Excellency Sheikh Fahim Al Qassimi and the Central Veterinary Research Laboratory, the project educates local children, citizens and international hotel guests about sea turtle biology and the local and global plight of the sea turtle. It also aims to understand the success of rehabilitation initiatives and to research turtle movements using a satellite tracking. Other partners in the project include Dubai’s Wildlife Protection Office and Dubai Falcon Hospital.

The turtle rehabilitation process starts with critical care at Jumeirah Burj Al Arab’s aquarium facilities. The second phase sees turtles moved to a purpose-built, state-of-the-art, sea-fed turtle rehabilitation lagoon at Jumeirah Al Naseem before they are released back into the wild.

To date, more than 2,100 turtles have been returned safely to the Arabian Gulf, with an average of more than 100 turtles rescued each year. The critically endangered, native Hawksbill turtles are predominant at the rehabilitation facility, which also looks after Green, Loggerhead and Olive Ridley turtles.

Tourists can learn more about sea turtle conservation and participate in feeding at the sea-fed turtle lagoon at Jumeirah Al Naseem. The project also runs an educational programme for school groups. Between October 2022 and April 2023, over 1,700 school children from the UAE participated in this programme.

Thanks to the sea turtle tagging initiative, turtles have been observed undertaking extensive journeys. One of the turtles, called Dibba, travelled 8,300 km to reach Thailand in nine months. Satellite tracking data demonstrates the regional, national and international impact the project is having on sea turtle populations.

In 2024, the turtle lagoon’s infrastructure at Jumeirah Al Naseem and in the Dubai Turtle Rehabilitation Project facilities within the aquarium at Jumeirah Burj Al Arab will be upgraded and modernised as part of Dubai Holding’s ongoing commitment to biodiversity.

Meet Barbara Lang-Lenton in our Humans of Dubai Holding Series.

[Watch video](#)



Case study

Coral restoration

“At Jumeirah Maldives Olhahali Island we aim to combine education, engagement and regeneration to foster a shared passion for the protection of our marine biodiversity. Our live underwater feed, in collaboration with Ooredoo Telecom, provides a window to the underwater world, which is otherwise out of sight. It’s an important step in creating that emotional connection, allowing our guests to witness and champion the progress of our coral regeneration initiatives.”

- Ashraf Mohamed, General Manager, Jumeirah Maldives Olhahali Island



Contributing to this UN SDG



400 coral fragments
created from 4 coral trees

2 talks
per week with students and local associations on coral restoration

Partners

Ooredoo Telecom

Jumeirah Maldives Olhahali is implementing initiatives to tackle coral bleaching, involving hotel guests and specialists in a coral rehabilitation project and promoting public awareness of this growing issue.

Four coral trees with 400 coral fragments have been created in the nursery at Olhahali island. A further 300 coral fragments are housed in the lagoon between the guest water villas, covering an area of 25 sqm. The coral nurseries provide habitats for a range of fish and other marine species. Once established, both small and large-scale coral colonies are then translocated to sites where these species are protected and can continue to grow.

The aim is not only to propagate coral but to foster a generation aware of conservation who will take stewardship of their own island.

The hotel’s in-house specialist holds marine talks twice a week with local students and associations. For guests who express an interest, there are weekly coral planting events or guided tours of the coral gardens.

In 2023, an underwater camera was installed to enable the public to see the coral nurseries.

[View the live video feed](#)

Future plans include using corals grown in the nursery to rehabilitate areas of the hotel’s house reef, making it more attractive for snorkelers and providing a richer habitat for marine life.

People and Culture

Dubai Holding is committed to health, safety and wellbeing in every aspect of our business. We champion a diverse and inclusive workplace and ensure everyone is treated fairly.

With a combined workforce of nearly 40,000 people, we recognise that ensuring an engaged, diverse, skilled and healthy workforce is key to our success.

In 2023, we met our goal of 30% of women in management roles, while MOTIONGATE™ Dubai and The Green Planet Dubai have both earned the Certified Autism Destination™ (CAD) status in recognition of our autism-friendly, inclusive approach.

Our training programmes in financial literacy, integration of ESG in risk management and sustainability are supporting our employees to become ambassadors for change within our organisation and in their communities.



UN SDGs

Improving diversity and inclusion

Our reputation and success to date demonstrate that we have some of the brightest minds in the world working together to advance Dubai and further strengthen its global position as a destination of choice for residents, tourists and businesses.

In 2023, we continued implementing our Group-wide Gender, Equity and Inclusion (GEI) framework, which is supported by a Diversity, Equity and Inclusion (DEI) Council made up of senior-level employees from across the Group.

Measuring diversity is central to achieving our diversity goals so we track gender, age and Emiratisation in our workforce, as well as gender balance at different seniority levels within the organisation.

Our bold commitments for diversity and inclusion include increasing the number of women in managerial roles by 30% by 2025. This is part of our voluntary Pledge to Accelerate Gender Balance in the UAE Private Sector in support of SDG 5, in partnership with the UAE Gender Balance Council.

We achieved this target in 2023 as a result of the ongoing implementation of our Group-wide GEI Framework. This included the expansion of our Director Development Programme with the Hawkamah Institute of Governance for a second cohort.

We also attracted more than 500 members to the Dubai Holding Women's Network. The network supports professional development and community building. In 2024, we will be launching the Women in Leadership training programme with Hult EF to support women to progress into more senior roles within the group.

We are committed to empowering Emiratis to actively participate in roles across the Group for example through the Emirati Youth Programme. See our case study on page 72.

Our support for people with disabilities is evidenced through two of our entertainment businesses achieving Certified Autism Destination™ (CAD) status and the impact of our People of Determination programme. See page 60.



Case study

Advancing gender equity

“As a responsible business and key player in the socioeconomic development of the UAE, Dubai Holding believes in the sustainable and strategic value that results from the increase in female participation in the workforce. Research has consistently demonstrated that having more women in the workplace inspires productivity, and women in leadership roles greatly contribute to the enhancement of business performance.”

- Amit Kaushal, Group Chief Executive Officer, Dubai Holding



Contributing to these UN SDGs

500 women
joining Dubai Holding’s
Women’s Network

30% of women
in management roles
target achieved

—

Awards

2023 MEPRA Silver award for Best Campaign Demonstrating DE&I Initiatives for our She is campaign

Partners

Hawkamah Institute of Corporate Governance

UAE Gender Balance Council

Evolvin’ Women

In 2022, Dubai Holding was one of the first UAE companies to sign the voluntary Pledge to Accelerate Gender Balance in the UAE Private Sector in partnership with the UAE Gender Balance Council and to increase the number of women in middle and senior managerial roles in the UAE to 30%.

These efforts are the result of our Group-wide GEI Framework, which is built on three key programme pillars:

- the ACCELERATE Programme focuses on attracting, retaining and developing top talent
- the IMPACT Programme focuses on implementing inclusive policies, systems and processes
- the REACH Programme focuses on promoting gender-conscious stakeholder engagement, partnerships, products and services.

In 2023 we extended our partnership with the Hawkamah Institute of Corporate Governance to better enable our senior female leaders to become ‘board ready’ taking a second cohort of participants through the programme. We now have 16 women certified as board ready and several of them have taken up formal board positions.

In 2023, we launched the Dubai Holding Women’s Network, promoting professional development, career advancement, and community building. The network grew to over 500 members, providing a powerful support network for women across the Group.

Our award-winning ‘She is’ campaign was launched to challenge and overcome unconscious bias, especially in relation to certain professions or occupations based on gender stereotypes. The campaign celebrates our diverse and talented female leaders, showcasing their achievements in different sectors and roles across the group. It received the 2023 MEPRA Silver award for Best Campaign Demonstrating DE&I Initiatives.

Jumeirah, in collaboration with Evolvin’ Women, is offering vocational training and placements to women from developing nations at its hotels and resorts. This enables them to gain skills and knowledge to empower other women back in their home countries.



Case study

People of Determination

“Sea Breeze is proudly accepting People of Determination into our business. This reflects positively on the person, company, employees and guests using our facilities. We hope for the experience to continue and for People of Determination to become more familiar with the environment of work and to add value.”

- Jamal Mohammad Hasan Makki, Director – Special Projects, Dubai Holding Entertainment



Contributing to these UN SDGs



2 jobs secured
for People of Determination

53 students
from Sanad Village (Children of Determination) and 53 therapists hosted at The Green Planet

2 businesses
achieved Certified Autism Destination (CAD) status

Awards

Certified Autism Destination™

Partners

Emirates Down Syndrome Association

Emirates Academy of Hospitality Management

Tamkeen

ImInclusive

International Board of Credentialing and Continuing Education Standards (IBCCES)

In collaboration with the Emirates Down Syndrome Association and the Emirates Academy of Hospitality Management, Jumeirah is helping to equip People of Determination with vital skills for successful careers in food and beverage, housekeeping and other hospitality roles.

At Dubai Holding Entertainment, a collaboration with Tamkeen and ImInclusive supported People of Determination candidates to find work experience through the POD Competency Showcase. So far, two people from the programme have secured jobs: one at MOTIONGATE™, and a second at beach amenities hire company Sea Breeze.

Sea Breeze plans to turn their internship position into a full-time role and to recruit more People of Determination to full-time roles in 2024.

Further support for People of Determination at Dubai Holding businesses has included providing a free stand for an entrepreneur to sell goods at The Green Planet’s Winter Wonderland. A free trip to the Green Planet for Children of Determination was also organised for 53 children and their therapists.

The Green Planet and MOTIONGATE™ were both internationally recognised as Certified Autism Destinations (CAD) in September 2023. This followed a focused programme of autism awareness training for all guest-facing staff and an evaluation against International Board of Credentialing and Continuing Education Standards (IBCCES).

Modifications resulting from the assessment included sensory guides to help autistic visitors recognise and prepare for potential event triggers and developing procedures to optimise experiences for people with autism.

“We are constantly striving to bring the best-in-class activities and entertainment experiences to all our guests, including those with autistic and sensory needs. This partnership with IBCCES delivers on Dubai Holding Entertainment’s commitment to provide guests with an accessible and inclusive experience for families across our destinations.”

- Fernando Eiroa, Chief Executive Officer, Dubai Holding Entertainment

Ensuring health, safety and welfare

We recognise that the safety, health and welfare of all our employees is essential for our business success.

We adhere to the highest occupational health and safety standards through our Group-wide HSE Management System.

Dubai Holding's newly developed Worker Welfare Standards outline the expected standards for accommodation, transport and employment practices for all our employees and contractors working on our sites. Set to be rolled out across our operations in 2024, they go beyond legal compliance to meet our commitment to responsible business practices. They incorporate best practice from the International Labor Organization Fundamental Conventions and other international frameworks including the United Nations Global Compact (UNGC).

Global Village Dubai, a multicultural entertainment, shopping and dining attraction and part of Dubai Holding Entertainment, won the Royal Society for the Prevention of Accidents (RoSPA) Leisure Safety Awards gold award in 2023 and has been recognised by the British Safety Council for its exceptional health and safety management.

Jumeirah has one of the best accommodation and recreation facilities in Dubai. Jumeirah Oasis Village, which houses 30% of Jumeirah's global workforce, has been upgraded and offers

state-of-the-art facilities and programmes. Oasis Village was audited by one of our biggest travel partners who validated the claim that colleague welfare and happiness are just as important as our guests.

Jumeirah participates in the Great Place to Work certification programme and was awarded this certification from the global authority on workplace culture in the UAE in 2022 and subsequently earned the certification for its global portfolio in 2023.

Dubai Holding Asset Management received a Five Star Environmental Sustainability Audit from the British Safety Council following a review of the company's environmental management systems. As part of their commitment to worker welfare, they provided free health screenings to 1,760 residents at Nuzul staff accommodation and first aid lectures to 900 attendees during 2023.

Ejadah's award-winning Speak Up for Safety campaign has reached thousands of workers with training, events, activities and life skills programmes.

5-star

Environmental Sustainability Audit from the British Safety Council following a review of Dubai Holding Asset Management's environmental management systems

ISO 45001

12 Dubai Holding Entertainment sites have achieved ISO 45001 Certification in 2023 for their occupational health and safety management systems

3 health & safety

accolades for Ejadah, part of Dubai Holding Real Estate, including the Health, Safety and Environment (HSE) Initiative of the Year Award for its Speak Up for Safety campaign



Case study

Worker welfare at Oasis Village

“Our Human Rights Impact Assessment has highlighted Jumeirah’s unwavering commitment to sustainability and their focus on nurturing and empowering their workforce, providing more than just employment, but a thriving community of colleagues.”

- Satu Rouhiainen, Sustainability Manager, British Airways Holidays



Contributing to these UN SDGs

30%
of Jumeirah colleagues living at Oasis Village

100
nationalities represented

USD 10 million
upgrade to facilities

Dubai Holding puts a high value on the health, safety and wellbeing of all our employees. This has been recognised with a British Airways Holidays Human Rights Impact Assessment.

As part of our commitment in 2023, we upgraded the Jumeirah Oasis Village, which is home to 30% of Jumeirah’s global colleague population of over 100 nationalities.

The upgrade included two new swimming pools, a club lounge with games rooms, sports courts, an improved gymnasium and indoor sports centre, as well as a new restaurant.

The community also opened free medical and dental facilities and launched a wellness programme for colleagues. The development also includes allotments where colleagues can grow their own fruit and vegetables, supporting more sustainable food systems.



Case study

Building a safety culture at Ejadah

“Ejadah’s culture of quality and continuous improvement is central to our operations. Our Speak Up for Safety campaign and learning programmes are empowering workers from diverse backgrounds to safeguard their safety and improve their wellbeing. We’re thrilled to have our achievements in health and safety, education and development recognised with several awards this year, including the prestigious Health and Safety Initiative of the Year.”

- Hussain Ali, Chief Executive Officer, Ejadah



Contributing to these UN SDGs



235,000+ hours of training delivered to 11,500 employees via Ejadah Training Academy

44 events directly benefitting 2,850 colleagues in 20 locations across Dubai and Abu Dhabi

4 awards for safety as well as learning and development

Awards

Health and Safety Initiative of the Year at Facilities Management Middle East Awards 2023

Gold Award for Best Education Initiative of the Year at the IRECMS Awards 2023

Best Talent Management Strategy of the Year at MEA HRM & Learning Awards 2023

Highly Commended for Best Education and Development Initiative of the Year

In 2023, Ejadah created a comprehensive approach to employee welfare, which showcases its commitment to creating a supportive and empowering workplace.

Ejadah introduced the Speak Up for Safety (S4S) campaign to create a culture of safety among its employees. The campaign used a mobile app for employees to report unsafe acts and conditions quickly and easily, and to track the actions taken by management. The campaign resulted in a significant reduction in lost time incidents, increased employee welfare and wellbeing and improved customer satisfaction. Ejadah was awarded with the prestigious Health and Safety Initiative of the Year at the Facilities Management Middle East Awards 2023 for S4S.

Significant upgrades were made to 10 staff accommodation facilities across Dubai, Al Ain and Ras Al Khaimah, enhancing the living standards of over 12,800 employees. They included new recreation rooms, food locker

facilities and a HR concierge. The company also invested in sports facilities and gyms, promoting wellness and leisure.

The Ejadah Training Academy delivered diverse programmes, with over 11,500 employees receiving 235,000+ hours of training in 2023. Special attention was given to women’s welfare and wellness, with tailored programmes including self-defence training, life skills workshops and health campaigns. They held 44 events across the year directly benefitting 2,850 colleagues in 20 locations across Dubai and Abu Dhabi, including the Life Goals programme delivered in partnership with Visa.

Ejadah claimed the Gold Award for Best Education Initiative of the Year at the IRECMS Dubai Awards 2023 and Best Talent Management Strategy of the Year at MEA HRM & Learning Awards 2023. Ejadah’s Learning and Development Strategy was also Highly Commended for Best Education and Development Initiative of the Year.

Developing our people

Reaching our sustainability goals relies on the empowerment and upskilling of our workforce.

In 2023 we integrated environmental, social and governance (ESG) factors into our risk management training.

Risk champions across the business have been upskilled to incorporate sustainability issues into their risk assessments through the World Business Council for Sustainable Development (WBCSD) risk management training.

As part of our efforts to nurture a workforce of sustainability advocates, we are also partnering with the Cambridge Institute for Sustainability Leadership (CISL) for executive training in 2024 and are developing sustainability e-learning modules that will be rolled out across the Group.

Our Life Goals programme, in partnership with Visa, has delivered financial literacy courses to more than 5,000 blue-collar workers and we plan to have reached 9,000 by April 2024. See the case study on [page 70](#).

Dubai Holding Real Estate's SparkLab initiative encourages employees to explore their creative potential and share their innovative ideas, with opportunities to transform these into reality. See case study on [page 72](#).

Employees can also access development opportunities through numerous e-learning courses and other training programmes.

// Risk champions across the business have been upskilled to incorporate sustainability issues into their risk assessments through the World Business Council for Sustainable Development risk management training.



Case study

Upskilling workers through Life Goals

“Blue-collar workers in the UAE are a key stakeholder group that plays a crucial role in the country’s key socio-economic development and has a direct impact on the success of any business. As the UAE continues to prosper and cement its position as a leading business hub it is paramount that we prioritise the financial literacy of our workforce.”

- Huda Buhumaid, Chief Impact Officer, Dubai Holding



Contributing to these UN SDGs

5,000 workers upskilled, with plans to reach 9,000 by April 2024

90+ volunteers supporting the programme

Awards

Gold Award for best sustainability stakeholder engagement campaign at the 2023 MEPRA Awards

Partners

Visa
Ejadah

Dubai Holding’s Life Goals programme is delivering free and comprehensive financial literacy courses to over 9,000 blue collar workers by April 2024, in partnership with Visa.

Launched during the Holy Month of Ramadan in 2023, the programme planned to deliver 300 courses supported by 90 volunteers. More than 5,000 workers had taken part in the programme by December.

The courses are part of Dubai Holding’s talent and development strategies to support growth and wellbeing and play a part in recognising blue collar workers’ significant contribution to the Dubai ecosystem.



Case study

SparkLab turns ideas into action

“SparkLab is open to all employees, encouraging them to come up with innovative solutions to business and sustainability challenges. Fostering teamwork, learning and creativity, the initiative empowers employees to thrive in a dynamic and competitive business environment, contributing to Dubai Holding Real Estate’s long-term success and growth.”

- Khalid Al Malik, Chief Executive Officer, Dubai Holding Real Estate



Contributing to these UN SDGs



6 projects
taken forward in SparkLab during 2023

1 winning idea
implemented

In 2023, Dubai Holding Real Estate launched the Emirati Youth Programme to support young Emirati talent with their career growth through opportunities to interact with business leaders and gain experience across all functional departments.

In collaboration with the programme, we launched SparkLab to establish an ethos of creativity within the company. This initiative encourages all employees to unleash their creative potential, share their innovative ideas and transform their ideas into reality.

Employees participating in SparkLab can enhance their personal and professional skills and contribute to the company’s strategic goals and vision. The project aims to foster innovation, with a focus on cultivating a culture that values creativity, experimentation and risk taking.

The project encourages all employees to submit their ideas for enhancing Dubai Holding Real Estate’s sustainability, revenue generation, cost saving or process enhancements through a digital platform. They are then invited to take part in a sustainability challenge, with the winning idea being implemented in the business.

The first edition of SparkLab saw six teams from across the business taking part, with three of them from the Emirati Youth Programme. Three teams put forward their big ideas, which were presented at our Showcase Space in the Green

Zone during COP28. The winning idea, from one of the Emirati Youth Programme teams, focused on a series of operational initiatives to bring to life the company’s sustainability pillars.

The winning project, Planet Pulse, is now being implemented. It focuses on three key initiatives: distributing Ghaf trees, establishing composting in the offices, and conducting sustainability culture awareness sessions. The Ghaf tree is the national tree of the UAE and the project shares information on its cultural, historic and environmental importance.

These efforts mark our commitment to a sustainable future and signify the beginning of transformative change within our organisation.

Budhoo Ahli, a programme participant, said of the programme: “Innovation fuelled by sustainability is not just a path forward; it is a legacy we leave for generations to come.”

The second edition of SparkLab was launched in October 2023 and continues into 2024 with teams presenting their final submissions to a panel of judges in January.

Responsible supply chain



Dubai Holding is committed to the highest ethical business and human rights standards across our value chain. We set clear expectations and support our suppliers to meet them.

A responsible supply chain is essential for meeting Dubai Holding’s sustainability goals and creating long-term value and positive impact for our stakeholders. Our approach aims to enhance the resilience and sustainability of our supply chain, working in partnership with our suppliers.

Our journey towards supply chain sustainability started in 2023 with the launch of our Supplier Code of Conduct and completing EcoVadis supplier assessments with 80% of our strategic suppliers. EcoVadis is a global leader in business sustainability ratings, helping

businesses measure and improve their environmental, social and ethical performance.

Our commitment to promoting diversity and inclusion in our supply chain sees us doing business with hundreds of women-owned, local suppliers and Dubai SMEs as part of the Sheikh Mohammed Establishment for SME Development.

We also encourage responsible sourcing of ingredients for our hotels and restaurants through initiatives like Fresh on Table.



UN SDGs

Supplier Code of Conduct

Dubai Holding’s Supplier Code of Conduct outlines our expectations of all third parties that supply goods or services to Dubai Holding and any of its companies or entities.

We are committed to working with suppliers who share our vision of sustainability and adhere to the highest standards of environmental, social and ethical performance. We also recognise that our suppliers are at different stages of maturity in their sustainability journeys. We are committed to working together to improve their performance over time.

We require our suppliers to treat their employees and subcontractors with respect and dignity, to comply with all applicable laws and to provide a safe and healthy work environment. We also expect our suppliers to respect the environment and minimise their environmental footprint.

The Supplier Code of Conduct draws on the Ten Principles of the United Nations Global Compact. These cover business employment practices; health, safety and security; trust and integrity and the natural environment.

Our partnership with EcoVadis has seen 80% of strategic suppliers independently assessed against industry best practice.

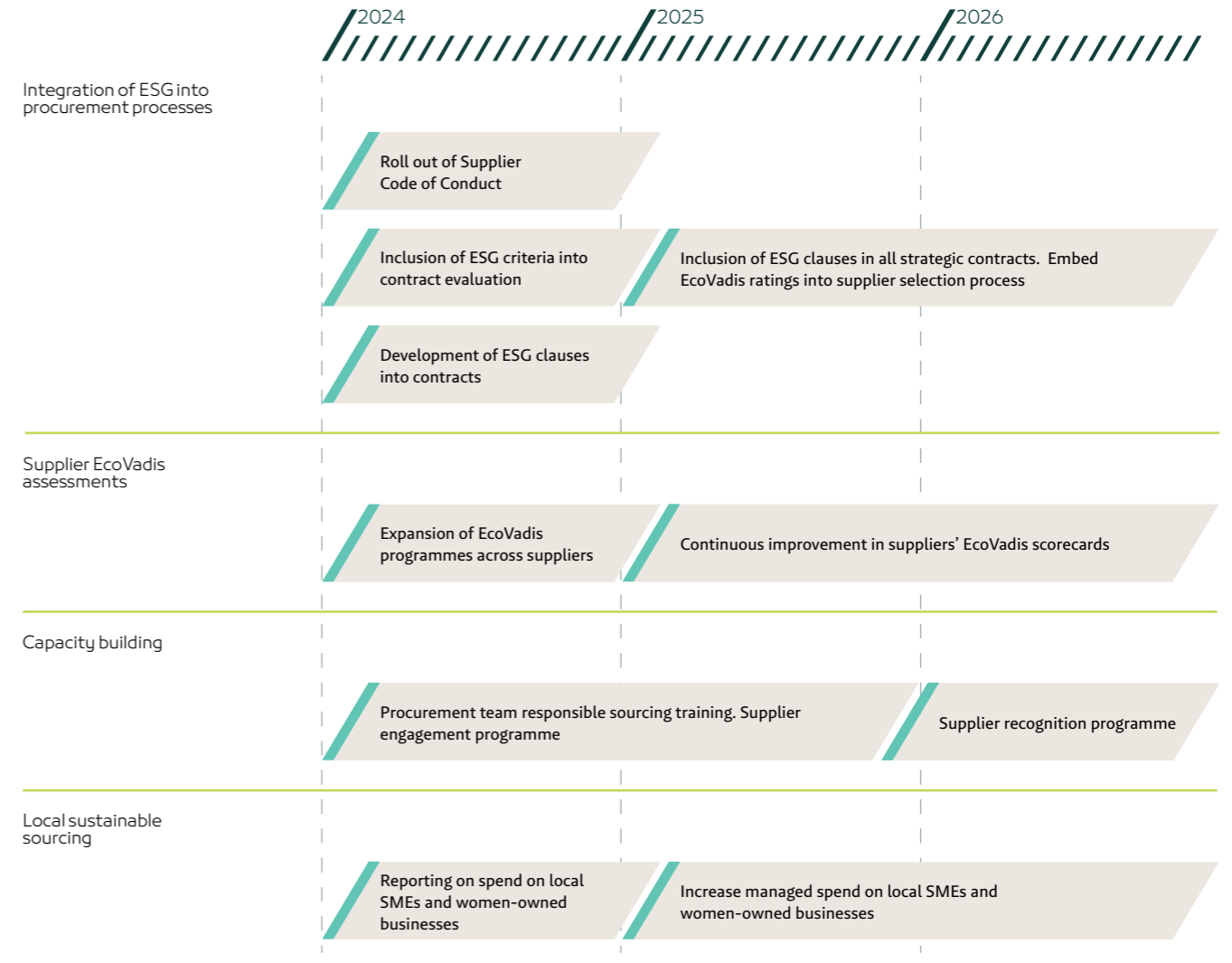
We provide secure and independent communication channels to report any concerns or business practices which breach the spirit and requirements of the Code.

Shared standards

The Supplier Code of Conduct distributed to Dubai Holding suppliers across the Group

“ We require our suppliers to treat their employees and subcontractors with respect and dignity, to comply with all applicable laws and to provide a safe and healthy work environment.

Responsible supply chain



Case study

EcoVadis supplier assessments

“Dubai Holding is dedicated to creating a sustainable future for all our stakeholders, going beyond legal compliance to conduct our business responsibly and ethically. We expect the same of our suppliers and are working with them to help them meet these standards. The agreement with EcoVadis is an important step in our roadmap and a strong example of the purposeful efforts we are making to address sustainability challenges.”

- Brett Whitfield, Vice President and Head of Procurement, Dubai Holding Group Services



Contributing to these UN SDGs

80%
of strategic suppliers
assessed in 2023

—

Partners

EcoVadis

Dubai Holding has partnered with EcoVadis, a global leader in assessing sustainability performance, to assess our suppliers’ performance against industry best practice.

We are pioneering this approach in the region, demonstrating our commitment to driving supply chain sustainability and inspiring other organisations in the UAE to follow.

In 2023, we assessed 80% of our strategic suppliers, gaining insights into our suppliers’ practices, identifying risks and opportunities, and benchmarking our progress against industry standards.

The partnership is supporting us to measure and improve environmental, social and ethical performance across our supply chain. More than 1,000 multinational companies work with EcoVadis to manage risks, reduce costs and drive innovation.

In 2024 we will update and implement the supplier segmentation methodology and expand the EcoVadis assessment to cover more suppliers. We will also focus on supporting our suppliers to improve their sustainability performance over time through engagement and capacity building.



Case study Local, sustainable sourcing at Jumeirah

“As we become increasingly aware of the world’s fragility and the steps needed to consume sustainably, Jumeirah is committed to driving positive change across the industry. Consumers have the right to know where their food has come from.”

- Spencer Ayers, Senior Vice President Food and Beverage, Jumeirah



Contributing to these UN SDGs

42 million
or more food miles per year
saved through sourcing using
Fresh on Table

275 products
locally sourced for
29 Jumeirah venues

Partners

Fresh On Table

We are committed to working with our supply chain to improve sustainability, including prioritising products and services that seek to minimise our environmental impact.

At Jumeirah this includes focusing on seasonal and local ingredients at a number of our UAE restaurants. One example of this is our partnership with Fresh on Table.

The Farm to Table initiative, in partnership with Fresh on Table, promotes local farm produce,

reducing food miles and assisting with the UAE’s food security mission. Fresh on Table is a digital marketplace in the UAE bringing buyers, local sellers and farmers together. This sees us sourcing more than 275 local products for 29 venues, saving over 42 million food miles per year.



Philanthropy



Dubai Holding is committed to supporting local communities through targeted philanthropy. Together with government, entrepreneurs and communities we innovate for positive social and environmental change.

Our philanthropy aims to create sustainable communities by promoting responsible consumption and production practices. We do this through raising awareness on sustainable practices, collaborating on research and strategic partnerships, and supporting local enterprise development and innovation.

engaging listeners on the critical topic of climate change ahead of COP28. The global gathering of leaders was also an opportunity to launch our Innovate for Tomorrow global innovation challenge, which begins in 2024.

In line with this approach, we launched the Climate Conversations series in partnership with Dubai Eye,

Bringing our focus on responsible consumption to life, TECOM launched The Good Store in 12 Dubai neighbourhoods, reaching 8.9 million people from underprivileged communities during Ramadan.



UN SDGs

Transforming our philanthropy

In 2023, we revised our approach to philanthropy to increase our social impact, moving away from supporting multiple causes to focus solely on empowering communities by promoting sustainable consumption and production patterns.

This new thematic focus seeks to maximise impact and ensure scalability, with a particular emphasis on UN SDG 12, which aims to create sustainable consumption and production patterns. This means enhancing the efficient use of natural resources, reducing waste, fostering sustainable practices and raising awareness.

The approach runs across three pillars: Awareness, Collaboration and Enterprise (see diagram opposite for details).

Under the Awareness pillar of this new philanthropic strategy, we launched Climate Conversations in the lead up to COP28 in partnership with Dubai Eye radio. See case study on [page 86](#).

At COP28, we also launched Innovate for Tomorrow, a global innovation challenge with a particular emphasis on fostering responsible consumption and production practices in the UAE, in alignment with UN SDG 12.

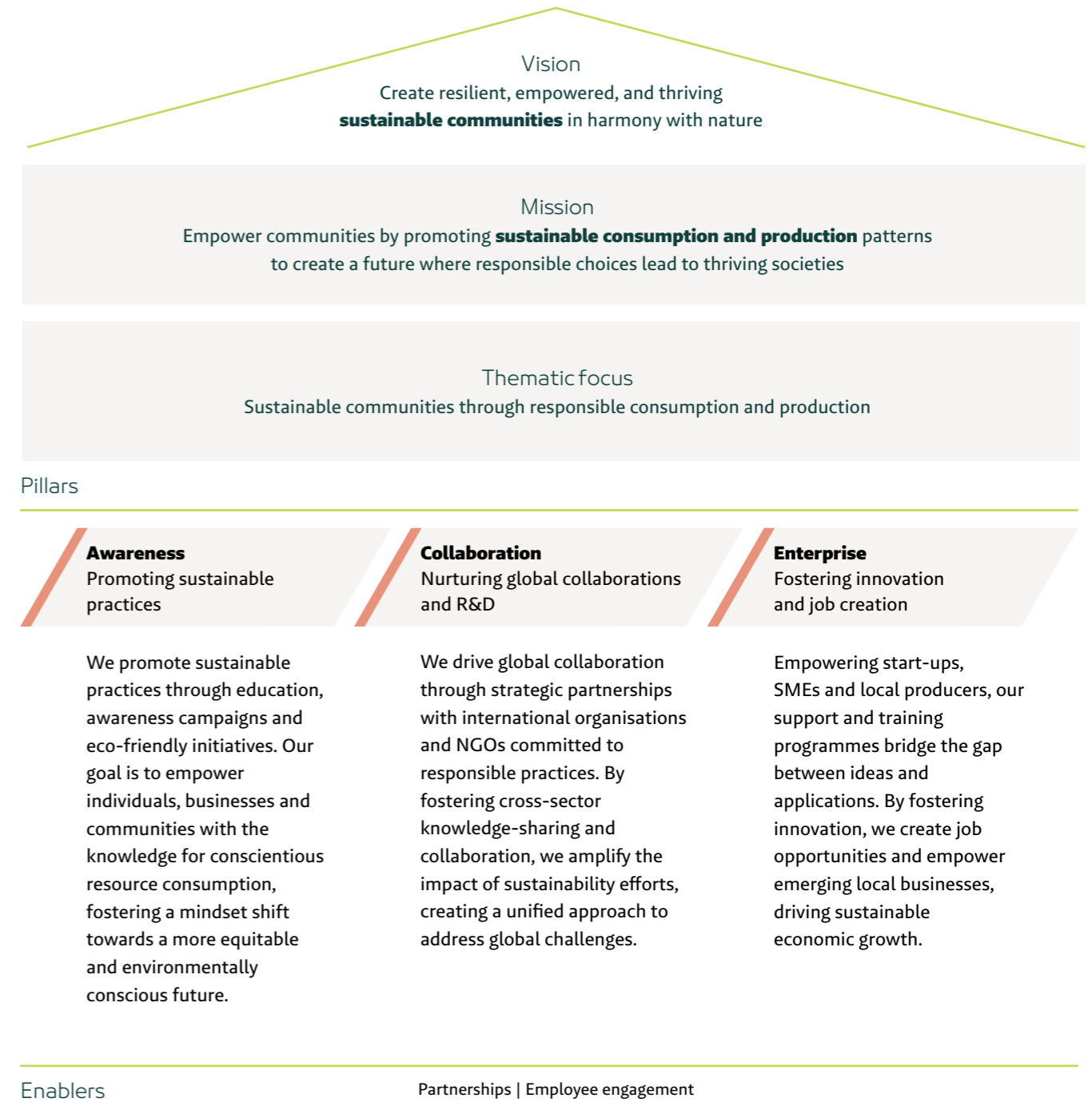
In 2024, we are inviting global innovators to share scalable and impact-driven solutions addressing critical sustainability challenges in the UAE. Open to global innovators and scale-up companies worldwide, the Innovate for Tomorrow Challenge provides an opportunity to submit sustainability solutions in the form of either a Minimum Viable Product (MVP), service or process, or a combination of these.

Five finalists will be offered the chance to take part in an investor pitch day to showcase their innovations to key industry stakeholders. The winner will have the exclusive opportunity to implement the solution through a pilot programme with Dubai Holding and will receive tailored mentoring by industry experts from across the Group.

New strategy

Sustainable consumption and production patterns promoted through our new philanthropy strategy, which provides a singular focus on empowering sustainable communities

Philanthropic Framework: Sustainable Communities



Case study

Climate Conversations

“Rather than it being scary to talk about climate change, it was really empowering. I learned that everything from the food we bring into our homes to the clothes that we wear make a difference, we all can make an impact with our choices.”

- Helen Farmer, Dubai Eye presenter, ARN



Contributing to these UN SDGs

Up to 387,000
listeners reached with
information about climate
change and consumer choices

34 expert talks
delivered on the programme

17 podcasts
broadcast across five months
in the lead up to COP28

Partners

Arabian Radio Network

In the run up to COP28, Dubai Holding launched a collaborative awareness campaign.

Climate Conversations was a public engagement campaign in partnership with Arabian Radio Network (ARN) and Dubai Eye radio to inform and empower individuals to make sustainable choices in their everyday lives. The campaign aligned with our Group-wide focus on empowering communities through promoting sustainable consumption and production.

The weekly conversations were aired on three shows – Business Breakfast, Afternoons with Helen Farmer and The Agenda, in a 30-minute segment.

They engaged almost 387,000 listeners with climate change and raised awareness on consumer choices and their impact to drive more sustainable practices locally. In total, six Dubai Holding partners and guests and ten women speakers were involved during the campaign, covering 25 sustainability-related topics.

Through this initiative, individuals, businesses and communities became equipped with the information and knowledge to support a transformative shift towards a more environmentally conscious future.



Case study

The Good Store

“The Good Store is an extension of our consistent endeavour to make a positive impact on society. When a community comes together to support those in need, it strengthens the bonds that unite us. The Good Store reaffirms the kindness and generosity inherent to our city and the positive, tangible difference we can make when we come together.”

- Haif Zamzam, Senior Vice President of Strategy and Marketing, TECOM Group



Contributing to these UN SDGs



8.9 million
people reached from
underprivileged communities

12
Dubai neighbourhoods
involved

Partners

Emirates Red Crescent

Awards

2023 Middle East PR
Association Awards

Gold for Best Business to
Business Campaign, Best
Retail Campaign, Best Use of
Content/Creative/Editorial/
Video, and Best Sustainability,
Social Responsibility, or
ESG Campaign

Silver for Best Campaign in
the UAE

Bronze for Best Use of
Digital Communications

The Good Store is an innovative sustainable consumption campaign with a focus on community. It has been applauded for its impact and ingenuity at the 2023 MEPR Awards.

Launched by TECOM in partnership with the Emirates Red Crescent, The Good Store optimises retail spaces such as supermarkets and pop-up zones as well as outdoor community areas and storefronts to direct people to a microsite linked to Emirates Red Crescent’s donation platform.

Running in 12 Dubai neighbourhoods, it served as a rallying point for TECOM’s

124,000+ strong community and built collective goodwill across localities during Ramadan.

Collectively, the campaign reached 8.9 million people from underprivileged communities.

The Good Store secured six awards at the 2023 MEPR Awards. This included four Golds for Best Business to Business Campaign, Best Retail Campaign, Best Use of Content/Creative/Editorial/Video and Best Sustainability, Social Responsibility, or ESG Campaign. It won the Silver Award for Best Campaign in the UAE and Bronze for Best Use of Digital Communications.

Continuing the journey

With our commitments made, our baseline and reporting systems in place and inspiring examples from across the business that can be implemented more widely, Dubai Holding is now setting out boldly on our implementation journey.

Our roadmap on [page 22](#) demonstrates the significant actions we will take in 2024 and 2025 to continue to embed sustainability across our operations and throughout our value chain as we head towards 2050.

We extend a heartfelt thank you to our Chairman and stakeholders, companies across our five business verticals, our combined workforce, partners, suppliers and local communities for making this journey with us.

Taking collaborative action together, with sustainability in all that we do, we are moving towards our bold commitments, For the Good of Tomorrow.

We welcome your comments and feedback. Please reach us at sustainability@dubaiholding.com



