



ANNUAL SUSTAINABILITY REPORT 2024

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ABOUT THIS REPORT

GRI 2-2, GRI 2-3

Al Naboodah continues to publicly report on its Sustainability performance for the eighth year in a row, with the objective of continuous improvement.

PERIOD COVERED

The report covers Saeed Juma Al Naboodah Group's (SJAN) Sustainability performance from 1st January until 31st December 2024. This report represents an update of Al Naboodah's most recent 2023 Sustainability Report.

REPORTING FRAMEWORKS

Saeed Juma Al Naboodah Group (SJAN) has reported in accordance with the GRI Standards for the period from 1st January until 31st December 2024 and represents a Communication on Progress on the UN Global Compact (UNGC) principles. It also describes Al Naboodah's contribution to the UN SDGs 2030 and the UAE's Vision.

 Al Naboodah invites you to read its 2024 Sustainability Report and welcomes your feedback or comments by emailing us at Sustainability@alnaboodah.com.

INFORMATION COVERED

SJAN's approach and performance in managing its environmental, social and economic impacts are detailed in the report. Working as a Family, Unlocking Potential and Responsible Consumption are the three main sections of the report, which detail the Group's progress towards its set Sustainability strategic goals and objectives.

MATERIAL TOPICS

SJAN's materiality assessment workshops included both internal and external stakeholders.

The exercise assisted in re-evaluating SJAN's environmental, social and economic material topics with the highest business impact and relevance to stakeholders.

TOPIC BOUNDARIES COVERED IN THIS REPORT

The topic boundaries include SJAN's operations in the UAE. However, wherever possible, the data provided spans the whole Group and this is clearly indicated throughout the report.

SHAPING OUR FUTURE: FOCUS ON SAEED JUMA AL NABOODAH GROUP (SJAN)



FATIMA AHMED SAEED AL NABOODAH
GROUP HEAD OF SUSTAINABILITY & HSE

Welcome to our 9th annual Sustainability Report. At our Group, sustainability stands as a strategic objective and a guiding principle embedded across every facet of our operations. This report reflects our ongoing commitment, reaffirmed through independent external assurance – a practice we have maintained over the years to strengthen the credibility and reliability of our disclosures.

Prepared in accordance with the Global Reporting Initiative (GRI) Standards, this report aims to provide transparent and consistent insights into our performance.

Our organisation has recently undergone structural changes. The data presented in

previous reports included information from our Commercial and Construction Group of businesses.

With the strategic shift to focus solely on SJAN Group, which consolidates our Commercial and Real Estate portfolios under one roof – Saeed Juma Al Naboodah Group – you will notice a reduction in several data points across this report. While this shift may show a decline in some areas, it is important to highlight that our performance remains on track with our long-term Sustainability objectives.

By concentrating our efforts within SJAN Group, we are determined to achieve even greater impact and create value for a greater impact and create shared value.

VALUE CREATION

AT AL NABOODAH

GRI 3-3

INPUT

Natural capital

- All Group facilities consistently reported Responsible Consumption data (fuel, water, energy and waste) in Project Alpha.
Reviewed and updated environmental policies to align with evolving Group activities.
- Environmental Engagement Teams played a key role in achieving Sustainability targets.
- Integrated environmental best practices across the Group, meeting 2024 goals.
- Marked World Water Day, Energy Day, Earth Hour and Environmental Day with high engagement.
- Organised Sustainability Week initiatives to collect aluminium and plastic cans.

	2022	2023	2024
 Fuel consumption (GJ)	286,437	183,402	138,197
 Electricity from local utilities (kWh)	19,382,499	15,694,003	9,164,593
 Water consumption (gallons)	110,138,515	121,073,626	67,536,199

OUTPUT

Natural capital

- Al Naboodah effectively managed resources, reinforcing its commitment to Sustainability.
- From 2016 to 2024, Al Naboodah complied with environmental laws, with no penalties or instances of non-compliance.
- Purchased water consumption reduced by 17% in 2024 compared to 2023.
- Waste diversion improved, with 76% of waste diverted from landfills for eco-friendly operations

	2022	2023	2024
Emission of GHG			
 Scopes 1 and 2 (tCO ₂ e)	32,444	24,701	13,443

VALUE CREATION

AT AL NABOODAH

GRI 3-3

INPUT

FINANCIAL CAPITAL

As a family-owned enterprise, we do not disclose our annual financial results publicly. Our working capital needs and investments in infrastructure, facilities and equipment are met through internal reserves and a combination of short- and long-term financing from financial institutions.

HUMAN CAPITAL

- Delivered 9,305 hours of employee training in 2024.
- Engaged 500+ stakeholders during Sustainability Week.
- Offered comprehensive health check-ups to all employees.
- Introduced 271 new hires to Sustainability strategy during onboarding, with a dedicated Sustainability toolkit.

	2022	2023	2024
Total number of employees	3,959	3,615	2,835
Training hours average per employee	19.86	6.8	15.35

OUTPUT

FINANCIAL CAPITAL

The Group, as a leading conglomerate, exerts considerable economic influence in the local market, driven by the substantial expenditures of Al Naboodah.

- An impressive 36% of the procurement budget is dedicated to sourcing from local suppliers.
- The addition of 991 new roles highlights our ongoing support for the local economy.

HUMAN CAPITAL

- Earned the Advanced CSR Label from Dubai Chamber for social responsibility.
- Achieved a 98% happiness rating among artisans in our annual survey.
- Increased workforce diversity, with women making up 21% of new hires.
- Doubled toolbox talks, boosting health and safety awareness.
- Maintained a record zero fatalities in 2024.
- Conducted 29% more inspections than in 2023.
- Reduced accident frequency rate by 13% from last year.
- Completed external audits with no observations or non-conformance reports (NCRs) issued.

	2022	2023	2024
Total man-hours worked (thousands)	13,292,206	9,020,554	5,051,345
Total number of lost time injuries (LTIs)	3	3	3
Total lost day rate	15.34	12	13.86
Total number of fatalities	0	0	0
Attrition rate	0.67	0.43	0.12

VALUE CREATION

AT AL NABOODAH

GRI 3-3

INPUT

MANUFACTURING CAPITAL

Al Naboodah operates across the UAE, Oman, Vietnam and Saudi Arabia, covering 16 sectors.

- The Group owns and leases properties to support operations and workforce, including:
- Two employee villages
- 66 sales offices
- Headquarters building
- Showrooms, service centres, warehouses and workshops across various locations.

SOCIAL AND RELATIONSHIP CAPITAL

- Maintained collaborations with the Emirates Green Building Council and Dubai Chamber of Commerce.
- Affirmed commitment to UN Global Compact Principles as a Signatory.
- Delivered workshops for youth and provided valuable internships.
- Enhanced community engagement with Al Noor, Al Manzil and Emirates Red Crescent.
- Launched clothing donation campaigns to support underprivileged individuals.

OUTPUT

MANUFACTURING CAPITAL

- Six process improvement projects are underway under the IMKAN initiative for tangible benefits.
- Launched a B2C Ecommerce Portal for Allied and outsourced GWM's call centre.
- Explored F&B Cloud Kitchen Industry for non-core business expansion.
- Improved processes using Value Stream Mapping in multiple divisions and workshops.
- Boosted customer service via the Service Excellence Programme (mystery shopping score: 79% > 96%).
- Earned a 5-star ESMA Rating for all workshops, showcasing operational excellence.
- Achieved a 96.5% customer satisfaction rate.

SOCIAL AND RELATIONSHIP CAPITAL

- Employees dedicated 194 hours to volunteering initiatives.
- Aligned with UAE Vision, UN Global Compact and SDGs.
- Recorded zero penalties or non-compliance in social matters.
- Offered 1,110 hours of work experience to people of determination.
- Provided 4,720 internship hours to college and high school students.

OVERVIEW OF AL NABOODAH GROUP

GRI 2-1, GRI 2-2, GRI 2-6

OUR CORE VALUES

Building on over 66 years of legacy, Al Naboodah thrives as a family-owned enterprise, seamlessly integrating its commercial and real estate portfolios under Saeed Juma Al Naboodah Group.

With nearly 3,000 employees from 37 nationalities across 16 sectors, the Group fosters a culture of collaboration, respect and inclusion. A strong commitment to Sustainability shapes every facet of its operations, alongside a focus on ethical excellence.

Al Naboodah continues to strengthen partnerships across the UAE and beyond, reinforcing its reputation as a trusted industry leader.

WHAT WE BELIEVE IN MOST

OUR CORE VALUES



INTEGRITY



EXCELLENCE



SUSTAINABILITY



COLLABORATION



INNOVATION



TRANSPARENCY

OVERVIEW OF AL NABOODAH GROUP

GRI 2-1, GRI 2-2, GRI 2-6

The Al Naboodah Group is headquartered in the United Arab Emirates and has businesses in Vietnam, Oman and Saudi Arabia. The internal financial statements of Al Naboodah contain all the firms within the Al Naboodah Commercial Group and Saeed Juma Al Naboodah Real Estate.

ORGANISATION STRUCTURE

SAEED JUMA AL NABOODAH GROUP

Al Naboodah
Commercial Group

Saeed Juma Al Naboodah
Real Estate

AL NABOODAH GROUP'S OPERATIONS OUTREACH

GRI 2-1, GRI 2-2, GRI 2-6

Operating across a diverse range of industries, Al Naboodah is a multinational organisation with a strong presence in the UAE, encompassing 16 distinct sectors. For more details about Al Naboodah's business sectors and the brands it represents, visit www.alnaboodah.com/sectors.



Agriculture & Pest Control



Electrical



Smart Mobility



Light Commercial Vehicles



Buses and Coaches



Travel and Tourism



Lighting



Automotive



Heavy Equipment



Motorcycles



Smart Buildings



Logistics



Trucks



Automotive Products



Hospitality



Real Estate

AL NABOODAH GROUP'S VISION

GRI 2-1, GRI 2-6

Al Naboodah's Vision embodies the Group's core values and unwavering commitments, striving for sustainable economic growth. As a family-owned enterprise, it seeks to consistently enhance value for all stakeholders, deliver exceptional customer experiences, and elevate employee satisfaction and well-being.

This visionary roadmap is anchored on four fundamental pillars:

AL NABOODAH'S VISION



Achieve strong and sustainable net profit



To be the employer and business partner of choice



To engage in a net-positive approach to Sustainability



To provide exceptional customer experience

A STRATEGIC APPROACH TO SUSTAINABILITY

GRI 2-14, GRI 2-23, GRI 2-24

Operating across a diverse range of industries, Al Naboodah is a multinational organisation with a strong presence in the UAE, encompassing 16 distinct sectors. For more details about Al Naboodah’s business sectors and the brands it represents, visit www.alnaboodah.com/sectors.

STRATEGIC OBJECTIVES



Achieve targeted net profit in all of our businesses



Drive Sustainability



Drive innovation, anticipate disruptive trends and harness change



Drive synergies and efficiencies



Expand our market segment and diversify our products and services



Protect the health and safety of our stakeholders



Develop our people

AL NABOODAH'S SUSTAINABILITY FRAMEWORK

GRI 2-29, GRI 2-22

The Sustainability Framework is central to aligning Al Naboodah’s efforts across the organisation. It provides a structured approach for setting annual objectives, informed by workshops engaging internal and external stakeholders. This ensures the strategy is inclusive and comprehensive.

At its core, the Framework is based on three pillars: ‘Working as a Family,’ ‘Unlocking Potential’ and ‘Responsible Consumption.’ These pillars are translated into actionable goals and initiatives, reflecting Al Naboodah’s commitment to continuous progress.

By incorporating diverse stakeholder perspectives, the strategy drives positive, lasting impacts across social, environmental and economic dimensions, enhancing collective value.



Al Naboodah's Sustainability Framework

GOALS & TARGETS

 Employee welfare	 Innovation for a better future	 Engaging with our stakeholders	 Health and Safety	 Reducing waste
 Preserving our heritage	 Saving water	 Fair opportunities for all	 Customer experience	 Managing energy efficiently

CORPORATE GOVERNANCE STRUCTURE

GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-12, GRI 2-14

To enhance operational effectiveness, we actively engage various functions within the organisation. The Executive Committee, with members dedicated to Sustainability, regularly reviews goals and projects to ensure senior management is well-informed about Sustainability. This approach integrates Sustainability into business planning and decision-making, upholding accountability and transparency.

By intertwining Sustainability with strategic decisions, we preserve our family-owned values and position ourselves as responsible stewards, ensuring a lasting positive impact on both our operations and the broader community.



GOVERNING SUSTAINABILITY

GRI 2-9, GRI 2-11, GRI 2-12, GRI 2-14

Sustainability is integral to Al Naboodah’s operations, influencing decisions at all levels, from leadership to every team member. The organisation demonstrates its commitment through a strong governance structure, promoting accountability and ethical practices in all engagements.

The Sustainability strategy is guided by the Sustainability Committee and EXCO, ensuring alignment with Al Naboodah’s Vision and strategic objectives. The committee, including senior members and family representatives, actively addresses key Sustainability issues, reflecting the organisation’s deep commitment. Sustainability Leaders across sectors support the committee, implementing initiatives, raising awareness and engaging employees, ensuring meaningful involvement in Al Naboodah’s journey towards a more sustainable future.



SUSTAINABILITY COMMITTEE

GROUP HEAD OF SUSTAINABILITY & HSE CHAIRPERSON

Group Head of
Communications & Marketing

Group Chief
Financial Officer

General Manager
Strategy & PMO

SUSTAINABILITY LEADERSHIP COUNCIL



WORKING AS A FAMILY

Group HR & Administration Director
Senior Manager - Procurement & Logistics
Sustainability Manager
Marketing Manager
Assistant HR Manager
Deputy Manager - Business Excellence & SHEQ
Assistant Procurement Manager
Supervisor - Procurement
Personal Assistant – Sustainability
Office Manager

RESPONSIBLE CONSUMPTION

Sustainability Manager
Manager - Warehouse & Distribution
Deputy Manager - Business Excellence & SHEQ
Warehouse Supervisor
Storekeeper
Assistant Storekeeper
Office Manager

UNLOCKING POTENTIAL

General Manager – SPMO
Group HR & Administration Director
Senior Business Analyst
Assistant HR Manager

Composition of the Sustainability Leadership Council

ADOPTING SUSTAINABILITY

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

GRI 2-6, GRI 2-24

Global challenges highlight the need for collective action to drive meaningful change. The United Nations’ 17 Sustainable Development Goals (SDGs) offer a framework to address these issues, focusing on both environmental Sustainability and human well-being.

Al Naboodah, a key contributor to the UAE’s progress, aligns its goals with the SDGs to create tangible impact across operations. This alignment helps evaluate contributions and identify opportunities for improvement in environmental and social practices.

Our commitment to Sustainability is reinforced through synergy with the UAE’s Vision, supporting national objectives and contributing to global efforts. Al Naboodah remains a responsible leader in sustainable development, making a lasting positive difference locally and globally.

AL NABOODAH GOALS	SUSTAINABLE DEVELOPMENT GOALS ¹	UAE VISION ²	AL NABOODAH'S STRATEGIC PROGRAMMES AND INITIATIVES
 PRESERVING OUR HERITAGE		Competitive Knowledge Economy Cohesive Society and Preserved Identity	Emiratisation: Internships, UAE candidates for experienced hiring and presence in senior management.
 ENGAGING WITH OUR STAKEHOLDERS		First-Rate Education System Safe Public and Fair Judiciary	Stakeholder engagement: Sustainability Toolkit, Sustainability Week, Sustainability Workshops, government partnerships and exhibitions.
 EMPLOYEE WELFARE			Community Engagement: Volunteering initiatives, youth awareness sessions, collaborating with NGOs, schools and universities. Employee Welfare: Happiness surveys, open forums, world-class facilities at Employee Villages (operatives' accommodation). Health & Safety: Training all drivers on new RTA regulations and fines, health check-ups, safety campaigns, awareness workshops.

Table 1. Alignment of the Al Naboodah Sustainability Framework with the UN SDGs 2030 and UAE Vision (Infographic)

¹ <http://uaesdgs.ae/en>

² <https://www.vision2021.ae/en/national-agenda-2021>

ADOPTING SUSTAINABILITY

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

GRI 2-6, GRI 2-24



¹ <http://uaesdgs.ae/en>

² <https://www.vision2021.ae/en/national-agenda-2021>

³ SMEs: Small and medium-sized enterprises

MEMBERSHIPS AND PARTNERSHIPS

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

GRI 2-6, GRI 2-23, GRI 2-28, GRI 3-3

Since joining the UN Global Compact in 2019, we have aligned our operations with its core principles, focusing on labour rights, environmental protection, anti-corruption and human rights. This commitment underpins our responsible business practices at all levels.

Our membership in the Dubai Chamber of Commerce and Industry reflects our active contribution to the local business ecosystem. As a founding member of the Emirates Green Building Council, we lead in advocating sustainable building practices, setting an example of environmental leadership in the UAE construction sector.

These partnerships enhance our ability to uphold high standards of Sustainability, ethics and corporate responsibility, driving long-term value and positive change in the communities we serve.

LOCALLY

غرفة دبي
DUBAI CHAMBER



GLOBALLY

Signatory Level
Engagement



ENGAGING WITH OUR STAKEHOLDERS

GRI 2-29

At Al Naboodah, we recognise the growing importance of Sustainability across all sectors in the UAE, which is central to future strategies for individuals, businesses and government bodies.

Our approach goes beyond traditional frameworks, evolving through regular feedback and collaboration with our diverse stakeholders. Since 2017, we've proactively mapped key stakeholders, allowing us to engage meaningfully and transparently.

Our engagement strategy, structured around five stages—inform, consult, involve, collaborate and empower—ensures we exceed stakeholder expectations. The insights gained help refine our strategies, fostering alignment with the goals and interests of our stakeholders and creating long-lasting, responsible relationships that drive collective success.

OUR KEY STAKEHOLDERS



EMPLOYEES



CUSTOMERS



GOVERNMENT



SUPPLIERS



**LOCAL
COMMUNITY**



**PRINCIPAL
PARTNERS**

METHODS OF ENGAGEMENT WITH OUR STAKEHOLDERS

GRI 2-29



EMPLOYEES

Internal communication on Sustainability - **Monthly**
Awareness campaigns - **Monthly**
Management seminars - **Yearly**
Health, Safety and Environmental campaigns - **Monthly**
Happiness surveys - **Yearly**
HR mobile applications - **Daily**
Workshops - **Monthly**
Sustainability Week - **Yearly**
Open forums - **Quarterly**
Marhaba induction sessions for new joiners - **Monthly**
New employee on-boarding experience survey - **Monthly**
Toolbox Talks - **Weekly**
Safety task instructions - **Daily**



PRINCIPAL PARTNERS

Sharing of best practice with peers - **Yearly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Workshops and meetings - **Monthly**
Key stakeholder campaigns - **Yearly**



LOCAL COMMUNITY

Social Impact Assessment (SIA) – All new projects
Awareness campaigns - **Monthly/Quarterly**
University and School presentations - **Quarterly**
Safety campaigns - **Quarterly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Partnerships with local associations and government entities like the Al Ain Municipality, EXPO 2020, the Emirates Green Building Council, Al Manzil, Al Noor, Emirates Red Crescent, Royati Family Society and the Dubai Charity Association for volunteering - **Daily/Monthly/Quarterly**



CUSTOMERS

Media and marketing campaigns - **Monthly**
Sharing expertise with customers - **Yearly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Customer happiness surveys - **Daily**
Customer feedback mechanisms - **Daily**
Customer meet-and-greet sessions - **Yearly**
Significant safety milestone recognition - **Quarterly**
Quality Campaigns - **Yearly**



SUPPLIERS

Media and marketing campaigns - **Yearly**
Sharing of best practice with peers - **Yearly**
Workshops - **Monthly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Awareness sessions on new procurement processes - **Yearly**
Al Naboodah procurement website for suppliers - **Daily**
Product trainings - **Quarterly**
Quality Campaigns - **Yearly**



GOVERNMENT

Workshops and meetings - **Monthly**
Government relations - **Daily**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Inspections and audits - **Monthly/Quarterly**
Exhibitions and events - **Yearly**

SUSTAINABILITY AWARDS AND HIGHLIGHTS



Dubai Chamber Advanced CSR Label

Dubai Chamber of Commerce - 2022



Ashok Leyland Top Performer in Spare Parts Revenue Award

Swaidan Trading - CVHE Division



Dubai Quality Award

Audit and Assessment - 2020



Service Excellence Programme

Automotive Division - 2024



ESMA 5-star Re-certification

CVHE, Automotive and Allied workshops in UAE - 2024



Happiness Awards – Ministry of Human Resources and Emiratization

UAE's Happiest Workplace for 3 years in a row - 2017-2019



Ashok Leyland Distributor of the Year

Swaidan Trading - CVHE Division



Gulf Sustainability Awards

Silver Award in Environmental Sustainability Programme —Large Enterprise - 2021

SUSTAINABILITY AWARDS AND HIGHLIGHTS



Gulf Sustainability and CSR Awards

1st place in 'Sustainable Business Model' and 'Clean Technology' categories - 2018, 2019



Dubai Award for Sustainable Transport

Best Contractor of the Year - 2024



CSR Arabia Awards

1st place - Construction Sector Category;
2nd Runner Up - Large Business Category - 2018



Stellantis Awards

Ranked No. 1 in GCC for 3 quarters
NPS - Quality, Sales and Aftersales categories - 2022



MOPAR Service Excellence Awards

The MOPAR Service Excellence - 2021



Automechanika Awards

Safety Product Award - 2022



Dubai Taxi Corporation (DTC) RTA

Service Appreciation Award - 2022



WABCO Awards

Excellence Award - 2022

FOCUSING ON WHAT MATTERS MOST

GRI 3-1,

Al Naboodah’s Sustainability approach is guided by a dynamic materiality process that ensures meaningful stakeholder engagement and transparency. This process drives continuous alignment with key issues that matter most to our stakeholders.

Our materiality assessment incorporates both internal and external perspectives, using workshops to prioritise challenges and identify focus areas for future action. The resulting material topics list, regularly updated based on stakeholder input, forms the foundation of our Sustainability reporting.

To enhance this process, we actively manage material topics through an online platform, enabling stakeholders to assess their relevance. This ongoing feedback loop strengthens our commitment to transparency, accountability and long-term Sustainability goals.



Engaging with our stakeholders



Employee welfare



Customer experience



Anti-corruption



Health and Safety

FOCUSING ON WHAT MATTERS MOST

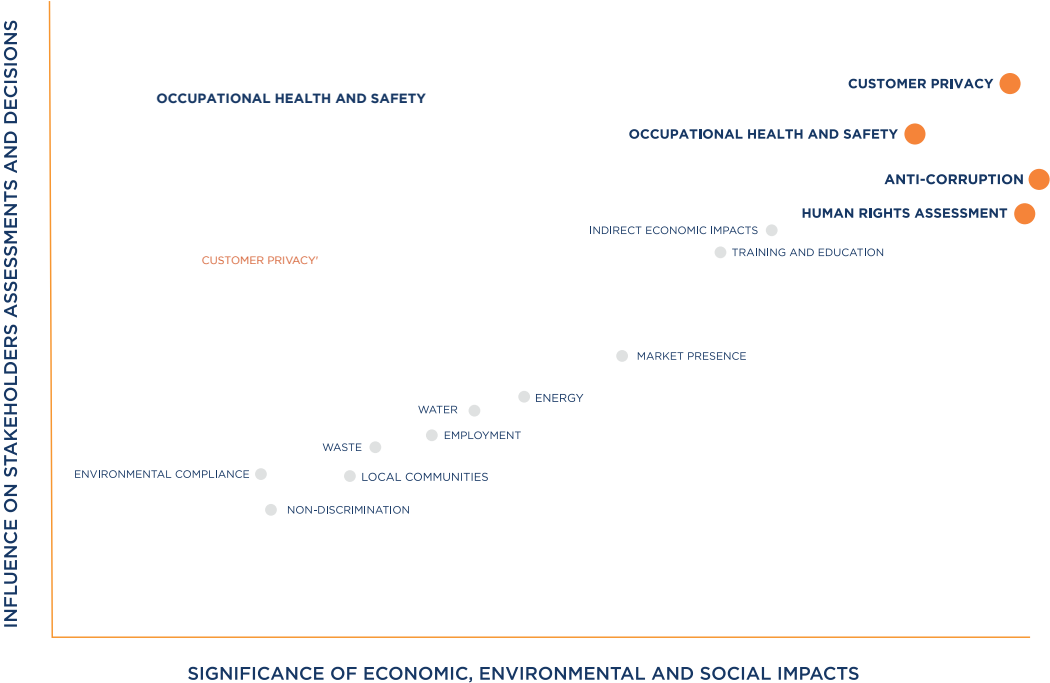
GRI 3-1, GRI 3-2

At Al Naboodah, proactive Sustainability management is integral to our operations. Biennial Materiality Workshops provide critical insights that shape our strategic direction and align with our Group’s framework.

Our Sustainability Leadership Council, supported by the Sustainability Committee, translates these insights into actionable strategies within our Sustainability Framework. Annual goals are set using SMART objectives, with Monthly Leadership Council reviews ensuring accountability and transparency. Regular updates are shared across the Group, keeping stakeholders informed and engaged.

To enhance visibility, we track progress through an online platform, providing real-time insights for internal evaluations and external reporting, reinforcing our data-driven approach to Sustainability.

MATERIALITY MATRIX



COMMITMENT TO ANTI-CORRUPTION

GRI 3-3, GRI 205-1, GRI 205-2, GRI 205-3

At Al Naboodah, integrity and transparency are the foundation of our legacy, shaping a reputation built on trust and ethical practices. Our governance framework reflects our proactive approach to accountability and alignment with global best practices.

As a signatory of the UN Global Compact, we uphold Principle 10 on Anti-Corruption through a strong policy framework. This guides ethical decision-making and ensures compliance with laws across all regions where we operate, embedding integrity into our culture.

We maintain a zero-tolerance stance on corruption, fraud and bribery, reinforcing ethical standards through clear policies and a code of conduct. Employees are empowered to uphold these values, ensuring alignment with the highest governance standards.



COMMITMENT TO ANTI-CORRUPTION

GRI 3-3, GRI 205-1, GRI 205-2, GRI 205-3

Transparent communication is central to our Anti-Corruption efforts. Using innovative channels, we ensure policies are accessible and well-understood. Annual reviews and engagement initiatives strengthen our commitment to ethical excellence and accountability.

In 2024, we enhanced our Anti-Corruption efforts with key initiatives:

- ☑ Launched an online whistleblower platform for confidential reporting of unethical practices.
- ☑ Updated Anti-Corruption and Whistle-Blower Policies to align with evolving best practices.
- ☑ Hosted online awareness workshops, competitions and reinforced the Code of Conduct during Sustainability Week.
- ☑ Integrated Anti-Corruption policies into the induction programme, fostering awareness from day one.



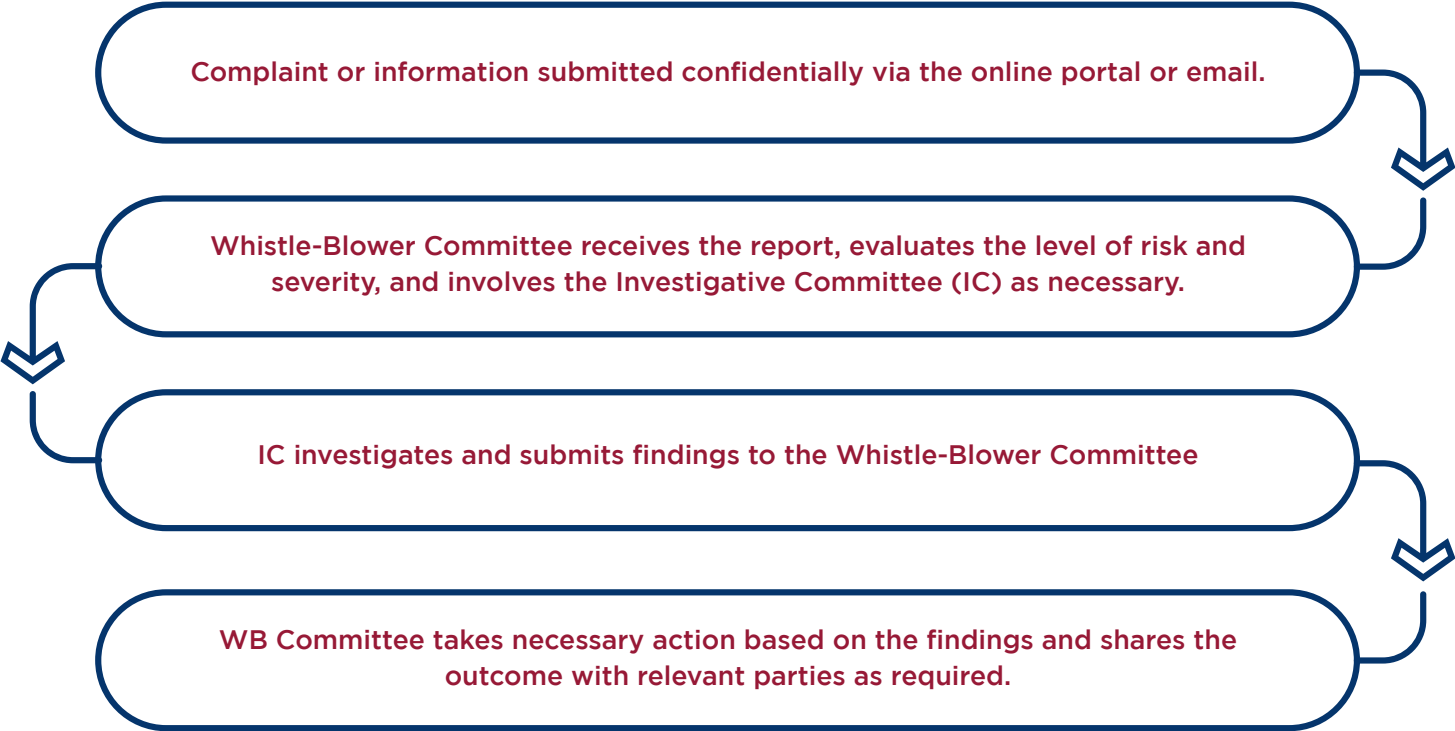
These initiatives not only underscore our commitment to Anti-Corruption but also serve as proactive measures to foster a culture of integrity, transparency and ethical conduct across the Al Naboodah Group.

COMMITMENT TO ANTI-CORRUPTION

GRI 3-3, GRI 205-1, GRI 205-2, GRI 205-3

Whistleblowers play a critical role in maintaining transparency and accountability, particularly in institutions where misconduct may otherwise go unnoticed.

ONLINE REPORTING PLATFORM (WHISTLE-BLOWER PROCESS)



WORKING AS A FAMILY

WORKING AS A FAMILY



KEY 2024 TARGETS

PROGRESS IN 2024

KEY 2025 TARGETS

Increase the Emiratisation workforce representation in the Group by at least 5 per cent.

Develop Emiratis hired by the Group by offering training programmes required for success in their roles.

The Emiratisation workforce representation in the Group has increased by 26.4%, surpassing the target of a 5% increase.

Six tailored training programmes were organised throughout the year to upskill UAE nationals, providing them with the necessary tools for success in their roles.

Achieve an Emirati workforce of 10% by the end of 2026.

Deliver at least 10 training sessions by year-end, fostering skill development and career advancement.

Gather responses to the annual Operatives Happiness Survey from all operatives.

Conduct Youth Awareness Sessions with a target of up to 250 hours.

Achieved a 98% happiness rating among artisans in our annual happiness survey.

While we couldn't meet the 250-hour target for Youth Awareness Sessions, we are exploring alternative ways to achieve this goal moving forward.

Achieve or surpass 40% of total procurement spend on local sourcing annually.

Achieve an 80% satisfaction/happiness rate in the supplier feedback survey.

Engage with a minimum of 100 internal stakeholders and 100 external stakeholders/Key Strategic Partners to identify key material topics (Materiality workshops).

Successfully run Sustainability Week across the Group, with significant participation from stakeholders in alignment with strategic Sustainability goals.

Achieve a minimum response rate of 90% for the happiness survey among all artisans.

Conduct up to 100 hours of Youth Awareness Sessions in 2025.

Conduct 'HR on Wheels' on a monthly basis and share feedback with the concerned divisions.

300 hours of volunteering to be carried out by Al Naboodah employees.

Provide free health checks and medical awareness workshops to all employees.

Employees contributed a total of 194 hours to volunteering initiatives.

Conducted COSHH (Control of Substances Hazardous to Health) Assessments.

Achieve 200 hours of volunteering across the Group.

Achieve and record 80 Unsafe Acts and Conditions Reporting Frequency Rate (USACFR) per 1,000,000 man-hours worked.

Maintain an All-Injury Frequency Rate (AIFR) of 1.85 or less per 1,000,000 man-hours worked.

Conduct at least 5 health check-ups and medical awareness lectures for all employees during the year.

Conduct a minimum of 5 wellness webinars and activities across the year.

Conduct a minimum of 1,000 HSE Toolbox Talks across all Group facilities.

PRESERVING OUR HERITAGE

GRI 3-3



Celebrating 66 years of Emirati heritage, we take pride in shaping the UAE's history while paving the way for a sustainable future. Our journey has propelled us to the forefront as one of the nation's most esteemed brands, with the Al Naboodah name and legacy as our greatest assets.

Our commitment to fostering a sustainable economic, social and environmental landscape remains unwavering. Preserving our culture and heritage is central to building a legacy that extends beyond material development.



PRESERVING OUR HERITAGE

GRI 3-3



With a diverse portfolio spanning transportation, automotive, heavy equipment, travel, logistics, electrical, smart cities and renewable energy, we play a vital role in the community. Our buses and vehicles serve over a million residents daily, reinforcing our commitment to efficient transportation and national progress.

As we move forward, we remain dedicated to the UAE's prosperity, guided by the principles of Sustainability, heritage preservation and excellence. Our cultural awareness training for new team members fosters inclusivity and mutual respect, ensuring a deep understanding of UAE traditions in our workplace.



PROMOTING EMIRATISATION

GRI 3-3



At Al Naboodah, we see Emirati talent development as vital to both our success and the UAE’s vision for the future. Our commitment to Emiratisation extends beyond national targets—we aim to build a skilled, motivated workforce ready to thrive in a dynamic business landscape. Through innovative talent development initiatives, we empower Emiratis to reach their full potential and drive our company’s strategic objectives.

A key focus is developing Emirati leaders through “an integrated career progression model, including mentorship, cross-functional job rotations and tailored learning experiences. This ensures they gain exposure to various business areas, enhancing leadership capabilities for strategic roles.

Recognising the need for continuous learning, we partner with top educational institutions and digital platforms to offer Emiratis advanced training in emerging fields like AI, data analytics and Sustainability, keeping them competitive in a fast-evolving market.

To retain top Emirati talent, we implement flexible work models and prioritise well-being, fostering a workplace where employees feel valued and supported. Our goal is to not just meet Emiratisation targets but to set new benchmarks in talent development, leadership and innovation, contributing to a stronger UAE economy.



Table 4. Table 1. Alignment of the Al Naboodah Sustainability Framework with the UN SDGs 2030 and UAE Vision (infographic)

PROMOTING EMIRATISATION

GRI 3-3



Engaging with Future Talent

In 2024, our Emiratisation and HR Talent Acquisition team participated in two impactful career open days: one at the University of Dubai and another at the Um Suqeim Majlis, organised by the Community Development Authority (CDA). These events provided us with an opportunity to engage directly with students and prospective candidates, presenting career and internship opportunities within our organisation.

During the events, we conducted on-site interviews and connected with talented individuals, including UAE Nationals, to identify potential candidates for future roles. The events attracted strong interest, with many candidates showing enthusiasm for the opportunities available.

Our commitment to fostering the UAE National workforce remains steadfast, and we are eager to welcome new talent into our team. We were also honoured to receive a certificate of appreciation from the University of Dubai in recognition of our participation.



PROMOTING EMIRATISATION

GRI 3-3, GRI 404-2



Empowering UAE Nationals

Al Naboodah is deeply committed to fostering employee growth and development, offering equal opportunities for learning and career advancement at all levels. A key part of this commitment is our focus on Emiratisation, which plays a crucial role in supporting the UAE's Vision 2030 by driving sustainable growth through the increased participation of local talent in key industries.

In line with national objectives, we aim to raise Emiratisation rates by 2 per cent annually for skilled roles in private sector establishments with 50 or more employees, with the goal of achieving a cumulative increase of 10 per cent by 2026.



To support this initiative, our Group Emiratisation department has launched a year-long training programme designed to equip UAE National staff with the skills, knowledge and competencies needed for both personal and professional growth. These programmes are essential to empowering our UAE National workforce and unlocking their full potential, ensuring they are prepared to contribute to the nation's future success.

As we look ahead, we remain committed to expanding these efforts with additional opportunities that further strengthen our diverse, inclusive workforce and contribute to the continued success of Al Naboodah.

PROMOTING EMIRATISATION

GRI 3-3



CHAMPIONING EMIRATISATION

In 2024, our Emirati workforce has expanded to 67, up from 27 employees in 2022, representing more than a twofold increase. This significant growth reflects our ongoing commitment to fostering Emirati talent and strengthening our workforce diversity. We are excited to continue building on this progress in the coming years.

The Group is deeply rooted in its UAE heritage, with a strong focus on fostering Emirati leadership. We actively promote the involvement of Emirati Nationals in shaping key decisions, ensuring their influence is felt at every level. A prime example of this commitment is the third generation of the Al Naboodah family, who take on vital roles in senior management and strategic direction, driving the Group’s growth while honouring its proud legacy.



EMIRATI EMPLOYEES AT AL NABOODAH

			
2022	27	22%	78%
2023	53	65%	35%
2024	67	54%	46%

PROMOTING EMIRATISATION

GRI 3-3



Fostering Collaboration for Sustainability: A Vision for 2025

At Al Naboodah, Sustainability remains the cornerstone of our organisational ethos. It reflects not only our commitment to the well-being of our planet and the prosperity of future generations but also our unwavering dedication to empowering our workforce. This year, we reaffirm our pledge to Sustainability by focusing on critical initiatives that underscore teamwork, innovation and excellence within our Human Resources framework.

Driving Emiratisation Together

The pursuit of Emiratisation is not just a strategic objective but a collective responsibility. As part of our enduring commitment to UAE National development, we continue to actively recruit, nurture and retain Emirati talent through comprehensive training programmes and well-defined career progression plans. This year, we are enhancing our engagement with the NAFIS programme, offering expanded internship opportunities, mentorship initiatives and leadership development programmes. Together, we aim to inspire and cultivate the next generation of Emirati leaders, fostering a culture of inclusivity and shared growth.

Seamless HCM Migration for Enhanced Experiences

In 2025, we are embarking on an ambitious migration to a cutting-edge Human Capital Management (HCM) system. This transformation is designed to streamline HR operations, improve employee experiences and drive efficiency across the organisation. By automating and optimising HR processes, we empower our teams to focus on strategic priorities, such as talent development and workforce planning, while ensuring a seamless, user-friendly experience for all employees.

Revisiting HR Policies for a Sustainable Future

Sustainability calls for adaptability, and we recognise the need to revisit and refine our HR policies. This year, we are undertaking a comprehensive review of our policies to ensure they reflect our values of collaboration, innovation, excellence and integrity. By aligning our policies with evolving employee needs and global best practices, we aim to foster a work environment that supports collaboration, innovation and well-being.

Mohammad Anwar

Group HR & Administration Director



PROMOTING EMIRATISATION

GRI 202-2, GRI 3-3



UAE NATIONALS REPRESENTATION IN SENIOR MANAGEMENT



2022	2023	2024
10	10	13

43%	20%	20%
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ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



We recognise that achieving Sustainability is an ongoing journey, driven by continuous learning, flexibility and innovation. Our approach focuses on creating meaningful value by actively engaging with stakeholders to gain a deep understanding of their expectations and challenges. This engagement serves as the foundation for a well-defined strategy that bridges their priorities with our organisational objectives.

The 'Engaging with Our Stakeholders' pillar of our Sustainability framework underscores the importance of open dialogue, fostering trust and building partnerships that deliver mutual value.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



In 2024, aligned with the 'Working as a Family' pillar, we introduced new initiatives to strengthen connections with our stakeholders and respond proactively to their evolving needs.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3, GRI 2-26



ENGAGING WITH OUR EMPLOYEES

At Al Naboodah, employee engagement is a driving force in embedding Sustainability into our organisational DNA. We actively promote this engagement through interactive, hands-on initiatives, with our annual Sustainability Week serving as a highlight designed to inspire and energise our workforce.

From day one, employees are introduced to our Sustainability framework during their induction, ensuring they understand their vital role in shaping our journey. In 2024, 140 new employees completed our online Sustainability training, which emphasises the collective responsibility in advancing our sustainable goals.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3, GRI 2-26



ENGAGING WITH OUR EMPLOYEES

We also prioritise open communication by hosting regular forums within employee accommodation villages. These forums offer a safe, open space for workers to share feedback, suggest improvements and discuss challenges they may be facing, reinforcing a culture of empowerment and continuous dialogue.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



HR ON WHEELS

In 2024, Al Naboodah Commercial Group (ACG) HR introduced the 'HR on Wheels' initiative to foster greater employee engagement and enhance understanding of their work environment. This initiative was conducted across all ACG facilities, providing employees with a platform to raise concerns and ensuring that these were addressed and resolved in a timely manner. Solutions were communicated either on the same day or through subsequent follow-up correspondence.

The 'HR on Wheels' initiative has proven invaluable in collecting valuable feedback, driving continuous improvements and further demonstrating ACG's commitment to enhancing employee happiness and nurturing a positive, supportive work culture.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



ARTISANS HAPPINESS SURVEY

At Al Naboodah, we are committed to fostering a joyful, inclusive and empowering workplace. We value our workforce's diverse talents and believe employee satisfaction directly contributes to community prosperity and business success.

To enhance employee happiness and solidify our status as an Employer of Choice, we launched the annual Artisans Happiness Survey during Sustainability Week at our Commercial Group Employee Villages. This initiative is a key part of the 'Employee Welfare' pillar in our Sustainability Framework.

Available in seven languages, the survey achieved a remarkable 98% participation rate, with overall satisfaction exceeding 99% in 2024. The anonymous feedback provided valuable insights, helping us continually improve our employees' well-being.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



ADVANCING DIVERSITY AND INCLUSION AT AL NABOODAH

In 2024, Al Naboodah reinforced its commitment to diversity and inclusion by setting ambitious goals and launching initiatives to nurture female talent and support individuals with unique abilities.

Recognising the importance of gender diversity, our recruitment process prioritises competence and performance while actively considering diversity in hiring decisions.

We believe that truly inclusive organisations prioritise merit, disregarding factors such as gender, age, race, ethnicity, religion, disability or socioeconomic background. Significant progress has been made in enhancing gender diversity and expanding opportunities for people of determination across all levels of our business.

In 2024, 21% of new hires were women, exceeding our 18% target.

Through partnerships with NGOs and universities, our internship programmes provided 6,500 hours of training to determined individuals and recent graduates.

These efforts reflect our commitment to fostering a workplace where all employees feel valued, respected and empowered.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



FOSTERING COMMUNITY AND SPIRITUAL WELL-BEING

Al Naboodah organised Iftar gatherings at both Sonapur and Maffraq Employee Villages during the holy month of Ramadan, aimed at fostering a sense of community and unity among our employees. The event was warmly received, with participation from staff across various sectors, as well as from senior management, further strengthening bonds within the organisation.

These gatherings extended beyond our employees, incorporating inmates in a demonstration of our commitment to inclusivity and societal integration. By creating opportunities for everyone to participate, we underscored our focus on building a community that supports all members of society.

Additionally, a special preaching session was conducted at the Sonapur Employee Village to provide spiritual guidance and deepen understanding of the significance of Ramadan. This initiative helped employees reflect on their personal and collective values, supporting their spiritual well-being.

These initiatives are part of our broader commitment to promoting well-being, inclusivity and cultural engagement, ensuring a holistic and supportive environment for all.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



CELEBRATING WOMEN'S DAY

At Al Naboodah, every day is an opportunity to celebrate the remarkable women who contribute to our success. On 8th March, International Women's Day, we join the global community in recognising the achievements, leadership and dedication of women everywhere.

This special day is a moment to reflect on the invaluable contributions of the women within our Group and express our heartfelt gratitude for their resilience, vision and unwavering commitment. Their efforts inspire progress, and their leadership shapes our future.



ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



CELEBRATING WOMEN'S DAY

On 20th October, Vietnam celebrates “Ngày Phụ nữ Việt Nam” – Vietnamese Women’s Day – a significant occasion that honours the strength, courage and resilience of women who have played pivotal roles in the nation’s progress.

At Al Naboodah Vietnam, this day is dedicated to expressing heartfelt gratitude and appreciation to our female staff. Through thoughtful gestures such as lovely presents and flowers, we recognise their unwavering commitment and invaluable contributions to the Group’s success.



Vietnamese Women’s Day serves as a reminder of the profound impact women have within our organisation and beyond. At Al Naboodah Vietnam, we take pride in celebrating this day as a token of our respect and gratitude for the remarkable women who inspire us every day.



SUSTAINABILITY RELATED PLEDGES

Over
600



Sustainability
Related Pledges

 Employee welfare	 Innovation for a better future	 Engaging with our stakeholders	 Health and Safety	 Reducing waste
 Preserving our heritage	 Saving water	 Fair opportunities for all	 Customer experience	 Managing energy efficiently

ENGAGING WITH OUR STAKEHOLDERS

GRI 3-3



SUSTAINABILITY WEEK

In 2024, Al Naboodah's Sustainability Week marked its ninth consecutive year, continuing to bring together employees, customers, suppliers, NGOs and various business units. This event has become a cornerstone for engaging all stakeholders and underscores our long-standing commitment to Sustainability.

The 2024 Sustainability Week concentrated on five crucial material topics: Employee Welfare, Customer Experience, Health & Safety, Sustainable Supply Chain and Anti-Corruption. Each theme was given a dedicated day for in-depth exploration, facilitating insightful discussions and encouraging meaningful contributions from participants. This strategic focus reinforced our dedication to embedding Sustainability into every aspect of our operations, with a clear emphasis on driving impactful change and fostering continuous improvement across the Group.



ENGAGING WITH OUR STAKEHOLDERS



SUSTAINABILITY WEEK HIGHLIGHTS



Employee
Welfare



Occupational
Health & Safety



Anti-Corruption



Customer
Experience



Learning &
Development



SUSTAINABILITY WEEK HIGHLIGHTS

Over **500**
participants in
online activities

4 online
awareness
sessions

Over **250**
pledges to key
Sustainability topics

5 community
engagement
activities

4 Sustainability
challenges on
material topics



ENGAGING WITH LOCAL COMMUNITY

GRI 3-3



At Al Naboodah, we recognise the invaluable role local communities play as key stakeholders in our journey. We are dedicated to initiatives that contribute to their development and well-being, ensuring active participation from employees and the wider public.

In line with the UAE’s vision for a cohesive society, we collaborate with charities and NGOs to support our Sustainability goals. As members of the Dubai Chamber and founding members of the Emirates Green Building Council, we uphold sustainable practices. Additionally, as signatories of the UN Global Compact, we align our social and environmental efforts with global standards for long-term impact.



ENGAGING WITH LOCAL COMMUNITY

GRI 3-3



SPREADING JOY AT THANH SON ORPHANAGE

During Vietnam Bike Week 2024, Al Naboodah Vietnam teamed up with the SMG Motorcycle Club to bring smiles and support to the children of Thanh Son Orphanage in Cam Lam, Khanh Hoa.

With a shared spirit of compassion and community, the group donated gifts valued at approximately 100,000,000 VND. These contributions aimed to provide not just immediate relief but also hope and encouragement to the children, reaffirming the commitment of Al Naboodah Vietnam to creating a positive impact in the lives of those in need.

This heartfelt initiative reflects the power of collaboration and the shared belief in making a difference where it matters most.



ENGAGING WITH LOCAL COMMUNITY

GRI 3-3



SUPPORTING COMMUNITY AND ADVENTURE: GULF NEWS FUN DRIVE 2024



Our automotive business, GWM TANK, proudly served as the main sponsor of the 42nd Gulf News Fun Drive, held at Tilal Swaihan. This much-anticipated event is a cherished tradition for off-roading enthusiasts, bringing together families and friends for an unforgettable experience.

Participants enjoyed exhilarating dune bashing, a range of exciting activities, overnight camping, live entertainment and a celebratory cake-cutting ceremony.

This sponsorship highlights our commitment to fostering community engagement and promoting recreational experiences that strengthen bonds and create lasting memories.

ENGAGING WITH LOCAL COMMUNITY

GRI 3-3



EMPOWERING YOUNG MINDS THROUGH THE TA DUNG CHARITY RIDE

As part of its ongoing commitment to supporting local communities, Al Naboodah Vietnam partnered with the H.O.G. Saigon motorcycle club for the inspiring Ta Dung Charity Ride. This meaningful initiative took the team to Truong Dinh Primary and Secondary School in Binh Phuoc province, where they connected with over 120 disadvantaged students, many of whom belong to the S'tieng and other ethnic minority groups.

The ride was more than just a journey—it was an opportunity to bring joy and essential support to the children. The students were thrilled to receive gifts, including notebooks, school supplies, toys, mooncakes and other necessities, brightening their day and easing their challenges.

By addressing the needs of these young minds and fostering inclusivity, the Ta Dung Charity Ride reflects Al Naboodah Vietnam's dedication to empowering underserved communities. Through such initiatives, the Group continues to build meaningful connections and contribute to the long-term development of the regions it serves.



ENGAGING WITH LOCAL COMMUNITY

GRI 3-3



RIDING FOR A CAUSE: SUPPORTING EDUCATION IN NHA TRANG

In June, during the For The Ride tour to Nha Trang, Al Naboodah Vietnam partnered with nearly 100 Triumph Motorcycles riders to visit Khanh Hoa Jeju Primary School. This school exclusively serves Raglai ethnic minority students, many of whom come from deeply impoverished backgrounds.

The visit was a heartfelt effort to support these young learners. Together, the bikers and benefactors donated 300 meaningful gifts, including notebooks, daily necessities and snacks, bringing joy and relief to the students. Beyond these thoughtful contributions, scholarships were also awarded to diligent yet underprivileged students, aiming to encourage their academic pursuits and brighten their future prospects.

This impactful initiative underscores Al Naboodah Vietnam's dedication to uplifting local communities and investing in the education of disadvantaged youth, empowering them to overcome challenges and achieve their potential.



ENGAGING WITH LOCAL COMMUNITY

GRI 3-3



MAKING A DIFFERENCE: A HEARTFELT DONATION TO HCMC ONCOLOGY HOSPITAL

On 5th June, representatives from Al Naboodah Vietnam, together with the family of Mr Khoi Nguyen, visited HCMC Oncology Hospital to deliver a heartfelt donation of 260 million VND. This generous amount was raised through T-shirt sales and auction proceeds from the Khoi Nguyen Memorial Ride, an event honouring a cherished community member.

In partnership with the hospital's Social Work Department, the delegation ensured that the funds reached those in need. The entire donation was distributed to 130 patients undergoing treatment, with each patient receiving 2 million VND.

This initiative reflects Al Naboodah Vietnam's commitment to supporting the local community and bringing hope to those facing difficult times. By combining compassion and collective effort, the Group continues to make a meaningful impact on the lives of others.



ENGAGING WITH LOCAL COMMUNITY

GRI 3-3



SPREADING SMILES AND KINDNESS: THE 9TH CHRISTMAS CHARITY RIDE BY AL NABOODAH VIETNAM

Continuing its legacy of compassion and community engagement, the 9th Christmas Charity Ride by Al Naboodah Vietnam brought joy to over 370 children in the Dak Lak region on a heartwarming journey filled with generosity and festive spirit.

The event began at Kim Dong Primary School in Cu Kuin District, where 120 gift packages were distributed, each containing school supplies, snacks and essential items, to bring smiles to the faces of eager young students. The team then travelled to Ea Bong Primary School in Krông Ana District, serving nearly 200 children, the majority of whom belong to the Ede minority community.

The ride's heartfelt mission extended into the afternoon at Buu Thang 2 Temple Orphanage, where 56 orphaned and disabled children were greeted with love, care and thoughtful presents. With over 400 million VND worth of gifts delivered, this year's charity ride once again demonstrated Al Naboodah Vietnam's commitment to making a tangible difference in the lives of those in need. The Christmas Charity Ride has grown into a cherished tradition, uniting volunteers, bikers and community members with a shared purpose of spreading joy and hope. Its impact transcends the immediate recipients, inspiring others to embrace the spirit of giving and fostering a sense of belonging and compassion in the regions it touches.

Through this initiative, Al Naboodah Vietnam reaffirms its dedication to social responsibility, nurturing not just the well-being of the children but also empowering them with opportunities for a brighter future.



EMPLOYEE WELFARE

GRI 403-6



Elevating employee welfare to paramount importance, Al Naboodah places its workforce at the heart of its success. Our commitment extends to exceptional accommodations and a stellar safety record, earning numerous awards for worker welfare and safety.

Winning the UAE's Happiest Workplace award for three consecutive years solidifies our reputation as an employer of choice. Our Worker Welfare Policy aligns with UNGC Principles on Labour and Human Rights concerning Government Entities, ensuring compliance and ethical practices.

Employees benefit from award-winning housing, free health checks, on-site clinics, recreational activities, gyms, free Wi-Fi and more. Initiatives like weekend trips, Sports Days, wellness programmes and cultural celebrations reinforce our ethos of 'Working as a Family,' fostering a thriving community where every individual is valued.



EMPLOYEE WELFARE

GRI 2-8, GRI 3-3, GRI 401-1, GRI 2-7



AL NABOODAH EMPLOYEES IN NUMBERS ⁶

All Al Naboodah employees are hired on a full-time, permanent basis. During 2024, 991 new employees joined the Al Naboodah family.

	2022	2023	2024
Total number of employees	3,959	3,615	2,835
UAE location	3,656	3,389	2,650
Other locations	303	226	185
Gender Breakdown of employees by gender			
Male	3,719	3,386	2,596
Female	240	229	239
Nationality Breakdown of employees by nationality			
UAE	27	53	67
Others	3,932	3,562	2,768
Age group Breakdown of employees by age group (%)			
Below 30	17%	22%	28%
30-50	69%	63%	59%
Above 50	14%	15%	13%

Table 5. Snapshot of Al Naboodah's employees

	2022	2023	2024
Total number of new employees entering employment during the reporting period	448	390	991
Breakdown by gender			
Male	378	347	920
Female	70	43	71
Breakdown by age group			
Under 30 years old	254	220	734
30-50 years old	167	159	247
Over 50 years old	27	11	10
Total number of employees leaving employment during the reporting period	2,679	744	330
Breakdown by gender			
Male	2,597	669	278
Female	82	75	52
Breakdown by age group			
Under 30 years old	358	224	313
30-50 years old	1,826	455	17
Over 50 years old	495	76	0
Attrition rate⁷	0.67	0.43	0.12

⁶ Employees under employee welfare covers ANGE employees globally.

⁷ The attrition rate is calculated by dividing the total number of employees leaving by the total number of employees.

POLICY COMMITMENT

GRI 2-23, GRI 2-24



Remuneration Policies:

Al Naboodah's approach to remuneration for its highest governance body and senior executives includes both fixed and performance-based components. Fixed compensation is based on market standards, job responsibilities and experience, while variable pay is tied to performance objectives aligned with organisational and Sustainability goals. Termination benefits comply with labour laws and are structured to support responsible resource management. Retirement benefits are provided and are detailed in the Group's retirement policy, ensuring long-term financial security for employees.

Alignment with Sustainability Objectives:

Al Naboodah's remuneration structure for senior executives and governance members aligns with Sustainability objectives, ensuring compensation reflects financial performance and Sustainability targets. This approach reinforces the company's commitment to integrating environmental, social and governance factors into its strategy, creating long-term value for stakeholders.



POLICY COMMITMENT

GRI 2-19, GRI 2-27, GRI 3-3, GRI 401-2, GRI 2-23, GRI 2-24



Policy Design and Implementation:

Al Naboodah’s remuneration policies are guided by the Compensation and Benefits Matrix, designed by HR professionals and approved by the Board. Stakeholder input ensures transparency and accountability. If engaged, remuneration consultants are selected for their independence, ensuring unbiased recommendations.

Disclosure and Compliance:

As a family-owned private organisation, Al Naboodah does not disclose specific compensation ratios but adheres to all legal and regulatory requirements for fair compensation. Our commitment to responsible business conduct, including human rights, is shared via the Group Intranet and applies to all activities and business relationships. Policies are communicated through multiple channels, with implementation integrated into strategies and supported by comprehensive training.



POLICY COMMITMENT

GRI 3-3, GRI 401-2, GRI 401-3



EMPLOYEE BENEFITS AND PARENTAL LEAVE

Aligned with UN Sustainable Development Goal 3—Good Health and Well-Being—and the UAE Vision for world-class healthcare, Al Naboodah places employee health and wellness at the core of its initiatives. We offer free medical check-ups, stress management workshops and various fitness activities, going beyond legal requirements to promote overall well-being.

All full-time employees at Al Naboodah receive an extensive benefits package, which includes life insurance, healthcare, disability and invalidity coverage, annual leave, parental leave (both maternity and paternity), compassionate leave, and Haj leave, where applicable. Our parental leave policy is gender-inclusive, reflecting the importance of supporting both men and women. Female employees are entitled to 45 working days of maternity leave with full pay, covering the period before and after delivery. Likewise, male employees are entitled to five working days of paternity leave with full pay.

During 2024, 33 employees who had children took parental leave, and all of them returned to work after their leave.

	2022	2023	2024
Total number of employees covered by the parental leave policy	3,956	3,391	2,835
Breakdown by gender			
Male	3,622	3,251	2,598
Female	334	140	237
Total number of employees that took parental leave	38	41	33
Breakdown by gender			
Male	35	35	28
Female	3	6	5

3 GOOD HEALTH AND WELL-BEING



Utilisation Rates of the Parental Leave Policy by ANGE Employees
⁷<https://www.vision2021.ae/en>

HEALTH AND SAFETY

GRI 3-3, GRI 403-1, GRI 413-2, GRI 401-3



The importance of Health and Safety is consistently highlighted by our stakeholders during materiality workshops. In line with this, the Group’s Health & Safety policy places a strong emphasis on safeguarding the well-being of all internal and external stakeholders. Al Naboodah is committed to complying with applicable legal, regulatory and other requirements while actively supporting initiatives that promote a safe and resilient environment.

Central to our operations is a commitment to responsible practices, with a particular focus on the well-being of our employees. While we are pleased with the progress made in health, safety and welfare measures in 2024, our attention continues to be centred on the individuals behind the statistics. This dedication spans across all our businesses, and this report outlines updates on specific initiatives in the regions where we operate. The Health and Safety data disclosed in this report pertains to the Group’s operations in the UAE.



HEALTH AND SAFETY

GRI 3-3, GRI 403-2, GRI 403-9



2023 HEALTH AND SAFETY HIGHLIGHTS



Toolbox Talks:
Achieved a 100% increase in the number of toolbox talks, raising awareness on health and safety topics.



Inspections:
29% increase compared to 2023.



First Aid Cases:
Two reported cases.



Accident Frequency Rate:
Approximately 13% reduction compared to 2023.



Fatalities:
Zero incidents recorded.



External Audits:
No observations or non-conformance reports (NCRs) received during 2024.

HEALTH AND SAFETY

GRI 3-3, GRI 403-6, GRI 403-7



PRIORITISING HEALTH FOR A THRIVING WORKFORCE

At Al Naboodah Vietnam, we believe that a healthy team is the foundation of exceptional performance. With this in mind, we organised a comprehensive Health Check-up Day across all regions to ensure the well-being of our employees.

Recognising that health and safety are our highest priorities, we continued our commitment to the Staff Retention Work Care initiative. This programme encourages our employees to embrace healthier lifestyles, including balanced diets, regular exercise and other positive habits that promote long-term well-being.

By investing in the health of our people, we not only support their personal growth but also foster a more vibrant, motivated and productive workforce, enabling them to contribute their best to the company.





SAFE DRIVER AWARD

As an ongoing practice, in 2024 the ACG Human Resources Department organised a heartfelt employee recognition activity aimed at acknowledging the contributions of our 33 esteemed drivers from different divisions and departments who exemplified a remarkable commitment to safety throughout 2023. This event not only celebrated their achievements but also highlighted them as role models for their peers.

Their dedication to maintaining zero penalties is not just impressive: it's a testament to their professionalism and attention to detail on the road.

Our appreciation encompasses not just the quantity but also the quality of work.



HEALTH AND SAFETY

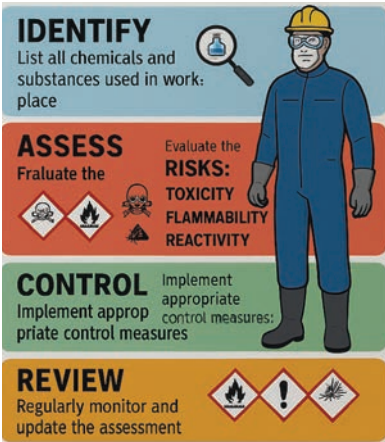
GRI 3-3, GRI 403-6, GRI 403-7



HEALTH & SAFETY BEST PRACTICES

In the bustling corridors of Al Naboodah Commercial Group, the QHSE team embarked on a mission to ensure the safety of every employee by conducting a thorough COSHH assessment. They meticulously identified all chemicals used within the organisation, assessed the risks based on toxicity, flammability and reactivity, and implemented robust control measures, including engineering controls, administrative procedures and personal protective equipment.

To raise awareness, the team designed an engaging COSHH assessment poster and launched an awareness campaign with workshops, training sessions and informational materials. These efforts significantly reduced chemical exposure incidents, fostering a culture of safety and vigilance, and ensuring a safer working environment for all.



Total hours worked

	2022	2023	2024
Total hours worked	13,292,206	9,020,554	5,051,345

Breakdown by work group

Employees (Al Naboodah)	11,327,079	8,153,756	4,592,231
Workers (Contractors)	1,965,127	866,798	459,114

Total number of Lost Day Rates

	15.34	12	13.86
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Breakdown by work group

Employees (Al Naboodah)	15.34	12	13.86
Workers (Contractors)	0.00	0	0.00

Total number of Lost Time Injuries (LTIs)

	3	3	3
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Breakdown by work group

Employees (Al Naboodah)	3	3	3
Workers (Contractors)	0	0	0

Lost Day Rate and Lost Time Injuries (LTI) information presented above apply to male employees.

⁸ Lost Day Rate is also known as Injury Severity Rate. It is calculated as follows: Number of days lost x 1000000 divided by total number of man-hours worked. Therefore: ISR of 151 is calculated as follows 45 x 151 = 29693431 / 1000000.

⁹ Lost Time Injuries are injuries that result in more than 3 days off work, not including the day of the accident.

¹⁰ A Near Miss is defined as an unplanned event which did not result in injury, illness, or damage but had the potential to do so.

HEALTH AND SAFETY

GRI 3-3, GRI 403-2, GRI 403-3



PRIORITISING HEALTH AND SAFETY IN 2024

In 2024, the company demonstrated its unwavering commitment to health and safety by achieving notable milestones that reflect a proactive and effective approach to workplace safety. Through a combination of strategic initiatives, rigorous training programmes and enhanced reporting mechanisms, we surpassed key health and safety targets while fostering a culture of vigilance and care.

Achieving a Reduction in All Accident Frequency Rate

One of the standout achievements of the year was the reduction in the All Accident Frequency Rate (AAFR) to 1.98, significantly below the target of 2.15. This improvement underscores the success of our preventative measures, including:

- Comprehensive Risk Assessments: Regular identification and mitigation of potential hazards across operations.
- Enhanced Safety Training: Increased focus on empowering employees with the knowledge and tools to identify and manage risks effectively.
- Continuous Monitoring: Implementation of real-time tracking systems to ensure adherence to safety protocols.

Increasing Near-Miss Reporting

Proactive incident reporting is a cornerstone of our safety culture, as it helps address potential risks before they escalate. In 2024, the number of near-miss reports rose to 94, exceeding the target of 80. This achievement was driven by:

- Awareness Campaigns: Educating employees on the importance of reporting near-misses and how such actions contribute to a safer workplace.
- Simplified Reporting Processes: Introduction of user-friendly platforms to encourage timely and accurate submissions.
- Recognition Programmes: Acknowledging employees who actively contribute to safety improvements through near-miss reporting.

HEALTH AND SAFETY

GRI 3-3, GRI 403-2, GRI 403-3



Zero Fatalities and Permanent Disability Injuries

A significant indicator of our safety performance in 2024 is the absence of fatalities and permanent disability injuries. This outcome highlights the effectiveness of our safety measures and the collective effort of all employees to prioritise health and well-being.

Key Takeaways

The results achieved in 2024 reinforce the importance of a proactive and inclusive approach to health and safety. By setting ambitious targets and exceeding them, the company continues to demonstrate leadership in Sustainability and operational excellence. These efforts not only safeguard our employees but also strengthen our reputation as a responsible organisation committed to sustainable growth.

Looking Ahead

Building on this momentum, we aim to further embed safety as a key priority in 2025. Future initiatives will focus on advanced safety technologies, deeper employee engagement and continual improvement of reporting mechanisms to maintain and exceed our high standards.

LAGGING INDICATORS - COMMERCIAL GROUP

KPI	Target	Actual
Lost Time Injury Frequency Rate	0.00	0.59
All Accident Frequency Rate	2.27	1.98
Injury Severity Rate	0.00	13.86
Restricted Work Day Case Frequency Rate	0	0
Restricted Work Day Case Severity Rate	0	0

LEADING INDICATORS - COMMERCIAL GROUP

KPI	Target	Actual
HSE inspections	265	372
Near Miss Reporting Frequency Rate	80	94.63
Delivery of structured HSE training	100%	100%
1000 TBT per year	1000	1992

All Naboodah Health & Safety continuous targets

All the rates listed above are calculated in the same manner: Number of items times 1,000,000 divided by the total number of man-hours worked.

HEALTH AND SAFETY



DUBAI AWARD FOR SUSTAINABLE TRANSPORT

Under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Dubai Crown Prince and Chairman of the Executive Council, the Dubai Award for Sustainable Transport (DAST) has made enormous strides towards becoming one of the most coveted awards leveraging environmental Sustainability.

Swaidan Trading has been recognised as the 'Best Contractor' in RTA's Dubai Award for Sustainable Transport (DAST).

Amongst the pool of 700 participants from 11 countries, Swaidan Trading's CVHE division has received second place. In line with RTA's vision, we are equally committed to driving Sustainability as a key strategic objective.



HEALTH AND SAFETY

GRI 3-3, GRI 403-4, GRI 403-5



HEALTH AND SAFETY TRAININGS

Employees underwent a diverse range of Health and Safety training sessions, focusing on the safe use of workshop tools and equipment, working in confined spaces and reporting near-misses. Additionally, comprehensive training on life-saving procedures for personnel was provided across all locations.

Focused safety campaigns were conducted, covering critical topics such as safe lifting procedures, proper handling of materials and ensuring a strong safety culture. Mock drills, addressing emergencies such as medical incidents, vehicle collisions and fire safety, were carried out at various workshop and warehouse locations.



HEALTH AND SAFETY

GRI 3-3, GRI 403-5



The training data includes all sessions provided to our employees, with the observation that some individuals took part in multiple training sessions across different topics.

	2022	2023	2024
Total number of training courses/sessions available	68	54	25
Total number of training hours	103,401	33,228	9305
Breakdown by gender			
Male	103,353	33,206	9,020
Female	48	22	285

	2022	2023	2024
Total number of employees covered	2,965	1,505	1,848
Breakdown by gender			
Male	2,952	1,492	1,848
Female	13	13	0
Breakdown by employee category			
Executive and Senior Management	30	14	0
Middle Management	250	86	0
Staff (professional, operational and administrative)	600	198	1,848
Workforce	2,085	1,207	0

Breakdown of the H&S training provided to employees by Al Naboodah

UNLOCKING POTENTIAL

UNLOCKING POTENTIAL



INNOVATION FOR A BETTER FUTURE

KEY 2023 TARGETS

- Execute a minimum of four projects as part of Imkan.
- Establish two sales channels for various business units.
- Implement two digitalisation initiatives throughout the year.
- Identify and conduct four innovation training sessions.
- Explore at least one non-core business expansion during the year.

PROGRESS IN 2023

- Six process improvement projects were identified and are currently in progress, aimed at delivering tangible benefits as part of the Imkan initiative.
- Developed B2C Ecommerce Portal for the Allied division and outsourced the call centre for GWM.
- Collected Customer Feedback via QR code.
- Hosted 6 Innovation Week Sessions to foster creativity and innovation.
- Explored the F&B Cloud Kitchen Industry as part of non-core business expansion.
- Finalised ERP Contract with SAP after conducting a detailed study.
- Published 11 Market Insights to support informed decision-making.
- Improved Processes through Value Stream Mapping in multiple divisions and workshops.

TARGETS FOR 2024

- Deliver at least four process improvement projects under Project Imkan.
- Establish New Customer Sales Channel through B2C Portal for 1 CGU & Outsource Call Centre for 1 CGU.
- Identify & conduct innovation training sessions with a focus towards digital transformation, AI & Process Standardisation.
- Implement ERP Project as per defined timelines.
- Publish 12 Market Insights



FAIR OPPORTUNITIES FOR ALL

- 15 per cent of the new hires to be female (staff category).
- 1,000-hour work experience for people of determination.
- 3,000-hour internship for college and high school students.

- 21% of the new hires in the staff category were female.
- A total of 1,110 hours of work experience was provided for people of determination.
- 4,720 hours of internship opportunities were offered to college and high school students.

- Provide a minimum of 8,000 training hours for employees based on job specific requirements.
- Ensure 15% of new recruits are female, excluding the Artisans Category, in 2025.
- Provide 1,000 hours of work experience for people of determination.
- Provide 3,000 hours of work placement for interns (college and high school students).



CUSTOMER EXPERIENCE

- Customer satisfaction at 97%.
- Increase feedback by more than 30,000.
- Launch of new customer experience programme.

- Achieved a customer satisfaction rate of 96.5%.
- Increased feedback by 23,123 responses.
- Enhanced Customer Service through the Service Excellence Programme (mystery shopping score from 79% to 96%).
- Initiated Implementation of UAE PDPL.
- Achieved a 5-Star ESMA Rating for all workshops, demonstrating operational excellence.

- Achieve a 97% Customer Satisfaction Rate.
- Achieve compliance with the PDPL law by Q4 2025.
- Launch the Key Strategic Partner Project with quarterly visits to strengthen collaboration and align on shared goals.

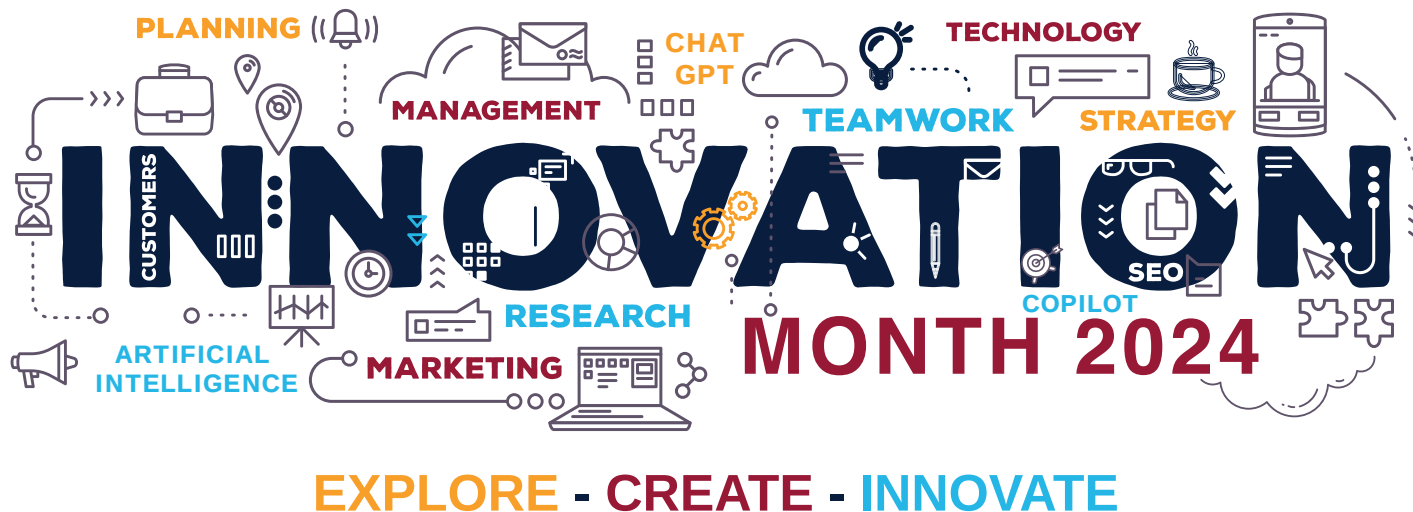
INNOVATION FOR A BETTER FUTURE



Innovation plays a pivotal role in shaping a sustainable future. At Al Naboodah, we believe that embracing forward-thinking solutions is key to addressing the challenges of tomorrow. By integrating innovation into our Sustainability efforts, we aim to create lasting, positive impacts across all areas of our operations. Our commitment to innovation is not just about adopting new technologies but also about fostering a culture that constantly seeks smarter, more sustainable ways of working. This approach ensures that we continue to drive progress while contributing to a greener, more sustainable world.

As the cornerstone of our innovation approach, digitalisation played a central role with the completion of several key projects. We remain focused on uncovering opportunities for digitalisation within both our core operations and support functions, aiming to improve efficiency, reduce costs and enhance our Sustainability efforts.

In February 2024, we celebrated 'Innovation Month' at Al Naboodah Commercial Group, highlighting our continued commitment to cultivating a culture of innovation across the organisation.



INNOVATION FOR A BETTER FUTURE



SUPPORTING SUSTAINABILITY AND INNOVATION THROUGH KEY INDUSTRY PLATFORMS

As part of our commitment to Driving Sustainability—a core strategic objective and corporate value of Al Naboodah Group—we were proud to be a platinum sponsor of the 9th Dubai International Project Management Forum (DIPMF) held at Madinat Jumeirah, Dubai, from 15th to 18th January 2024.

This prestigious event convened over 2,000 project management professionals and featured insights from 55 global experts, focusing on three critical themes:

Sustainability | **Modern Project Management Methods** | **Future Trends and Technology**

The forum's theme, 'Beyond Boundaries,' resonates strongly with our vision of contributing to the UAE's ambitions for innovation, Sustainability and global connectivity, as outlined in the Dubai 2040 Urban Master Plan. By supporting platforms like DIPMF, Al Naboodah Group not only contributes to thought leadership but also strengthens its partnerships with key stakeholders to drive sustainable development across the region.



2024 has been a highly productive year for our organisation, marked by the successful execution of several key initiatives that align with our commitment to Sustainability and long-term value creation.

The Imkan project has delivered substantial cost savings while promoting resource efficiency, and new infrastructure investments have been designed with Sustainability at their core to support our diverse business operations. Most notably, the selection of a new business-focused ERP system represents a significant step towards driving operational efficiency, integrating AI into core business functions, and enhancing overall productivity— all while enabling smarter, more sustainable decision-making. With a strong financial performance in 2024 and sustained momentum heading into 2025 the Group is well-positioned to achieve even greater milestones while reinforcing our commitment to a sustainable and responsible future.

Pankaj Khadye

General Manager Strategy PMO and Business Excellence



INNOVATION FOR A BETTER FUTURE



INNOVATION MONTH 2024

Innovation Month 2024 was built on its tradition of fostering creativity and progress with an exciting lineup of activities throughout February. Highlights included an internal podcast showcasing completed projects to inspire employees, a "Did You Know?" campaign featuring intriguing facts about innovation within the company and industry, and external demos of Co-Pilot, followed by a rollout for selected users. Training sessions on ChatGPT, led by an external consultant, empowered employees with AI-driven tools, while a series of videos from General Managers shared their vision of innovation's impact on teams. A comprehensive email campaign managed by Accelerator Hub kept employees informed and engaged, making Innovation Month 2024 a celebration of learning, transformation and collaborative growth.



In today's rapidly evolving technological landscape, Sustainability is a core priority for AI Naboodah and the Group IT department. As we embark on our journey in 2025 and beyond, AI Naboodah has already established a strategic partnership with Microsoft to leverage their cloud services for the Group's future requirements. This strategic move enables us to utilise the Microsoft Cloud, significantly reducing energy consumption and our carbon footprint.

Artificial Intelligence (AI) is a key priority and will play a crucial role in optimising resources and improving efficiency. Energy-efficient end-user devices, laptops and servers will lower power usage while contributing to circular economy principles. Additionally, utilising IoT for monitoring sensors and connected devices will provide real-time insights and proactive management of energy consumption. Furthermore, removing legacy devices from our offices and datacentres, aligns with our environmental goals and combats climate change.

Laying the systems foundations with SAP, AI Naboodah will be future-ready to leverage AI and SAP's cloud capabilities and best practices, workplace safety and improve social responsibility.

Our commitment to adopting these advanced technologies will drive us towards a greener future, positioning AI Naboodah as a leader in responsible business practices. Together, we will continue to innovate and achieve our Sustainability goals for years to come.

Ali Al Jumaily

Group Chief Information Officer

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INNOVATION FOR A BETTER FUTURE



MARKET INSIGHTS

The "Market Insights" stands as a pivotal monthly undertaking by the SPMO department for senior leadership, presenting a comprehensive overview of the ever-shifting global business landscape. This report is meticulously crafted to provide essential updates on macroeconomic conditions, geopolitical developments and intricate industry movements, ensuring that leadership is well-informed and poised to navigate the complexities of the contemporary market.

The report places a special emphasis on capturing and analysing trends within various industries, offering a nuanced understanding of the dynamics, innovations and challenges prevalent in sectors directly relevant to operations. By tracking these industry-specific movements, the report becomes an invaluable tool for strategic planning.

A key feature of the report is its curation of top news highlights from around the world, distilling complex information into actionable insights. By highlighting events that are poised to impact markets significantly, the report ensures that senior management can swiftly grasp the essence of key developments, facilitating a more proactive and informed decision-making process.

In essence, the "Market Insights" report is not merely a compilation of data; it is a strategic resource that empowers leaders with a holistic understanding of the global business environment. Its timely and relevant information enables BU heads to make proactive decisions, ultimately enhancing the overall competitiveness and adaptability in the dynamic and competitive market landscape.



INNOVATION FOR A BETTER FUTURE



DRIVING SUSTAINABLE MOBILITY:MENA TRANSPORT CONGRESS & EXHIBITION 2024

Al Naboodah proudly served as a strategic sponsor of the MENA Transport Congress and Exhibition 2024, held at the Dubai World Trade Centre. The event brought together industry leaders, policymakers and innovators to discuss the Future of Sustainable Mobility, focusing on transformative solutions for greener and more efficient transportation systems.

At our stand, we showcased an impressive range of Zhongtong electric and diesel buses, highlighting their advanced technology, energy efficiency and reliability. These vehicles represent our commitment to supporting the region's shift towards eco-friendly transport solutions, reinforcing our dedication to Sustainability and innovation.

Through our sponsorship and participation, we demonstrated our proactive role in shaping sustainable mobility, aligning with the UAE's long-term vision for environmentally conscious development and contributing to the collective efforts of the transport sector in achieving global Sustainability goals.

PROCESS IMPROVEMENT THROUGH VALUE STREAM MAPPING

BACKGROUND

To enhance efficiency and reduce waste, our organisation initiated a value stream mapping project. An intern was tasked with process mapping to identify inefficiencies across multiple divisions and workshops, including the CVHE division at the Rashidiya Workshop, SSS Workshop, Abu Dhabi Workshop and the Automotive division at the Rashidiya and Al Quoz Workshops.

OBJECTIVE

The goal was to pinpoint inefficiencies and develop targeted solutions to improve productivity, minimise time wastage and reduce costs.

METHODOLOGY

The intern analysed workflows by observing processes, interviewing technicians and collecting data on time and resource usage. Insights were then used to formulate specific solutions.

KEY FINDINGS AND SOLUTIONS

1. Vehicle Pushing Time Wastage
2. Parts Picking Time
3. Time Spent Finding Tools
4. Job Card Searching Time
5. Vehicle Search Time Optimisation

CONCLUSION

The project provided a roadmap to enhance efficiency and cut waste. Implementing the solutions is expected to drive time and cost savings, boosting overall productivity. This study underscores the value of continuous process improvement and fresh perspectives in driving success.

INNOVATION FOR A BETTER FUTURE



PROJECT IMKAN

DRIVING OPERATIONAL EXCELLENCE: THE IMPACT OF PROJECT IMKAN

Initiated in 2023, Project Imkan aimed to enhance operational efficiency and resource optimisation across the Group. Aligned with Lean principles, it focused on streamlining processes, minimising errors and generating cost savings. By refining workflows and optimising resources, the initiative delivered both economic and environmental benefits for long-term success.

The 2023 projects exceeded expectations, with benefits surpassing projections by nearly one million dirhams. Building on this momentum, the Project Imkan Steering Committee approved new projects for 2024. While most have achieved their goals, a few are still in progress, and we remain committed to unlocking their full potential.

Project Imkan is a clear reflection of our unwavering commitment to continuous improvement, operational excellence and innovation. As we look ahead to 2025, we are eager to involve employees across the Group in contributing ideas for future projects. With new Project Champions driving the initiative forward and a collective commitment to progress, we are confident in our ability to build upon the transformative successes of 2023 and 2024, ensuring ongoing advancements in efficiency and resource optimisation across the organisation.



PROJECT IMKAN



CREATING VALUE THROUGH A SUSTAINABLE APPROACH TO SUPPLY CHAIN



At Al Naboodah, we believe a sustainable supply chain is key to long-term value creation. Our suppliers are critical partners in achieving our Sustainability goals. The strengthened Sustainable Supply Chain Charter sets higher standards for reducing environmental impact, promoting ethics and driving innovation, reinforcing our commitment to transparent, mutually beneficial relationships.

Embedded in our procurement policy, the charter aligns all partners with our values. By requiring formal adoption, we foster stronger, more collaborative partnerships that drive long-term success. This framework ensures that all suppliers uphold the highest Sustainability and ethical standards, contributing to shared growth and a responsible supply chain. We also prioritise investing our budget in local suppliers, reinforcing regional economic growth and sustainable practices.

SUSTAINABLE VALUE CHAIN



4,086

Total no. of suppliers engaged



1,033

Estimated no. of suppliers throughout the supply chain in 2023



25

Geographic locations

CREATING VALUE THROUGH A SUSTAINABLE APPROACH TO SUPPLY CHAIN



Sustainability has become a critical priority in today's world, as businesses recognise the importance of operating in ways that are not only profitable but also environmentally and socially responsible. Through the publication of Sustainability Reports, we reaffirm our commitment to these principles and actively contribute to building a more resilient future. However, the journey towards Sustainability is not one that organisations can take alone. It requires the conscious participation of individuals who are equally invested in making a difference. Embracing sustainable habits today helps create a more balanced, inclusive and thriving world for future generations.

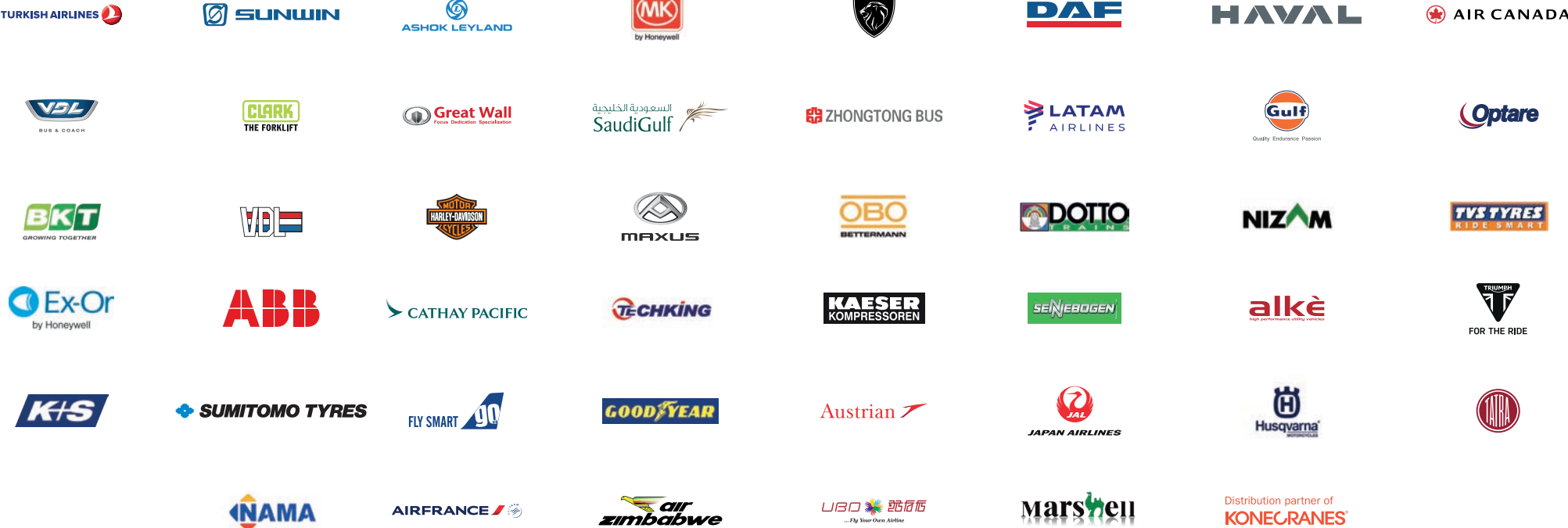
At our core, we believe that small, consistent actions can lead to meaningful impact. By aligning our values with our daily operations, we aim to inspire positive change throughout our communities. Sustainability is a continuous journey built on collective responsibility, and we are proud to move forward with purpose and integrity.

Adnan Doriwala

Senior Manager - Procurement & Logistics



PRIMARY BRANDS, PRODUCTS AND SERVICES



FAIR OPPORTUNITIES FOR ALL

GRI 3-3, GRI 404-2, GRI 406-1, GRI 404-3



FOSTERING EMPLOYEE GROWTH

At Al Naboodah, we are committed to fair opportunities for all, guided by our core values. We ensure transparency in recruitment, training and promotions, valuing individuals for their skills and potential, with merit as the sole basis for advancement. Through collaboration, we create opportunities for employees to exchange knowledge and grow. Our Career and Competency Framework aligns job roles with the technical skills and behaviours needed for success. Applied consistently, it provides a clear path for growth, helping employees develop expertise to advance.

We strive for excellence in employee development, from identifying training needs in Career Development Reviews to offering tailored learning programmes. These initiatives empower employees to reach their full potential and grow within the organisation.

UNLOCKING POTENTIAL X EMPOWERING EMPLOYEES

In line with our commitment to employee empowerment and professional growth, the 'Talent Enrichment Programme' facilitated a range of training sessions throughout 2024, catering to employees at all levels, from leadership to artisans. These initiatives were designed to enhance skills, foster continuous learning and support career development across the organisation.

Through these training programmes, we successfully arranged a total of 265 different training sessions, delivering 9,305 hours of employee development in 2024. This achievement highlights our dedication to nurturing talent and contributing to the growth of our workforce. By prioritising employee training, we not only strengthen individual capabilities but also contribute to the broader goal of sustainable business practices, ensuring that our workforce is equipped to meet the challenges of the future.



FAIR OPPORTUNITIES FOR ALL

GRI 3-3, GRI 404-1, GRI 404-2, GRI 404-3



FOSTERING EMPLOYEE GROWTH

	2022	2023	2024
Total number of training hours	110,283	31,848	9,305
Breakdown by			
Male	110,069	31,600	9,020
Female	214	248	285
Average hours of training that the organisation's employees have undertaken during the reporting period	19.86	6.8	15.35
Breakdown by gender			
Male	19.21	6.6	5.84
Female	2.31	0.2	9.51
Breakdown by employee category			
Executive and Senior Management	30	57	3
Middle Management	337	124	81
Staff (professional, operational and administrative)	1,113	859	462
Operatives	2,866	2,483	1,028



Table 14. Training provided by Al Naboodah to employees and operatives

FAIR OPPORTUNITIES FOR ALL

GRI 3-3, GRI 404-1, GRI 404-2, P.406-1



Fair opportunities for all



At Saeed Juma Al Naboodah Group, we have developed talent acquisition strategies that are strategically aligned with our business objectives, focusing on cost efficiency, diversity and inclusion. Over the past few years, we have successfully reduced reliance on external recruitment agencies, delivering a strong return on investment while maintaining high recruitment standards.

We are dedicated to cultivating a diverse workforce, with a high female hire rate, and providing work placements for People of Determination. Through strong partnerships with universities and NGOs, and a compelling employer brand, we continue to attract and support emerging talent. Additionally, we strategically engage passive candidates through web platforms and social media, optimising our recruitment processes to meet the evolving needs of the business. To further enhance operational efficiency, we have advanced the automation of our recruitment processes, optimising our automated systems

to accelerate the recruitment cycle. This innovation has streamlined operations, increased scalability and aligned talent acquisition with the organisation's growth, ensuring long-term Sustainability and a responsible, inclusive workforce.

Saritha Binu

Head of Talent Acquisition & Development



FAIR OPPORTUNITIES FOR ALL

GRI 3-3, GRI 404-1, GRI 404-2, P.406-1



At Al Naboodah, we actively champion diversity and inclusivity, recognising the unique contributions of individuals from all backgrounds. We are dedicated to creating a supportive environment where female talent is empowered to thrive and individuals with determination are given meaningful opportunities to make a difference, both within the organisation and in the broader community. Our focus is on fostering a culture of collaboration and innovation, where diverse perspectives are valued as a key driver of success. We believe that a workforce enriched by diverse experiences, skills and ideas not only strengthens our organisation but also provides a competitive advantage in an increasingly globalised and dynamic market.

We are unwavering in our commitment to maintaining an inclusive and respectful workplace. Our policies ensure that every employee is treated with fairness and dignity, free from discrimination or harassment. We continuously promote a culture that celebrates individual differences while fostering a sense of belonging for all.

In 2024, there were no recorded incidents of discrimination, and 21% of the new recruits were female.



CUSTOMER EXPERIENCE

GRI 3-3



Enhancing the customer experience (CX) remains a cornerstone of Al Naboodah's strategic vision. In 2024, we strengthened our commitment to providing solutions that are relevant, useful and sustainable, aligning with global trends in personalised service and Sustainability.

We launched targeted programmes to elevate CX, including dedicated sessions during Innovation Month. As part of Sustainability Week, business units held trade meetings with key dealers and clients, fostering organic feedback and deeper engagement.

Our commitment to exceptional service is reinforced by continuous feedback analysis, ensuring we meet and exceed expectations. By embracing innovation and Sustainability, we aim to create a meaningful and lasting customer experience.



CUSTOMER EXPERIENCE

GRI 3-3



CUSTOMER DAY DURING SUSTAINABILITY WEEK

Al Naboodah’s commitment to customer satisfaction remains a driving force behind our operations, with ‘Customer Experience’ consistently ranking as a top priority. To reinforce this focus, we dedicated an entire day during Sustainability Week to engaging with our customers in a meaningful and impactful way.

Across our offices, showrooms, workshops and warehouses, we hosted a range of activities designed to strengthen customer relationships and promote Sustainability. Highlights included the launch of eco-friendly products, dynamic discussions with customers, customised technical and safety training, appreciation ceremonies for our top clients, recognition of valuable customer suggestions, and initiatives to collect insights for improving our services.

Our dedication to exceeding customer expectations is reflected not only in our proactive engagement with clients but also in our ongoing efforts to deliver high-quality products and services, always with a focus on reliability and excellence.



At Al Naboodah Travels, Sustainability is not just a responsibility but a guiding principle in our vision for the future of travel. We are deeply committed to preserving the natural beauty, cultural heritage and vibrant communities that make tourism meaningful. By integrating eco-friendly practices across our operations, we aim to reduce our environmental impact while promoting responsible tourism. From adopting green initiatives within our services to supporting local communities, we align our efforts with global Sustainability goals to ensure travel remains enriching for generations to come.

Our commitment to Sustainability extends to our valued trade partners who share our vision for responsible travel. By fostering partnerships built on innovation and shared purpose, we are working together to create long-term value for the industry and the planet. Through collective action, we inspire change, elevate eco-conscious travel experiences and contribute to a sustainable future for all.

Together with our partners, customers and communities, we are proud to lead the way in redefining how the world explores responsibly.

Nasir Jamal Khan

CEO, Al Naboodah Travel & Tourism Agencies



CUSTOMER EXPERIENCE

GRI 3-3

ENHANCING CUSTOMER SERVICE THROUGH THE SERVICE EXCELLENCE PROGRAMME

OBJECTIVES

The primary objectives of our participation were:

Improve Customer Satisfaction:

Enhance the overall customer experience by adopting best practices.

Achieve Higher Mystery Shopping

Scores: Increase our mystery shopping scores through continuous monitoring and improvement.

Foster a Culture of Excellence: Instil a culture of exceptional customer service within our organisation.

KEY COMPONENTS

Mystery Shopper Visits:

Our branches were evaluated through quarterly mystery shopper visits, providing feedback on our customer service performance.

Knowledge-Sharing Sessions:

We attended sessions that shared best practices and innovative strategies to improve service delivery.

Actionable Insights:

The feedback from reports highlighted our strengths and areas for improvement.

IMPLEMENTATION

The primary objectives of our participation were:

Initial Assessment: Our initial mystery shopping score was 79%, identifying improvement areas.

Training and Development: We conducted training sessions for our staff, focusing on customer service standards and expectations.

Continuous Monitoring: Regular mystery shopper visits ensured continuous monitoring and provided us with up-to-date feedback.

Action Plans: Based on the feedback, we developed and implemented action plans to address areas needing improvement.

RESULTS

Improved Mystery Shopping Score:

Our mystery shopping score increased from 79% to 96%.

Enhanced Customer Satisfaction:

We received positive feedback from customers, indicating higher levels of satisfaction.

Employee Engagement: Our employees became more aware of customer service standards and were motivated to deliver exceptional service.

CUSTOMER EXPERIENCE

GRI 3-3



CUSTOMER HAPPINESS SURVEYS

At Al Naboodah, Customer Experience is central to our business philosophy, as trust and loyalty are key to our success. Our Commercial Group actively engages with customers, gathering insights to stay aligned with their needs.

In 2024, we focused on achieving key milestones, including maintaining a high customer satisfaction rate. Against our 97% target, we achieved 96.5%, reflecting our commitment to quality service.

We are also proud to report zero incidents of customer privacy breaches or data loss, reinforcing our dedication to customer care and security. These results highlight our ongoing efforts to exceed expectations through exceptional service and trust.



Establishing trust and cultivating meaningful connections with our customers lies at the heart of our achievements. In today's fiercely competitive environment, our commitment to delivering an exceptional customer experience remains a key pillar of our success.

This commitment not only fosters loyalty and advocacy but also drives our strategic growth initiatives. With a longstanding presence in the region, we are steadfast in our mission to secure a dependable and prosperous future for our valued customers across all our ventures.

We take a forward-thinking approach, continuously assessing and enhancing our offerings to meet the evolving needs of our customers and industry dynamics, ensuring we maintain a distinct competitive advantage. Our goal is not just to meet but to exceed expectations, delivering unparalleled value and

satisfaction at every interaction.

Shaikha Abdullah Mohammed Al Naboodah

Group Head of Communications & Marketing



CUSTOMER EXPERIENCE

GRI 3-3



CUSTOMER FEEDBACK

In 2024, Al Naboodah received 23,123 feedback responses through various modules across all divisions. This reflects our ongoing commitment to engaging with customers. We leverage this feedback to drive specific improvements in our services, addressing areas that require attention and refining our approach to better meet customer needs. By acting on these insights, we continue to uphold high standards of satisfaction and responsiveness across all divisions. Recognising the value of customer insights, we have implemented several value-driven solutions to enhance our services:

- Digital Feedback Platform:** Enhanced our user-friendly online platforms to streamline the feedback process, making it more accessible and efficient for customers to share their experiences.
- Enhanced Customer Service Training:** Invested in comprehensive training programmes for our staff to improve responsiveness and better address customer concerns.
- Personalised Services:** Utilised data analytics to provide tailored solutions, enhancing the customer experience and fostering loyalty through more relevant and customised offerings.

These initiatives highlight our commitment to using customer feedback for ongoing improvement, ensuring that our services not only meet but exceed customer expectations.



CUSTOMER EXPERIENCE

GRI 3-3, GRI 418-1

IMPLEMENTING UAE PROTECTION OF PERSONAL DATA (PDPL) IN OUR ORGANISATION

OBJECTIVES

- Ensure Compliance** – Align data handling with PDPL requirements.
- Enhance Security** – Strengthen measures to protect personal data.
- Build Trust** - Foster trust with our customers and stakeholders by demonstrating our commitment to data privacy.

KEY COMPONENTS

- Data Mapping & Assessment** – Identified data sources, types and processing activities.
- Gap Analysis** – Evaluated areas needing improvement for PDPL compliance.
- Policy Development** – Updated policies to align with PDPL.
- Training & Awareness** – Educated employees on data protection best practices.
- Data Subject Rights** – Established processes to handle data subject requests, such as access, correction and deletion of personal data.

IMPLEMENTATION

- Phase 1: Planning & Assessment** – Conducted gap analysis and formulated an action plan.
- Phase 2: Policy Development** – Updated policies and procedures, including data subject rights and data breach management.
- Phase 3: Training & Awareness** – Held training sessions and awareness campaigns.
- Phase 4: Monitoring & Improvement** – Regularly reviewed compliance and updated policies as needed.



CUSTOMER EXPERIENCE

GRI 3-3



RECOGNISING EXCELLENCE: ASHOK LEYLAND DISTRIBUTOR OF THE YEAR AWARD

Our Swaidan Trading - Commercial Vehicles and Heavy Equipment Division was proudly recognised with the Ashok Leyland Distributor of the Year Award at the Global Dealer Conference in Istanbul, Turkey. This prestigious accolade, along with the Ashok Leyland Top Performer in Spare Parts Revenue Award, highlights the division’s consistent performance and exceptional contributions to the industry.

This marks the third consecutive year that our division has received these esteemed awards, underscoring the team’s unwavering dedication to delivering superior customer service and support. These achievements reflect the collective efforts of our team, and we are grateful for the continued trust and collaboration of our customers and partners, which have been essential to our success.



As the individual managing both QHSE and Business Excellence, my priority is to uphold the highest standards of safety, quality and operational excellence across all areas of our business, with a strong emphasis on continually enhancing customer experience.

Our transformative journey through Project Imkan, which is focused on improving process efficiency while reducing costs across Al Naboodah Commercial Group, has already delivered significant tangible and intangible benefits. These improvements have not only streamlined our operations but also fostered a more sustainable approach to growth. We are fully committed to maintaining this momentum as we continue refining our processes.

Looking ahead, 2025 will present both challenges and exciting opportunities as we work on various key initiatives, including achieving compliance with the Personal Data Protection Law (PDPL), and further strengthening our commitment to excellence in all areas of our operations.



Satish Mungse
Deputy Manager - Business Excellence & SHEQ



COMMITMENT TO QUALITY: CELEBRATING WORLD QUALITY DAY

In alignment with our ongoing commitment to quality, Al Naboodah celebrated ‘World Quality Day’ on 14th November, reinforcing the theme, “Quality: from compliance to performance”. This theme underscores the importance of not just meeting standards but also striving for excellence, a core value we hold dearly across our Group.

Throughout the day, we hosted a range of initiatives across our facilities, including the signing of the Quality Pledge, a Quality Quiz competition and a poster and slogan contest. We also organised site walks, training sessions and invited feedback for continuous improvement of our quality systems.

We encouraged all employees to actively participate, ensuring that the spirit of quality is embraced throughout the organisation.

Through these collaborative efforts, we continue to strengthen our dedication to achieving excellence in every aspect of our work.



RESPONSIBLE CONSUMPTION

RESPONSIBLE CONSUMPTION



MANAGING ENERGY EFFICIENCY



REDUCING WASTE



SAVING WATER

KEY 2024 TARGETS

PROGRESS IN 2024

TARGETS FOR 2025

Three environmental campaigns were scheduled to be conducted.

100% SIA was to be provided for new facilities.

5% reduction in energy use and consumption based on 2023 data.

Four environmental campaigns have been successfully completed.

100% SIA has been conducted for new facilities.

Achieve zero significant environmental issues.

Installation of solar panels on Al Awir Headquarters and Villas by Q2 2026, contingent on contract signing by Q2 2025, to support renewable energy.

Installation of 2 EV chargers in our Al Awir villa community by Q4 2025 to support sustainable transport and reduce carbon emissions.

Upgrade the VAV system at Al Awir Head Office by Q1 2025 to improve energy efficiency, reduce waste and save costs.

Rectification of lighting motion sensors on all floors of Al Awir Headquarters by Q1 2026 to improve energy efficiency and reduce carbon emissions.

Reduce energy consumption by 5% (1.39 kWh per employee hours worked).

A minimum of 30 per cent of waste to be diverted from landfills at our Projects/Facilities/Yards in 2024.

76 per cent of waste has been diverted from landfills at our Projects/Facilities/Yards in 2024.

A minimum of 30 per cent of waste to be diverted from landfills at our facilities.

Conduct at least two campaigns to responsibly recycle or repurpose obsolete computers and data centre items, reducing environmental impact and advancing Sustainability goals.

10% reduction in purchased water consumption based on 2023 data.

One TBT will be conducted per PFY per week.

Purchased water consumption reduced by 17% in 2024 compared to 2023.

A total of 1,992 toolbox talks were conducted over the year.

Reduce water consumption by 5% (5.09 gallons per employee hours worked).

RESPONSIBLE CONSUMPTION

GRI 3-3, GRI 302-1, GRI 302-4, GRI 305-1



As a family-owned business, we recognise our responsibility to build a legacy focused on safety, environmental stewardship and Sustainability for future generations. We are committed to conserving resources, reducing energy use, maximising renewable energy and improving waste management. We also focus on water conservation through projects that offer both environmental and economic benefits. Our approach goes beyond compliance, aiming for innovative solutions that support the planet’s health and our business success.

Aligned with the UAE Vision, which focuses on fostering a sustainable environment, developing infrastructure, increasing clean energy use and implementing green growth strategies, we also support Sustainable Development Goal 7 — affordable and clean energy. Our commitment to enhancing operational efficiency continues as we actively seek out new technologies and practices to protect and respect the environment.

The scope of our Energy Management includes the Al Naboodah Headquarters and all Group-owned properties.

7 AFFORDABLE AND CLEAN ENERGY



	2022	2023	2024
Fuel consumption (GJ)	286,437	183,402	138,197
Electricity from local utilities (kWh)	19,382,499	15,694,003	9,164,593

¹¹ Breakdown of energy consumption across Al Naboodah.
¹² Fuel consumption includes Diesel and Petrol which is directly spent on generators/vehicles/etc.
¹³ Data for the consumption of self-generated energy at National Plant includes 2021 full year data.

MANAGING ENERGY EFFICIENTLY

GRI 3-3, GRI 302-1, GRI 302-4, GRI 305 -1



At Al Naboodah, we are committed to tackling climate change and supporting the UAE’s Sustainability goals by actively reducing greenhouse gas (GHG) emissions. Our approach aligns with international climate commitments and the UAE Government’s initiatives for a low-carbon future.

We follow the Greenhouse Gas Protocol by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) to assess and report on GHG emissions, ensuring transparency and accuracy. In 2024, our Scope 1 and Scope 2 emissions were 13,444 tonnes of CO2e, reflecting a significant reduction. This progress results from our efforts to optimise energy use and enhance operational efficiencies, reinforcing our commitment to Sustainability.

		2022	2023	2024
Total carbon emissions (Scope 1 and 2)	Tonnes of eCO2	32,444	24,701	13,444

Table 16. Direct (Scope 1) emissions reported by Al Naboodah through its fuel consumption

¹¹ Fuel consumption includes Diesel and Petrol which is directly spent on generators/vehicles/etc.
¹² Data for the consumption of self-generated energy at National Plant includes 2021 full year data.

MANAGING ENERGY EFFICIENTLY

GRI 3-3, GRI 302-1, GRI 302-4



SUSTAINABILITY COLLABORATION WITH RTA: TESTING ECO-FRIENDLY HYDROGEN BUSES

As part of our ongoing commitment to driving Sustainability, we are proud to collaborate with the Roads and Transport Authority (RTA) to test eco-friendly hydrogen-powered buses on the roads of Dubai. This partnership was formalised through an agreement signed by our Managing Director and the CEO of RTA's Public Transport Agency. The hydrogen-fuelled buses, under our Zhongtong brand, will undergo extensive testing to assess their performance under Dubai's unique climatic conditions. Equipped with an advanced fuel cell system, these buses represent a significant advancement in sustainable transportation, offering long-distance travel with zero harmful emissions. Feedback from both drivers and passengers will be continuously gathered to ensure improvements and the development of innovative solutions, further enhancing the passenger experience.



We are pleased to share that our 2024 targets have been successfully achieved. Last year, we committed to expanding transportation optimisation to integrate with warehouse activities. As part of this, we established a PDI facility within the yard where our vehicles are parked. This initiative is expected to save approximately AED350,000 and improve delivery efficiency by eliminating the need for vehicle relocations to multiple sites before reaching customers. It also supports the sales team's operations.

Looking ahead to 2025, we plan to introduce electric vehicles into our delivery operations, reducing costs related to repairs, maintenance and fuel. This will also support our Sustainability goals by minimising environmental impact and lowering carbon emissions.

Additionally, we continue to encourage our team and their families to participate in the collection of plastic bottles, reinforcing our commitment to environmental responsibility and community engagement.

Abdelkader Al Seidawi

Manager - Warehouse & Distribution



MANAGING ENERGY EFFICIENTLY

GRI 3-3, GRI 302-1, GRI 302-4



WORLD ENVIRONMENTAL DAY

As part of our ongoing efforts to promote environmental Sustainability, we actively participated in World Environment Day 2024, celebrated under the theme "Ecosystem Restoration for a Sustainable Future". This theme called attention to the urgent need to revitalise degraded ecosystems, highlighting their essential role in combating climate change, supporting biodiversity and enhancing community resilience.

Our Group organised a series of awareness sessions and hands-on activities aimed at encouraging employees to contribute to ecosystem restoration in meaningful ways. These included tree-planting drives at select locations, where employees actively participated in greening initiatives, and workshops focused on reducing waste and promoting circular economy practices.

In addition, an internal pledge campaign was launched, where employees committed to adopting sustainable habits such as reducing single-use plastics, conserving water and supporting local biodiversity.

By engaging in these initiatives, the Group reaffirmed its dedication to restoring ecosystems and fostering a culture of Sustainability, contributing to a healthier planet and a brighter future for all.



MANAGING ENERGY EFFICIENTLY

GRI 3-3, GRI 302-1, GRI 302-4



OPTIMISING CHILLER EFFICIENCY

At Al Naboodah, energy efficiency is central to our Sustainability efforts. Our head office and the 204 Villas community operated four chillers manually, causing unnecessary energy and water waste. A malfunctioning Building Management System (BMS) prevented efficient cooling demand adjustments.

Challenge: A survey revealed that the chillers ran inefficiently due to a lack of automation, leading to excessive energy and water consumption.

Solution: We upgraded the BMS system to regulate chiller operations based on precise temperature needs, ensuring only necessary units run.

Impact: Automation has significantly reduced energy and water waste, enhancing efficiency across both locations. This initiative demonstrates our commitment to Sustainability through smart technology integration.



Sustainability means more than just reducing environmental impact; it's about creating lasting value for people, communities and the planet. At Saeed Juma Al Naboodah Real Estate LLC and related entities, we are committed to making our real estate portfolio sustainable by embracing solutions that reduce our environmental footprint, foster community well-being and ensure value for everyone involved.

Through the implementation of energy-saving measures, such as smart building technologies, efficient HVAC systems and sustainable materials, we ensure that our developments minimise environmental impact and maximise long-term energy efficiency. We believe that true Sustainability goes beyond just the environment. That is why we focus on creating spaces that are not only eco-friendly but also promote individual well-being, inclusivity and connection.

Whether it's integrating green spaces, ensuring our environments are safe and welcoming, or supporting local initiatives, we are dedicated to building places that meet today's needs while nurturing the future.

Amila Kumarage
Chief Operating Officer – Real Estate



MANAGING ENERGY EFFICIENTLY

GRI 3-3, GRI 302-1, GRI 302-4



EARTH HOUR

Under the ‘Responsible Consumption’ on our Sustainability Wheel and in recognition of Earth Hour, we organised a range of activities across our Group facilities to highlight the importance of energy conservation and reducing carbon footprints. Employees were encouraged to embrace energy-efficient habits, such as turning off non-essential lights and appliances, showcasing how small, consistent actions can collectively contribute to addressing climate change.

Additionally, in collaboration with our Real Estate team, coordinated efforts were made to temporarily power down selected facilities, symbolising our shared commitment to sustainable practices.

These initiatives underscored the critical role of responsible consumption in driving Sustainability, fostering a culture of environmental stewardship, and uniting efforts to protect the planet for future generations.



REDUCING WASTE

GRI 3-3, GRI 306-2, GRI 306-1, GRI 306-3

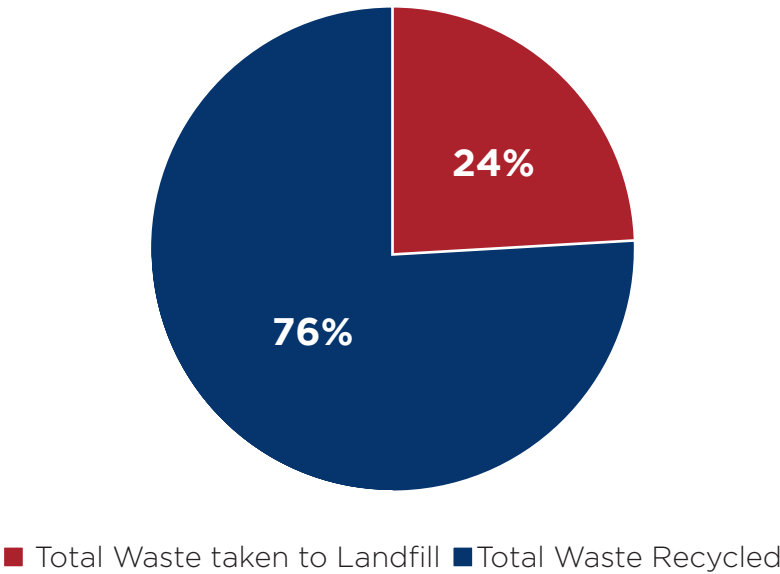
At Al Naboodah, waste management is a vital part of our environmental commitment. In line with the UAE’s green growth agenda, we continuously refine our processes to minimise impact and optimise resource use.

Supporting the UAE’s Sustainability agenda and aligned with SDG 12—Responsible Consumption and Production, our Waste Management Strategy focuses on reducing landfill diversion and maximising recycling. We closely monitor waste generation across our operations to enhance Sustainability.

In 2024, 76% of the total waste generated through our operations was diverted from landfill and successfully recycled. This includes both general recyclable materials and waste oil, reflecting our continued commitment to responsible waste management. Through improved segregation practices and greater awareness, we are steadily moving towards more sustainable waste handling across all operational areas. Hazardous waste was managed by certified vendors in compliance with best environmental practices. These efforts reflect our dedication to sustainable waste management across all operations.



Al Naboodah Group Waste Diversion Rate 2024



From the total of 116,188 tonnes of waste taken to landfills, of which 96 per cent represents construction waste.

¹⁶ Hazardous waste: rubber oil, bitumen, oil filters, paints, solvents, hydraulic fluids and asbestos from demolition waste
¹⁷ Non-hazardous waste: excavated soil, concrete, paper, plywood, timber, rebar, and other construction waste

REDUCING WASTE

GRI 3-3



SAY NO TO PLASTIC

As part of our commitment to promoting recycling and reducing landfill waste, we launched a dedicated plastic recycling initiative during our Annual Sustainability Week. Over a month, employees were encouraged to collect plastic waste from their homes and bring their packed contributions to the Head Office.

Under the banner of the ‘Say No to Plastic’ campaign, the initiative achieved an impressive collection of plastic waste. Top contributors were recognised not only with meaningful rewards but also with gratitude for their active participation in tackling plastic waste. Employees who contributed the most were awarded for their significant efforts, reflecting our collective drive to protect the environment and foster sustainable practices.



At Saeed Juma Al Naboodah Real Estate Co. LLC, Sustainability is integral to our facilities management approach. We recognise that effective property management goes beyond routine maintenance—it involves implementing practices that enhance energy efficiency, reduce environmental impact and ensure long-term Sustainability.

Through the adoption of eco-friendly systems, waste reduction strategies and energy-efficient solutions, we ensure that our properties operate at their highest potential while supporting both the community and the environment. Our dedication to sustainable operations guarantees that our properties remain efficient, resilient and capable of meeting ongoing needs.

Mohammed Sufianulla
Assistant Facility Manager



SAVING WATER¹⁸

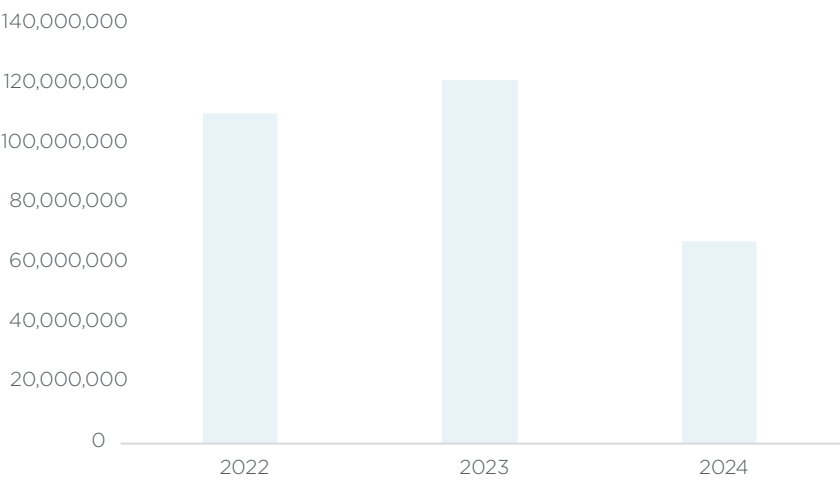
GRI 3-3



At Al Naboodah, water conservation is a key part of our Sustainability strategy under the Responsible Consumption pillar. We focus on reducing consumption and optimising water use to protect this vital resource for future generations.

Aligned with the UAE Vision for a Sustainable Environment and the objectives of Sustainable Development Goals (SDG) 6—Clean Water and Sanitation and SDG 12—Responsible Consumption and Production, we ensure responsible water management. In 2024, we maintained full compliance with environmental regulations, with no incidents of non-compliance. Our total water consumption for the year was 67,536,199 gallons, covering purchased, recycled, free and municipal water sources.

Al Naboodah Water Consumption (in gallons)



2022	2023	2024
110,138,515	121,073,626	67,536,199

The data reported in the Saving Water section corresponds to the Group's activities in the United Arab Emirates.
²³<http://uaesdgs.ae/en/goals/clean-water-and-sanitation>
²⁴<http://uaesdgs.ae/en/goals/responsible-consumption-and-production>

SAVING WATER

GRI 3-3



WORLD WATER DAY - BE THE CHANGE

Aligned with our commitment to responsible consumption, we observed World Water Day 2024, centred around the theme “Water for Peace”. This theme underscores the vital role of water in fostering stability and cooperation, highlighting how sustainable water management can bridge communities and support global harmony.

Our initiatives focused on raising awareness about water as a shared resource that requires equitable and sustainable use. Employees engaged in discussions and activities that explored how water conservation contributes to both environmental Sustainability and peaceful coexistence. These efforts reinforced the idea that protecting water resources is a collective responsibility essential for securing a prosperous and peaceful future.



EXTERNAL ASSURANCE STATEMENT



We help business gain value by operating in much cleverer, sustainable ways

Independent Assurance Statement
to Saeed Juma Al Naboodah Group

FBRH Consultants Ltd (FBRH Consultants) was engaged by Saeed Juma Al Naboodah Group to provide independent limited assurance over the presentation of information in its **Annual Sustainability Report 2024** (the Report), covering the period from **1 January 2024 to 31 December 2024**.

FBRH Consultants is an independent provider of sustainability assurance services and has not carried out any other work for Saeed Juma Al Naboodah Group during the reporting period that could affect our independence or objectivity.

Engagement Summary

- **Scope of the engagement:**
To assess whether the Report is presented in accordance with the **GRI Sustainability Reporting Standards** (GRI Standards), specifically ensuring that the disclosures and information listed in **Appendix I** have been appropriately presented based on the requirements of the GRI Standards.
- **Reporting criteria:**
The GRI Sustainability Reporting Standards (2021 update)
- **Assurance standard:**
International Standard on Assurance Engagements (ISAE) 3000 (Revised)
- **Assurance level:**
Limited assurance
- **Responsibilities:**
Saeed Juma Al Naboodah Group is responsible for the preparation of the Report and the collection and presentation of the information within it. FBRH Consultants' responsibility is to express a limited assurance conclusion based on the scope of work described above.

Our Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention to suggest that the information and disclosures, as defined in the scope of our engagement, have not been presented in accordance with the GRI Standards.

Work Performed

Our assurance work was conducted in accordance with ISAE 3000 (Revised) and involved the following activities:

- Review of the final version of the Report to confirm that the required disclosures, as per the GRI Standards, have been presented appropriately;
- Evaluation of the structure and content of the Report for consistency with GRI requirements;
- Examination of the GRI content index and cross-checking of selected disclosures to ensure that references are correctly aligned;

We did not verify the accuracy of data or perform data sampling or site visits. Our work did not include assurance of performance metrics or quantitative data.

Limitations

This assurance engagement was limited to a review of the presentation of information in accordance with the GRI Standards and did not include verification of underlying data or assessment of the effectiveness of management systems or internal controls. The inherent limitations of assurance engagements and the use of sampling and selective review methods mean that absolute assurance cannot be provided.


Simon Pittsillides MBA, FCIM, FIEMA
GRI Nominated Trainer, IEMA Trainer
GRI Certified Sustainability Professional
FBRH Consultants Ltd, London, UK



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Appendix I: Scope of our assurance engagement

General Disclosures		Topic-Specific Disclosures	
Disclosure #	Disclosure Title	Disclosure #	Disclosure Title
2-1	Organizational details	GR 203-2	Proportion of senior management hired from the local community
2-2	Entities included in the organization's sustainability reporting	GR 203-1	Infrastructure investments and services supported
2-3	Reporting period, frequency and contact point	GR 205-1	Operations assessed for risks related to corruption
2-4	Restatements of information	GR 205-2	Communication and training about anti-corruption policies and procedures
2-5	External assurance	GR 205-3	Confirmed incidents of corruption and actions taken
2-6	Activities, value chain and other business relationships	GR 302-1	Energy consumption within the organization
2-7	Employees	GR 302-4	Reduction of energy consumption
2-8	Workers who are not employees	GR 303-1	Interactions with water as a shared resource
2-9	Governance structure and composition	GR 303-2	Management of water discharge-related impacts
2-10	Nomination and selection of the highest governance body	GR 303-3	Water withdrawal
2-11	Chair of the highest governance body	GR 305-1	Direct Scope 1 GHG emissions
2-12	Role of the highest governance body in overseeing the management of impacts	GR 306-1	Waste generation and significant waste-related impacts
2-13	Delegation of responsibility for managing impacts	GR 306-2	Management of significant waste-related impacts
2-14	Role of the highest governance body in sustainability reporting	GR 306-3	Waste generated
2-15	Conflicts of interest	GR 401-1	New employee hires and employee turnover
2-16	Communication of critical concerns	GR 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
2-17	Collective knowledge of the highest governance body	GR 401-3	Parental leave
2-18	Evaluation of the performance of the highest governance body	GR 403-1	Occupational health and safety management system
2-19	Remuneration policies	GR 403-2	Hazard identification, risk assessment, and incident investigation
2-20	Process to determine remuneration	GR 403-3	Occupational health services
2-21	Annual total compensation ratio	GR 403-4	Worker participation, consultation, and communication on occupational health and safety
2-22	Statement on sustainable development strategy	GR 403-5	Worker training on occupational health and safety
2-23	Policy commitments	GR 403-6	Promotion of worker health
2-24	Embedding policy commitments	GR 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
2-25	Processes to remediate negative impacts	GR 403-9	Work-related injuries
2-26	Mechanisms for seeking advice and raising concerns	GR 404-1	Average hours of training per year per employee
2-27	Compliance with laws and regulations	GR 404-2	Programs for upgrading employee skills and transition assistance programs
2-28	Membership associations	GR 404-3	Percentage of employees receiving regular performance and career development reviews
2-29	Approach to stakeholder engagement	GR 406-1	Incidents of discrimination and corrective actions taken
2-30	Collective bargaining agreements	GR 413-2	Operations with significant actual and potential negative impacts on local communities
Requirements	Title	GR 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data
GR 1	Foundation 2021		
Disclosures	Disclosure Title		
3-1	Process to determine material topics		
3-2	List of material topics		
3-3	Management of material topics		

GRI CONTENT INDEX

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.



2025

With the strategic shift to focus solely on SJAN Group you will notice a reduction in several data points across this report. While this shift may show a decline in some areas, it is important to highlight that our performance remains on track with our long-term sustainability objectives.

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
Statement of use	SJAN has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.				
GRI 1 used	GRI 1: Foundation 2021				
Applicable GRI sector standards	Currently not available.				
GENERAL DISCLOSURES	ORGANISATIONAL PROFILE				
	2-1 Organizational details	P.9-P.12			
	2-2 Entities included in the organization's sustainability reporting	P.2-P.9-P.11			
	2-3 Reporting period, frequency and contact point	P.3			
	2-4 Restatements of information		No restatements have been made		
	2-5 External assurance	P.111			
	2-6 Activities, value chain and other business relationships	P.9 - P.12			
	2-7 Employees	P.62			
	2-8 Workers who are not employees	P.62			
	2-9 Governance structure and composition		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
	2-10 Nomination and selection of the highest governance body				
	2-11 Chair of the highest governance body				
	2-12 Role of the highest governance body in overseeing the management of impacts	P.15,P.16			
	2-13 Delegation of responsibility for managing impacts		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
GRI 2: GENERAL DISCLOSURES 2021					

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GENERAL DISCLOSURES	ORGANISATIONAL PROFILE				
	2-14 Role of the highest governance body in sustainability reporting	P.13, P.15, P.16			
	2-15 Conflicts of interest		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
	2-16 Communication of critical concerns				
	2-17 Collective knowledge of the highest governance body				
GRI 2: GENERAL DISCLOSURES 2021	2-18 Evaluation of the performance of the highest governance body				
	2-19 Remuneration policies	P.63, P.64			
	2-20 Process to determine remuneration	P.63, P.64			
	2-21 Annual total compensation ratio		Confidentiality constraints: As a Family Owned Business, we do not disclose		
	2-22 Statement on sustainable development strategy	P.4			
	2-23 Policy commitments	P.13, P.20, P.63, P.64			
	2-24 Embedding policy commitments	P.13, P.18, P.19, P.63, P.64			
	2-25 Processes to remediate negative impacts		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
	2-26 Mechanisms for seeking advice and raising concerns	P.43 - P.45			
	2-27 Compliance with laws and regulations		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
	2-28 Membership associations	P.20			
	2-29 Approach to stakeholder engagement	P.14, P.21, P.22			
	2-30 Collective bargaining agreements		Not applicable: Collective bargaining agreements are prohibited by UAE Law.		

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
MATERIAL TOPICS					
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics 3-2 List of material topics	P.25 - P.26 P.26			
GRI 3: MATERIAL TOPICS 2021	MARKET PRESENCE 3-3 Management of material topics	P.6 - P.8			
GRI 202: MARKET PRESENCE 2016	202-2 Proportion of senior management hired from the local community	P.39			
GRI 3: MATERIAL TOPICS 2021	INDIRECT ECONOMIC IMPACTS 3-3 Management of material topics	P.6 - P.8			
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1 Infrastructure investments and services supported	P.8			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 3: MATERIAL TOPICS 2021	ANTI-CORRUPTION 3-3 Management of material topics	P.27 - P.29			
GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption incidents of corruption and actions taken		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
	205-2 Communication and training about anti-corruption policies and procedures				
	205-3 Confirmed d incidents of corruption and actions taken				
GRI 3: MATERIAL TOPICS 2021	ENERGY 3-3 Management of material topics	P.102 - P.106			
GRI 302: ENERGY 2016	302-1 Energy consumption within the organisation	P.101, P.102	Information unavailable for Disclosure 302-1-b, e. The information will be available in our next reporting period.		
	302-4 Reduction of energy consumption	P.102			
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	P.102			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 3: MATERIAL TOPICS 2021	WATER 3-3 Management of material topics	P.109, P.110			
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
	303-2 Management of water discharge-related impacts				
	303-3 Water withdrawal				
GRI 3: MATERIAL TOPICS 2021	WASTE 3-3 Management of material topics	P.107, P.108			
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	P.107			
	306-2 Management of significant waste-related impacts	P.107			
	306-3 Waste generated		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
GRI 3: MATERIAL TOPICS 2021	ENVIRONMENTAL COMPLIANCE 3-3 Management of material topics	P.101 - P.110			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 3: MATERIAL TOPICS 2021	EMPLOYMENT 3-3 Management of material topics	P.62, P.65			
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P.64, P.65			
	401-3 Parental leave	P.65			
GRI 3: MATERIAL TOPICS 2021	OCCUPATIONAL HEALTH AND SAFETY 3-3 Management of material topics	P.66 - P.75			
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	P.66			
	403-2 Hazard identification, risk assessment, and incident investigation	P.67, P.72			
	403-3 Occupational health services	P.68, P.71, P.72			
	403-4 Worker participation, consultation, and communication on occupational health and safety	P.74			
	403-5 Worker training on occupational health and safety	P.74, P.75			
	403-6 Promotion of worker health	P.68 - P.70			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P.68, P.70			
	403-9 Work-related injuries	P.67			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 3: MATERIAL TOPICS 2021	TRAINING AND EDUCATION 3-3 Management of material topics	P.87 - P.90			
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee 404-2 Programs for upgrading employee skills and transition assistance programs 404-3 Percentage of employees receiving regular performance and career development reviews	P.88 P.34, P.36, P.87 - P.90 P.87			
GRI 3: MATERIAL TOPICS 2021	NON-DISCRIMINATION 3-3 Management of material topics	P.90			
GRI 406: NON- DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	P.90			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 3: MATERIAL TOPICS 2021	HUMAN RIGHTS ASSESSMENT 3-3 Management of material topics	P.40 - P.49, P.61 - P.65, P.87 - P.90			
GRI 3: MATERIAL TOPICS 2021	LOCAL COMMUNITIES 3-3 Management of material topics	P.20, P.32, P.33, P.54 - P.60			
GRI 413: LOCAL COMMUNITIES 2016	413-2 Operations with significant actual and potential negative impacts on local communities		Information unavailable: Will be available in next year report, as currently our Organisation undergoing few changes.		
GRI 3: MATERIAL TOPICS 2021	CUSTOMER PRIVACY 3-3 Management of material topics	P.91 - P.98			
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	P.96			



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