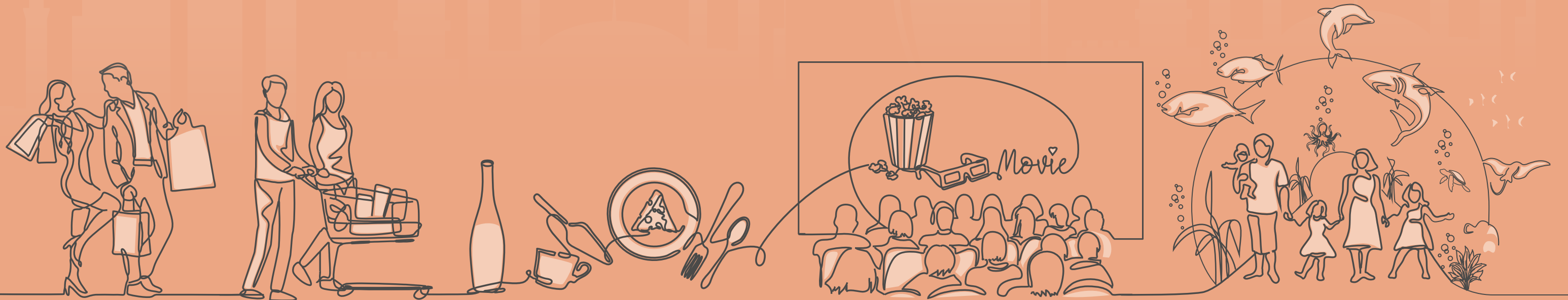
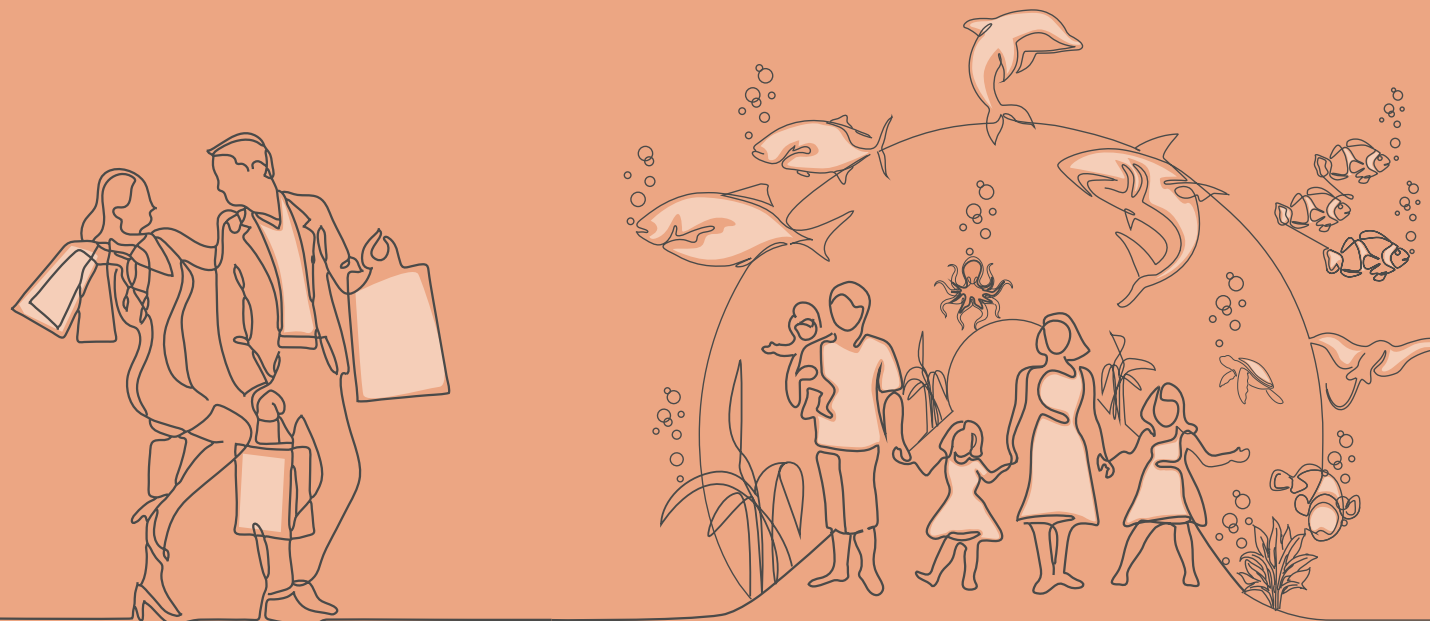


## SUSTAINABILITY REPORT 2020



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## FOUNDER'S MESSAGE

“Our business is engaging the future. This means addressing ESG risks, and actively working to create a better world.”



**MOHAMED ALABBAR**  
FOUNDER

Dear Stakeholders,

We are pleased to present our Sustainability report for financial year 2020, which details how we incorporate environmental, social and governance (ESG) principles and values into our operations and investments, and live out our purpose of transforming lives.

As UAE's largest real estate organisation, we are in the position to take meaningful action, with impacts that are real and measurable. Our role has always been to enhance the value of the assets we create and manage, creating sustainable long-term value for a wider set of our stakeholders, including shareholders, residents, communities and our team members at all levels of the organisation. In the broadest sense, our business is engaging the future. This means integrating ESG criteria into all our decisions and transforming our assets to improve their environmental and social impacts, protect them against the effects of climate change, and anticipate societal changes.

Our strategy to do this is built on three key pillars. The first aims to de-carbonise our real estate assets, monitoring their emissions in line with global targets. The second considers the resiliency of our assets in relation to physical risks from climate change and transitional risks arising from market trends and the energy transition. The third focuses on building the foundations of tomorrow's society through supporting our employees and the communities in which we operate.

In 2020, we were able to achieve and participate in the following goals and initiatives, taking us a step closer towards our environmental and social sustainability objectives:

- To support our community through the challenges of Covid-19, we donated AED 100 million to the community Solidarity Fund; officially opened a vaccination hub at The Dubai Mall while continuing to support the wider community; and supported SMEs and local businesses by offering rental relief to some of our tenants from 2020 Q2.

- To create a more inclusive work culture and better delight our customers, we took the bold step to remove all job titles within Emaar, moving the focus from titles to talent. This paradigm shift has led to a supercharged sense of unity across our organisation, and fostered an environment for healthy communication and team work.
- To move towards building more sustainable assets, we used groundbreaking technology to spearhead digital innovation in 2020 with the delivery of 3MR: a first-of-its-kind 3D printed home in Arabian Ranches III. This initiative is in line with a directive from His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, to construct 25 per cent of buildings in the Emirate using 3D printing technology by 2030.
- To sustainably serve our customers better through technology, we launched The Dubai Mall's virtual store within days of Covid-19 induced mall closures. As we embrace digital innovation, we continue to re-imagine intelligent ways of sustainably connecting and communicating with all our customers and shareholders.

We believe it is important to have clearly defined goals in order to drive outcomes. This year, we embarked on our journey for setting bold yet realistic goals for all of our material ESG topics. Aligning our ESG report in accordance with the GRI Standards: Core option, along with aligning our targets and initiatives with the United Nations Sustainable Development Goals (SDGs), has also helped enhance the standards of our reporting. We look forward to sharing our progress on attaining these goals in future reports.

Thank you for your continued support of Emaar. We are proud of everything our employees, residents and communities have achieved during a difficult and ever-changing year. We believe we will move forward stronger than ever for the benefit of all our stakeholders.

My best regards and wishes,

**Mohamed Alabbar**



# HIGHLIGHTS

We are a globally admired owner and operator of shopping malls and retail assets.



## ENVIRONMENT

Installed a Solar Power Production System in Spring Souk, with several Solar Power projects in progress

More than 30,000 lamps upgraded to LED lighting since 2016

## SOCIETY

AED 100 MN

Donated to the community Solidarity Fund\*

Removed all job titles within Emaar Malls to focus on Talent, not Title

Launched the Dubai Mall's virtual store

## GOVERNANCE

Achieved four new accreditations:

- **ISO 50001**  
Energy Management System
- **ISO 14001**  
Environmental Management System
- **ISO 55001**  
Asset Management System
- **ISO 41001**  
Facilities Management System

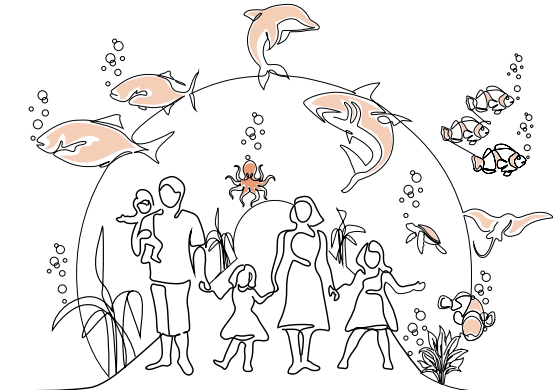
\*Emaar Group manages all CSR related activities through the Emaar Foundation, and above donations were made on behalf of all affiliates.



# OUR BUSINESS

## A WORLD CLASS MALL OWNER AND OPERATOR

Emaar Malls PJSC (DFM: EMAARMLS:UH) is one of the world's most valuable and admired owners and operators of premium shopping malls and retail assets. Our market capitalisation is of approximately AED 26 billion<sup>5</sup>.



**6.7** MN. SQ. FT.<sup>4</sup>

Gross Leasable Area

**36** RETAIL ASSETS<sup>3</sup>

Owned and operated

Owner of THE DUBAI MALL,  
the most visited Mall in the world.

**AED 2,192** MN

Annual Gross Rental Income

**64.2%** EBITDA MARGIN<sup>2</sup>

High Operating Margin

**76** MN

Footfall

OMNICHANNEL PRESENCE  
THROUGH NAMSHI

**24%** CAGR<sup>1</sup>  
Revenues

**24%** CAGR<sup>1</sup>  
NMV

Note: Figures are for FY 2020 except when expressly stated.  
(1) Calculated over 2016 to 2020. (2) EBITDA margin of Emaar Malls as on 2020 excl. Namshi. (3) Includes 1 community centres under redevelopment and recently opened Meadows Village on 29 Oct 2020. (4) As of 31 Dec 2020. (5) 8 June 2021.





SECTION 1

About  
this Report



## ENGAGING WITH OUR STAKEHOLDERS

We believe continuous engagement with our stakeholders is integral to achieving our mission, and is part of the foundation on which we build trust with our residents, shoppers, employees, investors and our other stakeholders. We engage regularly with our diverse stakeholder groups through the following methods:

<b>Shoppers</b>	Our customer service teams are in constant contact with daily visitors to handle any enquiries or complaints, and to receive customer feedback through digital solutions such as the TDM app and daily surveys.
<b>Tenants</b>	Our team engages with all tenants on regular basis through daily calls, emails and physical meetings (when possible). All health and safety measures are implemented at all times. Regular performance meetings (once every quarter) are planned with key retailers. The agenda of these meetings includes performance trends, customers behaviour and profiles, operations challenges, marketing and specialty leasing opportunities and overall business updates.
<b>Employees</b>	We conduct annual surveys on topics such as compensation and benefits, career opportunities and advancement, diversity and inclusion and pride in the company and the workplace. We host regular town hall meetings and social events, in person and virtually, for both corporate offices and our retail assets. We have an employee blog that allows employees to share thoughts and ideas with the entire organisation.
<b>Investors</b>	We host quarterly earnings calls, participate in investor and analyst conferences, host meetings and property tours, along with maintaining cadence with the investor community.
<b>Non-governmental organisations (NGOs), Foundations and Communities</b>	We are active in the assets in which we operate and regularly engage in dialogue with local groups on community activities, as well as receive feedback on our development projects. We have an active philanthropy program that supports numerous charitable organisations through both financial support and volunteer activities.
<b>Vendors and Suppliers</b>	We directly engage with several third-party suppliers for the procurement of materials and services for the construction of new development projects and ongoing operation of existing assets. We hold regular on-site meetings and conduct virtual status meetings with retailers to assess their business, industry, product and service innovations. We also discuss the state of our partnership to make necessary adjustments and better service our properties.
<b>Governments and Policy Makers</b>	We regularly engage with policymakers through our local and national trade associations.
<b>Potential Recruits, Alumni and Universities</b>	We engage with potential employees through our careers website, university career fairs and social media. We operate an internship program that provides opportunities to college students.

In addition to stakeholder engagement, we respond to stakeholder emails and inquiries on a regular basis. Any interested party may contact us directly through our corporate website at [Properties.Emaar.com](http://Properties.Emaar.com).

We constantly work towards developing deep relationships with our people, communities, and stakeholders.

# REPORTING APPROACH

102-50, 102-51, 102-52

Emaar Malls PJSC's ESG reporting uses the Global Reporting Initiative (GRI) Standards as a basis for disclosure. Our 2020 ESG Report was prepared in accordance with the GRI Standards: Core option. We are further enhancing our ESG transparency in this report by aligning our targets and initiatives with the United Nations Sustainable Development Goals (UNSDGs) and the United Arab Emirates SDGs.

To effectively implement the SDGs, the UAE adopted a whole of government approach that entailed the creation of a National Committee on SDGs. The National Committee, composed of federal entities and facilitates the alignment of the SDGs, the sharing of information, and supports the implementation of the SDGs in an integrated manner. The National Committee collaborates with different stakeholders locally and internationally to broaden the ownership of the 2030 Agenda. In 2018, the National Committee launched an advisory council represented by private sector leaders as well as a youth advisory council to uncover implementation challenges and serve as the National Committee's sounding board for future policy development in the UAE. To contribute to the global implementation of the SDGs, the National Committee launched the Global Councils on SDGs during the World Government Summit (2018) as a platform for international experts to come together and discuss innovative solutions to global challenges.

Our 2020 ESG Report details the impact and progress we made across our strategic focus areas outlined through conducting a Materiality Survey. The report explores our ESG goals, progress and performance across our portfolio during the period of January 1, 2020, to December 31, 2020, unless otherwise noted.



For more information, please see the GRI Content





# MATERIALITY

102-44, 102-46, 102-4

A sustainable business is about improving the quality of our portfolio by creating resilient assets that operate optimally, while reducing risks and maintaining value over the long-term. Through internal and external communications, Emaar Malls continues to demonstrate that we are aware of key drivers for sustainability performance. We are continuously working towards improving our performance by implementing key initiative within our Sustainable Business Roadmap as described in the various sections of this report. Going forward, we plan to raise further awareness throughout the organisation and among our stakeholders on Emaar Malls' objectives and progress.

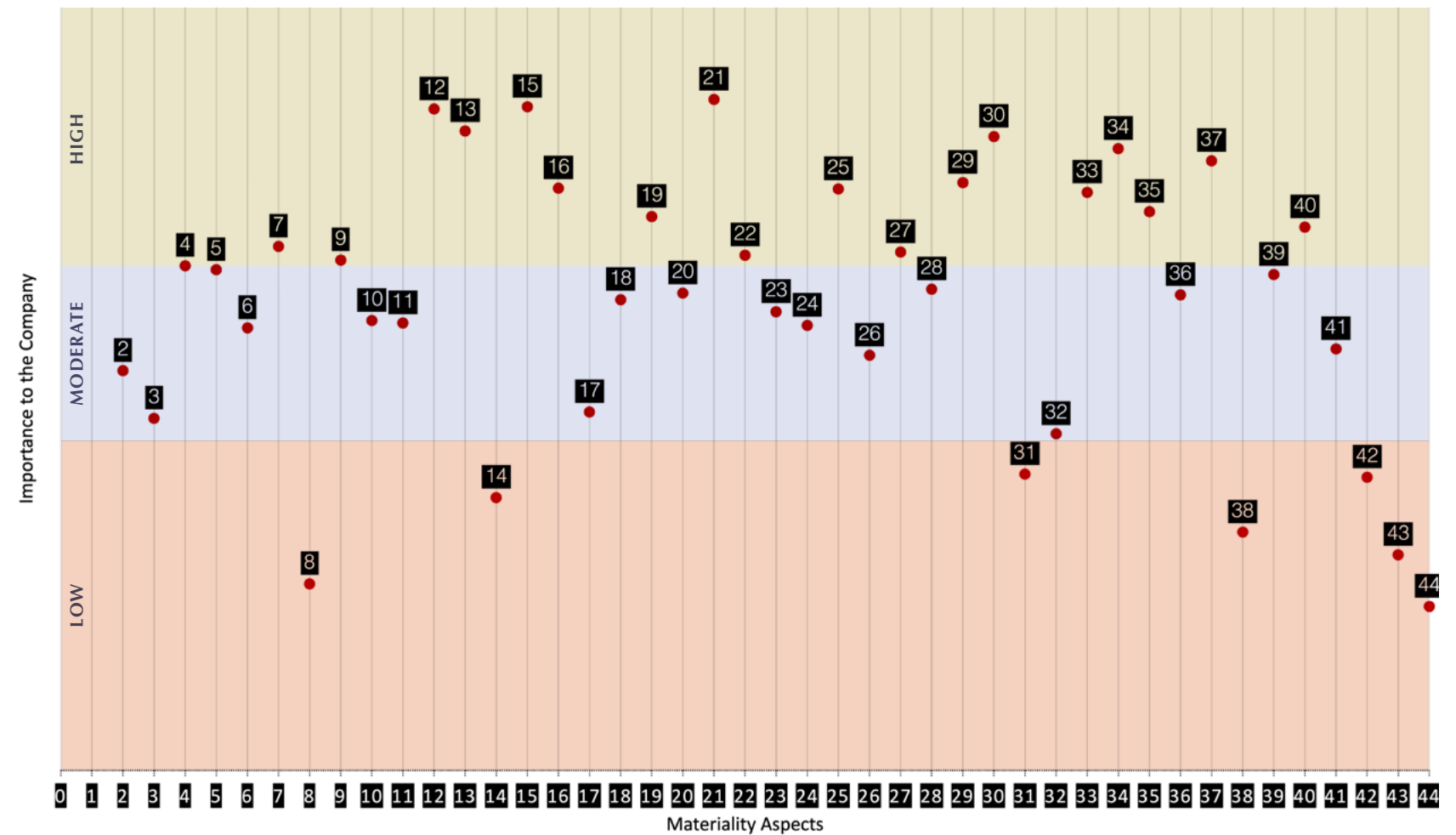
We undertook a materiality survey and analysis to understand the issues that are most significant and relevant to our organisation. Material sustainability issues were identified through a materiality assessment process as those being of highest importance to our stakeholders. To manage risk effectively and to operate with the support of our stakeholders, we need to understand the issues that matter. For this year's reporting, this survey was limited to internal stakeholders only, with plans to expand this survey to include external stakeholders for our FY2021 reporting. In determining these issues, we considered how important they were to stakeholders and how significant they were in terms of Emaar Malls' economic, environmental and social impacts. This assessment considers a series of relevant issues

determined from international reporting requirements including GRI and SASB; and comparing our approach with that of peer companies. We then classified these issues (as 'low'; 'moderate'; and 'high') to indicate their importance to Emaar Malls' internal stakeholders. The survey participants were invited to be canvassed for their knowledge of our business; the industry we participate in; and their understanding of the interplay between our industry and socio-environmental factors at large. The respondents included people from investor

relations, central procurement, finance and human resource functions, as well as senior employees and management leaders within the company. The issues we have identified as material are shown in the materiality mapping graphics below. This matrix represents the positioning of the issues in terms of 'Importance to the Company', in line with feedback gathered.

Our material areas span across our environmental, social and economic impacts, and help us to steer our sustainability strategy.

## MATERIALITY MAPPING



# MATERIALITY

contd.

ISSUE #	MATERIAL ISSUE	READ MORE
	<b>ENVIRONMENT</b>	
2	Climate Change Mitigation & Adoption	11, 19
3	Air Pollution Control & Toxic Emission Management	11, 19, 23
4	Energy Management & Renewable Energy Usage	11, 23
5	Water Management	11, 27
6	Effluent/Waste Water Management	11, 27
7	Fuel Waste Management	30
8	Biodiversity Management	20
9	Environment Compliance	8
10	Natural Resources Conservation (soil, air and water)	19
	<b>SOCIAL CAPITAL</b>	
11	Human Rights	33
12	Customer Privacy	17
13	Data Security	17
14	Access & Affordability	see note below
15	Product Quality & Safety	19
16	Customer Welfare	19
17	Charitable Giving	40
18	Social Development & Community Involvement	40
	<b>HUMAN CAPITAL</b>	
19	Labour Practice & Employment	33, 36
20	Training and Skill Development	36
21	Employee Health & Safety	33, 36
22	Staff Succession Planning	33, 36
23	Employee Engagement, Diversity & Inclusion	33

ISSUE #	MATERIAL ISSUE	READ MORE
	<b>BUSINESS MODEL &amp; INNOVATION</b>	
24	Product Design & Lifecycle Management	see note below
25	Business Model Resilience	see note below
26	Access to Capital (customers & business)	see note below
27	Supply Chain Management	see note below
28	Material Sourcing Efficiency	see note below
29	Long Term management of Assets	see note below
	<b>LEADERSHIP &amp; GOVERNANCE</b>	
30	Business Ethics, Integrity, Transparency & Corruption	17
31	Renewable Energy Generation	23
32	Competitive Behaviour	see note below
33	Management of the Legal & Regulatory Environment	16, 17
34	Risk Management	13
35	Grievance Redressal of Stakeholders	7
36	Responsible investment	23
37	Reputation, Communications and Awareness	7
	<b>ECONOMY</b>	
38	Commodity price volatility	see note below
39	Economic/financial crises	see note below
40	Economic/Pandemic Crises	see note below
41	Capital Values	see note below
42	Employment trends/diversification	see note below
43	Revenue Account surplus	see note below
44	Political change and uncertainty	see note below

Note: There is no specific reference made to this subject in the Sustainability report for FY2020. The Company endeavours to address these topics in its future reports. For more information, please refer to the various Company Policies, Annual Reports, Corporate Governance Reports, and Investor Presentations available on our website."

<b>HIGH</b>
<b>MODERATE</b>
<b>LOW</b>



# GOALS & COMMITMENTS

## SUSTAINABLE DEVELOPMENT GOALS

Since 2016, Emaar Malls PJSC has set a 5-year functional strategy (2017-2021) that aims to integrate measureable activities to bolster sustainable practices within the organisation. By setting sustainability targets, we intend to demonstrate our commitment towards the responsible use of all our resources.

To ensure the implementation of these sustainability initiatives, Emaar Malls has defined a set of Key Performance Indicators (KPIs) that are applicable to all business units and assets of the company. Some KPIs are identical to the indicators proposed in the SDG Compass guide, such as energy consumption within the organisation, while others are generally aligned with the Sustainable Development Goals (SDGs) set out by the UN.

The key SDGs supported by our strategy include Clean Water (SDG 6); Affordable and Clean Energy (SDG 7); Industry, Innovation and Infrastructure (SDG 9), Responsible Consumption and Production (SDG 12); and Climate Action (SDG 13).

Due to lockdowns enforced to combat the Covid-19 pandemic, certain assets may have operated for lesser periods than under normal circumstances. As a result, greater than normal reductions in certain KPIs may be recorded for 2020 and should not be considered for inter-temporal comparisons.

We have aligned ourselves with the SDGs, focusing on those Goals that will make a significant impact.



### SDG 6: CLEAN WATER

Supporting this goal, we launched a water management program in 2016 to promote the responsible usage of water resources, in which we set a target to reduce water consumption 20% by 2021 compared to 2016 (baseline). The program established the use of efficient fixtures, smart landscaping, improved irrigation processes, and water efficient cleaning equipment. Till the fourth quarter of 2020, we achieved 25.8% reduction in water consumption in malls and community centers, Burj Khalifa, and the Dubai Fountain.



### SDG 7: AFFORDABLE CLEAN ENERGY

Supporting this goal, we initiated the construction and upgradation of several facilities to be powered by solar energy. This program focuses on our commitment towards sustainability and will be used as a benchmark for the construction of facilities in the future.



### SDG 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Supporting this goal, we engaged our stakeholders to focus on process optimisation and innovation through initiatives like the inclusion of Robotic Process Automation (RPA) processes for financial audits, and the digitalisation of training and SOP videos. We have also been developing a robot solution to replace technical rounds, optimising our current processes, allowing savings of approximately 6,500 yearly man-hours.



### SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

Supporting this goal, we aim to achieve a 75% waste diversion from landfill by 2021. In 2017, we established a process to create high quality segregated waste that can effectively be recycled. In December 2020, we managed to segregate 56.9% of our recyclable waste.



### SDG 13: CLIMATE ACTION

Supporting this goal, we set a target to reduce energy consumption by 20% by 2021 compared to 2016 (baseline). Up until the end of 2020, we have managed a reduction of 17.48% in energy consumption and 21.65% savings in chilled water consumption compared to 2019.

Note: Data comparison is between facilities existing in 2016 (Baseline normalised)

# GOALS & COMMITMENTS

contd.


With sights on 2021, we have set out the following action plan to achieve our sustainability goals:

SDG	SDG TARGETS	OUR INITIATIVE	STATUS	KPIs
	<b>WATER EFFICIENCY</b>	<ul style="list-style-type: none"> <li>Water program implemented using efficient fixtures, smart landscaping, improved irrigation processes, and water efficient cleaning equipment</li> </ul>	Completed	<ul style="list-style-type: none"> <li>Water consumption reduction by 20% in 2021 as compared to 2016</li> </ul>
	<b>RENEWABLE ENERGY</b>	<ul style="list-style-type: none"> <li>Springs Souk</li> <li>Arabian Ranches Souk</li> <li>Meadows Souk &amp; Meadows Village</li> <li>Gold &amp; Diamond Park</li> </ul>	In Progress In Progress In Progress In Progress	<ul style="list-style-type: none"> <li>- Target Q2/2021 / KPI Savings: 4.6%</li> <li>- Target Q3/2021 / KPI Savings 20%</li> <li>- Target Q1/2022 / KPI Savings 15%</li> <li>- Target Q2/2021 / KPI Savings 6.3%</li> </ul>
	<b>INDUSTRY, INNOVATION AND INFRASTRUCTURE</b>	<ul style="list-style-type: none"> <li>Robotic Process Automation (RPA) process for financial audits</li> <li>Digitalisation (videos) of trainings and SOP</li> <li>Explore a robot solution to replace the technical rounds. Savings of 6,500 Man hours yearly</li> <li>Implementation of Energy Centered Maintenance model</li> </ul>	In Progress In Progress In Progress Completed	<ul style="list-style-type: none"> <li>- Finalise the project by Q2/2021</li> <li>- Finalise the project by Q3/2021</li> <li>- Finalise the project by Q4/2021</li> <li>- Completed</li> </ul>
	<b>MATERIALS EFFICIENCY MATERIALS RECYCLING</b>	<ul style="list-style-type: none"> <li>Paperless FM operations</li> <li>Food composting in kitchens and cafeterias</li> <li>Reverse Vending Machines with a reward scheme to encourage public to segregate and recycle</li> <li>Development and implementation of life cycle analysis and life cycle costing mode</li> </ul>	Completed Completed Completed Completed	<ul style="list-style-type: none"> <li>Segregation of Solid Waste by 62% for Recycling - Malls, Commercial &amp; Master Communities</li> <li>Segregation of Solid Waste by 27% for Recycling - Residential</li> </ul>
	<b>ENERGY EFFICIENCY</b>	<b>Energy Savings Program at Emaar Malls:</b> <ol style="list-style-type: none"> <li>Refrigerant additives improving efficiency</li> <li>Programmable thermostats</li> <li>Implementation of LED lighting and other retrofits</li> </ol> <ul style="list-style-type: none"> <li>Energy Saving Program at Emaar Malls and Community Centers</li> <li>Energy &amp; Sustainability management plans</li> <li>Emaar lighting control strategy</li> <li>Development and implementation of energy centered maintenance model</li> <li>Implementation of ISO 14001 (Environment Management System), ISO 50001 (Energy Management System), ISO 41001 (Facility Management System), ISO 55001 (Asset Management System)</li> </ul>	Completed Completed Completed Completed Completed Continuous Completed Completed Completed	<ul style="list-style-type: none"> <li>Electricity consumption reduction by 20% in 2021 as compared to 2016</li> <li>District cooling consumption reduction by 20% in 2021 as compared to 2016</li> </ul>

The Goals give us a framework for a sustainable future; by working together, we can make this vision a reality.



# OUR 3 PILLARS TO ADDRESS ESG RISKS AND OPPORTUNITIES



## DECARBONISATION


**Measure and act on Carbon and climate risk**

We are developing action plans to improve energy efficiency and reduce greenhouse gas (GHG) emission from our assets, aligning their performance with global agreements to keep global temperatures below 2°C.

As a part of this strategy, we have systematically worked towards implementing LED lighting upgrades that improve energy efficiency while reducing operating costs. LED lighting is significantly more energy efficient, lasts longer and provides a better quality of lighting.

Since 2016, we completed our comprehensive LED common area lighting retrofit, accomplishing our goal to retrofit our entire portfolio and in doing so we replaced more than 100,000 LED lamps across Emaar Malls and Community Centres.

1



## RESILIENCE


**Measure and mitigate the risks associated with climate change**

Climate change presents two risks to assets. The first is **physical**, in the form of exposure to extreme weather or catastrophic events. The second is **transitional** as we move towards a low-carbon economy – regulatory changes or shifts in customer demand that impact our ability to let or sell a building or asset.

Our Building Design Standards and Guidelines serve as the platform for integrating sustainable features into new developments and renovations.

Our environmental policies for energy, water management and sustainable design enable us to minimise our environmental footprint, reduce exposure to higher utility rates and lower operational costs through durable and long-lasting products.


2



## BUILDING TOMORROW


**Identify new opportunities to create and enhance value**

Our teams actively seek out opportunities for impact, identifying best practise across the managed portfolio and replicating it where we can.




**Social Impact**

---




**Infrastructure**

---



**Natural Capital**

---



**Product & Industry**

3

## TOOLS TO SUPPORT OUR APPROACH

### DATA MANAGEMENT

We use several sources of data to gain measure performance and obtain more insights from financial, operational, customer and people perspectives. Our data sources include a ICMS system, automated utility bills connected to our ICMS systems, customer and employee surveys, and more.

### RATINGS

We benchmark all our assets against our internal ESG ratings to determine their performance.

### ACTION PLAN

Based on the internal ESG rating, we develop detailed action plans to improve performance.

### CERTIFICATION

We aim to be recognised through sustainability certifications for our assets.

# NEXT STEPS FOR OUR STRATEGY

We continue to work to enhance the value we create in our resources and relationships by considering the following paths of action:

NATURAL RESOURCES	OUR PEOPLE AND KNOW-HOW	OUR NETWORKS
<b>CLIMATE ACTION</b> <ul style="list-style-type: none"> <li>Set our commitment to and approach to net zero carbon for the business</li> <li>Conduct climate change physical risk analysis on our complete portfolio</li> <li>Systematically assess climate change risk</li> </ul>	<b>EMPLOYEE ENGAGEMENT</b> <ul style="list-style-type: none"> <li>Introduce employee engagement pulse surveys to check where improvement is still required</li> </ul>	<b>OUR CUSTOMERS</b> <ul style="list-style-type: none"> <li>Employ new technology to support ways of working and processes related to managing customer relationships</li> <li>Work with our customers to help them back into our assets safely and effectively, and in the coming months as the Covid-19 situation evolves</li> </ul>
<b>ENERGY AND EMISSIONS</b> <ul style="list-style-type: none"> <li>Improve the accuracy and quality of energy data collection</li> </ul>	<b>HEALTH AND SAFETY</b> <ul style="list-style-type: none"> <li>Review our entire health and safety strategy, which will include our approach to incident prevention</li> <li>Work to ensure demonstrable leadership in health and safety along with clear leadership accountabilities</li> </ul>	<b>OUR COMMUNITIES</b> <ul style="list-style-type: none"> <li>Establish a consistent approach to the measurement of social value</li> <li>Identify volunteering opportunities that can be undertaken respecting Covid-19 social distancing guidance</li> <li>Work with support, charity partners via remote and digital volunteering – in particular, skill-based volunteering</li> </ul>
<b>RENEWABLES</b> <ul style="list-style-type: none"> <li>Explore opportunities for in-site renewables across the real estate portfolio</li> </ul>	<b>WELLBEING</b> <ul style="list-style-type: none"> <li>Increase engagement with our suppliers in wellbeing and mental health in particular</li> </ul>	
<b>WASTE</b> <ul style="list-style-type: none"> <li>Set operation waste intensity target (tonnes per sq. m.)</li> </ul>	<b>DIVERSITY AND INCLUSION</b> <ul style="list-style-type: none"> <li>Eliminate systems' bias with regard to race, accessibility, gender, and all other protected characteristics</li> <li>Commit to deeper change as identified in continued conversation on racism and bias</li> </ul>	
<b>WATER</b> <ul style="list-style-type: none"> <li>Benchmark water consumption across the real estate portfolio and set reduction targets</li> <li>Improve accuracy of water data</li> </ul>	<b>LEARNING AND DEVELOPMENT</b> <ul style="list-style-type: none"> <li>Pilot new approach to performance management, suited to new ways of working in the Covid-19 environment</li> </ul>	
<b>HEALTHY HABITATS</b> <ul style="list-style-type: none"> <li>Identify opportunities for the development of green infrastructure across the portfolio</li> </ul>		

We are constantly in the process of reviewing our overall purpose and strategy.



# SECTION 2 Governance & Ethics





# GOVERNANCE AND ETHICS

102-18, 102-19, 102-20, 102-32

Emaar Malls' strong corporate governance ensures accountability and the highest level of integrity in management practices across our organisation. The Board of Trustees also maintains an Executive Committee to approve certain matters on an as-needed basis. For more information on Emaar Malls' corporate governance practices, please see our Corporate Governance Report.



Our Corporate Governance Committees are made up of senior department heads from across the business and meet regularly to oversee the company's sustainability agenda.

## ESG REPORTING

### ENVIRONMENTAL MANAGEMENT GUIDELINES

To continuously calibrate and meet our sustainability goals, we have developed customised Environmental Management Guidelines that act as a world-class manual when it comes to environmental management. This manual describes the Environment Management system and its implementation across our organisation. Our management recognises the importance of having an effective Environment Management system in place, and to demonstrate our commitment towards sustainability, we plan to further develop and implement proactive environmental practices in compliance with relevant legislation and industrial requirements. The management and monitoring of the processes and procedures contained within the Environment management system manual is the responsibility of everyone in the organisation.

### STRATEGY REVIEW

Our periodic Strategy Review process – conducted monthly during the monthly steering committee meetings, and quarterly during the set meeting with our top management – includes an assessment of our performance towards the set operational KPIs, goals, initiatives and strategic objectives. It also includes any adjustments made to the strategy that may result from innovative ideas and strategic shifts. This process allows our team to adjust and modify the strategic plan as necessary based on the changes in the external environment or in the organisation.

During these meetings, the following sustainability aspects are reviewed:

- Review of key success factors and identification of any new success factors and identification of new competitors.
- Review of the progress of initiatives that was predefined for each strategic goal, and to see if its sufficient to achieve the strategic objectives.
- Evaluation of goals and targets achievement and identification of any factors/ barriers that prevented the accomplishment of those targets.
- Review monthly Strategy KPIs reports and targets, and adjusting targets if it was under or over estimated.
- Review of the measurement methodology and how efficient it is to identify the progress towards the goals and objectives



## BUSINESS ETHICS

103-1

### Why it matters

We are committed to following the highest standards of business ethics and conduct and doing what is right for our stakeholders. We believe honesty and integrity are critical to our success, and all employees share the responsibility for safeguarding our reputation and doing business the right way. Business ethics forms the basis of the public's trust in Emaar Malls, and ultimately, our ongoing success.

103-2, 102-16, 205-2

### POLICIES

Emaar Malls' Bribery & Corruption Policy and Whistleblower Program serve as our unifying guide anchored in our core values and provides details on the standards of integrity that Emaar Malls expects all employees and Trustees to follow. They cover several key principles of ethical conduct, including anti-corruption and anti-bribery practices. The purpose of the Code is to:

- Help employees recognise ethical and legal issues
- Guide employees in the resolution of ethical and legal issues
- Provide procedures for reporting violations of the Code
- Support a wholesome and productive work environment
- Assure compliance with the law and governmental rules and regulations

Furthermore, these policies provide clear guidelines for all legal entities and personnel within Emaar Malls and all Business Partners to ensure compliance with Anti-Corruption Laws and Emaar Malls' business standards and expectations.

All employees are expected to adhere to the values, policies, procedures and standards of conduct in all situations.

Emaar Malls' employees are required to sign Non-COI declaration at the time of joining, which is mandatorily refreshed through quarterly updates. Additionally, a Board approved 'Related Party and Conflict of Interest Transaction Policy' is in place, which governs any potential scenarios of Conflict of Interest, and ensures that all business transactions are dealt with at an arm's length.

Employees are made aware of the requirements of the Policy on joining the organisation, through sign-off on Standards of Conduct. Regular internal refreshers (such as in the form of internal communications) are also provided to reinforce our expectations of them. Any suspected cases of wrongdoing and/or non-compliance are independently reviewed by the Internal Audit Department, and appropriate disciplinary actions are taken. Applicable, suspected cases are then referred to the relevant authorities.

### Anti-Corruption

Emaar Malls is committed to conducting business with honesty and integrity and in compliance with all legal and regulatory requirements. Our recently updated Anti-Bribery and Corruption policies pertaining to Anti-Bribery and Corruption prohibits employees from offering, promising, giving or receiving anything of value to improperly influence a decision or to gain an improper or unfair advantage in promoting, enhancing, obtaining or retaining business. This policy extends to our Board and management team as well as all our employees

### Corporate Anti-Fraud and Whistleblower Policy

In addition to and in order to supplement governance framework around Anti-Bribery & Corruption, Emaar Malls has established a comprehensive Corporate Anti-Fraud and Whistleblower Policy, which is approved by the Board of Directors. Further, Emaar Malls' Audit Committee, as mandated by the Board of Directors, is responsible for the administration, revision, interpretation and application of this Policy. Although, no organisation or administrative process is fully free of fraud risk, which is the vulnerability or exposure to acts of fraud and irregularity, Emaar Malls' Management are committed in providing a process for reporting complaints, concerns and suspected violations of policies and laws through Emaar Malls' Whistleblower Program.

### Cyber Risk & Threat Management

The technology team strictly adheres with the industry best practices of identifying and managing the risk that can compromise systems, steal data and other valuable company information, and damage an enterprise's reputation. The team has devised risk assessment process that identifies risks and vulnerabilities and applies administrative actions and comprehensive solutions to make sure enterprise is adequately protected and minimise damage and recover swiftly from any breach or interruption incident. Before hosting any product, services, and sensitive data in a computing environment, we conduct an information security assessment and implement processes and adequate controls that mandate security protections.

Part of the security policy is to minimise usage of paper and have clear desk policy as paper documents can be viewed and accessed without any record of who viewed or accessed them. Extensive usage of papers not only leads to inefficiency, negative productivity but also possesses serious security risk. Apart from paper, other dependent expenses like printers, fax machines, mailing fees are the charges that are also wasted. In addition to this paper documents are more exposed to environmental factors like fires, floods, and even mould when compared to digital files. Digitalising the documents and processes with adequate security mechanisms like encryption are the most reliable methods that are adopted by us.

### Data Management

We use several sources of data to gain measure performance and obtain more insights from financial, operational, customer and people perspectives. Our data sources include a ICMS system, automated utility bills connected to our ICMS systems, customer and employee surveys, and more.

Our data collection focuses on the following:

- **Quality:** our sources of maintenance, utilities and performance management data are fully digitised.
- **Connectivity:** our CMMS system is implemented in all facilities and is integrated with our utility provider.
- **Productivity:** our maintenance functionality map and maintenance processes are standardised, optimised and automated.
- **Performance:** we monitor SP performance based on automated Performance Rating System, with data, SLA's and KPIs generated automatically by the CMMS.
- **Analytics:** our data is accessible and we use the real-time operational data for analysis, including monthly dashboards generated on MS PowerBi.



# SECTION 3 Environment





# CLIMATE STRATEGY & PORTFOLIO RESILIENCE

All employees are expected to adhere to the values, policies, procedures and standards of conduct in all situations.

103-1

## Why it matters

With a portfolio heavily concentrated in large, urban and dense suburban areas, we face several risks that can disrupt business continuity, including potential physical risks from extreme weather as well as business and market risks that may arise in the transition to a low carbon economy. We must continue to adapt our policies, objectives and processes to improve the resiliency of our physical properties and our business. We are committed to upholding the highest standards in environmental sustainability across all aspects of our operations. We work in line with the 'green vision' of the UAE, working towards strengthening awareness on a greener lifestyle through energy and water efficiency.

103-2

## RESPONSIBILITY

Emaar Malls developed a customised Environmental Management Guidelines that sets as a word class manual when it comes to environmental management. This manual describes the Environment Management system and the implementation in Emaar Malls. The management of Emaar Malls recognises the importance of effective Environment Management system and to demonstrate the commitment, Emaar Malls will further develop and implement proactive Environmental practices in compliance with relevant legislation and industrial requirements.

It is the goal of Emaar Malls to be recognised by our customers to attain excellence in Environmental performance. It is our sincere belief that Environmental aspects and impacts are preventable through concerned, effective management of our people and physical resources.

The management and monitoring of the processes and procedures contained within the Environment management system manual is the responsibility of everyone in the organisation

This Environment management system manual is set out as a guidance document to ensure that regulation requirements of relevant authorities of the United Arab Emirates Environmental Standards followed. We are committed to continuously reviewing this document in conjunction with its current operations, international standards, regulatory requirements and other applicable requirements and make necessary changes as required.

## POLICIES

Emaar Malls operates with a business continuity mind-set that guides how we manage risks to our business operations. This helps us determine the processes we use to ensure the timely restoration and continuation of Emaar Malls' business in the event of a disaster, system failure or other business interruption. It also guides our preparedness across each of our business units, so we may continue critical operations in the event of a disaster or system outage. We provide all employees with an overview of our BCPs as part of our new hire orientation process.

We require each asset to develop and maintain its own strategy to ensure business continuity. We review and update these strategies at regular intervals, and when changes occur in the business unit's organisation or functionality.



## GRI METRICS

	2018	2019	2020
<b>GREEN-HOUSE GAS EMISSIONS</b>			
<b>TOTAL (KWh)</b>	386,636,989.91	348,668,227.75	277,707,847.08
<sup>305-1</sup> <b>GHG EMISSIONS (MT)</b>	274,003.00	247,095.00	196,807.00
<sup>305-5</sup> <b>% OF ABATEMENT</b>	6.8%	9.8%	20.4%
<b>GHG ABATED (MT)</b>	20,140.00	26,908.00	50,288.00

# SUSTAINABLE OPERATIONS

We are committed to continually incorporating sustainable features into all our assets.

103-1

## Why it matters

As a long-term owner of communities, we know sustainable buildings help increase efficiency and durability while reducing total ownership costs. We work to incorporate sustainable building designs across our existing portfolio. We also look for ways to support and revitalise the communities in which we operate.

103-2

## RESPONSIBILITY

Emaar Malls is responsible for managing sustainable building standards in our portfolio, which are developed with guidance from our environmental policies and goals. The team is expected to review all applicable plans to ensure alignment with relevant targets.

## POLICIES

Our Mall Management Guidelines serve as the platform for integrating sustainable features into our existing and upcoming assets. Our environmental policies for energy, water management and sustainable design enable us to minimise our environmental footprint, reduce exposure to higher utility rates and lower operational costs through durable and long-lasting operations.



**6.25%**  
GOAL TO REDUCE  
ELECTRICITY  
CONSUMPTION  
FROM 2019 LEVELS





**GOALS**

SUSTAINABLE BUILDINGS	TARGET DATE	STATUS	ACHIEVEMENT
Reduce energy consumption by 7% of our 2019 levels	December 2020	●	17.48% Achieved against a target of 6.25%*
Reduce greenhouse gas emissions by 7% of our 2019 levels	December 2020	●	20.4% Achieved against a target of 7%*
Reduce water consumption by 5% of our 2019 levels	December 2020	●	25.84% Achieved against a target of 5%*
Increase tenants' awareness of water savings opportunities	Continuous	●	On going
Use of non-harmful cleaning material	2017	●	Achieved
Conducting periodic maintenance as planned	Continuous	●	On going
Use of harmless pesticides or use of non-chemical methods in pest control	2017	●	Achieved
Reduction in Conventional Commuting Trips	Continuous	●	On going
Providing stations for electric cars within Emaar's iconic facilities	2016	●	Achieved

\*Reduction targets exceeded due to lockdowns imposed by authorities as a result of Covid-19.

- Achieved or Completed
- Continuous
- In Progress



# SUSTAINABLE OPERATIONS

contd.

## STRATEGY AND APPROACH

### BUILDING EXTERIOR AND HARDSCAPE MANAGEMENT

The development of our maintenance plan that ensures that the building exterior and hardscape is preserved well, which in turn reduces our impact on the environment (through groundwater pollution) and outdoor air quality (through air pollution). The plan addresses the type of harmless chemicals used for cleaning, reducing solid wastes, chemical run-off, etc.

### OUTDOOR PEST MANAGEMENT

Our Integrated Outdoor Pest Management Plan is developed to protect human health and the surrounding environment. It does so by using the least toxic chemical pesticides, while also being targeted to specific locations. However, we aim to always show a preference to the use of preventative non-chemical methods of pest control.

### ENCOURAGING ALTERNATIVE TRANSPORTATION

We aim to reduce our building occupants' dependency on conventionally fuelled vehicles by providing easy access to bicycle racks, alternative fuel vehicles (i.e. electrical or hybrid cars), and charging stations. This is indented to reduce the impact of conventional vehicles on the environment, thereby reducing CO<sub>2</sub> emissions and air pollution.

### PROTECT OR RESTORE OPEN HABITATS

This approach towards creating more sustainable buildings involves conserving existing natural sites and restoring damaged site area. By ensuring that the native plantation is preserved, or adapted vegetation and landscaping is maintained, we hope to provide safe habitats and promote biodiversity.

— More than 23 EV chargers installed across properties and residential assets.



Our strategy focuses on optimising our asset operational efficiency and realising renewable energy opportunities.

103-1

## Why it matters

Our asset energy use and corresponding greenhouse gas (GHG) emissions represent our most significant environmental impact. Emaar Malls has committed to making energy and GHG emissions reduction a central part of our long-term sustainability strategy.



103-2

## RESPONSIBILITY

Emaar Malls' Energy Management Team consists of six distinct functioning roles that is dedicated to planning and executing energy conservation initiatives for all our business activities. All members of the team are responsible for promoting energy efficiency, resource conservation, and applying the right energy management practices throughout the facility.

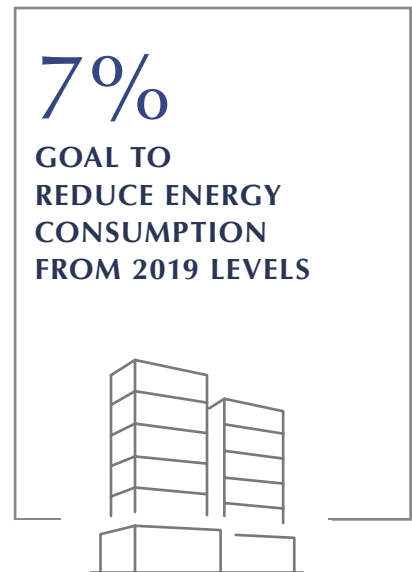
## POLICIES

The objective of Emaar Malls' Energy Management Process (Emaar EMP) is to achieve and maintain optimum energy purchase and utilisation for all our assets. This reflects our commitment towards protecting the environment and reducing our portfolio energy and emissions. It also supports our plan to maximise profitability by reducing energy consumption and costs, strengthening our competitive position as a world class organisation in facility management, while simultaneously reducing the carbon footprint of both Emaar Malls and the UAE.

The implementation of Emaar Malls' EMP will result in the following targets which are aligned with Emaar Malls' Energy Policy:

- Improving energy efficiency continuously by implementing an effective energy management programme that supports all operations and customer satisfaction whilst providing a safe and comfortable environment.

- Developing and maintaining effective monitoring, reporting, and management strategies for wise energy consumption.
- Finding new and better ways to increase returns on investments through research and development and energy saving initiatives.
- Developing interest and dedication to the energy management programme from all employees, tenants, shareholders, owners, and visitors.
- Reducing operating expenses and increasing asset values by actively and responsibly managing energy consumption.
- Demonstrating commitment to our community and leadership in the real estate industry by reducing pollution associated with energy consumption.
- Reducing greenhouse gas emissions, particularly CO<sub>2</sub> emissions, and reducing our carbon footprint caused by energy consumption.
- Complying with regulatory laws and legislations.
- Supporting the growth of renewable energy resources and sustainability commitments





GOALS

ENERGY AND EMISSIONS	TARGET DATE	STATUS	ACHIEVEMENT
Reduce energy consumption by 6.25% of our 2019 levels	December 2020	●	17.48% Achieved against a target of 7%*

- Achieved or Completed
- Continuous
- In Progress

\*Reduction targets exceeded due to lockdowns imposed by authorities as a result of Covid-19.

STRATEGY AND APPROACH

Emaar Malls uses a cross-functional approach, integrating capital, operations and long-term planning to make investments that conserve energy, reduce emissions and engage our stakeholders at the same time. Our energy management initiatives aim to reduce greenhouse gas emissions, reduce dependency on fossil fuels, increase equipment efficiency, and reduce operational costs.

CAPITAL INVESTMENTS

Our balance sheet and portfolio strength provides us with opportunities to invest in projects that improve the long-term sustainability of our assets. We do so by first understanding our footprint, so that we can target and prioritise projects and efforts in ways that maximise the impact and keep us on track for our goals.

We prioritise projects based on impact, size, cost, financial return, local regulations, ease of execution and timing with capital planning. We implement the high-priority items each year as budgets allow.

ENERGY MANAGEMENT PROGRAM

Our approach towards and Energy Management Program includes reducing energy consumption by developing and implementing site specific energy management plans that integrate operation and maintenance activities with other energy conservation measures.

To manage a facility's energy use, an effective energy monitoring and measurement methodology is developed for each asset. This methodology allows our energy management team to record and maintain a consistent energy review, and accurately analyse energy use and consumption based on measurements. By engaging in this exercise, our teams gain a better understanding of how energy is being used, and particularly identify if there are signs of avoidable waste or other opportunities to reduce consumption.

In addition to the above, our monitoring and measurement methodology will assist the energy management team to:

- Establish current consumption
- Compare current consumption with historical data and benchmarks.
- Set future targets
- Compare current consumption with targets
- Identify trends in consumption
- Produce exception reports when targets are exceeded

- Detect avoidable energy waste that might otherwise remain hidden, which could be due to poor control, unexpected equipment faults or human error, and which can be put right quickly at minimal cost impact
- Quantify the savings achieved by all the energy projects and campaigns in a manner that accounts fully for change in weather, footfall pattern occasions and any other relevant factors
- Identify fruitful lines of investigation for energy surveys by establishing a baseline
- Identify any faults in meters or sensors
- Provide baseline for Preliminary Energy Review

**— Reduce site based energy consumption by 6.25% from 2019.**



# ENERGY & EMISSIONS

contd.

## ENERGY CENTRED MAINTENANCE

As a part of our energy reduction strategy, we are also committed to the systematic maintenance of all our equipment to ensure optimal performance and efficiency. The objective of engaging in this exercise is to increase equipment efficiency on an ongoing basis, thereby reducing energy consumption over a period of time. Our Energy centred maintenance model (ECM) is a unique maintenance program that focuses on energy-related equipment. It is a process-based methodology used to analyse and continuously improve assets and equipment maintenance and energy efficiency. This approach ensures that informed energy efficiency measures are made that improve the energy efficiency of the facility in a cost-effective maintenance model.

The development and implementation of our ECM model also has the following objectives:

- Improving maintenance regime to focus on the operational condition of the equipment.
- To identify any change in the equipment performance compared to testing and commissioning data.
- To identify improvements that can be made to increase equipment efficiency.
- Optimising the energy consumption of the equipment during its operation.
- Increase energy efficiency of the equipment through a low operation and maintenance cost.

## LED LIGHTING

Emaar Malls has systematically worked towards implementing LED lighting upgrades, which improve energy efficiency while reducing operating costs. LED lighting is significantly more energy efficient, lasts longer and provides a better quality of lighting. Since 2016, we completed our comprehensive LED common area lighting retrofit, accomplishing our goal to retrofit our entire portfolio.

— Reduce site based energy consumption by 5-7% from the equipment energy consumption.

— More than 100,000 lamps across all malls upgraded to LED lighting since 2016.





PROGRAMS AND INITIATIVES

The Dubai Mall



2020

Installed PICV for all HVAC unitst

2018

Replaced Street Lights with LED bulbs

Retrofit of Car parking LED with motion sensors LED in car park slots.

Installed LED Lights mall wide

2019

Enhanced temperature control and CO<sub>2</sub> levels by using Wireless Sensors

Implemented Sky Glass 3M Film all throughout The Fashion Avenue

Smart buildings can reduce energy use, carbon emissions and costs, as well as increase productivity.

Dubai Marina Mall

2018

- Introduced Dynamic Set-Points for the HVAC System
- Implemented Motion Sensors across intermittent footfall areas such as plantrooms
- Implemented a Chiller Plant Management System

Gold and Diamond Park

2018

Replaced lighting system with LED Lights

Spring Souk

2020

Installed a Solar Power Production System

Meadows Souk

2021

Installation of Solar Power Production System - Project Ongoing

Ranches Community

2021

Installation of Solar Power Production System - Project Ongoing

Meadows Village

2021

Installation of Solar Power Production System - Project Ongoing



# WATER MANAGEMENT

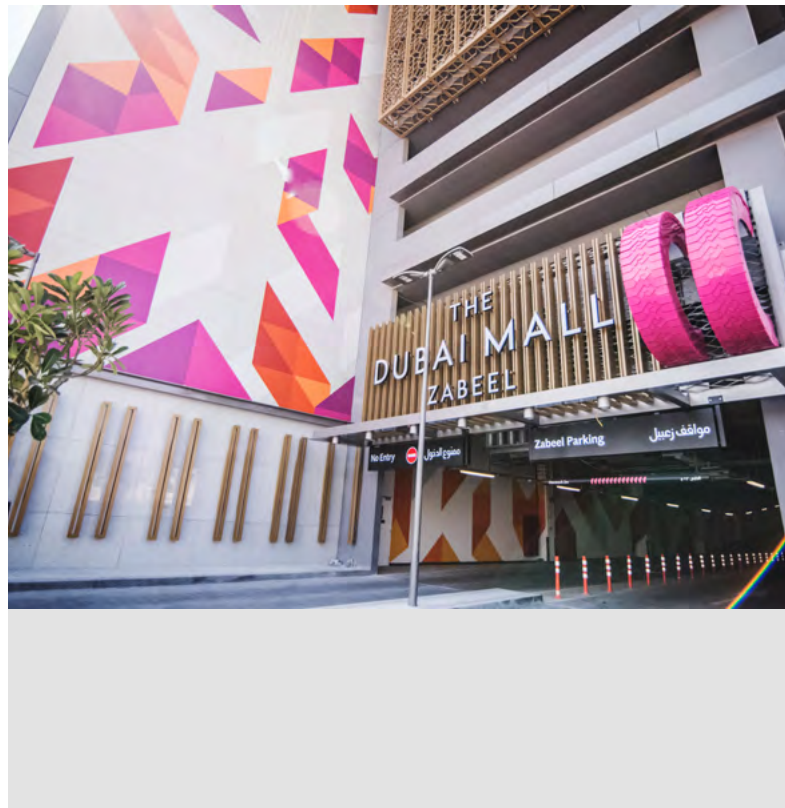
We continue to look closely at our usage of water, and at ways of reducing water wastage, wherever possible.

103-1

## Why it matters

With our portfolio of 7 malls, our impacts on the environment is significant. We believe it is critical to consistently work towards reducing our water consumption.

Preserving water for the daily needs of our customers is also critical. Our properties use more than 105 million Imperial Gallons of water each year, making water a priority in Emaar Malls' sustainability strategy.



103-2

## RESPONSIBILITY

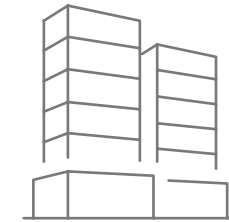
Our Energy and Sustainability Management Team manages water usage, expense and opportunities for conservation. The team is responsible for collaborating and implementing water saving initiatives. For more information on our Energy and Sustainability Management Team responsibilities and oversight, please see Energy and Emissions.

## POLICIES

We thoughtfully control water usage and expense and we continually evaluate opportunities for water usage reduction. Water policies include water rate optimisation, sub-metering to track and reduce consumption and leak detection. Water rate optimisation ensures utility company bills accurately reflect rate schedules in order to keep costs down. Sub-metering affords tenants the transparency into their own water usage, which helps identify water conservation opportunities at the customer level.

# 5%

GOAL TO REDUCE WATER CONSUMPTION FROM 2019 LEVELS





**GOALS**

WATER	TARGET DATE	STATUS	ACHIEVEMENTS
By 2020 reduce water consumption by 5% of our 2019 levels	December 2020	●	25.84% Achieved against a target of 5%*

- Achieved or Completed
- Continuous
- In Progress

\*Reduction targets exceeded due to lockdowns imposed by authorities as a result of Covid-19.

**KEY METRICS**

GRI METRICS	2018	2019	2020
103-1 Water consumption (m <sup>3</sup> )	756,796.39	647,602.80	480,229.88

**STRATEGY AND APPROACH**

Our properties accumulate more than AED 26.4 million in annual water, sewer and trash expense, most of which is used and produced by our tenants and visitors. Emaar Malls works with tenants and operating partners to reduce water use and waste throughout our portfolio using various strategies and initiatives. We incorporate various water quality protection practices. Our focus remains on the reduction of domestic water consumption over the life cycle of our buildings by identifying the measures that preserve natural water, reduce water system maintenance, reduce system energy use, and reduce costs.

TARGET:  
— **Reduce water consumption by 5-7% from 2019 levels.**

**USE OF EFFICIENT FIXTURES AND FITTINGS**

This approach involves reducing water consumption within the facility by focusing on certain technologies and fittings that diminishes demand and consumption. Efficient fixtures and fittings include:

- Automatic fixture sensors
- Flow restrictors or aerators
- Low consumption flush fixtures or flow fixtures (i.e. dual flush water closets and low flow shower).

**WATER EFFICIENT LANDSCAPING**

This approach involves eliminating the use of potable water for landscape irrigation by efficiently using condensate water or treated sewage water. This initiative requires a separate water meter for main irrigation line, which measures how much water is consumed for irrigation. Furthermore, this initiative focuses on the quality of irrigation water to ensure that it is delivered according to local code requirements, enhancing the quality of landscapes.

**SUSTAINABLE LANDSCAPING**

Sustainable landscaping mainly focuses on making the right decisions regarding the selection, density and specifications of plants grown around certain site. Most of what makes a landscape unsustainable is the inputs required to grow a non-native plant, compared to “native plants” that have acclimated

to local climate conditions. Sustainable landscaping plays an important role in reducing water and energy, as well as reducing waste generated, and creates and enhance the wildlife habitat in urban developments, improves quality of surrounding environment and reduces soil contamination.

**WATER EFFICIENT CLEANING EQUIPMENT**

This strategy aims to reduce the use of potable water for cleaning the interiors and exteriors of our buildings by using efficient cleaning equipment. This includes the use of Automatic Scrubbing Machines for indoor use, and Propane Powered Floor Equipment for outdoor use, or using other methods that eliminates the need for water. Battery operated equipment should preferably be equipped with environmentally sealed batteries such as Lithium – Ion, absorbed glass mat or gel cell batteries.



PROGRAMS AND INITIATIVES

Dubai Marina Mall



The Dubai Mall



2019  
Installed an Adiabatic Cooling System at Meadows Souk

2018  
Installed Water Aerators for all taps and water faucets at Gold and Diamond Park



# WASTE MANAGEMENT

We continue to look closely at our methods of waste segregation and disposal to reduce our environmental impact.

103-1

## Why it matters

As part of our overarching societal obligation, Emaar Malls continuously works to reduce waste and maximise the amount of clean recyclable material collected from households and businesses in the Serviced Areas. We produce recyclables transfer notes indicating the amount of recyclable waste generated at each collection.

103-2

## RESPONSIBILITY

Emaar Malls adopts a comprehensive Waste Management and Disposal Plan for managing, the safe segregation, handling, transport and disposal of Waste from designated central storage points and/or recycling stations to its point of final treatment or disposal.

## POLICIES

Emaar Malls has developed its own Waste Management Guidelines and Standards that comply at all times with all Laws, with Industry Best Practice, Statutory Standards and Codes of Practice and amendments thereto issued from time to time by International Standards Bodies, a relevant industry regulator or self-regulatory body.

Emaar Malls' waste management guidelines reference UAE-RE-SUP-EFM-SC-GD-007 comply with Dubai Municipality Waste Management Technical Guidelines as a minimum requirement. Emaar Malls' monthly practice is to report a detailed data and analysis about the amount and type of waste generated across the whole portfolio.

## STRATEGY AND APPROACH

Emaar Malls deals with various types of wastes that are categorised as follows:

WASTE CATEGORY	SOURCES	COMPONENT / TYPE OF SOLID WASTES
GENERAL WASTE	Domestic Waste	Waste from assets consisting of food wastes, paper, cardboard, plastics, textiles, leather, yard wastes, wood, glasses, tin cans, aluminium, other metals, assets special wastes, etc.
	Bulky Waste	Waste materials which cannot be appropriately placed in normal waste containers because of either its bulky size, shape or other physical attributes. These include large worn-out or broken household, commercial, and industrial items such as furniture, lamps, bookcases, filing cabinets, consumer electronics, appliances, furniture, large auto parts, white goods, and other similar Items that cannot be handled by normal solid waste processing, collection, or disposal methods
	Institutional-Commercial-Industrial (ICI)	Non-hazardous solid waste from Institutional / commercial/ industrial sources such as waste-paper, cardboard, plastics, wood, food wastes, glass, metals, special wastes, non-industrial wastes including food wastes, etc.
	Municipal Services Waste	Waste from street sweepings and street cleaning activities, landscape and tree trimmings, catch basin debris, general wastes from parks, beaches, and recreational areas.
CONSTRUCTION AND DEMOLITION (C & D) WASTE	Commercial Building or Retail or shop strip out or fit out	Waste arising as a result of construction and demolition activities such as wood waste, steel, concrete, dirt, sand, filling materials, etc.
HORTICULTURAL WASTE	—	Waste arising from residential gardening activities does not include waste from landscaping / gardening activities on roads, streets and within public parks

**GRI METRICS**

TRASH	TARGET DATE	STATUS	PROGRESS
Waste segregation for malls and community centres	December 2020	●	56.9%*

- Achieved or Completed
- Continuous
- In Progress

**PROGRAMS AND INITIATIVES**

All solid and liquid waste generated on-site, whether hazardous or non-hazardous, is collected and disposed of at an approved landfill or treatment facilities by a licensed waste contractor.

- In 2019, we implemented a Recyclable Waste Segregation and Food Waste System at Souk al Bahar.
- In 2018, we installed a Food Waste Composter System at the Dubai Marina Mall.

— We aim to segregate 47% of our trash by 2021

**Case Study:**

**Waste management at The Dubai Mall**

We are constantly working towards implementing better waste management practices at all our locations. For example, at The Dubai Mall, we implemented the following systems to help us reach our waste management goals:

- Implemented a Digitalized Monitoring Method for Waste Generation and Disposal
- Implemented a sophisticated Waste Segregation System
- Installed a Reverse Vending Machine for Recyclables



\*Targets exceeded due to lockdowns imposed by authorities as a result of Covid-19.



SECTION 4

# Society





# DIVERSITY & INCLUSION

We are committed to fostering a safe, inclusive and productive workplace for all employees.

103-1

## Why it matters

At Emaar Malls, our people are a driving force behind our success. Our rich work environment captures top talent, cultivates the best ideas and creates the widest possible platform for this success. Fostering a culture of belonging for all our employees—across genders, races, ages, and all other dimensions of diversity—is a business imperative and critical to creating communities where people thrive. Guided by these values, we have established and actioned



a strategy with an overarching vision and governance, which enables us to proactively identify opportunities and set targets for the growth and development of a mixed, diverse and empowered workforce.

As a multi-national organisation, we are committed to celebrating our employees' diverse backgrounds, experiences, talents, knowledge, and creativity. We appreciate that everything that makes them different, in turn, forms the cornerstone of our competitive advantage, helping us to stand out from competitors – ultimately, bringing us together as one team, one Emaar.

103-2

## POLICIES

Emaar Malls stands behind the belief that diversity – be it by generation, culture, profession, gender, or ability – contributes to a stronger and more united organisation, built on trust, responsibility and commitment to excellence. Our adherence to this belief allows Emaar Malls to continuously push boundaries, innovate from different perspectives, and add value to every project we undertake, while collectively learning and improving, as we shape a new future for the UAE. Simply put, a diverse and inclusive culture makes us better in every way.

Diversity is an important factor in Emaar Malls' hiring process and ensures that we hire the best people based on their talent, passion and integrity, not on their race, age, experience, religion, nationality, or gender. As a lifestyle provider with a wide range of businesses, we pride ourselves on our multi-disciplinary, multi-cultural team, comprising people of different backgrounds, all of whom cater to an equally diverse customer base.

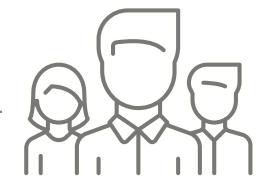
Emaar Malls actively endeavours to prevent discrimination on any grounds and create an inclusive workplace, where different nationalities and cultures are represented, and equal professional opportunities are available to all.

## EMAAR VALUES

We believe the continued success of our rich and inclusive culture is the responsibility of our entire workforce, and we provide opportunities for our employees to lead the way.

Within our organisation, it is important for all employees to embody and live these values. Every employee is expected to maintain a work environment that is free from discrimination and harassment. Emaar Malls also prohibits retaliation against individuals who report harassment or discrimination, or participate in investigations into such conduct.

MORE THAN  
**300**  
EMPLOYED BY EMAAR  
MALLS

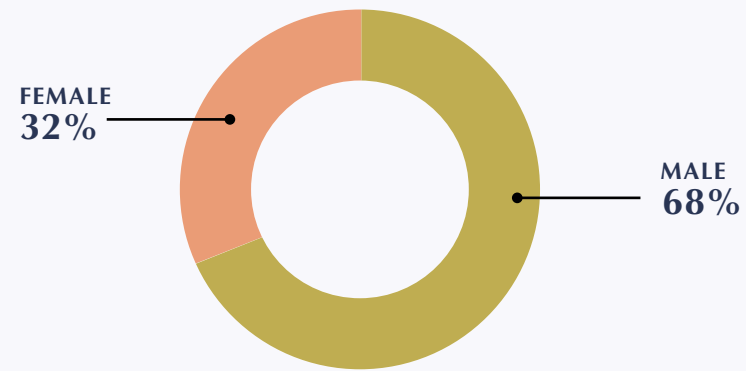




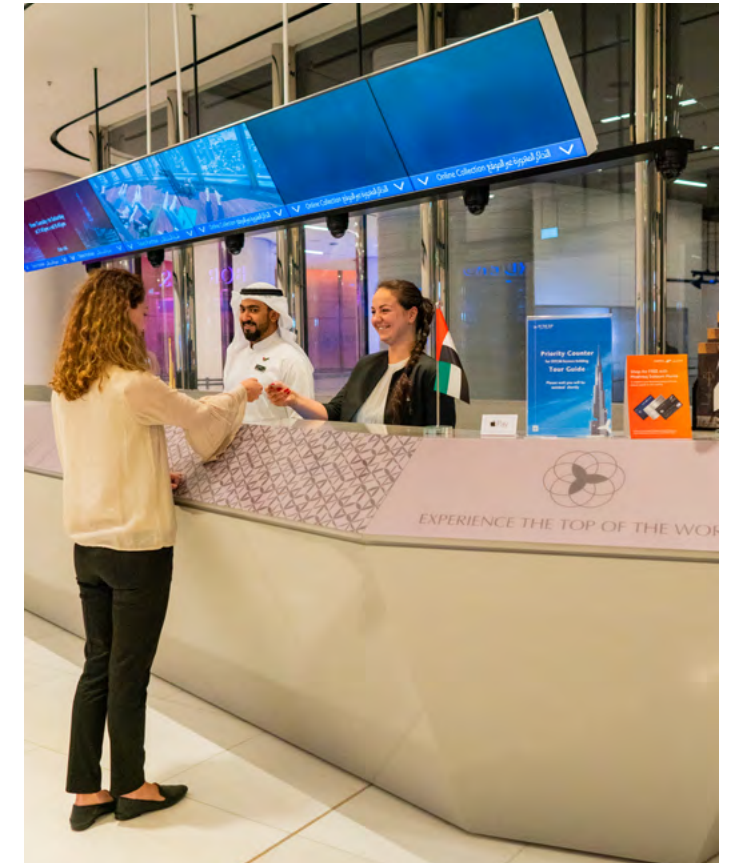
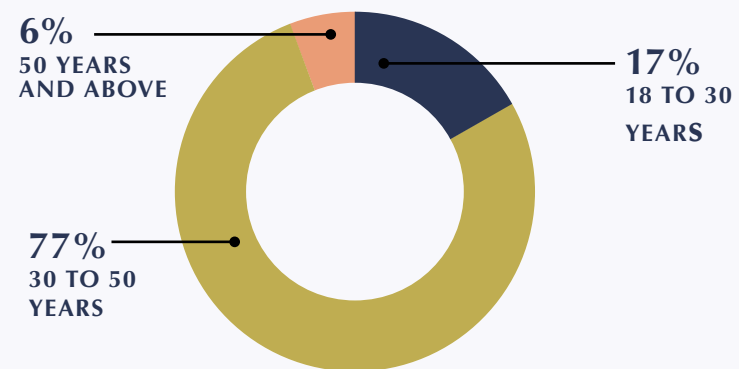
KEY METRICS

Workforce Composition

BY GENDER



BY AGE GROUP



# DIVERSITY & INCLUSION

contd.

## GOALS

We provide an inclusive environment where our employees have access to the resources and opportunities they need to be successful, while being their most authentic selves. We believe this approach differentiates Emaar Malls in the marketplace.

Emaar Malls has three broad goals that guide our diversity and inclusion strategy:

- Attract, Develop and Retain Diverse Talent
- Expand Committed and Accountable Leadership
- Enhance Inclusion

## PROGRAMS AND INITIATIVES

At Emaar Malls, we strive to develop programs and initiatives that create a culture of involvement and connection. These initiatives and programs provide space where all employees' voices are heard and strong connections can be cultivated. To affect change, it requires continuous action. Here is a highlight of some of our programs and initiatives designed to support our identified diversity and inclusion goals.

- We have enhanced the organisation's recruitment strategies to ensure the hiring process fosters more diversity and inclusion.
- Our "open working spaces" have been designed to remove barriers and allow employees to collaborate smoothly. Our objective is to drive a high-performance culture by encouraging open and transparent communications, regardless of titles and designations, in a creative, innovative and inclusive environment
- Our diversity-focused policies enable employees to feel genuinely welcome, safe and free to be themselves in the workplace.

## ATTRACTING DIVERSE TALENT

At Emaar Malls, we see diversity as our greatest strength, a strength that shapes our commitment to building an inclusive organisational culture and empowered workplace – reflective of our dedication to attracting the top talent from all over the world. We focus on creating an environment where our employees from across the globe can drive the innovation, quality and consumer-centricity needed to help us achieve our vision. As we continue to hire the best people, we do so while concentrating on their talents, expertise, and high-performing attitudes, knowing that their differences help us to thrive, grow and win together.

## INCLUSION POTENTIAL

At Emaar Malls, female empowerment and equality are integral parts of our core values, on par with inclusion and diversity. By providing a positive, open and empowering work environment for women, Emaar Malls aims to encourage them to succeed, equip them to achieve their potential, and inspire them to unlock new possibilities.

Women are key players in our society – integral contributors to the resolute spirit of the UAE. Therefore, their invaluable contributions to our organisation can only be truly recognised and appreciated through the provision of equal opportunities, and by helping them to shape their futures and careers.

With this in mind, Emaar Malls continues to align with the UAE's wise policies, following in the footsteps of the late Sheikh Zayed, who consistently emphasised, "Our job is to provide an environment that unlocks women's potential – one that protects their dignity and femininity, helps them create the necessary balance in their lives, and values their talents and potential. Given this environment, I hope that Everyone will be judged by his/her results and will get the chance to grow at the pace he/she deserves. Delivering results and living the culture are the only factors determining growth. We always create opportunities for Best People to grow"





# TALENT ATTRACTION; ENGAGEMENT & RETENTION

Our employees  
contribute to  
a culture  
that drives our  
success.

103-1, 102-16

## Why it matters

At Emaar Malls, our employees contribute to a culture that drives our success. We rely on highly skilled, engaged and motivated individuals to maintain our standing as a leader in our industry. We strive to cultivate and preserve a work environment that enables our employees to be their best.

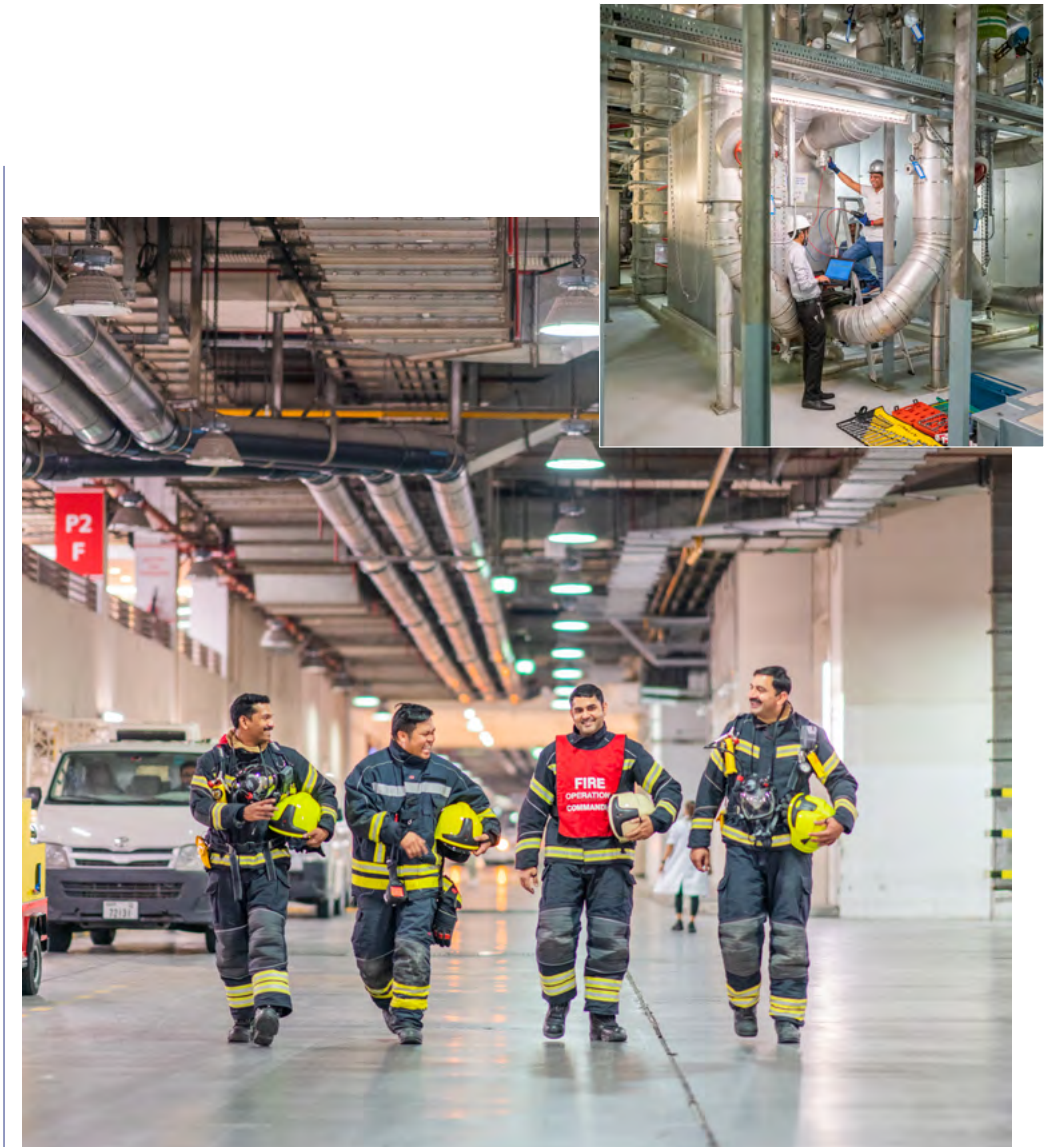


## RESPONSIBILITY

Our Human Resources business function is responsible for developing and leading the organisation in executing our employee attraction, engagement and retention strategy.

Our Board of Directors takes active involvement in Emaar Malls' workforce retention and engagement.

At Emaar Malls, we believe the success of our rich and inclusive culture is the responsibility of our entire workforce. Our HR team creates employee awareness and engagement through our programs and initiatives.





# TALENT ATTRACTION; ENGAGEMENT & RETENTION

contd.

We strive to cultivate and preserve a work environment that enables our employees to be their best.

## PROGRAMS AND INITIATIVES

404-2

### TRAINING AND DEVELOPMENT

#### New End to End competency-based Talent Acquisition process

We initiated a new recruitment process is designed in partnership with an external expert consultant to focus more on a structured approach that follows a consistent competency framework for each grade levels. This process involves success profiles and immersive candidate experiences.



Assessment techniques introduced to ensure we recruit the best talent:

- Online Psychometric Tests to assess the Cognitive and Personality of the candidates.
- Culture fit and competency-based interviews by Game Changers who act as “Talent Guardians” – hand-picked leaders and internal top talents who will play key roles in the recruitment process for mid-management to senior management roles.

### VIRTUAL INTERNSHIP PROGRAM

This year, we introduced Emaar Malls’ first Virtual Internship Program as a new unique opportunity to recruit fresh and young talent in partnership with some of the world’s leading universities such as New York University, American University of Sharjah, Khalifa University and Indian Institute of Technology Madras. Interns have worked closely with the business on specific research-based projects that have been crafted to add value to the organisation in a variety of different areas for the duration of 6 weeks.

### EMAAR LEADERSHIP ACADEMY

We designed the Emaar Leadership Academy that consists of five development programs from the executive level and senior managers, up to mid-to-front-line managers. The leadership program “Future Focus Pilot” was launched as part of the Leadership Academy, wherein 23 Top Talents graduated the program including five Emiratis. The Future Focus Leadership Program was piloted to the selected high potential talents as initial development ground for them to solve high-priority organisational problems, working through the innovation and framework designed by an expert consultant to build and present solutions for our Executive Leaders.

### TOP TALENT RECOGNITION AND ENGAGEMENT PROJECTS

We invested in assessing internal leaders and recognised top talents within the organisation to lead key projects that will have strong impact and disrupt the business - Emaar Playbook, Construction Technology, Customer Lifestyle Promise, selling as “One Emaar” are part of the ongoing projects led by Emaar Top Talents.

### REVAMPED PERFORMANCE MANAGEMENT FRAMEWORK

We introduced “crisis management” competencies as new dimensions to measure a leader’s performance during crisis management planning and execution.

103-3

### EMPLOYEE ENGAGEMENT SURVEYS AND OUTREACH

As part of our internal analysis, we launched an Internal Employee Survey to understand various operational, commercial and welfare facets which can then be improved upon.





# CUSTOMER WELLBEING & SATISFACTION

We strive to uphold the highest standards of service in our properties.

103-1

## Why it matters

We understand Emaar Malls has the unique opportunity to greatly impact community health and wellbeing, enabling our guests and customers to benefit from superior shopping experiences. Taking care of the people who visit, work, play and invest in our assets is at the heart of our efforts and guides our actions as a company.



103-2

## RESPONSIBILITY

Emaar Malls is responsible for overseeing customer and customer health, wellbeing and satisfaction. They integrate health and wellness programming into our customer events by participating in 30x30 fitness challenge across our community assets. We also have a full-time employee responsible for monitoring customer satisfaction.





# CUSTOMER WELLBEING & SATISFACTION

contd.

## STRATEGY AND APPROACH

### CUSTOMER HEALTH AND WELLBEING

#### Indoor Environmental Quality

Indoor Environmental Quality category focuses on maintaining a clean indoor air quality within the facility, smoking free buildings, thermal comfort conditions, natural daylighting, glare control, internal noise, internal cleaning and humidification. This has a direct impact on the wellness of guests and visitors, and it impacts their productivity and level of comfort, therefore we implement the following sustainability measures in our facilities to ensure health and safety of its occupants:

#### Indoor Air Quality

Our goal is to ensure that all our buildings are ventilated with a minimum amount of outdoor clean air by Fresh Air Handling Units, or naturally ventilated by providing passive ventilation through operable windows or roofs. The quality of indoor air is measured by the level of Carbon Dioxide (CO<sub>2</sub>) inside the facility, the size of outdoor air particulates (such as dust), the amount of Carbon Monoxide (CO).

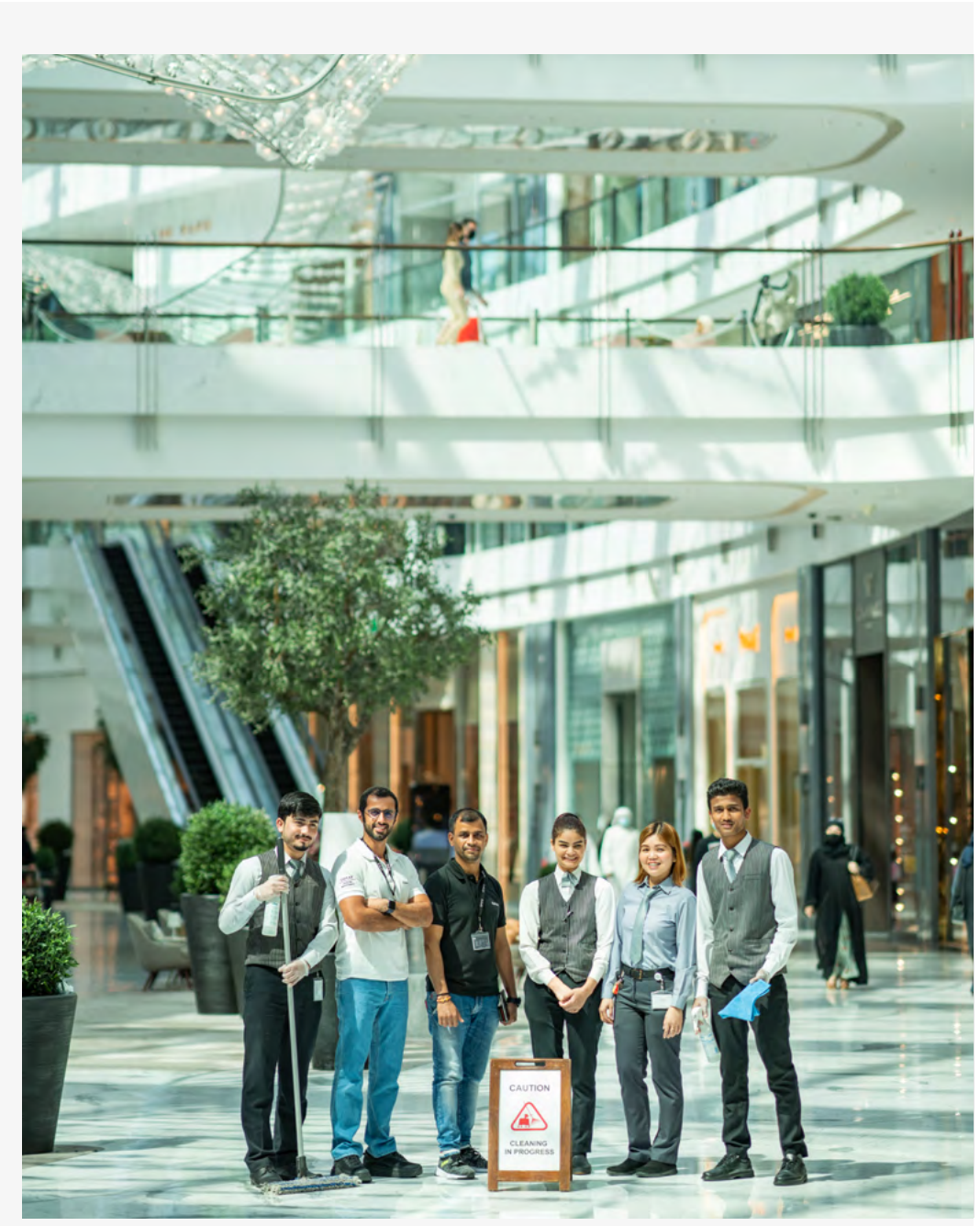
#### Smoking Free Buildings

We believe that our building occupants should be protected from exposure to smoke generated from tobacco to ensure their health and safety. This is achieved by implementing a policy prohibiting smoking inside our buildings and prohibiting smoking within 7.5 meter from building entrance, windows, or fresh air intakes. Additionally, designated smoking areas have been allocated around the building where mechanical or natural ventilation is sufficient.

#### Indoor Cleaning Materials

We believe in the importance of using non-harmful material in cleaning services in order not to impact the health and the wellbeing of our building occupants. Through this initiative we aim to ensure no use of hazardous chemicals and cleaning materials that affect the indoor environmental quality of the building or the quality of air.

As plastic waste bags are used widely within the facilities, we aim to ensure that these bags – when purchased – should be produced from a high percentage of recycled content to reduce the demand on producing new raw material and to support the recycling market. The same philosophy is adopted with other materials where possible.





Participation  
in community  
initiatives is an  
integral part of  
Emaar Malls' ESG  
strategy.

103-1

## Why it matters

We believe in creating environments that benefit everyone, not only by providing enriching spaces but by supporting our local economy, schools and talent. We believe that everyone should benefit from our developments, which is why we've been committed to working closely with the community since day one. Today, we provide financial support, space and our employees' skills and time to schools, businesses and charities in our local community.

### KEY METRICS

Emaar Foundation continued its ongoing commitment to community engagement and philanthropy in 2020. During the year, we put approximately AED 102,000,346.20 towards various charitable foundations and initiatives to support the communities in which we operate.

### STRATEGY AND APPROACH

Emaar Foundation was launched in 2015, and serves as the group's apex entity to drive corporate social responsibility (CSR) initiatives regionally and internationally.

The Emaar Foundation Board has been constituted with Ahmad Al Matrooshi, Managing Director of Emaar Malls as the entity's Chairman.

With the objective of positioning Emaar Malls as a global leader that inspires humanity through its CSR initiatives, Emaar Foundation is fully aligned to the company's brand values of industry thought leadership and its commitment to making a tangible contribution to support the underprivileged.

As the one-stop nodal agency that manages all CSR activities of Emaar Malls, the Foundation will also facilitate more effective communications outreach and establish social responsibility as a core value across all operations of Emaar Malls.

Among the CSR activities undertaken by Emaar Malls include, support to Dubai Cares, the philanthropic organisation working to improve children's access to quality primary education in developing countries; and to Dream for Future Africa Foundation, dedicated to providing opportunity and equity for those most in need in Africa.

Emaar Malls also supports the United Nations – World Food Programme, the world's largest humanitarian agency fighting hunger and promote autism awareness through a wide range of initiatives in Dubai in addition to extending support to Zayed University for its campaigns.

### Case Study:

## Emaar Malls\* donates 400 smart tablets to Dar Al Ber Society

In 2020 we donated 400 smart tablets to the Dar Al Ber Society to help students who are distance learning in the new academic year. The initiative helps children of low-income families with the payment of school fees, provides with them with smart tablets to enhance their ability to distance learn, and provides them with stationery supplies and apparatuses.

The donation is part of Dar Al Ber Society's community and humanitarian educational initiative 'Helping a Student of Knowledge', which was launched in conjunction with the start of the new school year.



\*Emaar Group manages all CSR related activities through the Emaar Foundation, and above donations were made on behalf of all affiliates.



### KEY INITIATIVES\*

OBJECTIVE	TYPE OF CONTRIBUTION	TOTAL VALUE (AED)	BENEFICIARY
FOR COVID-19	Contribution to social solidarity fund – Covid-19	100,000,000.00	Islamic Affairs & Charitable Activities Department
MEAL DISTRIBUTED TO LABOURERS DURING RAMADAN	Ramadan Meal Distribution	1,070,433.42	Labourers
DONATION TO SOCIETY	Donation	500,000.00	Dar Al Ber Society
FOR MASS WEDDING	Mass Wedding	350,000.00	Dubai Women’s Association
DONATION TO SOCIETY	400 Lenovo Tablets Donation to Dar Al Ber	223,805.40	Dar Al Ber Society

\*Emaar Group manages all CSR related activities through the Emaar Foundation, and above donations were made on behalf of all affiliates.



# HOW WE SUSTAINABLY RESPONDED TO THE IMPACTS OF COVID-19

Taking care of all our stakeholders through Covid-19 related challenges remains a priority for our organisation.

## FINANCIAL

### OPERATIONS

#### Supply Chain

- Maintained enough stocks for critical spares, cleaning & disinfection chemicals & PPE
- Ordered spares and consumables as per increased lead times to avoid last-minute “costly” purchase

#### Contract Management

- Introduced a Force majeure clause
- Introduced manpower based solutions and removal of management charges
- Overhead and margin fixed.
- Open LPO approach for smaller sites & Centralised approach in FM management thru BMS
- Reduced or removed any certification, surveys, testing, accreditations under unsafe conditions
- Developed package offerings from which business can choose – regular / lean / ultra-lean (mandatory only).
- Managed cash flow - deferred supplier payments by 90 days compared to existing deferment of 30-60 days
- Made back to back arrangements with service providers to reduce impact on margins
- Suspended all non-essential services
- Implemented more contract consolidation for additional cost reductions
- Outlined dynamic crisis scenarios for sanitisation, disinfection and isolations (including service providers accommodation)
- Arranged for site based accommodation (store rooms, site offices) for critical staff to remain on site.

### Energy

- Introduced incentive campaigns for service providers for introducing more energy saving initiatives
- Introduced incentive campaigns for residents in central cooled buildings to promote energy savings
- Revised energy on/off strategies to reduce energy consumption for air conditioning and lighting systems
- Identified loads (80/20) principle and strategy to optimise use based on different scenarios.
- Identified possible energy savings for mass lockdown and partial lockdown situations
- Prepared a list of equipment and their operational timings during a breakdown for immediate implementation.
- Prepared a guideline for end user (tenants) for operating their internal equipment to achieve energy savings
- Aligned Emaar Asset Management strategy energy KPIs and targets, considering COVID 19 impact



# COVID-19 IMPACT

contd.

## MANAGEMENT

### REGULATORY COMPLIANCE

- Developed and followed the “Guideline to building operation during COVID-19”
- Defined SOP’s for any prolonged shutdown from FM and Energy perspectives
- Developed “COVID-19 Maintenance Plans”; defined and implemented minimum maintenance based on regulatory requirements, and incorporated them within Maximo as job plans
- Improved coordination with government authorities to get updated instructions/COVID-19 directions
- Conducted continuous training programs for service providers to comply with regulatory requirements
- Evaluated the compliance of all service providers

### TECHNOLOGY

- Explored latest cleaning & disinfection technologies, communicated it with all business units, and implemented them wherever feasible. This included specialised tech-driven services that are considered essential post COVID-19, such as infection control, hygiene management, robotics, IoT, and air quality control
- Maximised the use of remote monitoring and tracking systems available in ICMS/ESAM/Maximo to improve operational efficiency and reduce costs
- Introduced SMS/email/Emaar one app pop-up alerts for conveying lock-down and sanitisation related messages to customers
- Introduced Robots for sterilisation/disinfection purposes inside assets (reduce the need for human innervation in exposed areas.)

## WORKPLACE

### LOCATION

- Prepared for alternative office locations for staff and introduced more temporary workstations/offices across various community management and facility management sites
- Considered “Working From Home” option in case a second outbreak happened, and adapted to a remote working culture
- Staff from the same team were instructed to operate from different offices
- Conducted mandatory COVID -19 awareness training for all staff
- Introduced dynamic 24/7 scheduling to ensure round the clock presence on site

### CLEANING & DISINFECTION

- Provided workplace safe environment, by increasing cleaning and disinfection cycles and as per DM guidelines / Emaar corporate guidelines
- Utilised disinfection and sanitisation materials with 30 days efficacy
- Conducted Daily/Weekly sanitisation procedures in all offices
- Maintained sanitisation tunnels at every entry point
- Dedicated cleaners to all common areas and community spaces for continuous cleaning and disinfection
- Proper utilisation of personal protective equipment (PPE) was made mandatory for all employees and service providers
- Pest Control services continued to remain operational

## EMPLOYEE

### HEALTH AND WELLBEING

- Conducted monthly COVID-19 test for site operations staff
- Temporary on-site accommodations arrangements were made for staff staying in shared accommodation or in high-risk zones
- Strict measures on PPEs, hygiene and social distancing were introduced
- Ensured a sufficient stock of PPE for our employees’ safety
- Conducted employee awareness training
- Protocols set to ensure safe physical meetings, and to avoid face to face meetings
- Corporate guidelines to minimise

### STAFF ROTATION

- Split teams to ensure limited physical interactions
- Upskilled teams to enable handling of multiple specialties as back-up in case of increase COVID infection rate



# SECTION 5 GRI Content Index





# GRI INDEX

GRI STANDARD	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>GENERAL DISCLOSURES</b>		
<b>ORGANISATIONAL PROFILE</b>		
102-1	Name of the organisation	Emaar Malls (EMAAR:UH)
102-2	Activities, brands, products and services	Our Business
102-3	Location of headquarters	Emaar Malls' corporate headquarters is located in Dubai, UAE.
102-4	Location of operations	Our Business
102-5	Ownership and legal form	Corporate Governance Report
102-6	Markets served	Our Business
102-7	Scale of the organisation	Investor Presentation
102-8	Information on employees and other workers	Society—Talent Attraction, Engagement and Retention
102-9	Supply chain	Emaar Malls' supply chain is limited to its corporate operations and portfolio properties. We directly engage with a number of third-party suppliers for the procurement of materials and services for the construction of new development projects and ongoing operation of existing buildings.
102-10	Significant changes to organisation and supply chain	We had no significant changes to our organisation or our supply chain in 2020.
102-11	Precautionary Principle or approach	Emaar Malls does not currently address the Precautionary Principle.



# GRI INDEX

contd.

GRI STANDARD	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>GENERAL DISCLOSURES</b>		
<b>STRATEGY</b>		
102-14	Statement from senior decision-maker	Founder's Letter
102-16	Values, principles, standards and norms of behavior	Business Ethics
102-17	Mechanisms for advice and concerns about ethics	Business Ethics
<b>GOVERNANCE</b>		
102-18	Governance structure	Corporate Governance Report
102-19	Delegating authority	Corporate Governance Report
102-20	Executive-level responsibility for economic, environmental and social topics	ESG Reporting
102-32	Highest governance body's role in sustainability reporting	ESG Reporting
<b>STAKEHOLDER ENGAGEMENT</b>		
102-40	List of stakeholder groups	Engaging with our Stakeholders
102-42	Basis for identifying and selecting stakeholders	Engaging with our Stakeholders
102-43	Approach to stakeholder engagement	Engaging with our Stakeholders
102-44	Key topics, concerns raised, which stakeholder group raised each key topic/concern, and how the organisation has responded (including through reporting)	Materiality

1. About this Report

2. Governance and Ethics

3. Environment

4. Society

5. GRI Content Index

# GRI INDEX

contd.

GRI STANDARD	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>GENERAL DISCLOSURES</b>		
<b>REPORTING PRACTICES</b>		
102-45	Entities included in consolidated financial statements	Annual Report 2020
102-46	Process for defining report content and topic Boundaries: how the reporting principles for defining report content were applied	Materiality
102-47	List of material topics	Materiality
102-48	Effect of restatements of information and reasons for them	None
102-49	Changes in reporting	None
102-50	Reporting period	All data presented covers calendar year 2020 unless otherwise stated.
102-51	Date of most recent report	FY2020
102-52	Reporting cycle	Annual
102-53	Contact point for questions	Abhay Singhvi ASinghvi@emaar.ae
102-54	Core or comprehensive claim	Reporting Approach
102-55	GRI Index	This document represents Emaar Malls' content index.
102-56	Policy/practice for external assurance	2020 Auditor's Report

1. About this Report

2. Governance and Ethics

3. Environment

4. Society

5. GRI Content Index



# GRI INDEX

contd.

GRI STANDARD	DESCRIPTION	REPORT LOCATION OR DIRECT ANSWER
<b>TOPIC-SPECIFIC DISCLOSURES</b>		
<b>ENERGY</b>		
302-2	Energy consumption outside of the organisation	2019 Assurance Statement
302-4	Reduction of energy consumption	Environment—Energy and Emissions;
<b>WATER</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	Environment—Water and Trash Boundary—Internal, all operations; External, communities, residents
	103-2 The management approach and its components	Environment—Water and Trash
	103-3 Evaluation of the management approach	Environment—Water and Trash
303-1	Interactions with water as a shared resource	Environment—Water and Trash
303-5	Water consumption	Environment—Water and Trash;
<b>EMISSIONS</b>		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundaries	Environment—Energy and Emissions Boundary—Internal, all operations; External, communities, residents
	103-2 The management approach and its components	Environment—Energy and Emissions
	103-3 Evaluation of the management approach	Environment—Energy and Emissions

1. About this Report

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5. GRI Content Index

# GRI INDEX

contd.

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EMAAR

MALLS

Emaar Malls PJSC  
Dubai, UAE  
[www.emaar.com](http://www.emaar.com)

