

THE WIND BENEATH OUR WINGS

Our employees, customers, suppliers and communities have made Emaar the well-respected brand that it is today through their trust and hard work. In order for these stakeholder groups to prosper, we constantly work to establish relationships that are mutually beneficial and to deliver long-term value.



Material topics

Customer privacy

Data security

Product quality and safety

Labour practices and employment

Training and skill development

Employee health and safety

Stakeholders

People

Customers

Partners and Suppliers

Community



100%
Employees receive performance reviews

98%
Business through our local partners

1,345 hours
Spent in skill upgradation training



People

Our people lie at the core of all our endeavours. The well-being and development of our team are our top priorities, and we strive to nurture a safe, conducive and inclusive work environment. We rely on highly skilled, dedicated and motivated employees to maintain our position as an industry leader and an innovative thought leader.

Emaar's people strategy addresses the areas of active employee learning and development, employee engagement, diversity and inclusion, health and safety, leadership excellence, knowledge sharing and the creation of a positive work culture. Our HR business unit develops and leads our employee attraction, engagement and retention strategy.

283
Total employees

Learning and development

We strongly believe employee skill development and learning are the main levers for driving growth. Our workers are provided training through various programmes designed to enhance their skills and facilitate professional learning. This helps support their aspirations and overall well-being, improving efficiency and knowledge exchange.

1,345 Hours
of training on skill upgradation

1,629
Numbers of courses completed

100%
Employees receive training

100%
Employee receive performance reviews

Emaar employee suggestion platform

We have instituted a platform that allows employees to submit ideas and suggestions to improve business efficiency, profitability, and customer satisfaction. Ideas received were evaluated by the innovation committee and executive committee to decide on the ideas that shall be implemented.

Internship programmes

Through our partnerships with educational institutions, we provide internship opportunities to students in specialised areas of research. Interns work closely with several business units, creating opportunities for the recruitment of young and promising talent.

New end-to-end competency-based talent acquisition process

We launched a new recruitment process that is more structured and adheres to a consistent competency framework for each grade level.

Individual development plans

Based on the competency framework, competency gaps have been identified. Individual development plans have been developed with varying weightages of 70% for experience, 20% for exposure and 10% for education. Experience is built by shadowing on the job, coaching, mentoring and learning from peers. All Emiratis and critical position holders are on a robust development plan.

Succession plan

The L&D team, in conjunction with the Senior Leadership Team, has developed succession plans for division heads, department heads and other key positions that influence Emaar's growth and sustainability. Key successors have been identified, who have the potential to fulfil these positions. They will be groomed through oversight over their performance management plan.

Employee engagement initiatives

Creating and maintaining a comfortable, safe and stimulating workplace is the foundation for higher productivity. During the year, several employee engagement initiatives were organised to address our diverse priorities around health and wellbeing, sports and fitness, making the workplace friendly for mothers and helping the needy. We organised blood donation drives, breast cancer awareness sessions and clothes donation drives. The UAE National Day was celebrated with great enthusiasm and saw high participation across all our units. As an organisation that cares for the differing needs of its employees, we have introduced healthy snacks at our café, are providing discounted gym memberships and also providing discounts at daycares for those with young children.

Addressing employee concerns

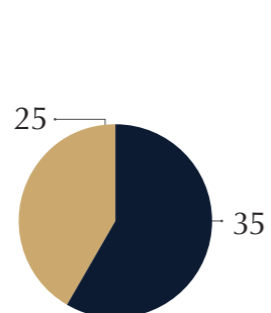
We have mechanisms for investigating reported incidents that ensure issues are addressed appropriately. Our employee policies and code of conduct support these mechanisms and facilitate feedback and complaints through surveys and internal feedback forums. Internal employee surveys also help us to improve on operational, commercial and developmental aspects of the business. Dedicated HR Business Partners are available across business units as a point of contact to oversee and address these issues.

Diversity and inclusion

A diverse workforce leads to a fecundity of ideas, and as a young and growing organisation that is a significant strength for us. We value the unique backgrounds, skills, perspectives, and talents that the workforce brings and treasure our ability to learn from each other. Diversity and inclusion are important aspects of our hiring process, and we ensure that we select candidates based on their abilities, qualifications and personal values, regardless of their race, age, religion, gender or national origin.

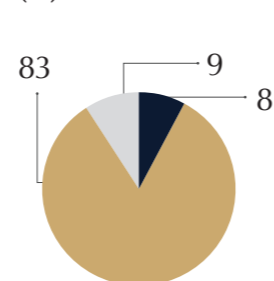
We strive to maintain an inclusive workplace and encourage our employees to raise their concerns in cases of discrimination or harassment. Our policies and code of conduct safeguard the rights of our employees.

New hires 2022



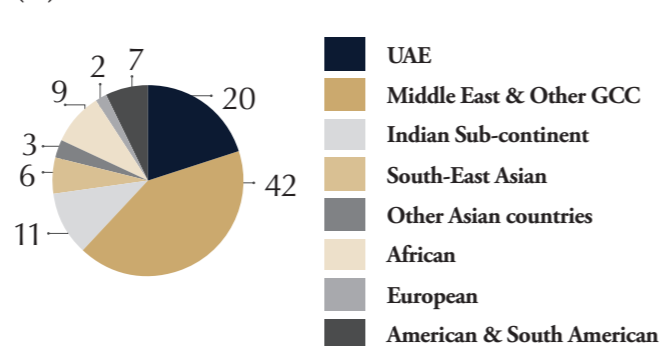
Male
Female

Age diversity 2022 (%)



18-30 years
31-50 years
50 years and above

A small piece of the world: Employee ethnicities (UAE) (%)



Health and safety

It is our objective to create an injury-free workplace, where our people feel safe and well cared for and are motivated to give their best. We have a robust HSSE Standard to streamline our operations and ensure the safety and well-being of our workforce. Our HSE management strategy involves compliance with regulatory requirements, risk assessments, investigation of incidences, emergency and crisis management. We have seven specialised committees across all business units to maintain the highest standards of safety and compliance.



Risk assessment/management



Legal and standard compliance



HSE training and competency development



Inspection and field visit observations



Emergency and crisis management



Contractor management



Incident management and investigation

Adherence to national and international standards:

- + Dubai Municipality Technical guidelines
- + Dubai Municipality Construction Code of Practice
- + UAE Fire and Life Safety Code of Practice 2020
- + ISO 9001:2015 ISO 14001:2015 ISO 45001:2019

100% Compliance to Emaar HSSE standards

0.014% Lost Time Injury Frequency Rate

TWO Incident of serious injury



Employee training in safety culture

At Emaar, our goal is to achieve zero incidents, and to this end, we educate all of our stakeholders on the dos and don'ts and instil a strong safety culture throughout the organisation. Employees are encouraged to align their work ethic with our safety principles and culture, which are emphasised in our safety training programmes.

16,000+ Hours of safety training

260+ Mn Safe manhours worked

40,000+ Participants in H&S training



Customers

Emaar takes pride in being a customer-centric business. We endeavour to comprehend our customers intimately and to create products, facilities and experiences that exceed their expectations. The customer's relationship with Emaar is a long one, beginning with the search for a home and continuing through the living experience. We endeavour to make this entire journey enjoyable and long-lasting.

Safety audit

Monthly audits, inspections and on-site health and hygiene checks are conducted to ensure that standards are adhered to. These internal and external audits monitor the effects of our safety-related practices and interventions across all of our sites of operation. Moreover, we continually revise our policies to effectively address any identified gaps in the safety management process.

Digital customer care

To deliver the finest services to our customers, we provide digital platforms for interaction right from the start of the customer's ownership. The Emaar One app, online community platforms, WhatsApp services and chatbots, all help the customer with a variety of needs – from registration of their helpers to security updates while the customer is away; from logging of maintenance complaints to help with move-in permits and booking of community facilities etc. The many small details of daily living are seamlessly unified and resolved to create a great 'living at Emaar' experience.

Awards and recognition

IL Primo
British Safety Council - International Safety award

Downtown Views II
British Safety Council - International Safety award

Emaar South Parkside Project
Dubai South Certificate of Appreciation

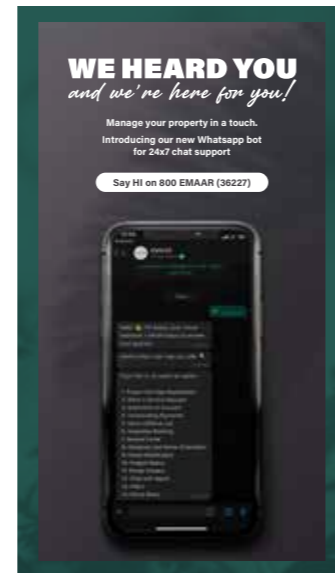
Act 1 Act 2
British Safety Council - International Safety award

World of Safety and Health Asia Award

Certificate of Appreciation from Emirates Red Crescent



App interface



Chatbot

Emaar has well established mechanisms for handling customer complaints and has 24X7, onsite crews available at all our properties to tackle customer problems and emergencies.



Community well-being

The pandemic years forced people indoors and 2022 has, therefore, been a year of return to normal, renewing relationships and community togetherness. This year, our residents sought more social engagement and community interactions and we organised several events across our many communities, to converge and celebrate the spirit of enjoyment and conviviality. Keeping different tastes in mind, our community events covered a lot of different themes – from sustainable living to sports and fitness to family gatherings.

84,367

Total customer grievances received in 2022

84,085

Total customer grievances resolved in 2022

4.64

Customer satisfaction score

Community events

We organised barbecues, movie evenings, game contests and joyful festivals to bring our communities together.

94

Community events held

7,000

Residents participated in Halloween celebrations in Emirates Living

2,800

Residents attended the Reem Festive Market

2,362

Residents celebrated UAE National Day in Dubai Hills Estate



Direct to the customer, with care and understanding

Emaar Customer Happiness Centres are walk-in contact centres that help to address customer issues. The launch of the Emaar One app has reduced centre walk-ins, and improved waiting and serving times. Customer Happiness Centres handled 38% more service requests in 2022 than in 2021. Relationship Managers proactively contacted signature clients via phone, email and through in-person meetings to resolve issues before they flare up. These offline and online channels have helped to improve customer satisfaction scores across all business assets. Also these channels have been used for intensive customer pain point monitoring and dissatisfaction scores have YoY reduced by 12% in 2022.

Afrofit-Fitness weekend

Emaar Community Management (ECM) organised Afro-fitness weekends in Downtown Dubai, Emirates Living, Dubai Marina and The Greens and Views. Held in support of the Dubai Fitness Challenge promoting healthy living and well-being, Afrofit demonstrated Afro Fitness, a cardio-toning dance workout. Additionally, residents enjoyed zumba, yoga, and deep stretching. Around 150-500 residents participated in the fitness weekend.

Sustainable community living

At Emaar, we believe that sustainable living isn't just a way forward, it's essential for an improved quality of life. Environment-friendly communities learn to do more with less, every day. By saving natural resources, protecting the environment and becoming more self-sufficient, such communities enjoy a healthier life too. During the year, ECM organised a number of environment-friendly initiatives to drive awareness and promote long-term lifestyle changes.

Community garden challenge

To promote community spirit and encourage villa homeowners in Emirates Living, Arabian Ranches I and II, Reem, Polo Homes, Dubai Hills Estate and Emaar South to improve their private gardens, we created the Community Garden Challenge. The villa communities shortlisted 59 entrants per category based on garden sizes of small, medium and large. Community management chose winners from the finalists' and their interviews were featured in the community bulletins.

Home Garden Competitions will be expanded to apartments in the coming years to promote terrace gardening and the cultivation of homegrown foods.

Electric vehicle charging units

Emaar Development is committed to the UAE's vision of becoming a global leader in green real estate and infrastructure development. With this long-term objective in mind, we installed electric vehicle charging stations in six residential communities to encourage residents to start using electric vehicles, accelerate the transition to green mobility and cut back on emissions. All our upcoming projects will have EV charging facilities.

35

Electric charging stations installed across six communities

218

Buildings received WELL Health & Safety Rating certificate

Community organic garden

In 2022, ECM and our landscaping team started the community organic garden project in Dubai Hills Estate, which will be expanded to other communities in 2023. Under this project, the residents received their own organic vegetable and fruit table, which will allow them to maintain a healthy diet.

Kill the Bill challenge

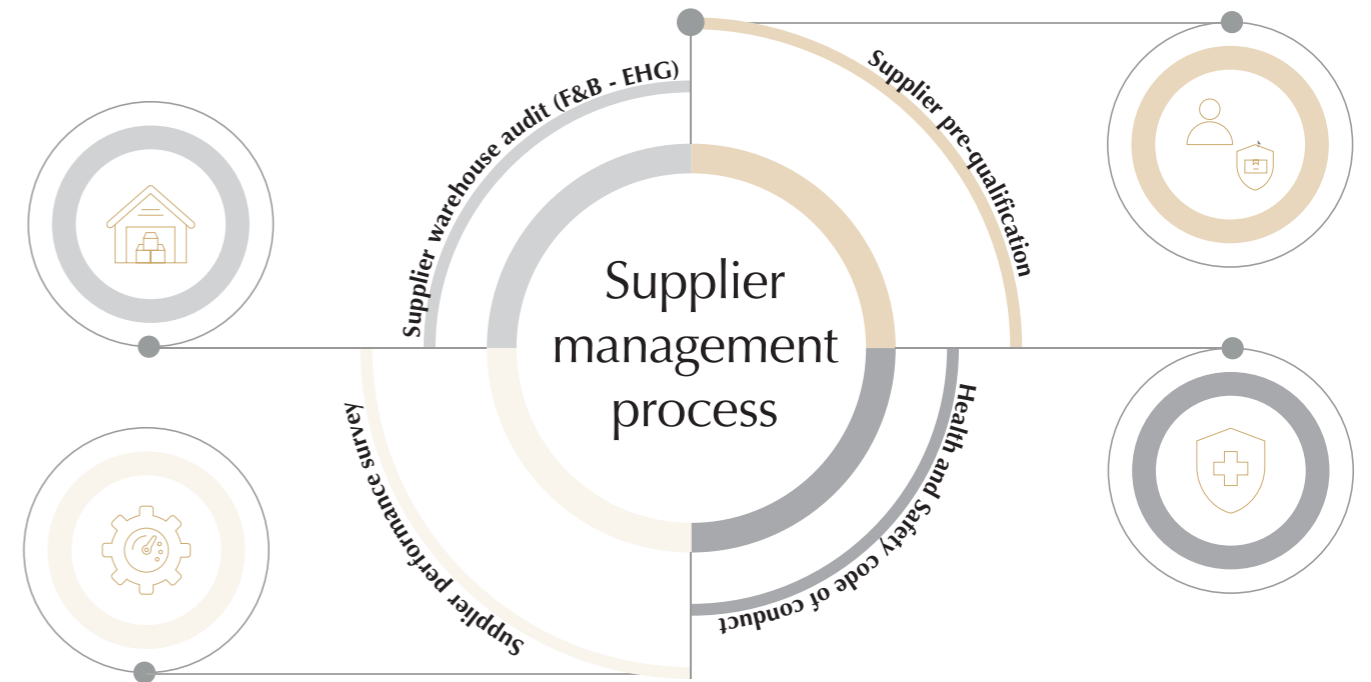
Emaar Communities' Kill the Bill Challenge encouraged power and water conservation amongst residents. The project was launched via email blasts and posters, and during the course of the project there was significant reduction in utility bills of residential units. The one-year period between August 2021 till August 2022 was reviewed as a part of this challenge, and aspects like unit occupancy, change in number of occupants, measures taken to reduce usage were considered while evaluating the usage patterns. Top contestants cut utility bills by 54.6%.

At Emaar Community Management, our residents come first. And we have successfully put emotion back into the business. In 2022, we won the Best Community Engagement Company and Community Management Company of the Year award at the Smart Built Environment Awards (SEBA).



Partners and Suppliers

Responsible procurement is central to our quality excellence philosophy and our ESG approach. All suppliers are onboarded after they qualify in supplier assessments and regular audits are done to ensure quality and consistency.



As we make progress in integrating our ESG priorities within our supply chain, we are increasing local procurements, and in the process, cutting back on Greenhouse Gas (GHG) emissions and also strengthening the local economy. We had 2,846 active suppliers this year, and 98% of our procurements were from local partners.

Business through local partners (%)

