

LEADING WITH INTEGRITY

We strive for the highest standards of corporate governance. With commitments to meet the expectations of shareholders, customers, and other stakeholders, we are dedicated to conducting our business responsibly, ethically, and in compliance with applicable laws and regulations.

Material topics

Business ethics, integrity, transparency, bribery and corruption

Risk management

Reputation, communications and awareness

Stakeholders

People

Customers

Partners and Suppliers

Community

Investors



+ 55% Independent Directors

+ 11% Female members on the Board

+ 20% Committee chairs occupied by women

All figures mentioned are for operations in UAE, unless otherwise stated.



Corporate governance framework

Our experienced Board of Directors, Executive Management team, and robust internal policies and procedures enable us to conduct business ethically and sustainably, thereby creating value for all stakeholders. The governance framework ensures that our operations are accountable and transparent.



Snapshot of the Board

+ 9.1 years
Average tenure of Board members

+ 57 years
Median age of Board members

Board Policies and Oversight

No Gift Policy

Code of Conduct

Anti-Bribery/Anti-Corruption

Whistleblower Policy

Cyber Risk and Threat Management

Data Management

GUIDED BY VALUES

Chairman



Mr. Jamal Bin Theniyah
Non-executive, Non-Independent
11 years on the Board
Appointed on 23.04.12

Vice-Chairman



Mr. Ahmed Jawa
Non-executive, Non-Independent
17 years on the Board
Appointed on 08.03.06

Managing Director



Mr. Mohamed Ali Alabbar
Executive, Non-independent
25 years on the Board
Appointed on 30.12.97

Board Member



Mr. Helal Al Marri
Non-executive, Independent
1 year 9 months on the Board
Appointed on 11.04.21

Board Member



Mr. Buti Al Mulla
Non-executive, Independent
1 year 9 months on the Board
Appointed on 11.04.21

Board Member



Ms. Eman Abdulrazzaq
Non-executive, Independent
1 year 9 months on the Board
Appointed on 11.04.21

Executive Board Member



Mr. Ahmad Al Matrooshi
Executive, Non-independent
17 years on the Board
Appointed on 01.12.05

Board Member



Mr. Jassim Al Ali
Non-executive, Independent
5 years on the Board
Appointed on 22.04.18

Board Member



H.E. Eng. Sultan Al Mansoori
Non-executive, Independent
1 year 9 months on the Board
Appointed on 11.04.21

Core Board skill matrix

	Mr. Jamal Bin Theniyah	Mr. Ahmed Jawa	Mr. Mohamed Ali Alabbar	Mr. Ahmad Al Matrooshi	Mr. Jassim Al Ali	H.E. Eng. Sultan Al Mansoori	Mr. Helal Al Marri	Mr. Buti Al Mulla	Ms. Eman Abdulrazzaq
Entrepreneur/leadership	✓	✓	✓	✓	✓	✓	✓	✓	✓
Innovation and technology			✓		✓	✓	✓	✓	✓
Finance management	✓	✓	✓			✓	✓	✓	✓
Global exposure	✓	✓	✓	✓	✓	✓	✓	✓	✓
Real estate industry experience	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mergers and acquisitions	✓	✓	✓				✓	✓	✓
Strategic management	✓	✓	✓	✓	✓	✓	✓	✓	✓
Building customer experience	✓		✓	✓	✓		✓	✓	✓

DELIVERING EXCELLENCE WITH EXPERTISE

Managing Director



Mr. Mohamed Ali Alabbar

Executive Director



Mr. Ahmad Thani Rashed Al Matrooshi

Group CEO



Mr. Amit Jain

Group CFO



Mr. Hesham Heikal

CTO & CIO



Mr. Bino Joseph

Group CEO, Malls



Mr. Ahmed Wassim Al Arabi

Chief Audit, Risk & Compliance Officer



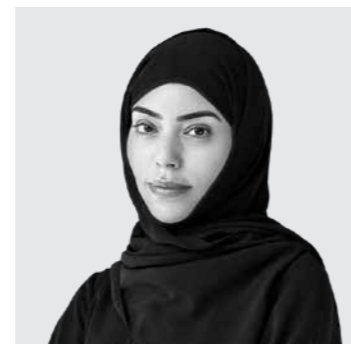
Mr. Irfan Sadiq

Executive Director, Group Operations



Mr. Ahmad Al Falasi

Head of Central Functions



Ms. Maitha Al Dossari

Group General Counsel



Mr. Ayman Elnaggar

Head of Marketing



Ms. Alma Au Yeung

Head of Projects, Emaar Development



Mr. Richard Nigel Shirley

COO, Emaar Hospitality



Mr. Mark Kirby

CEO, Emaar Entertainment



Ms. Zeina Dagher

GRI CONTENT INDEX

GRI 1: Foundation 2021

Statement of use	Emaar Properties PJSC has reported with reference to GRI Standards 2021 for the period 01 January 2022 - 31 December 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI sector standards	Our applicable Sector Standard is GRI G4 Construction and Real Estate Sector (CRES). We will be validating our list of material ESG issues with the latest GRI Sector Standard for our industry when it is published by GRI

GRI 2: General Disclosures 2021













GRI Standards	Disclosure	Reference of the pages in the Report
2-1	Organisational details	2, 15-19
2-2	Entities included in the organisation's sustainability reporting	5, 16, 18
2-3	Reporting period, frequency and contact point	5
2-4	Restatements of information	- The 2021 Financial statements are restated
2-5	External assurance	- This report has been assured internally. Our report is currently not externally assured
2-6	Activities, value chain and other business relationships	18-35
2-7	Employees	70-74
2-9	Governance structure and composition	81-85
2-11	Chair of the highest governance body	82-83
2-12	Role of the highest governance body in overseeing the management of impacts	108
2-19	Remuneration policies	116
2-22	Statement on sustainable development strategy	9, 10, 50-51
2-23	Policy commitments	81
2-29	Approach to stakeholder engagement	5, 40-43

GRI 3: Material Topics 2021

3-1	Process to determine material topics	42
3-2	List of material topics	43-45 There have been no changes to our material issues for 2021
3-3	Management of material topics	44-45 The details of the material topics have been discussed in ESG at Emaar Section
Topic Standards		
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	77
GRI 302: Energy 2016		
3-3	Management approach	60-61
302-1	Energy consumption within the organisation	38-39, 60-61
302-5	Reductions in energy requirements of products and services	58, 60-61 Energy saving due to Sustainable District Cooling
GRI 303: Water and Effluents 2018		
3-3	Management approach	64-65
303-2	Management of water discharge related impacts	65
303-5	Water consumption	58, 64-65
GRI 305: Emissions 2016		
3-3	Management approach	56-57
305-5	Reduction of GHG emissions	39, 61

GRI Standards	Disclosure	Reference of the pages in the Report
GRI 306: Waste 2020		
3-3	Management approach	62-63
306-1	Waste generation and significant waste-related impacts	62-63
306-3	Waste generated	38-39, 62-63
306-4	Waste diverted from disposal	38-39, 62-63
GRI 401: Employment 2016		
3-3	Management approach	71-72
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	72
GRI 403: Occupational health and safety 2018		
3-3	Management approach	73
403-1	Occupational health and safety management system	45, 73
403-9	Work-related injuries	39, 73
GRI 404: Training and education 2016		
3-3	Management approach	71
404-1	Average hours of training per year per employee	71
404-3	Percentage of employees receiving regular performance and career development reviews	38, 71
GRI 405: Diversity and equal opportunity 2016		
3-3	Management approach	72
405-1	Diversity of governance bodies and employees	72, 80, 84
GRI 406: Non-discrimination 2016		
3-3	Management approach	72
GRI 408: Child labour 2016		
3-3	Management approach	Adherence to the UAE Labour Law
408-1	Operations and suppliers at significant risk for incidents of child labour	We understand that our greatest risk of child labour is within our supply chain and it is for that reason that we comply to the UAE Labour Law and there have been no incidences of non-compliance
GRI 409: Forced or compulsory labour 2016		
3-3	Management approach	Adherence to the UAE Labour Law
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	For the reporting year, zero incidences of forced or compulsory labour have been identified in our operations
GRI 414: Supplier social assessment 2016		
3-3	Management approach	77
Sustainable Buildings		
3-3	Management approach	66
Company-specific metrics	LEED or equivalent certified properties	66

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs) INDEX

UN SDGs	Page No.
 3 GOOD HEALTH AND WELL-BEING	39, 43, 50, 52, 70, 80
 6 CLEAN WATER AND SANITATION	39, 43, 50, 52, 56
 7 AFFORDABLE AND CLEAN ENERGY	39, 43, 50, 52, 56
 8 DECENT WORK AND ECONOMIC GROWTH	39, 43, 50, 52, 70, 80
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	39, 50, 52, 56
 10 REDUCED INEQUALITIES	43
 11 SUSTAINABLE CITIES AND COMMUNITIES	39, 43, 50, 52, 56
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	39, 43, 50, 52, 56
 13 CLIMATE ACTION	39, 43, 50, 52, 56
 15 LIFE ON LAND	39, 50, 52
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	43,
 17 PARTNERSHIPS FOR THE GOALS	50, 52

