



PEOPLE FOR PLANET

SUSTAINABILITY REPORT 2025



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Message from Chairman

Dear Stakeholders,

As Abu Dhabi continues to advance its transition towards a more circular and sustainable economy, Tadweer Group remains committed to supporting this national ambition through responsible growth, strategic transformation, and long-term value creation.

Our progress is closely aligned with national priorities, including the UAE Green Agenda 2030, the UAE Circular Economy Policy 2021–2031, and the UAE Net Zero 2050 Strategy. It also reflects our commitment to contributing to the United Nations Sustainable Development Goals through responsible growth, environmental stewardship, and long-term value creation.

In 2025, Tadweer Group joined the United Nations Global Compact, reinforcing our commitment to integrating its Ten Principles across our operations and upholding high standards in human rights, labour practices, environmental responsibility, and ethical governance.

The year also marked important milestones in our transformation journey. We strengthened our operating model through the launch of Tajmee'e, our dedicated collection and transportation subsidiary, and Tadweer Environmental Services and Solutions, which supports contract tendering and performance management. These developments enhance our ability to deliver integrated, efficient, and future-ready waste management services across Abu Dhabi.

Tadweer Group continued to advance waste-to-value solutions through its strategic stake in Emirates Waste-to-Energy, contributing to resource recovery and reducing landfill dependency. We also made significant progress on the Al Bihouth Waste-to-Energy Plant, which reached 65% completion of its construction phase. In parallel, and as a strategic partner of the Ministry of Climate Change and Environment, Tadweer Group actively supported the implementation of the UAE's Extended Producer Responsibility Pilot Project, helping accelerate the transition towards a more circular economy.

Across our operations, we continued to improve collection, resource recovery, and treatment efficiency across hazardous and general waste streams. These efforts contributed to an increase in our waste diversion rate, reaching 37.7% in 2025 and marking steady progress towards our target of diverting 80% of Abu Dhabi's waste away from landfill by 2031.

Our people remain central to Tadweer Group's progress. In 2025, we continued to invest in an inclusive, safe, and enabling workplace that supports equal opportunity and diverse talent. Female representation increased by 16% compared to 2024, and the diversity of our workforce continued to grow, while we maintained our commitment to national talent development and Emiratisation.

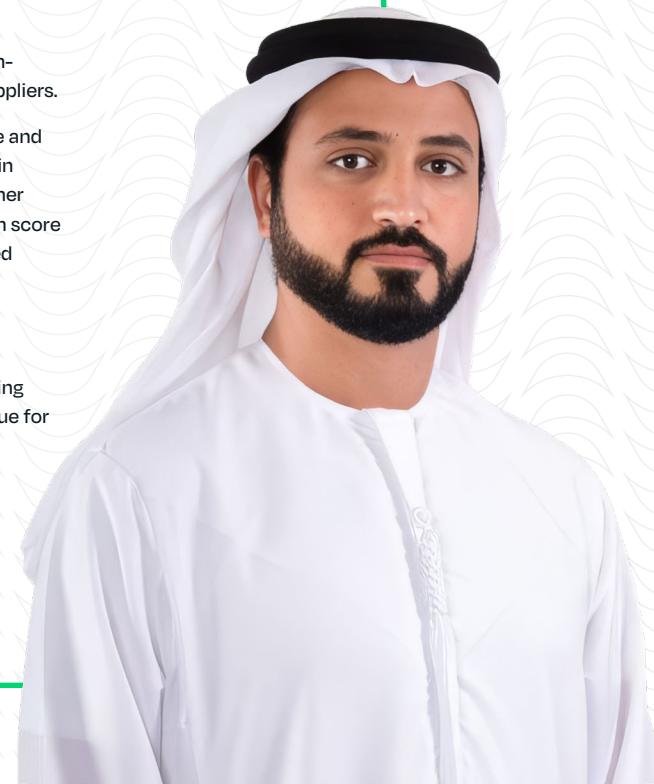
We also strengthened our contribution to the UAE's economic development and in-country value creation, with 96.1% of our procurement spend directed to local suppliers.

Our progress was further reinforced by external recognition for service excellence and community impact. Tadweer Group was recognised as the top-performing entity in Abu Dhabi for case management performance on the government shared Customer Relationship Management system on TAMM and achieved a customer satisfaction score of 91.16%, reflecting continued improvements in service delivery. We also achieved a Guinness World Records title for creating the largest recycled materials mosaic, demonstrating the power of community engagement and circularity in action.

Looking ahead, Tadweer Group will continue to accelerate the UAE's shift from conventional waste management to resource recovery. We will continue embedding circularity across our strategy, operations, and investments, creating enduring value for our people, the environment, and the economy.

Ahmed Ali Al Shamsi

Chairman,
Tadweer Group





Message from Chief Executive Officer

Dear Stakeholders,

Tadweer Group's Sustainability Report 2025 reflects the progress we have made in advancing our corporate sustainability strategy and embedding responsible growth across our operations.

Our performance in 2025 was guided by the five pillars of our sustainability strategy: upholding ethical governance, driving economic growth and prosperity, nurturing social responsibility, advancing the circular economy, and protecting nature and the environment. Together, these pillars continue to shape how we operate, invest, engage with our stakeholders, and deliver long-term value.

During the year, we validated our Double Materiality Assessment to ensure that our priorities remain aligned with evolving operational risks and opportunities, regulatory expectations, and the areas where Tadweer Group can create the greatest positive impact for society and the environment. We also continued to strengthen our management systems, achieving four new ISO certifications in 2025 covering greenhouse gases, governance, water efficiency, and circular economy practices.

From an operational perspective, we improved the performance of our core services across collection, recovery, and treatment. We recorded a 4.9% increase in the total volume of waste collected during the year. General waste treatment improved to 35.9%, compared to 31.9% in 2024, while hazardous waste diversion remained strong at approximately 99.1%.

In 2025, we continued to enhance our organisational capability to support expanded operations and future growth. Our workforce increased by 17.9%, strengthening our ability to deliver across a growing and increasingly complex waste management ecosystem. Guided by industry best practices, the health, safety, and wellbeing of our employees remain a top priority at Tadweer Group and a core measure of operational excellence.

In alignment with the UAE's Year of Community, our outreach programmes reached more than 421,000 individuals, encouraging responsible behaviours, source segregation, and greater participation in resource recovery.

Alongside our community impact, we continued to advance our climate and environmental performance. We achieved a 13% reduction in electricity consumption at our Abu Dhabi headquarters and an approximately 3% reduction in combined Scope 1 and Scope 2 emissions, reflecting our continued efforts to improve operational efficiency and reduce our environmental footprint.

Our commitment to strong governance and transparency was recognised at the 2025 ADQ Finance Conference, where Tadweer Group received the Excellence in Statutory Financial Reporting award. This recognition reflects our focus on accuracy, accountability, and alignment with leading international reporting standards.

The progress achieved in 2025 reflects the commitment and capability of our people, as well as the strength of our partnerships. I extend my sincere appreciation to our employees, business partners, regulators, customers, and the communities we serve for their continued support as we advance Tadweer Group's sustainability journey.

Looking ahead, we will continue to build on this progress by strengthening operational excellence, accelerating circular economy solutions, and creating measurable value for Abu Dhabi, the UAE, and the communities we serve.

Etienne Petit

Chief Executive Officer,
Tadweer Group





About this Report

The 2025 Sustainability Report marks Tadweer Group's second consecutive year of sharing our sustainability performance, demonstrating our commitment to transparency and accountability in measuring, monitoring, and communicating our progress. This milestone reflects our continued journey towards integrating sustainability into our business operations, creating and delivering long-term value for our stakeholders, while protecting the environment.

The report covers Financial Year (FY) 2025, from 1 January to 31 December, and provides an overview of our sustainability performance across Environmental, Social, and Governance (ESG) dimensions. All financial figures are reported in United Arab Emirates Dirham (AED).



Reporting Framework

This report has been developed in alignment with leading ESG frameworks, standards, and guidelines, with reference to the Global Reporting Initiative (GRI) 2021 standards, a widely adopted framework for sustainability reporting. It also aligns with key international and regional frameworks, including the United Nations Sustainable Development Goals (UN SDGs), the United Nations Global Compact (UNGC), the Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidelines 2025, the Task Force on Climate-related Financial Disclosures (TCFD), and the IFRS Sustainability Accounting Standards Board (SASB) Waste Management Standard.

Our Sustainability Report 2025 is designed to meet the diverse needs of stakeholders while maintaining a strong focus on double materiality. Greenhouse Gas (GHG) emissions are measured in accordance with the GHG Protocol Corporate Standard and ISO 14064-1:2018 - Greenhouse Gases, with relevant disclosures presented in line with applicable GRI Standards.



Reporting Boundary

This report covers all waste management operations directly controlled by Tadweer Group (as Tadweer Holding Company) within the Emirate of Abu Dhabi.



Material Topics

During the reporting year, we conducted a Double Materiality Assessment Validation to reassess the material topics that are most significant to our operations and stakeholders, and their impacts on the environment.

The assessment evaluated material topics based on:

- The impacts on the environment and society
- The associated financial risks and opportunities

Disclosures on the material topics forms the basis of this report and guides our sustainability priorities moving forward.



Data Assurance and Validation

We have established robust internal processes to ensure the consistent collection, verification, and consolidation of sustainability data across the organisation. The information presented in this report has been thoroughly reviewed, and validated by the relevant business functions.

For the 2025 reporting cycle, selected disclosures have undergone independent limited assurance in accordance with International Standards on Assurance Engagements (ISAE) 3000. The corresponding Assurance Statement is included in Appendix A of this report on pages 60-61.

Any restatement of information is disclosed in the ESG Data Index, ensuring clarity and comparability over time.



Feedback and Suggestions

We value forward-looking engagement and recognise that this report may include statements based on current expectations and available information at the time of publication.

This report is available on Tadweer Group's website. We welcome feedback, comments, and suggestions from our stakeholders to help us continuously enhance our sustainability performance and disclosures.

For any inquiries or feedback regarding this report, please contact the Sustainability Team:



Telephone: +971 2 818 5555



Email: sustainability@tadweer.ae



Website: [tadweer.ae](https://www.tadweer.ae)

03 About us



PEOPLE FOR PLANET



About Us

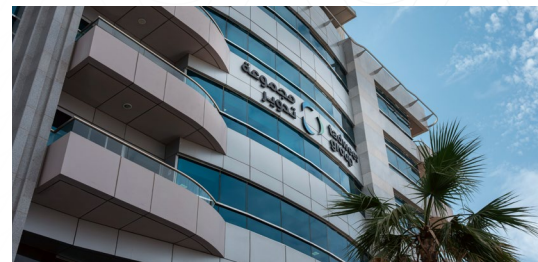
Tadweer Group at a Glance

Tadweer Group is a leading integrated waste and resource management company based in Abu Dhabi, playing a pivotal role in advancing the Emirate's transition towards a circular and resource-efficient economy. We operate through an integrated operating model encompassing pre-collection, collection, treatment, recycling, and safe disposal, transforming waste into value using innovative solutions, and advanced technologies that maximise resource recovery and minimise environmental impact.

As Abu Dhabi accelerates its sustainability agenda, Tadweer Group continues to enhance system efficiency, reduce landfill dependency, and enable scalable circular economy solutions through strong collaboration with public and private sector stakeholders. Our approach is centred on creating enduring, sustainable value for our people, the environment, and the nation we serve.

Geographic Footprint and Operational Reach

Headquartered in Abu Dhabi, Tadweer Group operates across the entire Emirate, serving urban, industrial, commercial, residential, and remote areas. Beyond Abu Dhabi, our strategic partnerships and investments further contribute to the UAE's broader circular economy ambitions and strengthen our regional leadership position in integrated waste management.



Our Mandate and Strategic Role

Established in 2008 as the Abu Dhabi Waste Management Centre, and integrated into ADQ in 2022, Tadweer Group is mandated to develop and operate a modern, sustainable waste management system for Abu Dhabi. Since then, we have evolved into a key enabler of circular economy transformation in the region.

Our mandate spans strategic oversight, system planning, infrastructure development, and end-to-end service delivery for waste management, positioning Tadweer Group at the forefront of environmental stewardship, public health protection, and the creation of sustainable value from waste.

We:



Develop integrated waste management strategies and long-term infrastructure plans



Oversee and coordinate waste services across the Emirate



Deliver end-to-end solutions across pre-collection, collection, treatment, recycling, recovery, and disposal



Enable circular economy initiatives that convert waste into resources



Promote innovation, investment, and strategic partnerships



Support Abu Dhabi's environmental and economic development priorities

Our Structure and Operating Model

Tadweer Group operates as a parent and holding entity overseeing a portfolio of specialised subsidiaries and operating companies that collectively deliver integrated waste and resource management services across Abu Dhabi.

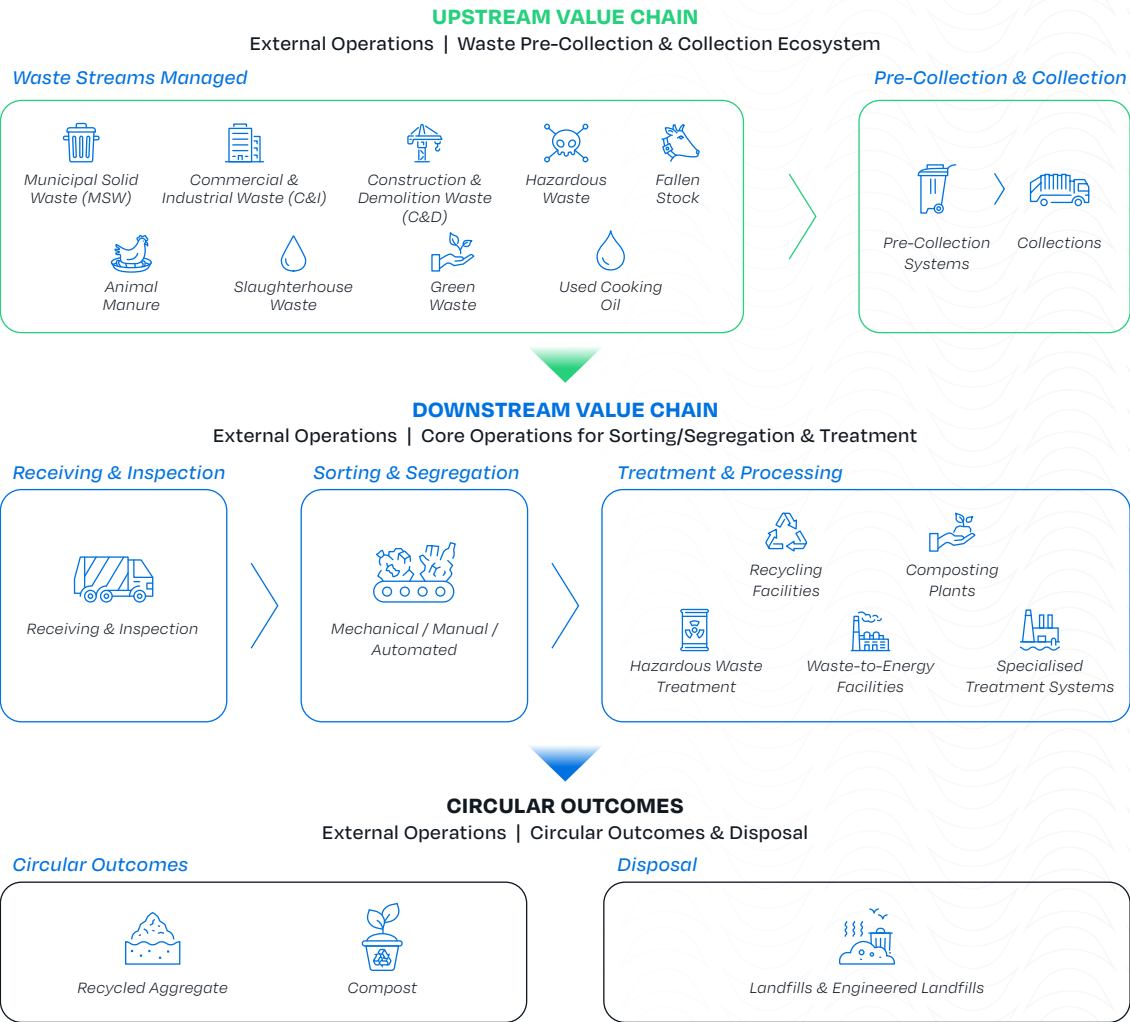
This model integrates strategic governance, operational delivery, and investment capability, ensuring efficiency, accountability, and scalability across the waste value chain. This structure enables integrated decision-making and end-to-end operational coordination across the waste ecosystem.





Our Services

Our operations span the full waste value chain across three interconnected layers based on Tadweer Group's scope and mandate:



Our Transformation Towards Circularity

Tadweer Group's evolution reflects a fundamental shift from a linear economy to a circular economy. At Tadweer Group, the circular economy is defined as a systemic approach to waste and resource management that prioritises material recovery and value creation, while reducing dependency on landfill by transitioning from a linear “collect-dispose” model to an integrated system focused on pre-collection, collection, sorting, recovering, recycling, and treatment for resource efficiency across the waste value chain. We are continuously transitioning:

Linear Model	Circular Economy Transition	Tadweer-Specific Enablers
Waste collection and disposal	Integrated resource and material flow management	Operationalisation of Tajmee'e for collection, Reverse Vending Machines (RVMs) to incentivise source segregation; expansion of Recycling and Material Collection Centres (RMCCs)
Landfill-dependent system	Diversion-led recovery and value extraction	Development of Waste-to-Energy (WtE) projects; scaling C&D waste recycling facilities; green waste composting; initiatives to increase overall diversion rates and reduce landfill reliance
Manual, labour-intensive operations	Intelligent, technology-enabled operations	Implementation of an integrated digital platform to enhance contract monitoring, improve compliance, and increase operational efficiency
Fragmented, service-based delivery	Integrated, end-to-end circular ecosystem	Integration of the full value chain, pre-collection, collection & transport, sorting, recycling, treatment, and safe disposal, centralised data systems, and ecosystem partnerships





Our Purpose, Vision, Mission, and Value Drivers



OUR PURPOSE

To turn waste into value, building a cleaner future for our communities, economy, and generations to come.



OUR VISION

To be a national model for circular economy, where waste is transformed into lasting value for the UAE and beyond.



OUR MISSION

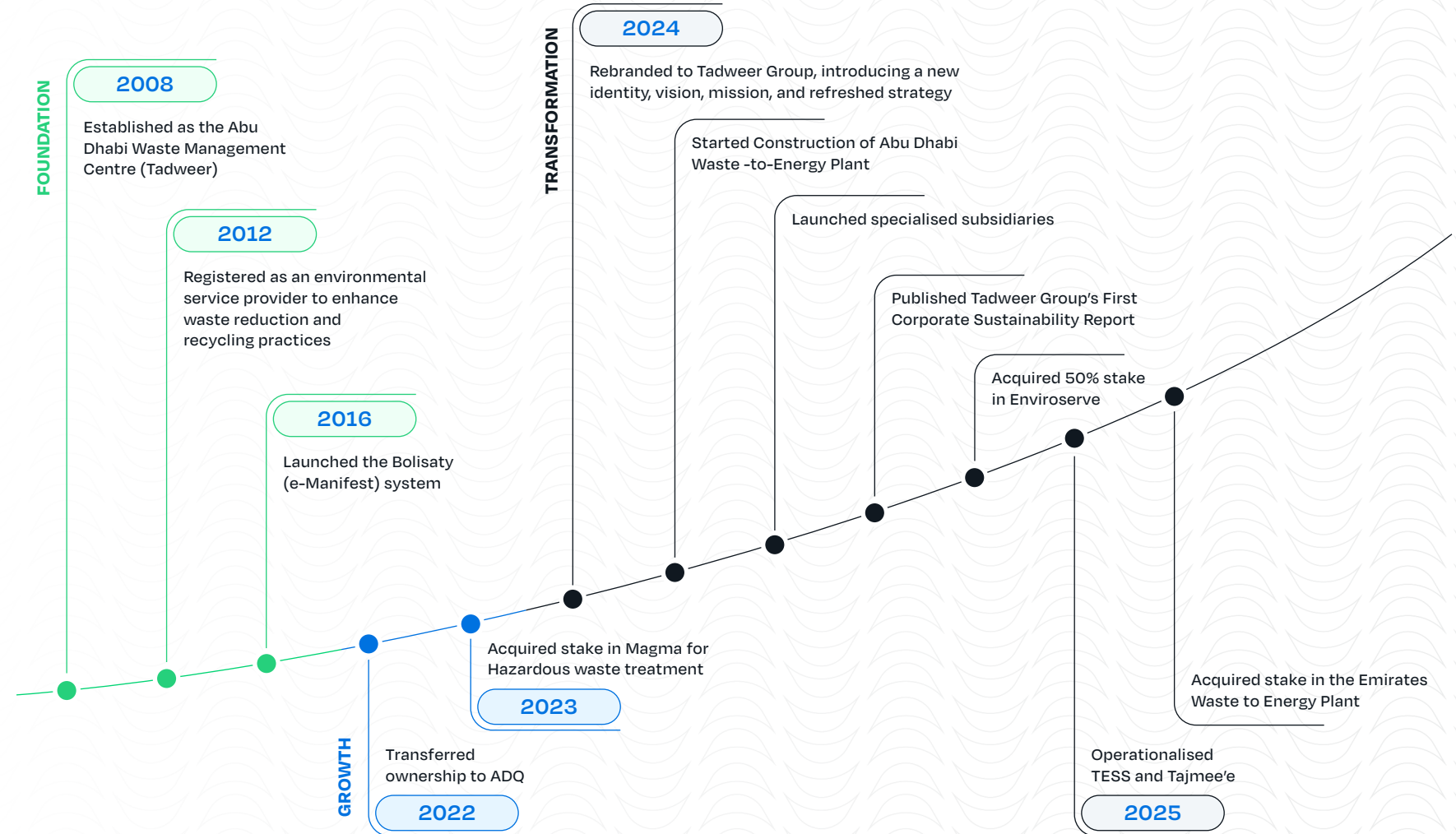
We transform waste into resources, energy, and economic value for our communities and the nation.



OUR VALUE DRIVERS

- Safety
- Accountability
- Innovation
- Partnership
- Integrity

Our Journey





Major ISO Certifications

Tadweer Group is committed to upholding high standards of operational excellence, governance, and service delivery across its activities. To support this commitment, we align our practices with internationally recognised management systems and continuously work to strengthen our processes through certification and compliance with relevant standards.

2023

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO/IEC 20000-1:2018 Information Technology - Service Management
- ISO 22301:2019 Business Continuity Management Systems
- ISO/IEC 27001:2013 Information Security Management Systems
- ISO 45001:2018 Occupational Health and Safety Management System
- ISO 50001:2018 Energy Management Systems

2024

- ISO 37001:2016 Anti-bribery Management Systems
- ISO 37301:2021 Compliance Management Systems
- ISO 26000:2010 Social Responsibility
- ISO 20400:2017 Sustainable Procurement

2025

- ISO 14064-1:2018 Greenhouse Gases
- ISO 37000:2021 Governance of Organizations
- ISO 46001:2019 Water Efficiency Management Systems
- ISO 59004:2024 Circular Economy

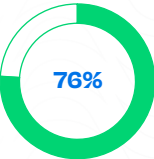
Stakeholders and Partnerships

Tadweer Group operates within a broad and interconnected ecosystem of stakeholders that includes government entities, customers, service providers, technology partners, investors, suppliers, and the communities we serve.

Partners Engagement and Feedback

To strengthen our partnership approach, we maintain continuous engagement with our partners and conduct an annual satisfaction survey to understand their experience and identify opportunities for improvement.

In 2025, overall partner satisfaction reached 76%, reflecting stronger performance across key dimensions, including partnership management, communication and cooperation, and overall perception.



Overall satisfaction with NPS of 34



The survey insights are being used to inform targeted actions and strengthen Tadweer Group's partnership model, ensuring a more responsive, transparent, and value-driven approach. Some of the strategic partnerships established in 2025 include:

Partnership ¹	Nature of Collaboration and Contribution
Ministry of Climate Change and Environment (MOCCA) – UAE Extended Producer Responsibility (EPR) Programme	To support the development of a national extended producer responsibility framework to enhance producer accountability and lifecycle waste management
BEEAH – Emirates Waste-to-Energy Project	Strengthening our role in large-scale waste-to-energy infrastructure through strategic investment
EchoTwin AI (Tajmee'e) – Smart Waste Monitoring Pilot	Piloting AI-enabled waste monitoring to enhance collection efficiency and service quality
FAMS Technologies – Integrated Waste Management Platform	Developing an AI-enabled integrated waste management platform to optimise operations and tracking
Higher Colleges of Technology (HCT) – Community Clean-up Initiative	Delivering community clean-up initiatives to promote environmental awareness
EcoRun – Community Partnership	Promoting sustainability awareness and healthy lifestyles through community engagement initiatives
ne'ma – National Food Loss and Waste Baseline Study	Contributing to the UAE's baseline study on food loss and waste through data and technical expertise
Partnership with the UAE Cyber Security Council	Strengthening cybersecurity resilience through awareness, collaboration, and capacity building

¹ Includes material topic: Partnerships & Collaborations



Major Awards and Recognitions

Tadweer Group continues to be recognised for our commitment to excellence, innovation, and sustainability across our operations. These achievements reflect our ongoing efforts to enhance performance, deliver high-quality services, and contribute positively to the communities we serve. Some of our notable recognitions in 2025 include:

GovMedia Award

Tadweer Group was recognised at the GovMedia Awards for our nationwide schools' campaign, "Our Role for a Sustainable UAE Future." The initiative engaged more than 2,500 students across nine schools in all seven Emirates, promoting the principles of Reduce, Reuse, and Recycle (3Rs) through interactive workshops and activities.

GOVMEDIA

Recognition by "Al Ain Municipality for Community Impact"

We were recognised as one of the top three external strategic partners at the Community Needs Ambassadors Ceremony, organised by Al Ain Municipality. The event brought together 94 attendees and achieved a 100% satisfaction rate, highlighting strong collaboration across 13 external entities and six internal departments to deliver meaningful community impact.



Guinness World Record for the Largest Recycled Materials Mosaic

Tadweer Group, in collaboration with Umm Al Emarat Park, was officially recognised by Guinness World Records for setting a new world record for the largest recycled materials mosaic. The award was achieved through the creation of a 25-square-metre artwork made from 24,846 recycled plastic bottle caps, with the participation of 356 community members over 18 hours.



Recognition by ADQ for Excellence in Statutory Financial Reporting

Tadweer Group was recognised at the 2025 ADQ Finance Conference with the Excellence in Statutory Financial Reporting award. This recognition reflects the Group's commitment to transparency, accuracy, and alignment with leading international reporting standards.



Case Management Performance Excellence Award – TAMM Government Shared Customer Relationship Management (CRM) System

Tadweer Group was recognised as the top-performing entity in Abu Dhabi for excellence in case management performance on the Government Shared CRM System on TAMM during 2025. The Group achieved a performance score of 96.22% and a customer satisfaction rate of 91.16%, successfully processing over 62,600 requests.



Sustainability Highlights of 2025



Advancing Circular Economy

37.7%

Total waste diverted through sustainable practices

4.9%

Increase in total waste collected

99.1%

Hazardous waste treated

35.9%

Non-hazardous waste treated

87%

Supplier satisfaction



Nurturing Social Responsibility

17.9%

Increase in overall workforce

16%

Increase in total female workforce

0.12

Lost Time Injury Frequency Rate (LTIFR)

293

Community events delivered

91.16%

Customer satisfaction on TAMM application, achieving Rank 1 in Service Governance Standardisation



Protecting Nature and Environment

2.94%

Reduction in combined Scope 1 and Scope 2 emissions

ASHRAE Level 3

Audit completed at Abu Dhabi HQ

10

Categories of Scope 3 carbon emissions calculated

100%

of operational sites assessed for climate-related risks

Zero

IUCN Red List species identified across operational sites



Upholding Ethical Governance

33%

Board Committees chaired by women

100%

Governance body members trained on anti-corruption policies and procedures

Zero

Instances of corruption and anti-competitive behaviour

100%

Compliance with Business Continuity Management System

Zero

Incidents of data breach



Driving Economic Growth and Prosperity

TESS and Tajmee'e

Subsidiaries operationalised

Acquired strategic stake

in the Emirates Waste-to-Energy plant

358

Local suppliers engaged

43.2%

Increase in number of local suppliers

96.1%

Procurement spent on local suppliers

04 Our Approach to Sustainability



Our Approach to Sustainability

Our Sustainability Vision

Our vision is to be a purpose driven company, accelerate the world's transition to zero waste to landfills through circular economy solutions for social well-being and environmental protection.

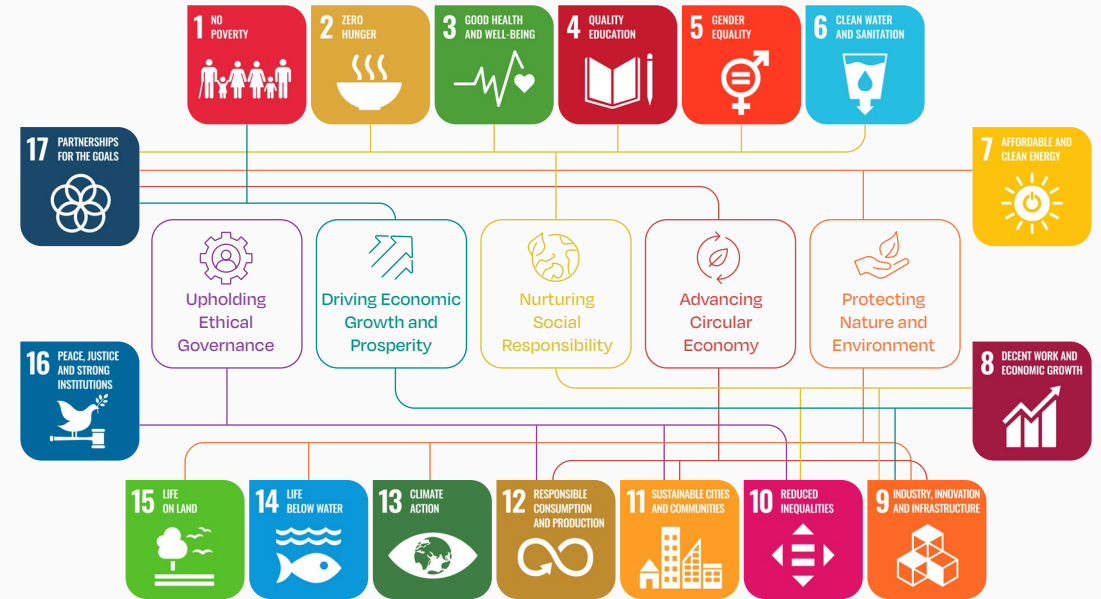
Sustainability is at the core of our business, shaping long-term value creation, responsible growth, and decision-making. We systematically embed ESG considerations into our strategy, and operations, guided by a formal Sustainability Policy and a Sustainability Strategy Framework, which together define our commitments and drive our sustainability journey.

In 2025, we strengthened our sustainability approach through several key milestones, including joining the United Nations Global Compact (UNGC), reinforcing our commitment to transparency, accountability, and responsible business conduct. We also completed a comprehensive ESG benchmarking exercise against leading regional and international peers on sustainability frameworks, ratings methodologies, and reporting standards. The review covered material topics, ESG policies and targets, ISO certifications, data metrics, assurance practices, and climate-related disclosures, enabling us to identify best practices and further align our approach with evolving local and global expectations.

During the year, we conducted a Corporate Sustainability Maturity Assessment to evaluate our governance, systems, and capabilities across key ESG dimensions. The assessment confirmed that Tadweer Group has established a strong foundation while identifying targeted opportunities to further strengthen data management, target setting, performance monitoring, and the integration of sustainability across the organisation. To support this progression, we also completed a Reasonable Assurance Readiness Assessment to evaluate the maturity of our reporting processes, internal controls, and supporting documentation, helping us enhance the reliability and auditability of our ESG information disclosed in this report.

To advance climate governance, we completed a Climate Risk Assessment covering physical and transition risks, aligned with our Enterprise Risk Management (ERM) framework to enhance resilience and strategic planning.

Aligned with the UAE Net Zero 2050 Strategy and UAE Green Agenda 2030, we continue to focus on improving operational efficiency, reducing environmental impact, and embedding sustainability across our business. As a waste management operator and enabler of the circular economy, Tadweer Group contributes to pollution reduction, ecosystem protection, landfill diversion, emissions reduction, resource efficiency, green job creation, and healthier communities. Through partnerships and collaborative initiatives, we also support broader socio-economic development and progress toward the UN SDGs. The illustration below highlights how our Sustainability Strategy Framework contributes to the UN SDGs.



At Tadweer Group, sustainability is embedded in the way we work. By tracking performance against defined ESG objectives and collaborating across departments, we help turn sustainability commitments into practical actions. This approach enables us to contribute to meaningful environmental and social outcomes while supporting business objectives.

Ayesha Al Ebri
Sustainability Analyst





Sustainability Governance, and Strategy Framework

Our approach is anchored in the Corporate Sustainability Strategy Framework, which serves as the primary guiding document for our approach to sustainability, and a formal Sustainability Policy, which articulates our commitments to environmental stewardship, social responsibility, and ethical governance.

Oversight of sustainability resides with the Board, senior leadership, and Executive Management, who are responsible for setting strategic direction, reviewing performance, and ensuring alignment with corporate priorities. The Board retains ultimate accountability for sustainability oversight, supported by the Growth Committee, which reviews sustainability-related priorities, progress, and key decisions. In 2025, we conducted Board ESG Induction Training for board members to create awareness on importance of ESG integration in business operations and decision making.

A dedicated Sustainability Function supports the integration of ESG principles into daily operations, coordinates cross-functional initiatives, and tracks progress against defined objectives. Regular reporting to senior management, and the Board supports informed decision-making, and ongoing performance monitoring. To strengthen accountability, we established a corporate ESG scorecard that cascades sustainability Key Performance Indicators (KPIs) to the executive management. Selected sustainability indicators are also linked to executive performance, and compensation, reinforcing management ownership.

Tadweer Group Corporate Sustainability Strategy Framework





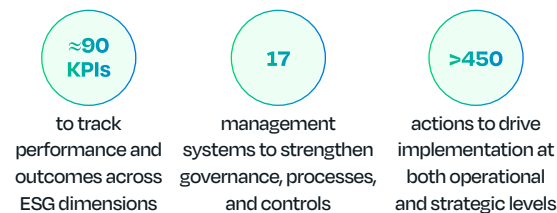
Our Corporate Sustainability Strategy Framework

Our Corporate Sustainability Strategy Framework serves as the overarching structure for advancing sustainability across Tadweer Group. The framework is structured around five core sustainability pillars:



Sustainability Strategy Roadmap

To strengthen our sustainability approach, we benchmarked against leading regional and international peers to assess ESG maturity and identify improvement opportunities. Based on the findings, a Sustainability Strategy Roadmap was developed to address key gaps and enhance ESG performance. The roadmap is structured around the five Corporate Sustainability Strategy Framework pillars and supported by relevant KPIs, management systems, and initiatives. In total, the roadmap comprises:



Double Materiality Assessment Validation

In 2024, Tadweer Group conducted a comprehensive Double Materiality Assessment² (DMA) to identify and prioritise our most significant environmental, social, and governance topics. The assessment included the development of a detailed Impact, Risk and Opportunity (IRO) register, supported by stakeholder engagement and a structured scoring methodology covering both impact and financial materiality perspectives. This process resulted in the prioritisation of 21 identified material topics across Tadweer Group's ESG dimensions.

In 2025, we undertook a validation of the assessment to confirm the continued relevance of the 2024 outcomes in light of evolving best practices, stakeholder expectations, sector developments, and internal context. As part of this validation, we expanded our peer benchmarking from five to seven organisations, reviewed the alignment of our approach with GRI, European Sustainability Reporting Standards (ESRS), and SASB Waste Management standards, and considered additional relevant IROs.

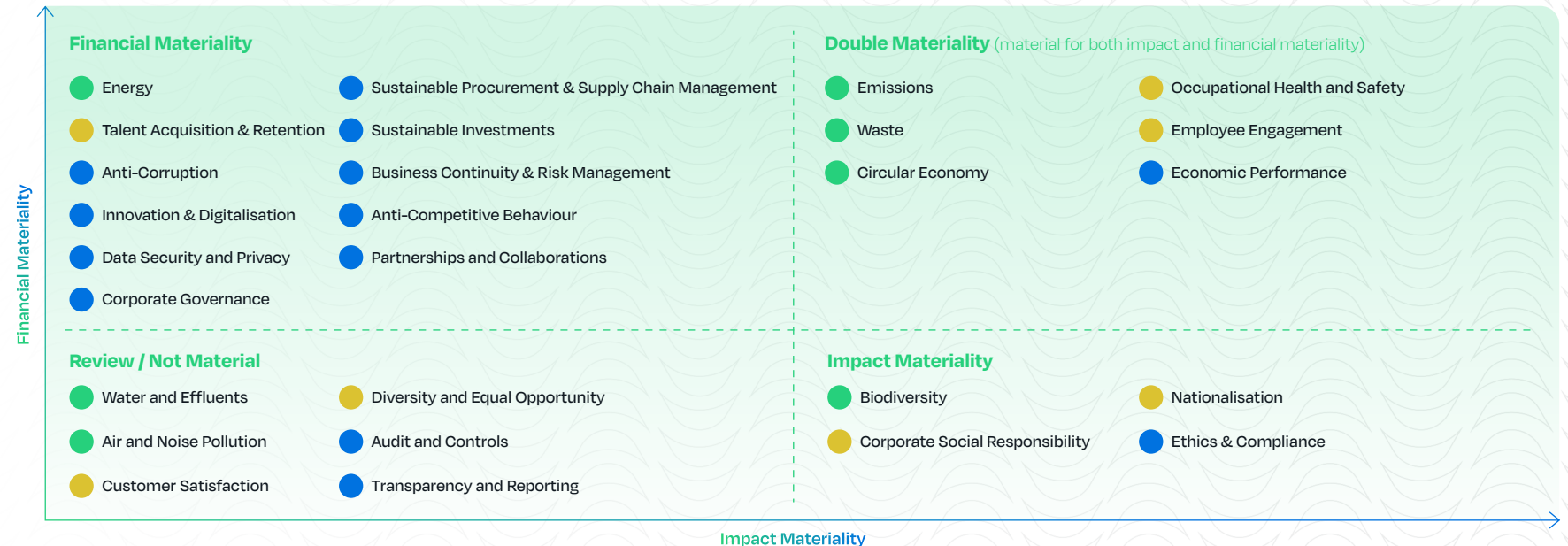
The validation also considered potential changes in Tadweer Group's value chain, as well as updates to policies, strategy, operations, and performance since 2024. In parallel, the IRO register was reassessed to incorporate newly identified

impacts, risks, and opportunities, where relevant, and to confirm the continued validity of existing IROs.

Following the consolidation of all inputs, the validation confirmed that there were no material changes to the prioritisation of the 21 ESG topics identified in 2024. These topics continue to reflect Tadweer Group's most significant impacts, risks, and opportunities. The results were shared with relevant stakeholders, and the 2025 materiality matrix is presented below.

² To read more about our Double Materiality Assessment 2024, please refer to our [Sustainability Report 2024 - Reimagining Waste](#)

Double Materiality Outcome



05

Advancing Circular Economy



Advancing Circular Economy

Sub-pillars



Driving Circularity



Enabling Sustainable Supply Chains

Sustainable Development Goals



UNGC Principles



ENVIRONMENT

- Principle 7: Businesses should support a precautionary approach to environmental challenges
- Principle 8: Undertake initiatives to promote greater environmental responsibility
- Principle 9: Encourage the development and diffusion of environmentally friendly technologies

Tadweer Group is accelerating Abu Dhabi's transition from traditional waste management to resource transformation. In 2025, we further strengthened our circular economy approach through the development of a dedicated Circular Economy Framework.

To enhance closed-loop systems, improve resource recovery, and increase diversion rates, we operationalised Tajmee'e for waste collection and TESS for contract management, strengthening governance and enabling more efficient, value-driven operations that protect and create long-term value. This is to meet Tadweer Group's goal to divert 80% of Abu Dhabi's waste away from landfill by 2031.

I am proud to be part of a team that helps transform waste into valuable resources. Through safe and efficient operations, continuous improvement, and a shared commitment to recycling, we contribute to reducing landfill dependence and advancing Abu Dhabi's circular economy ambitions. Every improvement we make in our operations bring us one step closer to diverting waste away from landfill and resource recovery.

Abdullah Saeed Al Kaabi

Landfill and Dumpsite Lead, Operations

Driving Circularity

We are advancing an integrated circular economy approach by embedding circularity across our strategy, operations, and decision-making, underpinned by targeted initiatives. We enhanced this approach by aligning with international standards, including ISO 59004:2024 on the Circular Economy.

This section focuses on two key material topics:

1. Circular Economy
2. Waste

Circular Economy

Our circular economy approach focuses on maximising resource recovery, reducing landfill dependency, and "transforming waste into wealth", a shift from viewing waste as a liability to recognising it as a strategic value-driven resource for circular systems. By integrating circularity across operations, infrastructure, partnerships and community engagement, we aim to unlock environmental and economic value from waste streams across Abu Dhabi. Tadweer Group aims to divert 80% of Abu Dhabi's waste from landfill by 2031, transforming waste into valuable resources and driving a more sustainable future.

Our Circular Economy Model

Our approach combines resource optimisation leveraging advanced technologies and strategic partnerships to create ecosystems, and market development to maximise value across the waste value chain.





Our Circular Economy Model

SYSTEM ENABLERS



Scalable, technology-enabled solutions



Incentive-based recycling models



Advanced materials recovery & recycling infrastructure



Public-private partnerships and industrial collaboration

1 INPUT OPTIMISATION



- Intelligent collection
- Encouraging source segregation through community participation
- Improved waste data, traceability, and planning

2 VALUE RECOVERY



- Advanced material recovery facilities to minimise landfill dependency
- High-efficiency recycling systems to increase material circulation
- Waste-to-energy conversion of residual waste

3 MARKET CREATION



- Secondary material markets
- Creates new circular economy revenue streams
- Incentive-based models (e.g., reverse vending machines)
- Minimise value leakage through local treatment

4 INDUSTRIAL INTEGRATION



- Integrate recovered materials into industrial and commercial value chains through partnerships and innovation

5 OUTPUT FOR ECONOMY



- Transform waste into useful product of economic value or raw material for reuse

OUR IMPACT



Lower emissions through reduced landfill waste and energy recovery



Conservation of resources and reduced reliance on natural resources



Cost efficiency and new revenue streams from circular solutions



Stronger communities through participation, job creation, and skills development



A resilient, future-ready Abu Dhabi free from waste to landfills

We also enable system-level impact by supporting regulatory framework development and market mechanisms that scale circular practices and strengthen economic resilience.

Extended Producer Responsibility Programme

In 2025, we implemented the first large scale EPR pilot in partnership with the MOCCA as part of the UAE Circular Economy Policy 2021-2031. Tadweer Group played the key role of Producer Responsible Organisation (PRO) for the Pilot EPR Project.



OUR KEY ROLE

Coordinate across the waste value chain for the three streams of waste, namely packaging, E-waste, and batteries, at two key cities of the UAE, Dubai and Abu Dhabi, for the entire duration of the pilot for six months.



OBJECTIVE

Capture the dynamics between producers, different environmental service providers, PRO, and regulators, driving better concept design, reducing waste, and enabling material recovery, while creating community or consumer awareness and engagement for the source segregation.



The key achievements of the pilot EPR project:



86,243
tonnes of recyclables collected,
reducing landfill waste and emissions



16,000
kg of e-waste and batteries
safely recovered



60,000
collection points and 90 reverse
vending machines deployed



160
retail locations integrated into
take-back systems



>100
producers engaged over the course of the
pilot, with 35 producers actively signed
on as pilot partners



12
waste management operators
engaged as important stakeholders



10
Knowledge Sharing Sessions held
by industry partners and circular
economy innovators

Insights from the pilot will enable the regulators in the UAE to develop and implement a federal EPR framework across all seven Emirates.

Managing the Waste Value Chain

Advancing Circularity through Pre-collection and Collection

As part of the waste value chain, we operate an integrated waste management system across Abu Dhabi, ensuring efficient pre-collection infrastructure, collection, transport, resource recovery, treatment, and disposal in close partnerships and collaboration with other environmental service providers. In 2025, our exclusive pre-collection and collection services provided for public waste were:



1,343 vehicles deployed for collection



~85,000 bins managed

We also maintained strong operational performance:



+306,000 inspections and observation recorded



1,300 complaints, with 100% closed within SLA



88% Waste Collection & Transportation Services customer satisfaction

Advancing Circularity through Source Segregation

RMCCs remained the core recovery infrastructure, with focus on optimising utilisation rather than expanding capacity. In 2025, RMCCs collected a total of 285,260 kg of recyclable materials, demonstrating their continued role in supporting material recovery across Abu Dhabi. Community participation was further strengthened through the expansion of RVMs,

improving access to recycling points across Abu Dhabi. Six new units were deployed during the year, delivering measurable recovery outcomes.



31 RVMs
deployed
till 2025



47 RMCCs
deployed
till 2025



167,816
plastic
bottles in
2025



12,949
aluminium
cans in
2025

Advancing Circularity through Value Recovery

After pre-collection, collection, and source segregation, as a next step of value chain we focus on resource recovery.

For example, we convert our C&D waste into recycled aggregates, and to close material loops this year, we validated the use of recycled C&D materials in concrete applications.

Testing achieved compressive strength exceeding 40 MPa for non-structural use. This demonstrates the commercial viability of secondary materials, supporting the development of end-markets, reducing reliance on virgin inputs, increasing landfill diversion and contributing directly to scaling sustainable construction practices.

Additionally, our e-waste recycling solutions supported circularity by enabling responsible electronic waste management and material recovery, delivered in collaboration with Enviroserve UAE.

We also focus on recycling green waste into compost, expanding waste-to-value pathways that deliver both environmental and economic gains.

Besides this, we conducted technical studies to explore the conversion of green waste into higher-value outputs such as refuse-derived fuel (RDF), biochar, and bio-based chemicals, contributing to secondary material markets.





Advancing Circularity through Waste-to-Energy Solutions

We are redirecting waste streams into productive use through integrated circular solutions, positioning waste as a resource and enabling long-term value creation across sectors. Our circular economy impact continues to scale through waste reduction, resource recovery, and low-carbon energy solutions across the UAE, supported by public-private partnerships and industrial symbiosis.

Waste-to-energy solutions convert waste into electricity at scale, strengthening energy recovery and circular value creation across our portfolio:

- Emirates Waste to Energy (WtE) Company Sharjah Waste-to-Energy (SWTE) plant: A joint venture between BEEAH Group and Tadweer Group:
 - Process approximately 300,000 tonnes of waste annually
 - Generate 30 MW of electricity
 - Strengthen landfill diversion and energy recovery capacity
- Al Bihouth Waste-to-Energy (WtE) Plant: Achieved 65% completion of its construction phase
 - Will process approximately 900,000 tonnes of waste annually
 - Generate 80 MW of clean electricity, enough to power 52,000 households

Looking ahead, our pipeline of strategic projects will further strengthen Abu Dhabi's circular economy and energy transition, creating new opportunities for resource recovery, clean energy generation, and long-term value creation.

We continued to advance circular economy awareness and industry collaboration through participation in sector-focused initiatives and knowledge-sharing platforms, including:

- Participation in the inaugural **Fashion Sustainability Taskforce** convened by MAJRA to address textile waste and accelerate circularity in the fashion sector.
- Participation in the **World Utilities Congress**, where Tadweer Group shared insights on transforming waste into value and the role of circular economy practices in advancing sustainability and decarbonisation.
- Participation in the **Green Peak Festival Abu Dhabi**, showcasing Tadweer Group's circular economy ambitions and commitment to diverting over 80% of waste from landfill by 2031 through integrated waste management solutions.
- **Presentation of Art for a Sustainable Community**; Turning Waste into Wonder, encouraging participants to transform recycled materials into artworks, promoting reuse and circular thinking.

Waste

Our approach to waste management focuses on ensuring regulatory compliance, safe handling, and efficient processing across all waste streams. By strengthening segregation, recovery practices and improving treatment pathways, we aim to maximise resource recovery while reducing reliance on landfill.

Advancing Data-Driven Waste Management

In 2025, we conducted 13 waste characterisation audits across multiple waste streams and regions, covering municipal solid waste, landfill waste, and C&D waste across Abu Dhabi, Al Ain, and the Western Region. These audits, conducted at both collection and landfill sites, provided a robust baseline for waste composition and enabled more accurate planning of recycling and recovery infrastructure.

By internalising the audit process, we improved data reliability and achieved an enhanced data accuracy level. This strengthened our ability to support evidence-based decision-making across strategic planning, infrastructure development, and sustainability reporting.

The insights generated are also supporting the identification of high-value recycling opportunities, improving diversion strategies, and reducing landfill dependency, reinforcing our transition towards a more circular and data-driven waste management system.

Every day, I am on the front lines of waste collection, ensuring our communities remain clean, safe, and sustainable. What may seem like routine work is, a critical part of protecting the environment, reducing waste, supporting recycling efforts, and contributing to a circular future. I take pride in knowing that my role directly supports our commitment to sustainability and helps build a cleaner, healthier future for all.

Suhail Mehmood
Tajmee'e Driver





Waste Streams and Treatment

We manage a diverse portfolio of waste streams across Abu Dhabi, each with distinct characteristics and handling requirements.

We maximise value from waste by recovering materials and reintegrating them into productive use, strengthening circular flows across key sectors while reducing reliance on

landfill. Recovery performance is enabled through optimised infrastructure, specialised treatment processes, and targeted community engagement.

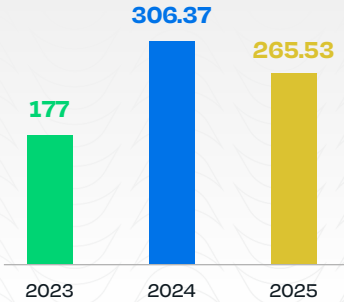
3,240 thousand tonnes of non-hazardous waste recovered

Non- Hazardous Waste Types Treated	Unit	2023	2024	2025
Plastic Waste	‘000 tonnes	214.77	12.09	14.08
Paper & Carton Waste	‘000 tonnes	43.41	32.63	31.42
Metal Waste	‘000 tonnes	23.89	24.68	22.95
Aluminium Waste	‘000 tonnes	26.29	41.69	8.78
Wood Waste	‘000 tonnes	1,264.95	19.96	22.74
C&D Waste	‘000 tonnes	2,233.16	2,528.95	3,103.46
Green Waste	‘000 tonnes	42.22	25.5	21.56
Animal Waste ³	‘000 tonnes	26.6	16.15	10.56
Other ⁴	‘000 tonnes	40.89	30.1	4.58
Total Non-Hazardous Waste Treated	‘000 tonnes	3,916.17	2,731.74	3,240.13

Total non-hazardous waste treated increased by 18.6% from 2024 to 2025. This growth is driven by C&D waste treatment, which increased by 22.7% in 2025. C&D waste continues to dominate the waste stream, accounting for the majority of treated non-hazardous waste and reflecting sustained infrastructure development and urban expansion across Abu Dhabi.

In addition to managing non-hazardous waste streams, we also oversee the safe handling and recovery of hazardous waste. Hazardous waste treated volumes declined by 13.3% compared to 2024, primarily due to lower volumes of hazardous waste collected, while treatment performance remained stable. Treatment spans multiple hazardous waste streams, each requiring controlled handling and specialised processing to ensure safe and effective outcomes.

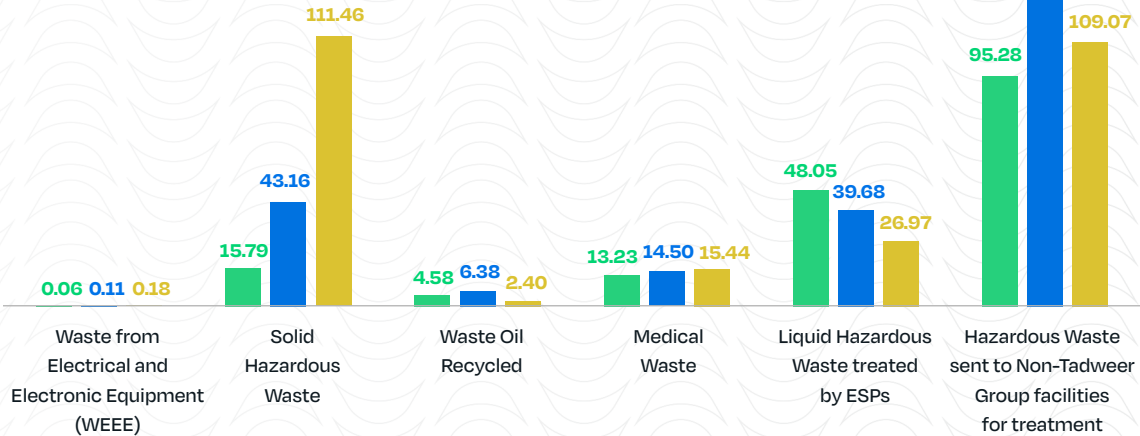
Hazardous Waste Treated in Abu Dhabi Emirate (‘000 tonnes)



Solid hazardous waste treatment increased significantly, more than double compared to 2024, reflecting higher volumes requiring controlled processing. In contrast, waste oil recycling declined by 62.4% while volumes managed through external service providers and non-Tadweer facilities fell by 32.0% and 46.2%, respectively, indicating a shift towards in-house treatment of solid waste and reduced reliance on third-party facilities and liquid waste treatment routes.

Each waste stream is directed to a defined treatment pathway based on its characteristics and recovery potential.

Hazardous Waste Types Treated (‘000 tonnes)



³ Animal waste includes animal manure for composting and fallen stocks.

⁴ Other waste category includes mixed scrap, tyre waste, glass, non-hazardous waste sent to other waste treatment facilities for treatment.



Waste Stream	Typical Treatment Pathways
Municipal Solid Waste (MSW)	Pre-collection, collection, sorting, and treatment across facilities
Commercial and Industrial Waste	Managed through collection, segregation, and treatment systems (including Manifestation Framework)
Construction and Demolition Waste	Processed through dedicated crushers
Organic and Green Waste	Treated through composting facilities
Recyclable Materials (plastic, metal, paper)	Collected through RMCCs and RVMs
Hazardous Waste	Treated through specialised facilities (e.g., incineration and e-waste processing) and controlled processes

These pathways are continuously refined to improve segregation at source and ensure waste is directed to the most appropriate treatment facilities, supporting safe handling and enabling material recovery where feasible.

Waste Management Facilities

	 Landfill	 Incinerators (including Fallen Stock Waste)	 Compost Plant	 Crushers	 E-Waste Plant	 Tyre Recycling Plant	 Transfer Station
2024	9	4	3	2	1	1	1
2025	9	4	3	2	1	0	1

No fines or instances of non-compliance were recorded at waste management operational facilities in 2025.

Treatment performance varies across waste streams, with hazardous waste maintaining a consistently high diversion rate due to controlled handling, while non-hazardous waste continues to improve through enhanced recovery systems.

While total waste volumes collected increased by 4.9%, driven by economic activity and population growth, waste treatment and diversion performance also improved. For non-hazardous waste, the proportion treated increased to 35.9% in 2025, up from 31.9% in 2024. Hazardous waste diversion remained consistently high at 99.1%. As a result, overall landfill diversion across both hazardous and non-hazardous waste streams increased to 37.7% in 2025, demonstrating enhanced treatment efficiency, stronger recovery pathways, and improved segregation at source despite higher waste generation volumes.





The waste management performance by waste type is presented below:

Waste Management – Waste Type	2023			2024			2025		
	Waste Collected (‘000 tonnes)	Waste Treated (‘000 tonnes)	Percentage Treatment (%)	Waste Collected (‘000 tonnes)	Waste Treated (‘000 tonnes)	Percentage Treatment (%)	Waste Collected (‘000 tonnes)	Waste Treated (‘000 tonnes)	Percentage Treatment (%)
Non-Hazardous Waste	9,999.56	3,916.17	39.16	8,556.24	2,731.74	31.92	9,032.36	3,240.13	35.87
MSW	1,703.21	48.78	2.86	1,562.61	52.83	3.38	1,660.86	62.35	3.75
Commercial and Industrial Waste (C&I)	3,781.15	1,565.40	41.40	1,697.84	108.32	6.38	1,642.14	42.20	2.57
C&D Waste	2,919.84	2,233.16	76.48	3,615.31	2,528.95	69.95	4,181.47	3,103.46	74.22
Agricultural Waste (Green Waste)	950.67	42.22	4.44	1,074.82	25.50	2.37	997.06	21.56	2.16
Animal Waste	547.92	26.60	4.86	503.37	16.15	3.21	456.43	10.56	2.31
Sludge Waste	96.78	-	0	102.28	-	0	94.40	-	0
Hazardous Waste	179.67	177	98.51	308.19	306.37	99.41	267.90	265.53	99.11
Total Waste	10,179.22	4,093.17	40.21	8,864.44	3,038.11	34.27	9,300.26	3,505.67	37.69



The following information outlines hazardous and non-hazardous waste collected, diverted, and disposed of across Tadweer Group's operations.

Waste Management – Hazardous and Non-Hazardous Waste	Unit	2023	2024	2025
Waste Collected	‘000 tonnes	10,179.22	8,864.44	9,300.26
Hazardous Waste	‘000 tonnes	179.67	308.19	267.90
Non-Hazardous Waste	‘000 tonnes	9,999.56	8,556.24	9,032.36
Waste Diverted from Disposal	‘000 tonnes	4,093.17	3,038.11	3,505.67
Hazardous Waste	‘000 tonnes	177	306.37	265.53
Non-Hazardous Waste	‘000 tonnes	3,916.17	2,731.74	3,240.13
Waste Directed to Disposal	‘000 tonnes	6,086.05	5,826.33	5,794.59
Hazardous Waste	‘000 tonnes	2.67	1.82	2.37
Non-Hazardous Waste	‘000 tonnes	6,083.38	5,824.51	5,792.22
Hazardous Waste	‘000 tonnes	179.67	308.19	267.90
Diverted from Disposal	‘000 tonnes	177	306.37	265.53
Waste Directed to Disposal	‘000 tonnes	2.67	1.82	2.37
Hazardous Waste Diverted from Landfill	%	99	99	99.1
Non-Hazardous Waste	‘000 tonnes	9,999.56	8,556.24	9,032.36
Diverted from Disposal	‘000 tonnes	3,916.17	2,731.74	3,240.13
Waste Directed to Disposal	‘000 tonnes	6,083.38	5,824.51	5,792.22
Non-Hazardous Waste Diverted from Landfill	%	39	32	35.9
Waste Diverted (of Total Waste – Sustainably Treated)	%	40	34	37.7

We will continue strengthening treatment and recovery pathways to maximise resource recovery, improve diversion performance, and unlock greater circular value from waste streams across Abu Dhabi.

Enabling Sustainable Supply Chains

We are strengthening a responsible and sustainable supply chain by embedding ethical, environmental, and operational standards across our supplier ecosystem, guided by the Business Partner Code of Business Conduct, which defines clear expectations on compliance, integrity, labour practices, and environmental responsibility for all suppliers and service providers across the Tadweer Group.

This section focuses on the material topic:

1. Sustainable Procurement and Supply Chain Management

Sustainable Procurement and Supply Chain Management

Our approach is centred on strengthening governance, improving supplier engagement, and embedding sustainability considerations across procurement processes. Through structured frameworks and enhanced oversight, we aim to drive consistency, transparency, and performance across our supplier base.

Establishing Supplier Relationship Management

A key milestone this year was the establishment of a Supplier Relationship Management (SRM) function, shifting from fragmented oversight to a structured, lifecycle-based model. SRM strengthens our ability to:

- Improve visibility across the supplier ecosystem
- Standardise onboarding and performance management
- Ensure consistent governance and compliance
- Enhance segmentation of critical suppliers
- Improve operational efficiency and risk management
- Integrate sustainability considerations into supplier oversight

Enhancing Screening, Risk, and Compliance

We introduced a centralised, digital onboarding process capturing regulatory, ethical, risk, and operational data to ensure suppliers are assessed upfront against our standards. The key enhancements include:

- Mandatory acknowledgement of the Business Partner Code of Conduct and HSE Policy
- Strengthened due diligence through advanced risk-screening tools
- Proactive identification of sanctions, financial crime, and reputational risks
- Improved safeguarding of supply chain integrity.

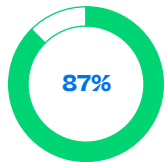


We implemented a structured supplier segmentation model based on strategic importance, spend, and risk profile to enable targeted engagement and oversight.

We also enhanced oversight of labour and human rights practices across our supply chain. In 2025, no incidents related to human rights violations, child labour, or forced or compulsory labour were identified within our supply chain.

Supplier Engagement

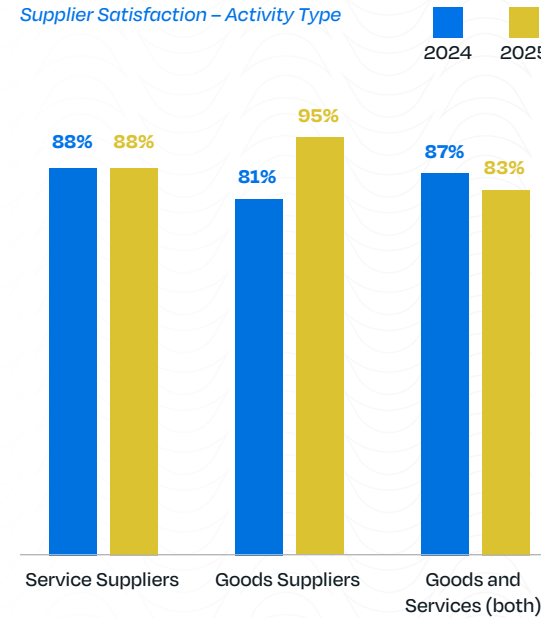
We conducted a Supplier Satisfaction Survey to strengthen engagement and capture actionable feedback for improving service quality. The survey included 178 participating partners, forming the basis of all results. Overall supplier satisfaction score increased to 87%, reflecting a 1% increase compared to 2024. In addition, our Net Promoter Score⁵ (NPS) increased from 64 in 2024 to 73, indicating stronger supplier loyalty and a higher likelihood of suppliers recommending Tadweer Group.



Supplier satisfaction with a Net Promoter Score (NPS) of 73

The survey also highlights areas of progress compared to 2024, particularly in digital onboarding, conflict resolution, and documentation processes, which have contributed to a more efficient and user-friendly supplier journey. These insights are being used to inform targeted actions aimed at improving communication clarity, enhancing transparency across procurement processes, and strengthening supplier engagement channels to ensure a more consistent and seamless experience across the value chain.

Supplier Satisfaction – Activity Type



Building on these foundations, we will continue to strengthen supplier engagement, enhance performance oversight, and progressively integrate sustainability considerations across our supply chain.



⁵ The Net Promoter Score measures how likely are our partners to recommend our business to others.

06

Nurturing Social Responsibility



Nurturing Social Responsibility

Sub-pillars



Ensuring Employee Well-being



Empowering Communities

Sustainable Development Goals



UNGC Principles



HUMAN RIGHTS

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights
- Principle 2: Make sure that they are not complicit in human rights abuses



LABOUR

- Principle 4: The elimination of all forms of forced and compulsory labour
- Principle 5: The effective abolition of child labour
- Principle 6: The elimination of discrimination in respect of employment and occupation

Nurturing social responsibility remains a core component of Tadweer Group's approach to creating sustainable value for our workforce, communities, and wider stakeholders. We prioritise employee well-being, advancing talent development, promoting diversity and inclusion, and maintaining high standards of occupational health and safety. In parallel, we strengthen our engagement with communities through targeted initiatives, strategic partnerships, and programmes that encourage responsible disposal and segregation practices while creating positive social impact and supporting a cleaner environment. Through this integrated approach, Tadweer Group contributes to national priorities, supporting long-term people's aspirations and societal development.

I am proud to contribute to a workplace that prioritizes people, diversity and inclusion, and employee's growth. Through our day-to-day HR activities, we support employee development, wellbeing, and equal opportunities, helping to foster a positive and inclusive work environment where everyone feels respected, valued, and empowered to succeed.

Hajer Almessabi

HC Operations Analyst, Human Capital

Ensuring Employee Well-being

Building on this socially integrated approach, we continue to invest in employee well-being while strengthening the development of a resilient and future-ready workforce. Our efforts are focused on attracting and retaining high-potential talent, enhancing employee capabilities, fostering an inclusive and diverse workplace, developing national talent, and ensuring a safe and supportive working environment.

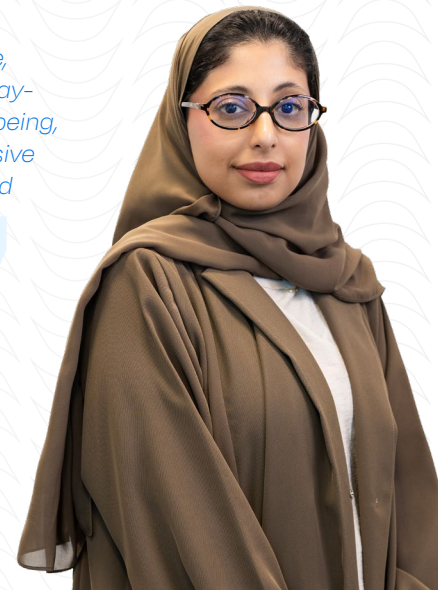
This section focuses on four key material topics:

1. Talent Acquisition and Retention
2. Nationalisation
3. Employee Engagement
4. Occupational Health and Safety

Talent Acquisition and Retention

In 2025, we reinforced our approach to attracting and retaining talent. We enhanced the end-to-end onboarding journey through more structured pre-boarding, induction, and probation, to improve role clarity, engagement, and alignment with organisational values. Our workforce reflects a diverse composition across genders, age groups, and employment types, guided by a fair, transparent, and merit-based framework, supported by a balanced hiring model that combines internal capability development with targeted external talent sourcing.

Our hiring increased significantly, with total new hires reaching 140, more than double the figure recorded in 2024. This growth in 2025 was largely driven by the operational activation of Tajmee'e as a key subsidiary, which required the recruitment of operational, technical, and support roles aligned with the new service delivery model. In terms of gender distribution among new hires, male employees represented approximately 78.6%, while female employees accounted for 21.4%.





Employee Hire	Unit	2023	2024	2025
Total new employees hired	#	47	69	140
Breakdown by gender				
Male employees	#	34	44	110
Female employees	#	13	25	30
Breakdown by age-group				
Under 30 years old	#	8	18	30
30-50 years old	#	34	42	97
Over 50 years old	#	5	9	13
Breakdown by employment contract type				
Full-time employees	#	22	64	140

Employee retention remains a key priority, supported by targeted improvements to compensation and long-term financial security. We strengthened our employee benefits through the Total Rewards Policy and expanded a suite of benefits, including club membership access for employees and their families, better child education allowance, enhanced medical insurance administration, and an annual air ticket allowance. In addition, we further improved our Leave Policy to support better work-life balance and employee well-being.

In partnership with the Abu Dhabi Pension Fund, Tadweer Group has undertaken a comprehensive review of pensionable salaries. As a result, we approved an alignment initiative for employees whose current pensionable salaries were below 80% of their total gross compensation, excluding child allowance.

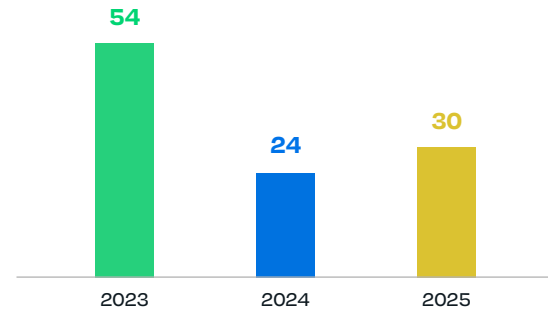
In continuation of our last year's efforts, a unified grading and compensation framework was also implemented, strengthening internal equity, transparency, and aligning employee compensation with current market practices, alongside the successful execution of the annual salary review cycle, including merit increases and promotions. Flexible working arrangements were further strengthened to support employee well-being and work-life balance during key periods.

However, we observed employee turnover increased by 25% compared to the previous year, primarily driven by organisational transformation and restructuring initiatives.



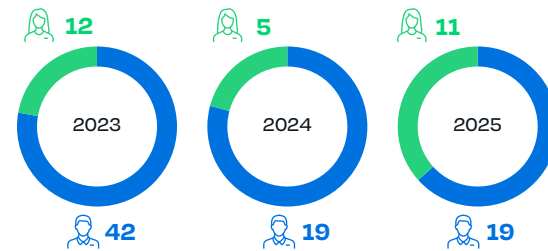


Employee Turnover (#)

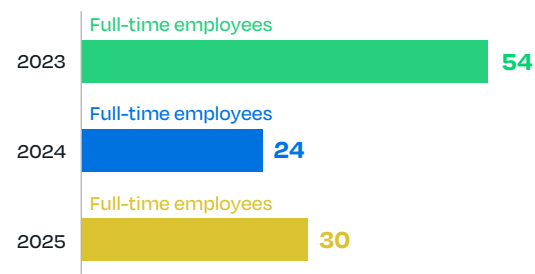


Breakdown by gender

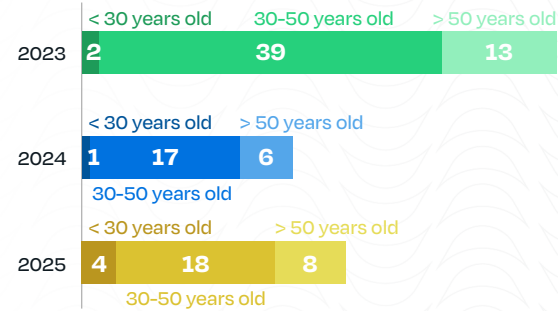
Male Female



Breakdown by employment contract type



Breakdown by age-group



Diversity and Inclusion

At Tadweer Group, we are committed to building a diverse, equitable, and inclusive workplace that mirrors the communities we serve and drives sustainable organisational performance. We create an environment where every employee has equal access to opportunities, feels valued, and is empowered to contribute meaningfully to our strategic objectives.

Gender Balance

We strengthened gender representation across our workforce, with overall workforce growth of 17.9% in 2025. Female headcount rose by 16%, while male headcount grew by 18.7%, driven by overall workforce expansion. This growth was accompanied by continuous monitoring of key indicators including the average compensation ratio between female and male employees, which stood at 1:1.06 in 2025, reflecting steady progress toward achieving pay equity across the organisation.

At the same time, we saw a significant expansion in middle management roles following employee mapping to the organisational structure alongside business growth and the addition of new subsidiaries. We have 22% women in management in 2025, an increase from 18% in 2024.

Tadweer Group Workforce	Unit	2023	2024	2025
Total Employees (includes Permanent employees and Seconded employees)	#	216	262	309
Breakdown by gender				
Male employees	#	164	187	222
Female employees	#	52	75	87
Breakdown by employee category				
Executive and senior management	#	15	16	15
Middle management	#	29	11	57
Staff (professional, operational, and administrative)	#	172	235	237
Breakdown by age-group				
Under 30 years old	#	19	37	41
30-50 years old	#	165	197	239
Over 50 years old	#	32	29	29
Employees as per employment contract type				
Full-time employees	#	216	262	309
Male employees	#	164	187	222
Female employees	#	52	75	87
Temporary employees (through third-parties, not directly employed by Tadweer Group)	#	122	181	96
Temporary male employees	#	95	149	91
Temporary female employees	#	27	32	5



Nationalisation

Supporting the UAE’s national workforce development agenda remains a key priority for Tadweer Group. We continue to strengthen Emirati Talent participation across our operations. While the total number of UAE nationals remained broadly stable, the overall percentage decreased due to our workforce expansion.

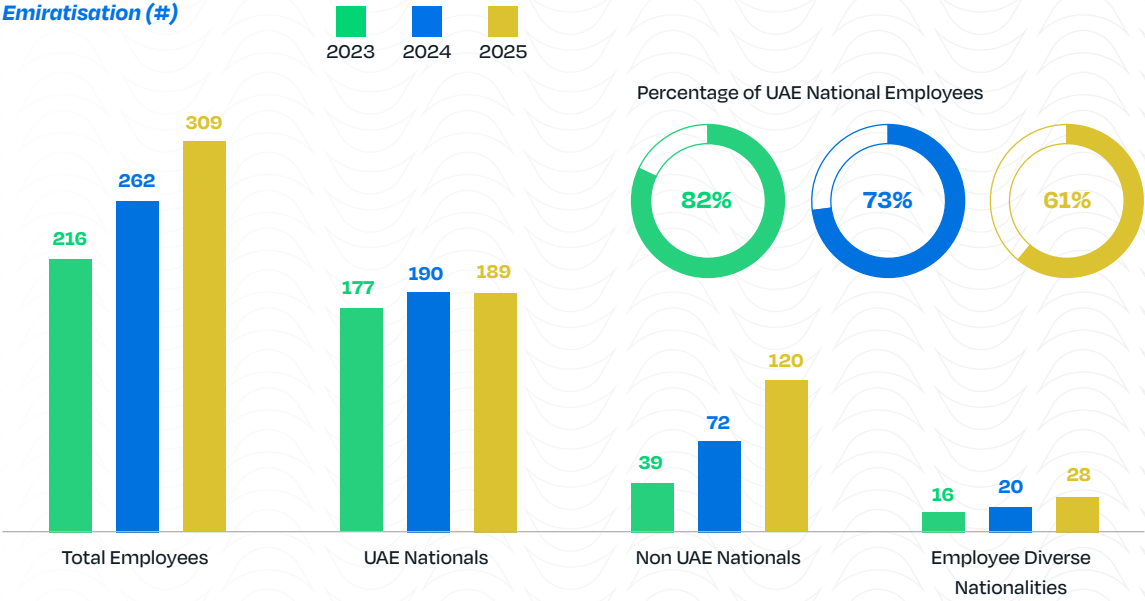
We remained committed to advancing Emirati leadership across the organisation by expanding opportunities for national talent and increasing local participation in key strategic and operational roles.

Our workforce also became more internationally diverse, comprising 28 nationalities, an increase of 40% year-on-year, enhancing our cultural diversity.

Celebrating Emirati Women’s Day:
Rooted in Culture, Committed to the Future

We marked Emirati Women’s Day in 2025 through a dedicated panel discussion at the House of Artisans in Qasr Al Hosn, Abu Dhabi, under the theme “Rooted in Culture, Committed to the Future”. The session brought together voices from heritage, research, and youth sectors to celebrate the leadership and contributions of Emirati women, while exploring how cultural values continue to shape sustainability, innovation, and community development, reinforcing their role in advancing national priorities.

Emiratisation (#)



Market Presence	Unit	2023	2024	2025
Senior management hired from local community	#	3	5	5
Senior management who are UAE Nationals	#	3	5	5
Senior management at significant locations of operation	#	3	5	5
Percentage of senior management at significant locations who are UAE Nationals / local hires	%	100	100	100

Emirati Youth Council

We continue to invest in youth development through initiatives such as the Tadweer Group’s Youth Council and the first Youth Leadership Forum, organised by the Youth Council with bringing together over 50 participants, including 37 members from leading national youth councils and organisations such as ADNOC, Mubadala, the Environment Agency- Abu Dhabi, TAQA, NMDC Group, Emirates Youth Council, Abu Dhabi Ports, Higher Colleges of Technology, and Zayed University. These platforms enable young Emirati professionals to contribute to national priorities and sustainability initiatives, while strengthening cross-organisational collaboration and knowledge exchange.



Tamakan Programme Launched on
National Youth Day

Launched on National Youth Day, the Tamakan Programme aims to empower Emirati youth at Tadweer Group, aged 20–35, by building essential skills, enhancing leadership, and strengthening engagement across youth councils. The initiative hosted 30 participants at Arabian Gulf University (AGU).



Employee Engagement

Learning and Development

Learning and Development (L&D) is a critical strategic enablers for building workforce capability, strengthening our leadership continuity, and ensuring long-term business continuity. During the reporting period, we implemented a comprehensive L&D framework supporting employees across all career stages, from early-career talent to senior leaders. Our leadership agenda focused on building future-ready leadership capacity through structured Executive Leadership Development through our Future Leaders Development Program and the Accelerator Program. These programmes combine structured learning, personalised coaching, and practical application to enhance leadership effectiveness, support succession planning, and prepare future leaders for evolving business demands.

Leadership Development Programmes

In 2025, Tadweer Group launched two certified leadership development programmes in collaboration with Emeritus.

The Future Leaders Development Program, which welcomed 12 participants, included a certified module delivered with Stanford Graduate School of Business (Sustainability Strategies: Develop Initiatives to Transform Your Business), focusing on strategic leadership, innovation, and sustainability.

The Accelerator Program included a certified module delivered with Columbia Business School (Leadership: People, Teams and Organisations), targeting specialists and professionals through workshops, executive education, and action learning across personal leadership, team performance, digital transformation, and ESG integration. This programme saw participation from 12 employees.

Action Learning Project

As part of the two programmes, we also provided trainings to address the real business challenges that Tadweer Group is facing, translating learning into measurable outcomes:

- 6 cross-functional teams with 30 participants
- Real business projects evaluated by an executive panel
- Focus areas included operational efficiency, sustainability integration, stakeholder engagement, and innovation in waste management
- Delivered using a design thinking approach (define, ideate, prototype, test, implement), supporting structured problem-solving and practical application

Complementing formal leadership programmes, 28 leaders received tailored coaching aligned with their Individual Development Plans (IDPs):

- Strengthened leadership behaviours, mindset, and decision-making
- Enabled leaders to navigate challenges and enhance overall effectiveness

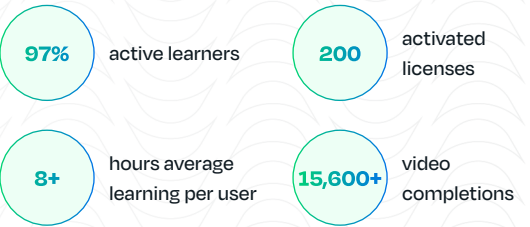
We also expanded access to learning through a blend of classroom and digital solutions, including LinkedIn Learning, enabling employees to build skills in areas such as AI, data analytics, sustainability, and project management.

This year, our L&D initiatives reached a broad segment of the workforce.



Training and Education	Unit	2023	2024	2025	
				Calendar ⁶	LinkedIn
Total training hours	Person hours	1,492	4,083	3,382	1,789
Male employees – training hours	Person hours	831	2,627	2,172	1,310
Female employees – training hours	Person hours	661	1,456	1,210	479
Average training hours per employee per year	Person hours	6.91	15.47	11.7	8.11
Average training hours per male employee	Person hours	5.06	13.97	12.1	9.42
Average training hours per female employee	Person hours	12.71	19.16	11	7.85
Increase in person-hour training for employees	%		174	26.6	

Digital learning engagement remained strong, supported by employees completing over 650 courses, reflecting strong uptake of digital learning resources across the organisation.



⁶ Calendar training programmes refer to structured training sessions delivered as part of employees' development plans, including Training Needs Analysis (TNA)-based and publicly offered programmes.

Building Future-Ready Skills and Digital Capabilities

We continued to strengthen workforce capabilities through targeted learning and awareness initiatives focused on digital transformation, innovation, sustainability, and continuous professional development. Key initiatives included:

- A masterclass on “The Future of AI: The Next Frontier in Waste Management”, exploring practical AI and GenAI applications in the sector.
- A two-month LinkedIn Learning AI Challenge, with 43 employees participating to build knowledge of machine learning, neural networks, and natural language processing.
- The launch of a Public Learning Calendar on Oracle LMS, offering structured training opportunities in areas including Power BI, Project Management, and Change Management.



Succession Planning

In 2025, we implemented a structured succession planning framework to strengthen leadership continuity and support long-term organisational resilience. The framework was informed by leadership and executive assessment centres to identify high potential talent and key capability gaps, enabling the development of tailored IDPs and targeted feedback. Participants were further supported through one-on-one executive coaching to strengthen readiness for future roles, while ongoing development actions are being implemented to address identified gaps and reinforce a sustainable leadership pipeline.

Performance Management

At Tadweer Group, we uphold a structured performance management framework aligned with strategic objectives to drive accountability and development. A total of 273 direct hire employees participated in the performance review process, reinforcing our commitment to talent management and development.

Employee Relations

Employee relations are supported by robust frameworks aligned with UAE Labour Law, ensuring consistency, accountability, and equitable treatment. Key mechanisms include:



A formal grievance framework, including the Speak Up and Investigation Procedure



Confidential reporting channels to raise concerns



Structured processes to ensure timely investigation and resolution



To enhance efficiency and oversight, workforce management tools, including attendance and absence dashboards, were introduced, enabling improved visibility and data-driven decision-making.

We continue to uphold strong standards related to workplace ethics and human rights, with ongoing monitoring of incidents related to discrimination, harassment, or labour rights violations. This year, one incident was reported, which was promptly addressed in line with our grievance redressal procedures, reinforcing our commitment to maintaining a safe and respectful workplace.



Employee Engagement

At Tadweer Group, we strengthened employee engagement through a structured, insight-led framework aligned with employee feedback and organisational priorities, supported by targeted initiatives.

Wellbeing support was enhanced through the relaunch of the Lyra platform, offering expanded 24/7 access to services in Arabic and English, complemented by awareness sessions to drive uptake.

We also reinforced a culture of recognition through initiatives such as the Tadweer Group Excellence Awards to celebrate individuals and teams who demonstrate our core

values, reinforcing a culture of appreciation, engagement, and high performance across Tadweer Group.

Employee feedback mechanisms were also enhanced through the rollout of the Employee Engagement Survey, which was sent to all employees and achieved 89% completion rate, alongside executive briefings and departmental focus groups to better understand engagement drivers and identify opportunities for improvement.

71% employee engagement score

We continued to promote wellbeing, communication, and workplace culture through a range of employee-focused initiatives, including:

- **Financial Wellness Webinar**, providing practical guidance on budgeting, savings, debt management, insurance, and retirement planning.
- **Internal Communications Pulse Survey** with participation from 212 employees, gathering feedback on initiatives including Tajmee'e, the virtual Town Hall, Tadweer Hub activities, and volunteering programmes.
- **Tadweer Group Town Hall**, attended by 222 employees, providing updates on the transformation journey, strategic priorities, and HR initiatives.
- **Sustainable Habits Challenge**, launched during Plastic Free July to encourage greener everyday practices through engagement activities and recognition of weekly winners.
- **From Plate to Planet Webinar**, raising awareness on the link between nutrition, sustainability, and environmental impact.
- **Employee Shuttle Service** between Tadweer Group HQ and Das Street Parking to support commute convenience and work-life balance.
- **Women's Day Celebration**, recognising the contributions of women across the organisation.
- As part of the **Ramadan Campaign**, Naqa'a engaged 100 participants through wellbeing and community-focused activities, including social media challenges, Suhoor gatherings, the Steppi challenge, and Gratitude boards.



Occupational Health and Safety (OHS)

The occupational health, safety, and well-being of employees, contractors, and partners remain central to our operations.

We are accredited under the Abu Dhabi Occupational Safety and Health System Framework (ADOSH SF 4.0) and certified to ISO 45001:2018, Occupational Health and Safety Management Systems. Guided by our comprehensive HSE Policy Statement and HSE Management Framework/ Manual, our system ensures structured governance, standardised procedures, and effective risk management while maintaining regulatory compliance.



HSEMS Metric	Unit	2023	2024	2025
Employees & contractors covered by HSEMS	#	10,921	10,121	9,002
Employees covered	#	352	312	459
Contractors covered	#	10,569	9,809	8,543
Employees & contractors included in internal audit	%	100	100	100
Employees & contractors included in third-party/external audit	%	100	100	100
Employees and contractors excluded from the disclosure	#	0	0	0
Employees excluded from disclosure	#	0	0	0
Contractors excluded from disclosure	#	0	0	0

“Being part of the HSE team means helping create an safe place where everyone returns home safely each day. By working closely with colleagues and business partners, by promoting awareness, by identifying hazards, supporting compliance, and fostering a strong safety culture, we help protect our people and ensure safe and reliable operations.”

Ali Almemari
Trainee HSE



Employee Health and Wellbeing Initiatives

We continued to strengthen employee health, wellbeing, and preventive care through targeted training and awareness, as well as screening initiatives, including:

- **Occupational Health Risk Assessment**, conducted across Tadweer Group operations and associated service providers to assess exposure risks and strengthen preventive health measures.
- **Health Day @ Work**, provided employees with complimentary health checks, vitamin and skin assessments, dental screenings, awareness sessions, and wellbeing giveaways.
- **Flu Vaccination Initiative**, launched in collaboration with SEHA to provide employees with convenient access to free walk-in vaccinations.
- **Comprehensive Health and Eye Screening Initiative**, delivered in collaboration with Medeor Hospital and Max Vision, offering professional health and eye examinations for employees.
- **Health and Awareness Webinars** covered topics including emotional intelligence, vascular health, oral hygiene, holistic nutrition, and men's health awareness.
- **Community Cardiopulmonary Resuscitation (CPR) & Automated External Defibrillator (AED) Training**, equipped employees with practical emergency response skills.
- **Blood Donation Campaign**, conducted in collaboration with SEHA, with participation from 45 employees, including members of the management team.



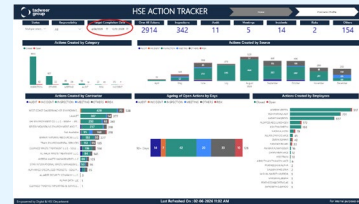
Enhancing Safety Systems and Risk Management

To further strengthen safety visibility and control across our operations, we advanced our digital HSE capabilities in 2025 through the rollout of an integrated system that enhances incident reporting, risk management, and performance monitoring.



Digitalising HSE through IBM Maximo

As part of our system enhancement and automation efforts, we developed and implemented the IBM Maximo Application Suite to transform the management of HSE processes across our operations. The platform enables:



Real-time reporting of incidents, near misses, and safety observations



Root cause analysis and tracking of corrective and preventive actions



Digital risk assessments, inspections, and audits



Centralised dashboards for monitoring actions and decision-making

Safety Culture and Awareness

We continued to strengthen proactive safety culture across operations through targeted awareness, training, and engagement initiatives focused on behavioural safety, accountability, and risk prevention, including:

- **Behaviour-Based Safety (BBS) and TadweerSafe 2.0 Programmes**, achieving 100% completion across employees and contractors while reinforcing accountability and safe workplace practices.
- **Safety Awareness Campaigns**, covering topics including “Line of Fire”, stress management, and Life Saving Rules to strengthen risk awareness across operations.
- **Safety Culture Survey and Observation KPIs**, supporting a more consistent and data-driven approach to safety performance monitoring.
- **Life Saving Rules Certification**, implemented as a mandatory requirement to reinforce organisation-wide commitment to safety.
- **Road Safety Initiatives**, including 100% completion of defensive driving training for Tadweer Group drivers and participation in Abu Dhabi Police’s “Accident-Free Day” initiative, contributing to a zero-violation ratio during the year.
- **Personal Protective Equipment (PPE) Campaign**: Your Safety, Our Identity, launched under the TadweerSafe 2.0 programme to reinforce safety awareness and responsible workplace practices across operations.
- **Beat the Heat Campaign**, implementing preventive measures to protect employees and contractors from summer heat risks, including suspension of outdoor work during peak hours, shaded and air-conditioned rest areas, and additional heat stress controls in line with Ministerial Resolution No. 44 of 2022.

Contractor Health and Safety

Contractors represent a significant portion of our workforce and are fully integrated into our HSE framework. All contractors are included within the scope of our HSEMS and participate in all key safety processes, including training programmes, incident reporting, inspections, audits, and performance monitoring. We further strengthened engagement through joint safety initiatives, awareness campaigns, and collaboration sessions to reinforce shared accountability and a unified safety culture.





Driving Performance

In 2025, we achieved a Lost Time Injury Frequency Rate (LTIFR) of 0.12, outperforming our internal target. Furthermore, we recorded a Total Recordable Incident Rate (TRIR) of 13, underscoring our continued commitment to maintaining a safe and resilient working environment.

OHSMS Performance	Unit	2023	2024	2025
Total hours worked	Person hours	27,623,315	27,599,738	24,821,083
Employee hours worked	Person hours	608,632	532,226	819,432
Contractor hours worked	Person hours	27,019,683	27,067,512	24,001,651
Total fatalities as a result of non-work-related injury	#	0	0	0
Total fatalities as a result of work-related injury	#	1	1	0
Employees fatalities	#	0	0	0
Contractor fatalities	#	1	1	0
Rate of company employees + contractors	Rate	0.04	0.04	0
Total high consequence work-related injury (excluding fatalities)	#	6	4	3
Employees - high consequence work related injury	#	0	0	0
Contractor - high consequence work related injury	#	6	4	3
Rate of company employees + contractors	Rate	0.22	0.14	0.12
Total recordable work-related injuries	#	1	3	6

OHSMS Performance	Unit	2023	2024	2025
Employees - recordable work-related injury	#	0	2	0
Contractor - recordable work-related injury	#	1	1	6
Rate of company employees + contractors	Rate	0.04	0.10	0.24
Total fatalities as a result of work-related ill-health/ disease	#	0	0	0
Employees fatalities	#	0	0	0
Contractor fatalities	#	0	0	0
Total cases of recordable work-related ill health	#	0	0	0
Employees fatalities	#	0	0	0
Contractor fatalities	#	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	Rate		0.14	0.12
Lost Time Injury Severity Rate (LTISR)	Rate		2.54	1.29
Total Recordable Case Frequency (TRCF)	Rate		0.47	0.52
Near Miss Frequency Rate (NMFR)	Rate			3.45



We monitor HSE performance through structured reporting, audits, and performance tracking mechanisms. Our approach includes regular inspections, incident investigations, and continuous monitoring of key risk areas across operations.

HSE KPI	Unit	2023	2024	2025
Achieving OHS management system index	%	80	92	80
Achieving Health & Safety Operational Plan	%	100	165	98.6
Close out of internal audit findings	%	80	100	100
HSE compliance with ESG scoring	%	75	98	98
Ensuring completion of Tadweer Safe Programme	%	100	98	98.6

Going forward, we will continue to strengthen our HSE management systems and enhance workforce awareness. Our priorities include:



Zero Injury and 100% emergency readiness



Continuous improvement in HSE reporting and communication



Strengthening operational controls and risk reduction measures



Increasing workforce involvement in safety initiatives



Elevating workplace HSE Standard through measuring compliance with newly developed HSE standards

A Remarkable Safety Milestone – 10,000,000 Safe Man Hours Without Lost Time Injury

We achieved a major milestone in collaboration with our business partners, Tadweer Group Operation Service Providers, Enviroserve, and the Waste-to-Energy project team, reaching 10 million safe working man-hours over 143 days without a Lost Time Injury (LTI).

The Tadweer Group HSE Excellence Awards (WESAM 2025)

Tadweer Group recognised individuals, contractors, and teams at the HSE Excellence Awards (WESAM 2025) for outstanding performance in health, safety, and environmental practices. The awards highlight leadership, accountability, and a strong commitment to maintaining safe, injury-free workplaces.





Empowering Communities

Engaging communities is integral to how we deliver our services and create long-term value. By working closely with residents, businesses, and institutions, we promote responsible waste practices, strengthen environmental awareness, and support sustained behavioural change across the communities we serve.

This section focuses on the material topic:

1. Corporate Social Responsibility

“What motivates me most is seeing people recognize that sustainability is a shared responsibility. Whether engaging with students, families, or businesses, our goal is to make people understand that we have to treat waste as resource and dispose it in a responsible way. Working directly with communities gives us the opportunity to inspire positive environmental behaviors and promote greater awareness of sustainability.”

Shamma Alrumaithi
Events & Conference Officer



Corporate Social Responsibility / Community Engagement

Public awareness and community engagement are central to how we deliver waste management services across Abu Dhabi to promote responsible waste management practices to support real operational improvements and long-term behavioural change.

In 2025, we delivered community programmes through structured initiatives, campaigns, and partnerships with government and local stakeholders. We supported schools to enable early awareness and engagement, while community events and public campaigns expanded outreach across wider segments of society. Targeted initiatives across residential, agricultural, and industrial areas ensured practical, context-specific interventions. This integrated approach reflects Tadweer Group's role as a community partner driving behavioural change, improved environmental outcomes, and enhanced quality of life.



Our Sustainable Farms and Barns Campaign

‘Our Sustainable Farms and Barns’ campaign represented a shift from awareness-driven engagement to operational impact within the agricultural sector, delivered in partnership with the Department of Municipalities and Transport (DMT), Abu Dhabi Agriculture and Food Safety Authority (ADAFSA), the Abu Dhabi Civil Defence Authority, and the Abu Dhabi Public Health Centre. Through field visits, we worked with farmers and livestock owners to improve waste practices such as segregation, composting, and proper disposal, while addressing impacts on soil, water, and air quality. The campaign achieved strong field engagement:

Region	Farms Visits	Barns Visits	Total Workers Engaged
Abu Dhabi	459	146	1,834
Al Ain	710	178	2,643
Al Dhafra	621	59	1,865
Total	1,790	383	6,342





Community Engagement and Awareness

We continued to strengthen community engagement through awareness campaigns, cultural initiatives, and public events that promoted sustainability, wellbeing, and national identity. Key initiatives included:

- **Hosting 15 Engineering Diploma students** from the ADNOC Technical Academy for an e-waste awareness session focused on recycling technologies and circular economy solutions across the UAE.
- **Mussafah Industrial Area Awareness Campaign**, engaging commercial and industrial stakeholders to improve waste management practices through on-site engagement and inspections.
- **Towards a Sustainable Majlis**, bringing together families, youth, and community leaders through sustainability-focused dialogue sessions held in collaboration with community councils.
- **ADNOC Marathon participation**, supporting health, wellbeing, and community engagement through inclusive race participation and an interactive awareness stand that engaged 729 visitors.
- **National Celebrations**, including UAE National Day and Flag Day activities that brought together employees, families, schools, and volunteers to promote national pride, heritage, and sustainability awareness.



Eco Champions Campaign

The Eco Champions campaign focused on engaging youth as drivers of long-term behavioural change through awareness visits across eight universities in the UAE. The sessions encouraged students to act as environmental ambassadors, focusing on practical actions such as recycling, waste reduction, and responsible consumption. The initiative strengthened Tadweer Group's engagement with academic institutions.

“I am a community volunteer with Tadweer Group for awareness raising. I chose to volunteer with Tadweer because of the excellent work on waste management. Through this experience, I learned how things we often consider useless in our daily lives can actually be transformed into valuable resources that benefit us. I learned many things about waste, and volunteering with Tadweer was both enjoyable and beneficial for me.”

Mohamed Ali Keshawerzy
Community Volunteer

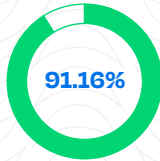
Customer Relationship and Service Excellence

We are committed to delivering reliable, high-quality waste management services that meet the evolving needs of our customers and communities. Our approach is guided by internationally recognised standards, including ISO 9001:2015, ensuring consistency, accountability, and continuous improvement across our operations.

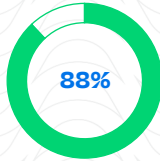
Service quality and responsiveness are strengthened through integrated digital platforms, including TAMM, enabling customers to access services efficiently and transparently. This year, we managed over 1,200 customer complaints, achieving 100% closure within SLA timelines, reflecting our commitment to timely resolution and dependable service delivery.

This focus on service excellence is further demonstrated by achieving first rank in Service Governance

Standardisation, maintaining a customer satisfaction score of 91.16%. Beyond service delivery, we actively engage with our customers to better understand their needs and expectations. Insights from customer feedback and surveys are used to inform targeted improvements and enhance overall service performance.



Customer satisfaction on TAMM application



Customer satisfaction score with NPS of 70

Customer Satisfaction		Unit	2023	2024	2025
Customer satisfaction		%	80	83.19	91.16
Customer Complaints					
Total complaints received		#	1,680	1,067	1,294
Total complaints resolved in designated time		#	1,532	1,056	1,294
Total enquiries or change requests received		#	6,000	6,400	13,107
Total enquiries or change requests resolved/ closed		#	6,000	6,400	13,107
Service closure time		mins	2,400	1,440	1,440

07

Protecting Nature and Environment





Protecting Nature and Environment

Sub-pillars



Mitigating Climate Change Impact



Preserving Nature

Sustainable Development Goals



UNGC Principles



ENVIRONMENT

- Principle 7: Businesses should support a precautionary approach to environmental challenges
- Principle 8: Undertake initiatives to promote greater environmental responsibility
- Principle 9: Encourage the development and diffusion of environmentally friendly technologies

At Tadweer Group, environmental stewardship is central to advancing Abu Dhabi's transition to a circular and climate-resilient economy. We manage environmental impacts across the waste value chain, addressing land use, emissions, water consumption, waste handling, and potential effects on air, soil, water, and ecosystems.

In 2025, we strengthened our environmental management by prioritising climate impact mitigation (through effective GHG emissions management), resource efficiency (via energy optimisation), and biodiversity protection. Our efforts comply with Federal Decree-Law No. 11 of 2024, requiring organisations to measure, report, and reduce GHG emissions.

What inspires me most is the opportunity to contribute to meaningful environmental progress. Through carbon accounting, we measure, monitor and report on our emissions to take informed decisions on our long-term environmental goals, design our climate strategy and support a more sustainable future for generations to come.

Meera Al Qubaisi
Sustainability Analyst

Mitigating Climate Change Impact

Climate change presents both operational and strategic implications for Tadweer Group. Building on our commitment, our climate response focuses on measuring, reducing, and reporting GHG emissions, understanding climate-related risks, opportunities, and their potential implications for our assets and activities, enabling informed decision-making for value protection and value creation. In parallel, we are focused on enhancing energy performance through energy management practices and targeted efficiency initiatives across our operations.

This section focuses on two key material topics:

1. Energy
2. Emissions

Energy

At Tadweer Group, we manage energy consumption across our operations through an ISO 50001-certified Energy Management System, supported by our Energy and Water Efficiency Policy.

Our approach focuses on continuously improving energy efficiency and reducing overall consumption across operations. In parallel, we foster a culture of responsible energy use among employees and stakeholders to support sustained performance improvements and long-term efficiency gains.

In 2025, our efforts focused on improving energy performance across operational facilities through:



Optimisation of system performance and strengthened preventive maintenance practices



Upgrades to electrical systems and metering infrastructure to improve monitoring and control



Operational improvements to enable more efficient energy use

In 2025, we achieved a 13% reduction in energy consumption at Tadweer headquarter, reflecting our commitment to implementing effective energy conservation measures and improving overall operational efficiency.



Energy Audit at Tadweer Group Headquarters

In 2025, Tadweer Group completed an American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Level 3- Investment Grade Audit (IGA) at our Abu Dhabi headquarters, the most rigorous tier of energy assessment under the ASHRAE Energy Audit Standard, providing the detailed engineering and

financial analysis required to support capital investment decisions in energy conservation measures (ECMs).

The audit established a measurement-verified baseline with an Energy Use Intensity (EUI) of 290 kWh/m²/ year, benchmarked against ASHRAE Standard 100 and GCC office building comparators, indicating efficiency improvement potential.

Total energy consumption increased by 2.2% in 2025 compared with 2024. This was primarily driven by a 40.1% increase in purchased electricity consumption, reflecting higher energy demand at our offices, including increased occupancy and operational activity. Fuel consumption also increased by 7.6%, mainly due to higher fuel use associated with fleet operations and diesel-powered equipment.

Energy consumption extends beyond our direct operations, particularly across transport activities and leased assets. Strengthening visibility across these areas supports a more complete understanding of energy demand and informs targeted efficiency efforts.

Energy Consumption – Tadweer Group	Unit	2023	2024	2025
Energy Consumption - Non-Renewable Fuel Sources (A)	GJ	264,799.11	256,306.76	259,114.27
Fuel consumption	kilolitres	6,915.62	6,693.83	7,200.53
Indirect Energy Consumption (B)	GJ	15,897.05	7,677.43	10,757
Electricity consumption	MWh	4,415.85	2,132.62	2,987.98
Total Energy Consumption within Tadweer Group (C = A + B)	GJ	280,696.16	263,984.19	269,871.27

Energy consumption within the Tadweer Group supply chain increased by 14.05% in 2025 compared to 2024. This increase is mainly due to higher logistical activity during

2025, which led to rise in fuel usage in transportation, as well as increased power consumption across upstream and downstream leased assets.

Energy Consumption – Tadweer Group Supply Chain	Unit	2024	2025
Energy Consumption Outside Tadweer Group - Upstream and Downstream	GJ	910,254.04	1,038,141.78
Transport fuel consumption	kilolitres	21,662.28	26,553.45
Downstream leased assets - fuel consumption	kilolitres	1,691.95	1,637.56
Downstream leased assets - electricity consumption	MWh	5,112.20	5,703.58

Water Management

Water efficiency is intrinsically linked to energy performance, particularly across Tadweer Group's operations, where water is used for sanitation, cleaning, cooling, and selected waste treatment processes. Reducing water consumption also reduces associated energy demand, while supporting the UAE's broader objectives for resource efficiency and resilience in a water-scarce environment.

We are certified to ISO 46001:2019 Water Efficiency Management Systems, to drive continuous improvement across our facilities and operations. Water efficiency performance is reviewed periodically, supported by targeted water audits to detect leaks, address inefficient fixtures, and identify opportunities for reuse and conservation.



Emissions

Tadweer Group targets a 40% emission reduction by 2035 against the 2019 baseline. We measure and manage GHG emissions across our operations to strengthen our understanding of environmental impacts and identify effective reduction strategies. Our structured inventory covers Scope1, 2 and 3 emissions aligned with the GHG Protocol as we are certified to ISO 14064-1 for transparent and accurate reporting. Within our organisational and operational boundaries, the GHG inventory includes key assets:

-  Tadweer Group offices
-  Transfer stations
-  Waste treatment facilities (including composting, recycling, and incineration)
-  Landfills across the Emirate of Abu Dhabi (including the western region and Al Ain)

Our Scope 3 boundaries cover 10 relevant categories in line with the GHG Protocol, including purchased goods and services; capital goods; emissions associated with the production of consumed fuels and generation of consumed electricity; investments, joint ventures, and subsidiaries; leased cloud data infrastructure not covered under Scope 2 emissions; upstream and downstream transportation provided by third-parties; business travel; employee commuting to Tadweer offices; processing of sold products (metals and aggregates); and downstream leased assets.

10 categories of Scope 3 carbon emissions calculated in 2025

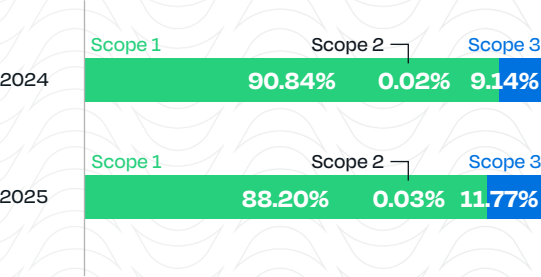
GHG Emissions – Tadweer Group	Unit	2023	2024	2025
Scope 1 Emissions (A)	tCO ₂ e	2,381,715	2,567,937	2,492,242
Stationary Combustion	tCO ₂ e	2,951	1,999	2,151
Mobile Combustion	tCO ₂ e	15,402	15,706	16,924
Fugitive Emissions from Refrigerants and Air Conditioning	tCO ₂ e	172	131	42
Fire Suppression	tCO ₂ e	-	-	-
Purchased Gases	tCO ₂ e	-	-	-
Processed/Other Emission Sources (Managing Waste)	tCO ₂ e	2,363,190	2,550,101	2,473,125
Scope 2 Emissions (B)	tCO ₂ e	1,009	484	726
Purchased electricity	tCO ₂ e	1,009	484	726
Scope 3 Emissions (C) ⁷	tCO ₂ e	-	258,332.20	332,728.11
Category 1 – Purchased Goods and Services	tCO ₂ e	-	118,105.74	151,961.73
Category 2 – Capital Goods	tCO ₂ e	-	2,406.73	10,329.74
Category 3 – Fuel and Energy Related Activities*	tCO ₂ e	-	5,241.09	5,285.70
Category 4 and 9 – Transport and Distribution	tCO ₂ e	-	71,062.28	87,199.60
Category 6 – Business Travel	tCO ₂ e	-	31.35	139.57
Category 7 – Employee Commuting	tCO ₂ e	-	750.29	751.66
Category 8 – Upstream Leased Assets*	tCO ₂ e	-	9.63	10.70
Category 10 – Processing of Sold Products	tCO ₂ e	-	5,848.27	6,973.38
Category 13 – Downstream Leased Assets*	tCO ₂ e	-	9,356.55	5,708.37
Category 15 – Investments	tCO ₂ e	-	45,520.27 ⁸	64,367.66
Total Emissions (A+B+C)	tCO ₂ e	2,382,724	2,826,753.20	2,825,696.11

⁷ Scope 3 emissions were not measured in 2023. Measurement and disclosure commenced in 2024.
⁸ Following a review of methodology and assumptions, Scope 3 Category 15 emissions for 2024 have been restated from 114,913.25 tCO₂e to 45,520.27 tCO₂e, reflecting accuracy, consistency, and comparability of emissions data across reporting periods.
* Calculated values may vary slightly between 2024 and 2025 as a result of updates and refinements to the calculation approach.

Total GHG emissions for the reporting period amounted to 2,825,696.11 tCO₂e, with Scope 1, Scope 2, and Scope 3 contributing 88.20%, 0.03%, and 11.77%, respectively.

Scope 1 emissions continue to account for the largest share of our total GHG footprint, driven largely by core waste management activities, particularly landfill-related emissions.

Percentage of Scope 1,2 and 3 Emissions out of Total Emissions



In 2025, the total Scope 1 and Scope 2 emissions decreased by 2.9% as compared to 2024, primarily driven by the decrease in Scope 1 emissions. Scope 1 emissions decreased by 2.9% to 2,492,242 tCO₂e. This improvement was mainly driven by a decrease in emissions from waste management activities, which remain the dominant source of Scope 1 emissions. Emissions from mobile combustion increased by 7.8%, reflecting higher fuel consumption associated with increased fleet movements and transportation activities across our operations. Stationary combustion emissions increased by 7.6%, due to increased use of diesel-powered equipment and generators to support operational requirements at selected facilities. In contrast, fugitive emissions from refrigerants declined significantly by 67.9%, indicating stronger refrigerant management practices, including improved maintenance, leak detection, and replacement of refrigerants during servicing activities.



Scope 2 emissions increased by 50%, driven by higher purchased electricity consumption across operations, including increased electricity use at our operations.

Scope 3 emissions increased from 258,332.20 tCO₂e in 2024 to 332,728.11 tCO₂e in 2025, a rise of 28.8% driven mainly by expanded reporting boundaries, higher procurement and capital expenditure, and increased transport-related activity, partially offset by lower downstream leased asset emissions due to boundary refinements and asset reclassification. The increase was primarily due to Category 1 (Purchased Goods and Services) and Category 2 (Capital Goods), alongside a marginal rise in Category 3 (Fuel and Energy-Related Activities) due to slightly higher diesel consumption. Transport emissions also increased across Categories 4 and 9, supported by higher logistics activity, while Category 6 (Business Travel) rose significantly due to higher travel expenditure and Category 7 (Employee Commuting) increased slightly in line with workforce growth. Category 8 (Upstream Leased Assets) remained broadly stable with a minor increase from higher electricity use, Category 10 (Processing of Sold Products) increased moderately with higher sales at the Al Ain site, and Category 15 (Investments) rose due to expanded boundary, while Category 13 (Downstream Leased Assets) declined due to boundary and classification changes.

Climate Risk Assessment

In 2025, we conducted our first climate risk assessment aligned with the recommendations of the TCFD to strengthen our understanding of climate-related risks and opportunities and their potential impacts on our operations, strategy, and long-term resilience.

Governance

Climate-related risks and opportunities are integrated into Tadweer Group's governance and ERM framework, supporting informed decision-making and long-term resilience.

The Board is informed of climate-related risks and opportunities through the Board ESG agenda during Board meetings, enabling it to monitor progress and provide guidance on key priorities. Progress against climate-related objectives and targets is monitored by the management through KPIs and periodic reporting on a monthly basis

against the corporate ESG scorecard, supporting oversight of implementation and performance.

Strategy

Tadweer Group's climate strategy is governed through our broader Corporate Sustainability Strategy and Sustainability Policy, under the pillar of "Preserving Nature and Environment," providing the overarching direction for climate action, resource efficiency, emissions management, and environmental stewardship through a clear implementation roadmap for climate actions from 2026 to 2028. As a key component of this strategy, the Tadweer Group's Decarbonisation Pathway, using 2019 as the baseline year, targets a 40% reduction in operational emissions by 2035, in alignment with the Nationally Determined Contribution (NDC).

To measure the performance of our Strategy pillar, we also have clear climate metrics with clearly defined KPIs and targets on reducing absolute emissions.

Climate risk assessment was conducted as part of the climate strategy. It followed a structured methodology aligned with the TCFD framework and included:

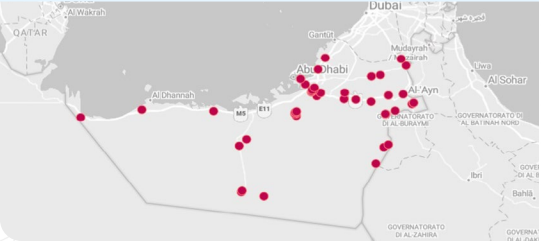
- A current-state maturity assessment
- Benchmarking against regional and international peers
- Climate scenario analysis
- Physical and transition risk assessments
- Opportunity identification across the value chain

A scenario-based analytical approach was applied to assess both physical and transition risks.

Governance Level	Roles and Responsibilities
Board of Directors & Committees	Provide oversight of climate-related risks and opportunities for business resilience, aligned with business strategy, capital allocation, and long-term sustainable value creation
Management	Guides on climate-related priorities and integrates climate considerations into operational and strategic decision-making
Sustainability / ESG Function	Supports in identifying and assessing climate-related risks and opportunities. Supports implementation, monitoring, reporting, and alignment with governance oversight.
Business Continuity Management	Reports on climate-related matters to the Board of Directors & Committees, and Management
Enterprise Risk Management Function	Supports in the mitigation of any climate-related incidents
	Supports integration of climate-related risks into the risk management framework

The assessment covered **100% of operational sites** across Tadweer Group, providing a granular, asset-level understanding of climate exposure and potential impacts on operational continuity, asset integrity, workforce productivity, and service delivery.

Waste Treatment	13	Transfer Station/ Spot	5	Landfill	9
Labour Accommodation	16	Offices	7	Shop	3





Scenario Analysis

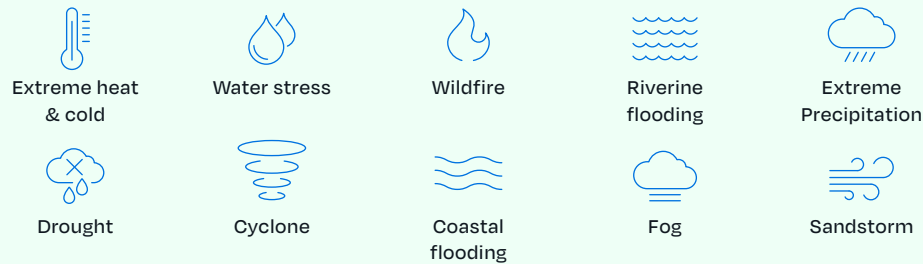
We applied a scenario-based approach using Network for Greening the Financial System (NGFS) and Intergovernmental Panel on Climate Change (IPCC) climate projections to assess physical and transition risks across multiple pathways (2030 and 2050).

- Physical risks: assessed using IPCC and NGFS datasets to evaluate exposure to acute and chronic climate hazards
- Transition risks: assessed based on evolving regulatory frameworks, carbon pricing mechanisms, market dynamics, technological developments, and stakeholder expectations

Transition risks are more pronounced under accelerated decarbonisation scenarios (e.g., Net Zero 2050), driven by regulatory and market shifts. Physical risks intensify under higher warming scenarios, particularly under Current Policies pathways. Core opportunities, including waste-to-energy and circular economy initiatives, remain resilient across all scenarios.

The assessment considered a range of physical climate hazards across defined time horizons and temperature pathways.

CLIMATE HAZARDS



1.5°C
Optimistic

<2°C
Middle of the road

>3°C
Pessimistic

Baseline
Short-term

2030s
Medium-term

2050s
Long-term

Risk Management

Climate-related risks are identified through systematic screening processes that assess both physical and transition risk drivers. Areas considered include:

- Acute and chronic physical climate hazards
- Regulatory and policy developments
- Market and technology shifts
- Emerging stakeholder and ESG expectations

Climate risks are assessed using a consistent methodology evaluating:

- Likelihood and potential impact
- Time horizon considerations
- Scenario-based changes in risk exposure
- Severity and materiality of impacts

Risks are prioritised according to potential implications for operations, assets, financial performance, and strategic objectives.

Risk responses are managed through established mitigation, adaptation, and control measures, including:

- Operational adjustments
- Infrastructure resilience enhancements
- Process optimisation initiatives
- Monitoring and early-warning mechanisms
- Workforce adaptation and safety measures

Climate-related risks are integrated into Tadweer Group's broader ERM framework to strengthen resilience and support proactive risk management.





Climate-Related Risks and Opportunities and Financial Implications

The assessment identified a range of physical and transition risks, as well as strategic opportunities, that may affect our operations and business model across the short, medium, and long-term.



PHYSICAL RISKS

Operational

Operational Disruption

Disruption of outdoor operations at landfills and transfer stations due to extreme heat and water stress, affecting asset performance and operational continuity

Workforce Health & Safety

Increased health and safety risks, including higher likelihood of accidents due to heat-related fatigue, requiring enhanced workforce protection and adaptation measures

Service Continuity

Potential disruption to waste collection, treatment, and sanitation processes, impacting service reliability and customer delivery performance

Financial

Cost & Efficiency Impacts

Higher operating and maintenance costs, increased energy demand, and reduced workforce productivity; additional requirements for resilience and adaptation investments

Financial Exposure

Business interruption losses, increased insurance premiums, rising capital and operational expenditure, and reliance on alternative water sources and supply chain adjustments



TRANSITION RISKS

Strategic

Regulatory & Policy

Exposure to carbon pricing mechanisms and evolving climate-related regulations impacting cost structures and operational models

Product & Service Regulations

Increased regulatory scrutiny of waste management services and products, requiring compliance adaptation and operational changes

ESG Disclosure & Compliance

Growing expectations for ESG disclosures, reporting frameworks, and compliance obligations, necessitating enhanced governance and reporting systems

Financial

Cost & Investment Implications

Increased capital expenditure linked to decarbonisation initiatives, infrastructure upgrades, and compliance with evolving regulatory requirements



OPPORTUNITIES

Strategic

Infrastructure & Innovation

Investment in waste-to-energy infrastructure and sustainable fuel solutions to enhance resource recovery and energy generation capabilities

Circular Economy Expansion

Strengthening circular economy infrastructure and partnerships to improve material recovery and value chain integration

Market Expansion

Opportunities to export circular economy solutions and waste management expertise to regional and global markets

Resource Recovery Solutions

Advancement of sustainable fuel alternatives and resource recovery technologies, supporting transition to a low-carbon economy

Climate Resilience

Enhancing resilience across infrastructure and workforce practices through climate adaptation initiatives

Financial

Revenue Opportunities

Creation of new revenue streams from energy generation, material recovery, and sustainable fuel production (e.g., SAF)

Cost Structure Evolution

Changes in operating cost structures driven by climate adaptation measures, regulatory compliance, and efficiency improvements



Preserving Nature

We manage environmental impacts across our operations in alignment with EAD requirements, supported by an ISO 14001-aligned Environmental Management System.

This section focuses on the material topic:

1. Biodiversity

Our environmental management approach incorporates a range of controls designed to prevent pollution, manage land-related impacts, and ensure full compliance with applicable environmental regulations across all operational sites.

We conduct regular environmental monitoring across key facilities, including landfills, transfer stations, and treatment plants. This monitoring covers air quality, groundwater conditions, and ambient noise levels to ensure potential impacts are effectively identified and managed. Key air pollutants, including Nitrogen Oxides (NOx), Sulphur Oxides (SOx), Ozone, and Particulate Matter, are monitored in accordance with regulatory requirements and applicable permits, supporting environmental performance oversight and compliance assurance. In 2025, NOx emissions decreased by 23.1%, reflecting improved emission controls and operational optimisation across monitored facilities. SOx emissions more than doubled compared to 2024, while Ozone emissions decreased by approximately 45.1%, and total suspended particles rose by 2.2%. These variations reflect changes in fuel use, equipment operating conditions, and site-specific activities during the reporting year.

Air emissions	Unit	2024	2025
Nitrogen Oxides (NOx) emissions	tonnes	33.7	25.9
Sulphur Oxides (SOx) emissions	tonnes	15.54	32.5
Ozone emissions	tonnes	16.77	9.2
Total suspended particles emissions	tonnes	98.8	101

All projects are subject to Environmental and Social Impact Assessments (ESIA) and Operational Environmental Management Plans (OEMP), ensuring regulatory compliance and integration of mitigation measures into operations.

Our landfill operations remain a key area of environmental focus. We have implemented monitoring systems to manage emissions and track variations in groundwater quality, with particular emphasis on non-engineered landfill sites where enhanced oversight is required.

We proactively manage environmental risks through site-level controls, regular inspections, and ongoing alignment with applicable regulatory thresholds for air quality, noise levels, and broader environmental protection standards, ensuring that risks are promptly identified, assessed, and effectively mitigated.

Biodiversity

Tadweer Group recognises the importance of protecting biodiversity and ecosystems across Abu Dhabi. Through responsible waste management, sustainable land stewardship, and circular waste solutions, we work to minimise ecological impacts, prevent pollution, and strengthen environmental resilience.

Our approach aligns with the United Nations Global Compact Principles 7, 8, and 9, supporting precautionary environmental management, greater environmental responsibility, and the adoption of environmentally sound technologies. These efforts also contribute to UN SDG 14: Life Below Water

and SDG 15: Life on Land, reinforcing our commitment to protecting terrestrial and marine ecosystems.

Biodiversity considerations are integrated into project planning, site development, and operational activities to minimise impacts on natural habitats and ecosystems. We assess environmental and biodiversity risks through project-level studies, with mitigation measures defined within approved management plans and implemented consistently throughout the project lifecycle. These measures are subject to ongoing monitoring to ensure their effectiveness and compliance with established requirements.

Operational sites, particularly landfills and treatment facilities, are regularly monitored to manage potential impacts on surrounding flora and fauna, including changes in land use and environmental conditions. Through responsible waste management and land stewardship, we work to prevent soil and groundwater contamination, reduce waste leakage, including plastics, into terrestrial and marine environments, and recover valuable materials that reduce reliance on virgin resource extraction and associated habitat disturbance. Collectively, these efforts support the protection and long-term resilience of coastal, marine, and terrestrial ecosystems.

Where required, biodiversity-related conditions are incorporated into environmental permits, with ongoing monitoring to ensure compliance with regulatory expectations.

As of 2025, no species listed under the International Union for Conservation of Nature (IUCN) Red List were identified across operational sites.

Environmental Awareness and Conservation

We continued to promote environmental awareness, biodiversity protection, and sustainable behaviours through employee engagement, conservation activities, and awareness campaigns, including:

- **Environmental Campaigns** engaging employees and partners through photography competitions, spill kit demonstrations, clean-up drives, toolbox talks, and awareness activities.
- **“Train the Trainer” Sessions** on Prevention of Pollution (PoP) and site inspections to strengthen pollution prevention awareness and operational environmental practices.
- **Nature Photography Contest**, launched for Tadweer employees and Environmental Service Providers (ESPs) under the theme “Nature’s Resilience: Adapting to a Changing World”, encouraging environmental storytelling and sustainability awareness.
- **World Environment Day Activities**, delivered in collaboration with EAD, including succulent distribution and mangrove clean-up activities to promote environmental responsibility and sustainable living.
- **Marine Turtle Conservation Support**, through participation in the Marine Turtle Festival with EAD, including awareness activities and the release of rehabilitated sea turtles into their natural habitat.
- **Clean-Up Campaign 2025 - Together for a Greener Future**, engaging students, families, environmental advocates, and more than 160 volunteers through school activities and public clean-up events across Abu Dhabi and Al Ain.

08 Upholding Ethical Governance





Upholding Ethical Governance

Sub-pillars



Ensuring Robust Governance



Safeguarding Data

Sustainable Development Goals



UNGC Principles



ANTI-CORRUPTION – Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Strong governance is fundamental to how we operate, enabling decision-making and the creation of sustained long-term value. We are committed to upholding the highest standards of integrity, accountability, and transparency, reinforced through well-defined governance structures, ethical business conduct, and strong risk management frameworks. Our approach also prioritises the protection of data and information through rigorous internal controls and advanced cybersecurity measures, ensuring that trust, confidentiality, and regulatory compliance remain integral to all aspects of our operations.

Ensuring Robust Governance

We champion strong governance and professional conduct as the foundation for creating and delivering enduring value to our stakeholders and contributing positively to the wider community. Guided by our vision, mission, and values, we advance governance excellence by focusing on five key material topics that shape how we operate and transparently report on our performance.

1. Corporate Governance
2. Ethics and Compliance
3. Anti-Corruption
4. Anti-Competitive Behaviour
5. Business Continuity and Risk Management

Corporate Governance

In 2025, our governance framework continued to operate with increasing maturity, shaping how we meet our responsibilities towards all our stakeholders, and the wider communities we serve. Anchored in our core values, we continue to strengthen and apply our Corporate Governance Framework with greater consistency and rigour to ensure compliance with regulations while embedding leading governance practices. Our framework supports effective risk management and internal controls, underpinned by the key governance documents outlined below:

Foundational Governance Documents

- Articles of Tadweer Group (including procedures and controls)
- Corporate Policies and Procedures

Committee Charters

- Audit and Risk Committee (ARC) Charter
- Nomination and Remuneration Committee (NRC) Charter
- Growth Committee (GC) Charter
- Management Committee Charter
- Executive Risk Management Committee Charter
- Business Case Review Committee Charter
- Tender Board Committee Charter
- Youth Committee Charter
- Collections Penalties Committee Charter
- Steering Committee Charter

Policies

- Grievance Policy
- Delegation of Authority Policy

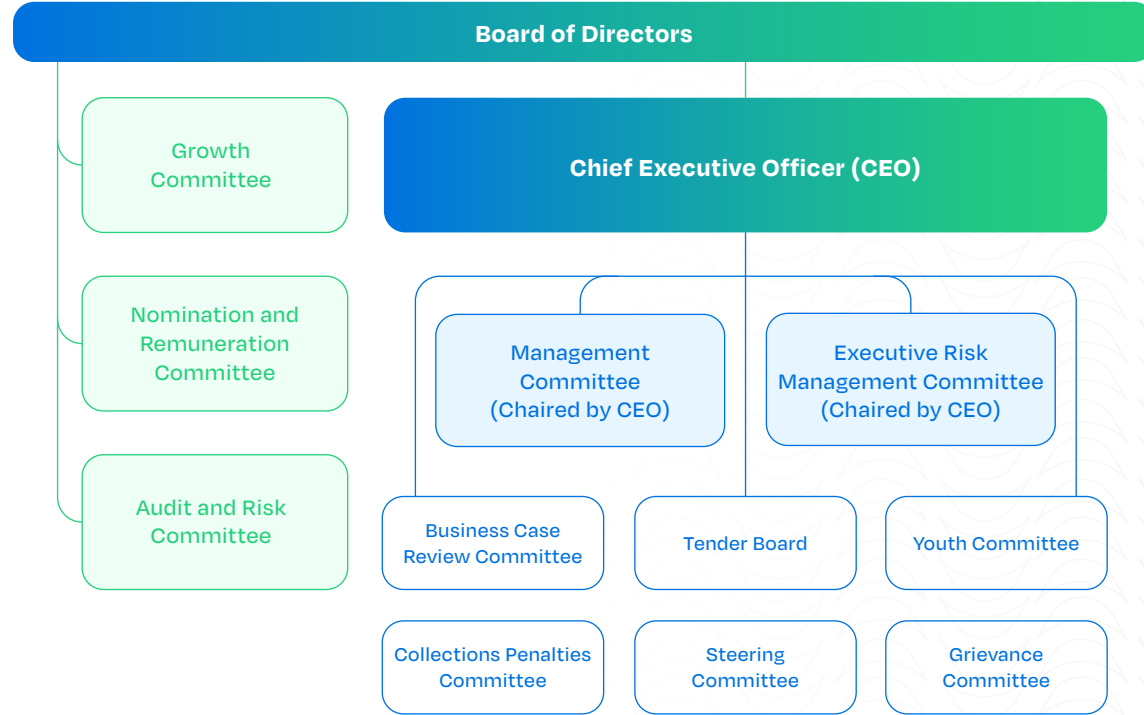
“Strong governance helps guide the way we work at Tadweer Group, ensuring that integrity, accountability, and transparency are embedded in our daily activities. Through clear policies and processes requirements, and regular ethics and compliance training to employees, we help foster a culture of integrity, fairness, and responsible business conduct across Tadweer Group.”

Reem Nasser Alfalahi
Paralegal, Legal Affairs



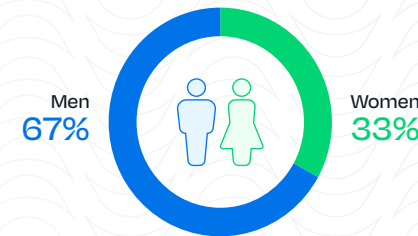


Tadweer Group's Corporate Governance structure promotes effective oversight, clear accountability, and disciplined decision-making aligned with our strategic priorities. Central to this is our Board of Directors, which holds ultimate responsibility for the direction and stewardship of the company.



Governance Structure	Unit	2023	2024	2025
Total Board members	#	4	4	4
Total independent members ⁹	#	1	1	1
Total non-independent members	#	3	3	3
Total executive members ¹⁰	#	1	1	1
Total non-executive members ¹¹	#	3	3	3
Total Board seats occupied by men	#	3	3	3
Total Board seats occupied by women	#	1	1	1
Total Board Committees	#	3	3	3

Board Committees Chaired by Men and Women (%)



Highest Governance and Responsibility

The Board is the highest governing body, responsible for overseeing the Tadweer Group's overall direction, including the periodic review of the performance and impacts of the Corporate Sustainability Strategy Framework. It ensures that

sustainability is embedded into strategic decision-making and aligned with the organisation's long-term objectives.

To effectively fulfil its responsibilities, the Board has established dedicated committees operating under clearly defined Terms of Reference (ToR). These committees are delegated the authority to make decisions within their respective mandates and provide strategic guidance, and informed recommendations to the Board, facilitating effective decision-making. The Board is supported by three committees:



Audit and Risk Committee (ARC):

Provides direction on internal audit, enterprise risk management, internal control, compliance, financial reporting, and external audit



Nomination and Remuneration Committee (NRC):

Responsible for Executive Management nomination and selection, succession planning, training and development, performance evaluation, remuneration, and human capital management



Growth Committee (GC):

Responsible for corporate and business strategies, including capital expenditure, investments, divestments, treasury, finance, and ESG-related matters

Board nominations and appointments are determined by shareholders, with due consideration given to independence, potential conflicts of interest, diversity, and the required skills and competencies. The Chairman leads the Board in setting Tadweer's Group strategy and overseeing the achievement of organisational objectives. The roles of the Board's Chairman and Chief Executive Officer (CEO) are held by separate individuals, ensuring a clear separation of responsibilities, balanced authority, and independent oversight, with no material relationship between the two roles.

⁹ A member of the Board that has no relationship with the Company, nor any members of Executive Management nor its auditor, parent company, subsidiaries, sister company, or affiliate company in a manner that may lead to financial or moral benefit that may affect its decisions.

¹⁰ A member of the Board who is a full-time member of the Executive Management team of the Company and participates in its daily activities.

¹¹ A member of the Board who does not hold any executive or operational position within the Company and does not receive a monthly or annual salary from the Company.



Executive Management

The CEO manages day-to-day operations and is accountable to the Board for financial and operational performance. Authority is delegated to Executive Management in line with the Delegation of Authority Policy and Matrix, and all delegations are formally documented through Tadweer Group's Policy, Shareholder and Board Resolutions, or Powers of Attorney.

Executive Management is responsible for overseeing the implementation of the Sustainability Strategy Roadmap, including sustainability projects and initiatives, and for reporting progress to the Board on a periodic basis. It also sets strategic sustainability key performance indicators (KPIs) at the corporate level, aligned with the business plan

and corporate strategy, and cascades these KPIs across departments.

The Management Committee and Executive Risk Management Committee, chaired by the CEO, support robust governance, risk management, and internal controls. The Board Secretary serves as a key link between Executive Management and the Board, ensuring implementation of Board decisions. The role also includes advising on corporate governance matters, supporting the effective functioning of the Chairman and Board Committees, and escalating critical issues requiring their attention.

Our Corporate Governance Framework consists of four pillars, each with clear, defined objectives:



Pillar 1

Leadership and Strategy

How the Board and the Executive Management lead, set, review, monitor, and implement Tadweer Group's corporate goals



Pillar 2

Stakeholder and Shareholder Management

How the Board protects shareholders' rights and safeguards stakeholders' interests in a balanced way



Pillar 3

Internal Control Environment

How the Board applies effective control mechanisms from a governance perspective



Pillar 4

Communication and Reporting Protocol

How Tadweer Group communicates, informs, and reports

Among its core responsibilities, the Board is responsible for:



Approving the Corporate Sustainability Strategy Framework, Corporate Sustainability Policy, Sustainability Roadmap, and Sustainability Report



Integrating sustainability considerations into Tadweer Group's purpose, governance, strategy, decision-making, and risk management



Ensuring alignment with sustainability priorities and overseeing the implementation of related initiatives across the organisation



Defining and monitoring sustainability targets, performance metrics, and associated risks

Our Corporate Governance Manual defines the governance framework for the Board, its Committees, Executive Management, and operational committees, while covering Board nominations and addressing conflict-of-interest considerations for the appointment of Board Members, Executive Management, and other leadership roles.

Leadership Development

The NRC is responsible for matters relating to Executive Management nomination and remuneration, as well as reviewing and endorsing proposed amendments to Tadweer's Group human capital policies and organisational structure. New members undergo a tailored induction programme covering Tadweer Group's strategy, objectives, governance, financial and operational matters, and roles and responsibilities. They also access a centralised repository with historic corporate, sustainability, and ESG information. The Board and Committees undergo performance review periodically, with external evaluations conducted at least every three years. The NRC manages remuneration, salary structures, adjustments, and succession planning in line with the Tadweer Group Remuneration and Compensation

Policy. ESG KPIs are embedded within the Corporate Scorecard and cascaded to the Executive Management, ensuring alignment between sustainability performance and leadership accountability.

Ethics and Compliance, Anti-Corruption and Anti-Competitive Behaviour

Upholding high standards of integrity, accountability, and responsible business conduct remains a core priority for Tadweer Group. Our Ethics and Compliance function, supported by the Legal Department, sets expectations for responsible conduct and ensures alignment with regulatory requirements.

Our approach is guided by management systems aligned with ISO 37301:2021 Compliance Management Systems and ISO 37001:2016 Anti-Bribery Management Systems. It enables a consistent, risk-based approach to identifying, managing, and mitigating compliance and anti-bribery risks across the organisation. The systems are supported by defined policies, procedures, and monitoring mechanisms, including:



Code of Business Conduct



Conflict of Interest Management



Due Diligence and Sanctions



Regulatory Compliance and Monitoring



Information Classification



Anti-bribery and Fraud Risk Controls



The Code of Business Conduct

The Code of Business Conduct serves as the foundation of our compliance framework. It defines the principles and expectations for ethical behaviour, integrity, and accountability across all business activities. The code is:

-  Applicable to all employees and extended to third-parties and business partners, where relevant
-  Embedded into day-to-day operations to ensure compliance obligations are consistently upheld
-  Supported by formal acknowledgement requirements and periodic reviews to ensure continued understanding and adherence

To ensure effective implementation, we maintain strict monitoring and control mechanisms. In 2025, this included:

-  Monitoring compliance across all applicable laws and regulations
-  Extending oversight to relevant legal provisions, strengthening adherence, and risk management
-  Conducting risk-based compliance assessments and ongoing monitoring to identify and mitigate potential misconduct risks early

We continued to strengthen awareness through targeted training and communication programmes, ensuring our employees understand their responsibilities and expected behaviours. In 2025, 97.5% of our employees completed the Code of Conduct training, which supported us in preventing misconduct and ensuring early detection of risks related to fraud and bribery.

Anti-Corruption and Ethical Conduct

We maintain a zero-tolerance approach to corruption, bribery, and anti-competitive practices. Our framework is embedded within our compliance system and supported by defined controls, procedures, and monitoring mechanisms. In 2025, 100% operations assessed for annual fraud risk assessment.

Key focus areas include:

-  Risk-based corruption and competition-related assessments
-  Ongoing monitoring of compliance controls
-  Employee training on anti-bribery and fair competition practices

	Unit	2023	2024	2025
Operations assessed for risks related to corruption	%	100	100	100
Communication and training about anti-corruption policies and procedures				
Governance Body members communicated and trained	%	100	100	100
Employees communicated and trained	%	51	96	97.5
Confirmed incidents of corruption and actions taken				
Confirmed incidents of corruption	#	2	2	0
Incidents of employees dismissed or disciplined	#	2	2	0

Zero reported cases of corruption or anti-competitive behaviour in 2025

Speak-Up Mechanism

We maintain a Speak-Up and Investigation framework to enable confidential reporting of concerns and ensure that all cases are reviewed objectively, assessed, and addressed in a structured and timely manner.

Available channels include:

-  Direct reporting to management
-  Reporting to the Legal and Compliance function
-  Third-party reporting platforms
-  Reporting to relevant regulatory authorities



The framework applies to all individuals involved in Tadweer's operations, including employees and relevant third-parties. All reported concerns are registered, assessed, and managed by the Compliance & Ethics function in line with defined procedures. Investigations are conducted through a structured process by authorised personnel who are independent of the matter under review, ensuring confidentiality, objectivity, and procedural integrity.

Whistleblowing and Investigations

The framework also ensures the protection of whistleblowers from retaliation and supports fair treatment of all parties involved. When concerns are raised that require formal investigation, an independent and objective process is followed. Authorised personnel, not involved in the matter, conduct investigations which include:

- Preliminary assessment
- Investigation planning
- Evidence gathering
- Corrective and disciplinary actions
- Formal reporting of outcomes



Risk Management and Business Continuity

We adopt a proactive and integrated approach to risk management and operational continuity across Tadweer Group. By embedding risk and resilience considerations into our core processes and decision-making, we enhance our ability to identify emerging threats, mitigate potential impacts, and respond effectively to disruptions.

Risk Management

We continue to strengthen our ERM framework, embedding a structured and organisation-wide approach to identifying, assessing, monitoring, managing, and mitigating risks.

Our ERM framework is aligned with leading practices and standards, including ADQ Risk Management Guidelines, ISO 31000:2018 Risk Management Guidelines, and the Committee of Sponsoring Organizations of the Treadway Commission (COSO) principles, ensuring a consistent and integrated approach across the Group. Oversight is provided through the Executive Risk Management Committee, which continues to guide enterprise-level risk management and alignment with Tadweer Group's strategic objectives.



Strengthening Enterprise Risk Management

During 2025, several enhancements were introduced to further embed risk management into strategic and operational processes:



Introduction of a structured Opportunity Management approach, enabling the identification and prioritisation of opportunities alongside threats



Enhancement of ERM procedures to strengthen governance and risk assessment practices



Introduction of a strategic impact category to align risk evaluation with corporate objectives



Expansion of reputational risk considerations to reflect stakeholder and regulatory expectations

These enhancements support more comprehensive decision-making and reinforce the integration of risk management into business planning.



Building a Risk-Aware Culture

In 2025, we placed a strong emphasis on strengthening risk culture and engagement across the organisation:



Conducted more than 100 ERM meetings to support ongoing risk monitoring and business engagement



Launched an organisation-wide risk identification campaign to enhance awareness and participation



Delivered targeted training sessions to Risk Champions, strengthening ownership at the departmental level



Conducted structured risk workshops to improve visibility of operational and strategic risks

These initiatives have strengthened risk ownership and promoted a more proactive and transparent risk culture.



Enhancing Risk Visibility

We also enhanced risk oversight and reporting to ensure attention remains on the most critical risks:



Identified new and emerging risks across business units



Streamlined the risk register through consolidation and prioritisation of key risks



Aligned risks more closely with strategic and operational priorities

These efforts ensure that risk management remains focused on the most material issues impacting performance and long-term value creation.

Risk Pledge Initiative

In 2025, Tadweer Group launched the Risk Pledge Initiative to strengthen risk awareness, accountability, and a proactive risk culture, endorsed by our CEO and Executive Leadership Team. Rolled out through communications, awareness sessions, and ERM integration, it encouraged employees to identify, assess, and report risks. The initiative enhanced risk ownership, increased reporting, reinforced a no-blame culture, and embedded risk management into daily operations, strengthening organisational resilience.



Business Continuity Management

Ensuring operational resilience and continuity remains a key priority for Tadweer Group. Our Business Continuity Management (BCM) framework, operating under the Crisis Management, supports our ability to anticipate, respond to, and recover from disruptions while maintaining critical operations. As part of our broader sustainability approach, resilience considerations are embedded into our operations to support long-term business continuity and readiness.

Strengthening our BCM Framework

We continued to enhance our Business Continuity Management System (BCMS) through improved governance, digitalisation, and structured planning. Our framework is aligned with international and national standards, including ISO 22301:2019 Business Continuity Management Systems and the National Standard for Business Continuity Management System (NCEMA) 7000:2021, ensuring strong and consistent practices to fulfill the mandated requirements.

In 2025, we made significant strides in strengthening our resilience and governance outcomes:

- Closed 100% of 2024 Abu Dhabi Crisis Management Center (ADCMC) audit findings for NCEMA7000 standard
- Strengthened collaboration with stakeholders and government authorities such as ADCMC, Abu Dhabi Police, EAD, and MOCCA
- Completed corrective action plans from the Governance, Risk, and Compliance audit, enhancing governance, accountability, and risk management
- Improved our organisational resilience, reflecting continued progress in embedding structured continuity practices across the Group.

This year, two emergencies, bird flu and severe weather conditions, occurred at the Emirate of Abu Dhabi level. Tadweer Group responded in support, coordinating closely with authorities through established local response protocols. These incidents were managed at the Emirate level and did not disrupt Tadweer Group's internal or external operations. Business Continuity Plans ensured stability, with no financial impact.

In line with our 2024 commitments, we progressed in strengthening our business continuity capabilities across the Group. Our BCM operational planning reached 98% while the BCM index, which is part of the Crisis Management Assurance Index (CMAI), reached 75.7%, reflecting continued efforts to enhance organisational resilience and preparedness.

	Unit	2023	2024	2025
No. of major Business Continuity related risks identified	#	20	20	31
No. of non-compliance observed	#	-	-	-
No. of corrective actions implemented	#	-	3	33
Incidents of control lapse	#	-	-	-
Compliance with ISO 22301:2019 Business Continuity Management Systems	%	100	100	100
Number of business disruption events observed	#	1	1	0
Technical failure	#	-	-	-
Programming error	#	-	-	-
Cyberattacks	#	-	-	-
Weather events, natural disaster	#	1	1	1
Any Other	#	-	-	-

Internal Audit

Tadweer Group's Internal Audit function provides independent, risk-based assurance to strengthen internal controls and support effective decision-making across the organisation. Our Internal Audit framework is aligned with the Institute of Internal Auditors (IIA) Professional Practice Framework and relevant ADQ and Abu Dhabi Accountability Authority (ADAA) requirements, ensuring a consistent and risk-based approach to audit activities.

Internal audit continues to integrate ESG risks into audit planning and execution. It assesses compliance across operations, evaluates sustainability related internal controls, and strengthens oversight of governance practices.

Enhancing Audit Effectiveness

During 2025, Tadweer Group continued to strengthen our Internal Audit practices through targeted initiatives aimed at improving accountability, engagement, and audit quality:

1. Formalised Service Level Agreements (SLAs) with departments to improve accountability and service clarity
2. Introduced a Post-Audit Scorecard to drive continuous improvement and auditee engagement
3. Conducted Risk Dialogue Meetings with senior management to address emerging and strategic risks
4. Performed site visits to assess operational, environmental, and safety-related risks
5. Launched an Internal Audit Business Partner Model to strengthen collaboration with business units
6. Organised a leadership training session on organisational resilience.

Digitalisation remained a key enabler of audit effectiveness. We achieved full utilisation of the Governance, Risk and Compliance (GRC) system to support audit execution, reporting, and action tracking. We also introduced data analytics and continuous auditing practices to enable more timely identification of risks and control gaps.



18 (including 14 planned assignments) Audits Completed



2,339 Internal Controls Assessed



1,072 Risks Identified and Evaluated



710 Improvement Opportunities Identified



In 2025, the total number of observations decreased by 41.7% (from 242 to 141) compared to the previous year, including a 54.7% reduction in the very high and critical observations (from 106 to 48 observations). This decline reflects improved process maturity across functions, supported by strengthened control environments, higher compliance levels, and more effective continuous monitoring practices. It also indicates enhanced audit readiness across audited entities. Furthermore, the reduction was driven by timely follow-up on prior-year findings, effective remediation efforts, and increased awareness of regulatory requirements.

Audit satisfaction also improved to 92%, up from 81% in 2024, demonstrating the continued strengthening of audit effectiveness and stakeholder engagement.

Performance highlights



In Internal Audit, we work closely with teams across Tadweer Group to help strengthen processes, identify risks, and promote a culture of accountability and continuous improvement. Through our audit reviews and assurance activities, we help strengthen internal controls, enhance risk management practices, and promote accountability across the organization, supporting Tadweer Group's commitment to operational excellence and good governance.

Abdullah AlHammadi
Internal Auditor, Internal Audit Department



Safeguarding Data

We recognise that protecting data and information is fundamental to maintaining trust and ensuring the secure delivery of our operations. Our approach focuses on strengthening data governance, cybersecurity, and privacy practices to safeguard sensitive information and support resilient, digitally enabled operations.

This section focuses on the material topic:

1. Data Security and Privacy

Data Security and Privacy

Safeguarding data and ensuring information security remain critical to Tadweer Group's operations and stakeholder trust. In 2025, we strengthened our data security and privacy practices through enhanced controls, improved cybersecurity capabilities, and alignment with regulatory requirements and international standards, supporting responsible digital operations and ESG commitments. Our Information Security Management System (ISMS), aligned with ISO/IEC 27001:2022, is supported by policies and controls that ensure the confidentiality, integrity, and availability of data are implemented in accordance with Department of Government Enablement (DGE) requirements and applicable data protection regulations.

During 2025, we enhanced our cybersecurity capabilities through targeted initiatives:

- Strengthened vulnerability management, achieving 95% mitigation of identified vulnerabilities
- Integrated cybersecurity requirements into employee onboarding and delivered two organisation-wide awareness campaigns
- Conducted two phishing simulation exercises to enhance employee vigilance and response readiness
- Achieved zero high and critical cybersecurity incidents, reflecting the effectiveness of preventive and monitoring controls
- Delivered an Operational Technology (OT) Risk Assessment aligned with the Group's cybersecurity strategy, securing budget approval for Managed OT Security Services
- Launched strategic cybersecurity initiatives to enhance identity management, data protection, and threat detection capabilities

	Unit	2023	2024	2025
Total data breaches during the reporting period	#	0	0	0
Data breaches involving customers' confidential business information	#	0	0	0
Data breaches involving personal/individual data	#	0	0	0



09

Driving Economic Growth and Prosperity



Driving Economic Growth and Prosperity

Sub-pillars



Driving Economic Growth



Fostering Innovation

Sustainable Development Goals



At Tadweer Group, we drive economic growth by advancing circular solutions and creating value from resources. Our approach supports operational efficiency, enables sustainable infrastructure development, and contributes to economic diversification in the UAE. During the year, we reached several strategic milestones that strengthened our operational performance. This included the launch of Tajmee'e, our dedicated collection and transportation subsidiary, and TESS, which enhances contract tendering and performance management. We continued to advance waste-to-value initiatives through our strategic investment in Emirates Waste-to-Energy, supporting resource recovery and reducing reliance on landfills. In parallel, we achieved notable progress on the Al Bihouth Waste-to-Energy Plant, with construction now 65% complete.

Innovation and digitalisation remain key enablers of our operations, strengthening our data-driven decision-making, enhancing operational transparency, and supporting the deployment of scalable, technology-led solutions across our business.



Working in Finance allows us to contribute to sustainability by ensuring that investments and resources are managed responsibly and aligned with organizational priorities. Through careful planning, budgeting, and financial analysis, we help support sustainable growth, improve efficiency, reduce CapEx and OpEx and enable initiatives that deliver positive environmental and social impact.



**Salem Al Sayed
Mohamed Ismail**

Planning Budgeting
& Forecasting Analyst,
Finance

Driving Economic Growth

At Tadweer Group, we manage financial performance and sustainability as interdependent priorities to deliver resilient, long-term value. Through disciplined capital allocation, strong governance, and targeted investments, we enhance operational efficiency, enable circular resource flows, and contribute to economic diversification, supporting both commercial returns and broader societal outcomes.

This section focuses on two material priorities:

1. Economic Performance

2. Sustainable Investments

Economic Performance

Our financial framework, aligned with the International Financial Reporting Standards (IFRS), and the UAE regulatory requirements, strengthens transparency, risk management, and organisational accountability. This is embedded in a comprehensive Finance Policy that governs our financial practices and ensures consistency across Tadweer Group. In 2025, we strengthened our internal systems, processes, and oversight mechanisms. An independent assessment confirmed that there are no material weaknesses in our Internal Controls over Financial Reporting (ICFR). This reinforces confidence in the integrity of our financial disclosures and supports reliable, informed decision-making by stakeholders.

We enhanced cost efficiency and improved margin visibility through strengthened financial stewardship, contributing to resilient and sustained profitability. This was complemented by more robust investment evaluation processes, enhanced forecasting accuracy, and systematic embedding of financial discipline across our organisation, reinforcing long-term value creation.

We enhanced planning inputs through waste stream mapping and coordinated infrastructure development sequencing to better align capacity deployment with waste diversion targets. Enhanced cost modelling and sophisticated pricing methodologies improved visibility on cost-to-serve and supported improved value realisation of waste streams. This was supported by detailed capital and operating expenditure analysis, enabling clearer visibility to assess cost per ton across our facilities, and supporting informed, value-based investment decisions.

We embedded strengthened financial oversight across procurement, contracts, and capital projects, improving efficiency, consistency, and margin discipline across the value chain. This included oversight of consolidation and financial reporting across eight subsidiaries, ten joint ventures and associates, supporting transparency and effective financial management across the Group. These efforts were reinforced through a more robust investment appraisal led by our Business Case Review Committee, alongside more structured performance monitoring.



Sustainable Investments

We align our investment strategy with our Green Finance Framework¹², directing capital toward projects that deliver competitive financial returns while delivering measurable environmental impact. This alignment ensures that capital deployment, supports enterprise value creation while fulfilling our sustainability objectives.

During the year, we strengthened treasury and liquidity management to improve capital efficiency and resilience to market volatility. We diversified investment instruments and banking relationships, reducing concentration risk while enhancing returns and financial flexibility. As part of this approach, surplus liquidity was allocated to high-quality money market funds (MMFs) to support diversification and yield optimisation. We also integrated ESG-linked financial instruments into our portfolio and implemented a formal hedging framework to strengthen risk management and support stable, predictable growth.

Treasury optimisation delivered strong financial outcomes, alongside savings from improved management of currency exposure, disciplined counterparty risk management, and effective management of shareholder funding transactions to enable strategic investments.

We continued to advance strategically significant investments aligned with our sustainability ambitions, including our investment in the Sharjah Waste-to-Energy project. These initiatives demonstrate our ability to mobilise capital and partnerships at scale to deliver large-scale waste diversion, renewable energy generation, carbon emissions reduction, and circular economy outcomes.



ICV Value Creation

Building on our approach to responsible capital deployment and partnership-led growth, we generate measurable socio-economic value by aligning with the UAE’s National In-Country Value (ICV) program.

By prioritising local sourcing and supplier development, we strengthen local supply chains and support national economic diversification, and ensure that our procurement activities contribute to inclusive, long-term value creation.

	Unit	2023	2024	2025
Local suppliers engaged	#	142	250	358
Procurement Spending on Local Suppliers	%	99.63	99.73	96.1

In 2025, more than 96% of our procurement spend was allocated to local suppliers, reinforcing domestic value creation and strengthening supply chain resilience, while also supporting job creation, local industry development, and investment in priority sectors such as recycling and waste-

to-energy. The marginal decrease in 2025 compared to 2024 reflects selective international sourcing of specialised goods and services where local availability was limited, in response to evolving operational requirements.

Tax Transparency

As an extension of our commitment to strong financial governance, transparency, and accountable value creation, tax transparency forms a core pillar of our framework. During the year, we introduced a formal Tax Policy that strengthens regulatory compliance, ensures accurate and auditable tax disclosures, and embeds clear oversight and accountability under the Finance Department.

Operating exclusively in the UAE enables a consistent and well-governed tax compliance approach. All tax calculations and disclosures are independently verified and audited annually, reinforcing the integrity and reliability of our financial reporting. In parallel, we maintain proactive engagement with relevant tax authorities to minimise compliance risk and stay aligned with evolving regulatory requirements supporting long-term financial resilience and stakeholder trust.

Fostering Innovation

Building on our disciplined financial governance, investment, and performance management approach, Innovation is a core enabler of Tadweer Group’s circular economy strategy. It underpins improvements in driving operational efficiency, data-led decision-making, and long-term resilience in a rapidly evolving waste and resource management landscape.

This section focuses on the material topic:

1. Innovation and Digitalisation

Innovation

In 2025, we successfully developed and formalised our innovation strategy, guided by a clear ambition to position Abu Dhabi as a global hub for sustainable resource management and circular solutions. We define innovation as the integration of environmental impact reduction and financial sustainability, enabled by agility.

Our innovation pillars focus on landfill diversion, circularity, decarbonisation, and value creation, with priority focus areas across the waste value chain, including recovery, upcycling, and waste-to-X solutions.

Our innovation agenda focuses on two key levers:

- Artificial Intelligence (AI)-enabled Operational Efficiency
- Data-Driven Circularity and Planning

¹² To read more about our Green Finance Framework, please refer to our Sustainability Report 2024- Reimagining Waste



AI-enabled Operational Efficiency - Tadweer Audit Pod (TAP)

To further embed innovation into core operations, we tested TAP, an AI-enabled mobile solution designed to transform waste auditing. TAP automates classification, increases sampling scale, and reduces manual intervention, directly improving audit efficiency, worker safety, and data consistency. Beyond immediate efficiency gains, TAP establishes a structured dataset that supports future AI-led sorting, recovery optimisation, and circular value extraction. The solution will be piloted in 2026 to validate scalability across operations.

Data-Driven Circularity and Planning - Predictive Analytics for Future Readiness

We also advanced an AI-driven waste forecasting model to shift from reactive to predictive waste management. By integrating multi-source data and machine learning, the model enables forward-looking planning of waste volumes and composition. This strengthens infrastructure investment decisions, identifies high-value recovery opportunities, and supports decarbonisation pathways through optimised treatment strategies. The capability enhances scenario planning and policy alignment, positioning Tadweer Group for long-term system-level efficiency.

Building on this progress, we will scale innovation in 2026 through expanded waste audits, seasonal data capture, and broader waste stream coverage.

Digitalisation

This year, we accelerated the deployment of AI-enabled tools, advanced enterprise data capabilities, and introduced customer-centric digital solutions in collaboration with ADQ.

Tadweer 360 - An Integrated Waste Management Platform

In 2025, as part of our digitalisation efforts, we launched Tadweer 360, an integrated waste management platform designed to enhance end-to-end operational visibility, data integration, and service efficiency. By embedding Internet of Things (IoT) sensors and telematics, the system enables route optimisation, and real-time fleet monitoring.

Tadweer Group Hub - AI-Driven Process Optimisation

We created an in-house AI-powered platform, Tadweer Hub, to embed intelligence into core business processes, through implementing an AI-powered contracts compliance management system, an intelligence platform for TESS. This enables efficient processing of high-volume contract data through AI algorithms, and on-demand access to actionable contract insights. In addition, it supports continuous performance review and monitoring of contractors against contractual obligations to avoid and mitigate risks, commercial decision-making and contract negotiations, thus improving contractors' service levels.

In parallel, Tadweer Group Hub is used widely in events to create public awareness on Tadweer Group, build strategic partnerships, and helps build reputation and brand value as an AI-driven organisation.

Advanced AI and Analytics - Operational Efficiency and Data Visibility

We rolled out advanced analytics platforms, including advanced analytics and AI-enabled tools, supported by the delivery of Sprint AI Phases 1 and 2, that enhanced data

visibility across operations, improved reporting accuracy, and enabled faster, evidence-based decisions.

WhatsApp Chatbot - Customer-Centric Digital Solutions

We enhanced service accessibility and operational efficiency through a public-facing WhatsApp chatbot, enabling real-time engagement and supporting 24/7 public access to Tadweer services across Abu Dhabi. The platform provides structured access to information on services and processes, reducing reliance on traditional support channels, and improving service visibility and transparency, while lowering the operational burden on support teams.

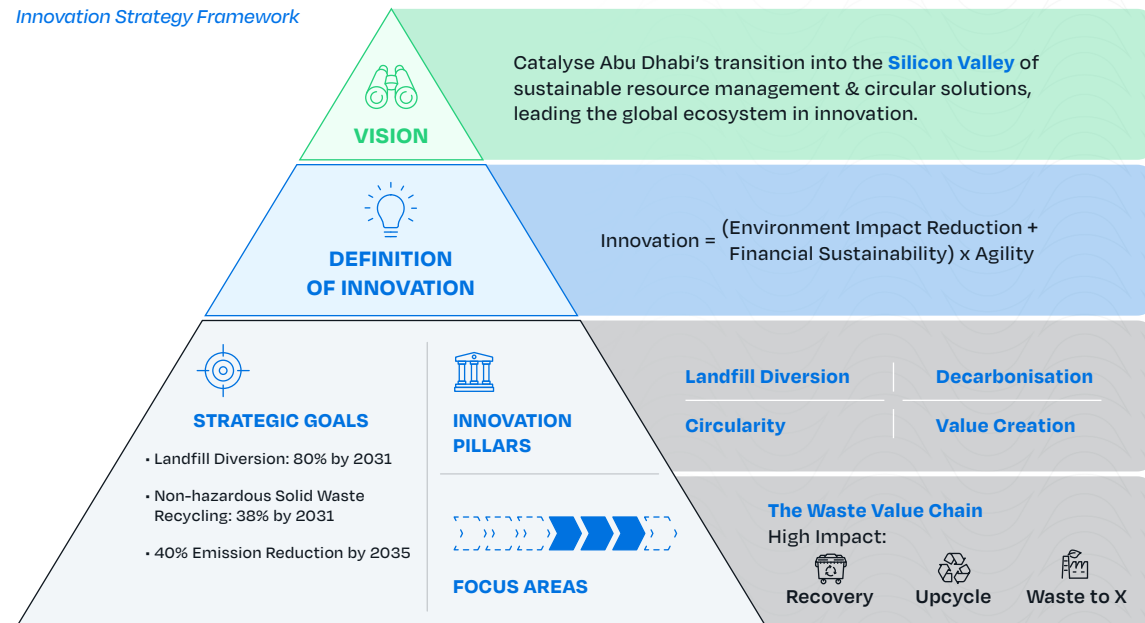
Digitised Financial and Enterprise Systems

We extended digitalisation to financial and enterprise management through the implementation of a Treasury Management System, deployed automated dashboards, and enhanced Oracle Fusion Cloud Enterprise Resource Planning (ERP) and Oracle Enterprise Performance Management (EPM). These initiatives improved cash liquidity visibility, strengthened financial controls, and enabled integrated planning and performance management, collectively supporting more agile and data-driven decision-making.

Innovation in Practice: AI at World Future Energy Summit (WFES) 2025

Tadweer Group Hub, an in-house AI agent, was deployed at the WFES 2025 to enable real-time stakeholder engagement and showcase the scalability and operational relevance of applied AI in service delivery. The solution delivered strong user interaction and engagement.

Innovation Strategy Framework





10 Appendices



Appendix A – Assurance Statement



WHEN TRUST MATTERS

Independent Assurance Statement

DNV AS - Abu Dhabi Branch ("DNV", "us" or "we") were engaged by Tadweer Group - Abu Dhabi Waste Management Center ("Tadweer Group" or "Company") to conduct a limited assurance engagement over Selected Sustainability Information of Tadweer Group, presented in Sustainability Report (the "Report"), covering the reporting year 01st January 2025 to 31st December 2025 (Year 2025).



Our Conclusion: Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Selected Sustainability Information is not fairly stated and has not been prepared, in all material respects, in reference to the Criteria. This conclusion relates only to the Selected Sustainability Information and is to be read in the context of this Independent Limited Assurance Statement, particularly the inherent limitations explained overleaf.

Scope, Boundary and Limitations

The agreed scope of work included a limited level of assurance for the information on non-financial performance which were disclosed in the Report prepared by the company based on GRI for the identified material topics (Annex A) for the activities undertaken by the company during the reporting year 2025. The reported topic boundaries of non-financial performance are based on the internal and selected external materiality assessment covering company's operations as brought out in the section 'Reporting boundary' of the report.

The boundary for the assignment covers the performance of Tadweer Group operations in UAE that fall under the direct operational control of the company's legal structure unless otherwise specified in the 'Reporting Boundary' of the report.

The boundary for the assignment covers the performance of Tadweer Group in the UAE for KPIs GRI 2-7a, 204-1a, 205-3a, 305-1a, 305-2b, 403-9aiii, 405-1bi, and 405-2a. These operations fall under the company's direct operational control within its legal structure unless otherwise specified in the 'Reporting Boundary' section of the report.

Reporting Criteria and Assurance Methodology

The disclosures have been prepared by the company:

- ✓ Global Reporting Initiative (GRI) standards 2021

DNV has carried out this customized "data only" assurance engagement based on our professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised) - Assurance Engagements other than Audits or Reviews of Historical Financial Information. Additionally, DNV team has also followed ISO 14064 3 Specification with guidance for the verification and validation of greenhouse gas statements to evaluate disclosures related to Greenhouse gases.

Basis of our conclusion

As part of the assurance process, a multi-disciplinary team of assurance specialists performed assurance work for selected sites of Tadweer Group. We adopted a risk-based approach, that is, we concentrated our assurance efforts

Our Competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within ISO/IEC 17029:2019. Conformity Assessment - General principles and requirements for validation and verification bodies and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. DNV has complied with the Code of Conduct during the assurance engagement and maintains independence where required by relevant ethical requirements as detailed in DNV VeriSustain™, version 6.0.

This engagement work was carried out by an independent team of sustainability assurance professionals. DNV maintains complete impartiality toward company's internal stakeholders interviewed during the assurance process. DNV did not provide any services to company or its subsidiaries in the scope of assurance for the year 2025 that could compromise the independence or impartiality of our work.



WHEN TRUST MATTERS

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on the issues of high material relevance to the company's business and its key stakeholders. We carried out the following activities:

- Reviewed the overall reporting process as defined by the relevant assessment criteria and standards.
- Conducted interviews with Tadweer Group's management to gain an understanding of the key processes, systems, and controls in place for generating, aggregating, and reporting the Selected Information.
- Conducted additional interviews with senior managers responsible for managing the disclosed information. The assurance team independently selected interviewees, focusing on those overseeing monitoring, data collation, and reporting in line with the selected GRI framework.
- Assessed the suitability and appropriateness of the Criteria applied for compiling the Selected Information.
- Verified that the evidence, measurements, and their scope provided by the company were prepared in accordance with the defined Criteria.
- Reviewed the specified data collected at the corporate level, along with the related disclosures made in the Report.
- Performed selective testing of the Selected Information to verify that data had been appropriately measured, recorded, collated, and reported.
- Carried out verification of company's operations to review the processes and systems used for preparing site-level data, which is consolidated at the Head Office. A sample-based assessment of site-specific data disclosures was conducted. Site selection for this assessment was independently determined by the assurance team.

Inherent Limitations

DNV's assurance engagements are based on the assumption that the data and information provided by the company to us as part of our review have been provided in good faith, are true, and is free from material misstatements. Because of the selected nature (sampling) and other inherent limitation of both procedures and systems of internal control, there remains the unavoidable risk that errors or irregularities, possibly significant, may not have been detected.

The assurance scope has the following limitations:

- The assurance engagement considers an uncertainty of $\pm 5\%$ based on materiality threshold for estimation/measurement errors and omissions.
- DNV has not been involved in evaluation or assessment of any financial data/performance of the company. Any reference to financial disclosures within the report is outside the scope of this assurance and relies solely on the company's third-party audited financial statements. DNV does not express any opinion on, nor does it assume responsibility for, the accuracy or completeness of the financial information disclosed in those audited financial reports.
- Data outside the operations specified in the assurance boundary is excluded from the assurance process, unless explicitly mentioned otherwise in this statement.
- The assurance does not cover company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual property rights and other competitive issues are beyond the scope of this assurance.
- The assessment does not include a review of the company's strategy, or other related linkages expressed in the report. These aspects are not within the scope of the assurance engagement.
- The assurance does not extend to mapping the reported selected sustainability information in the report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement.



WHEN TRUST MATTERS

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- Aspects of the report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters.
- The assurance engagement does not include a review of legal compliances. Compliance to legal requirements is not within the scope of this assurance. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

Responsibility of the Company

The company has the sole responsibility for the preparation of the Report and is responsible for all information disclosed in the report. The company is responsible for maintaining processes and procedures for collecting, analysing and reporting the information and also ensuring the quality and consistency of the information presented in the report. The company is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on their website.

DNV's Responsibility

Our responsibility for performing this work is in accordance with the scope of work agreed upon. The verification engagement assumes that the data and information provided to us are complete, sufficient, and true. This statement represents our independent opinion and is intended to inform the outcome of the assurance to the stakeholders of the company.

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DNV AS - Abu Dhabi Branch	
 Digitally signed by 66717a45-9b49-4f17-8d1f- 3464027a1036 Date: 2026.06.24 13:44:24 +04'00' Vikas Bankar Lead Verifier	Sharma, Anjana Digitally signed by Sharma, Anjana Date: 2026.06.24 15:57:03 +05'30' Anjana Sharma Technical Reviewer



WHEN TRUST MATTERS
WHEN TRUST MATTERS

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Annex A: List of verified KPIs for Tadweer Group

GRI - Global Reporting Initiative

GRI Standard	Disclosure	Requirement	UoM	Verified Values
GRI 2: General Disclosures 2021	2-7 Employees	The organization shall: a. report the total number of employees, and a breakdown of this total by gender and by region;	Numbers	Full Time Employee: 309 Male: 222 Female: 87 Contractors: 96 Male: 91 Female: 5
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	204-1 Proportion of spending on local suppliers a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally).	Percentage, %	96.16
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	205-3 Confirmed incidents of corruption and actions taken a. Total number and nature of confirmed incidents of corruption.	Number	0
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	305-1 Direct (Scope 1) GHG emissions a. Gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent.	tCO2e	2,492,242
	305-2 Energy indirect (Scope 2) GHG emissions	305-2 Energy indirect (Scope 2) GHG emissions a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.	tCO2e	726
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	403-9 Work-related injuries a. For all employees: iii. The number and rate of recordable work-related injuries;	Number Number of injuries per 1,000,000 hours worked	Full Time Employees Number - 0 Rate - 0 Contractors Number - 6 Rate - 0.24998 Overall Number - 6 Rate - 0.24173
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	405-1 Diversity of governance bodies and employees b. Percentage of employees per employee category in each of the following diversity categories: i. Gender;	Percentage, %	Full Time Employees Male: 71.84 Female: 28.16 Contractors: Male: 94.79 Female: 5.21
	405-2 Ratio of basic salary and remuneration of women to men	405-2 Ratio of basic salary and remuneration of women to men a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.	Ratio	1:1.06



Appendix B - GRI Content Index, UNGC Disclosures and Abu Dhabi Securities Exchange (ADX) ESG Metrics Mapping

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
GRI 2: General Disclosure 2021	2-1 Organisational details			6-7
	2-2 Entities included in the organisation's sustainability reporting			4
	2-3 Reporting period, frequency, and contact point		G10.1, G10.2, I1.1	4
	2-4 Restatements on information			42
	2-5 External assurance	G13	G11.1	60-61
	2-6 Activities, value chain, and other business relationships	E12		6- 9
	2-7 Employees		S3.1, S3.2, S3.3	27- 32
	2-8 Workers who are not employees		S5.1, S5.2	29
	2-9 Governance structure and composition	G5, G11	G1.1, G1.2, G2.1, G2.2	48- 50
	2-10 Nomination and selection of the highest governance body		G2.1	49- 50
	2-11 Chair of the highest governance body			49- 50
	2-12 Role of the highest governance body in overseeing the management of impacts	G1, G7		49- 50
	2-13 Delegation of responsibility for managing impacts	G4, G5		49- 50
	2-14 Role of the highest governance body in sustainability reporting	G1		50
	2-15 Conflicts of interest		G1.1, G1.2, G2.1, G2.2	50
	2-16 Communication of critical concerns			51
	2-17 Collective knowledge of the highest governance body			49- 50

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
GRI 2: General Disclosure 2021	2-18 Evaluation of the performance of the highest governance body			50
	2-19 Remuneration policies	G10		50
	2-20 Process to determine remuneration			50
	2-21 Annual total compensation ratio		S1.1, S1.2	Not disclosed due to confidentiality constraints
	2-22 Statement on sustainable development strategy	G1	G6.1, G6.2, G6.3, G6.4	13- 15
	2-23 Policy commitments	G2, G3, G7, G7.1, HR2, HR2.1, L1.1, E1.1	G6.1, G6.2, G6.3, G6.4	13- 14
	2-24 Embedding policy commitments			13- 14
	2-25 Processes to remediate negative impacts			30, 50, 51
	2-26 Mechanisms for seeking advice and raising concerns	G8, G8.1		51
	2-27 Compliance with laws and regulations			50, 51, 53, 54, 57
	2-28 Membership associations			9, 13
	2-29 Approach to stakeholder engagement			15, 31, 32
	2-30 Collective bargaining agreements	L1.2		Not applicable in the UAE
GRI 3: Material Topics 2021	3-1 Process to determine material topics	G7, G7.1, HR3, L2, E2		15
	3-2 List of material topics	HR1		15



GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Economic Performance				
GRI 3: Material Topics 2021	3-3 Management of material topics			56, 57
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans			28
Market Presence				
GRI 3: Material Topics 2021	3-3 Management of material topics			30
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage			Not applicable in the UAE
	GRI 202-2 Proportion of senior management hired from the local community			30
Procurement Practice				
GRI 3: Material Topics 2021	3-3 Management of material topics			24- 25
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers			57
Anti-Corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, AC1, AC2, AC4, AC7, AC8	G4.1, G4.2	50- 51
GRI 205: Anti-Corruption 2016	205-1 Operations assessed for risks related to corruption	G6		51
	205-2 Communication and training about anti-corruption policies and procedures	AC3		51
	205-3 Confirmed incidents of corruption and actions taken	AC5, AC6		51
Anti-Competitive				
GRI 3: Material Topics 2021	3-3 Management of material topics			50- 51

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
GRI 206: Anti-Competitive 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices			51
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics			57
GRI 207: Tax 2019	207-1 Approach to tax			57
	207-2 Tax governance, control, and risk management			57
	207-4 Country by country reporting			57
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, E1, E2, E3, E4, E4.1, E4.2, E5, E22	E4.1, E4.2, E5.1	40- 41
GRI 302: Energy 2016	302-1 Energy consumption within the organisation		E4.1, E4.2, E5.1	41
	302-2 Energy consumption outside the organisation		E4.1, E4.2, E5.1	41
	302-4 Reduction of energy consumption			41
Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	E1, E2, E3, E4, E4.1, E4.2, E5, E22		46
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	E15		46
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	E17		46



GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, E1, E2, E3, E4, E4.1, E4.2, E5, E22	E7.1, E7.2, E7.3	42
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	E6	E7.1	42- 43
	305-2 Energy indirect (Scope 2) GHG emissions	E6	E7.2	42- 43
	305-3 Other indirect (Scope 3) GHG emissions	E6, E7, E7.1	E7.3	42- 43
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, E1, E2, E3, E4, E4.1, E4.2, E5, E22	E3.1, E3.2	20- 21
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	E12		23
	306-2 Management of significant waste-related impacts	E22		21- 22
	306-3 Waste generated	E19		23
	306-4 Waste diverted from disposal	E4.1, E20, E21		24
	306-5 Waste directed to disposal	E20		24
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9	S3.1, S3.2, S3.3	27
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		S3.1, S3.2, S3.3	28- 29
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees			28
	401-3 Parental leave			28

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	L1, L2, L3, L4, L5, L11, L12	S8.1, S9.1	33- 36
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system			33
	403-2 Hazard identification, risk assessment, and incident investigation			34
	403-3 Occupational health services			33
	403-4 Worker participation, consultation, and communication on occupational health and safety			33- 36
	403-5 Worker training on occupational health and safety			33- 34
	403-6 Promotion of worker health			33- 36
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships			33- 36
	403-8 Workers covered by an occupational health and safety management system			33
	403-9 Work-related injuries	L9, L10	S8.1, S9.1	35
	403-10 Work-related ill health		S8.1, S9.1	35
Training and Education				
GRI 3: Material Topics 2021	3-3 Management of material topics			31
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee			31
	404-2 Programs for upgrading employee skills and transition assistance programs			31
	404-3 Percentage of employees receiving regular performance and career development reviews			32



GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Diversity and Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, HR2, HR3, HR4, HR5, HR6, HR8	S1.1, S1.2, S2.1, S4.1, S4.2, S4.3, G2.1, G2.2	29- 30
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	G11	G1.1, G1.2	29, 49
	405-2 Ratio of basic salary and remuneration of women to men	L8	S2.1	29
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, HR2, HR3, HR4, HR5, HR6, HR7, HR8, L1, L2, L3, L4, L5, L11, L12	S7.1	32
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		S7.1	32
Child Labour				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, L1, L2, L3, L4, L5, L11, L12	S10.1, S10.2	25
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		S10.1, S10.2	25
Forced Labour				
GRI 3: Material Topics 2021	3-3 Management of material topics	G7, G9, L1, L2, L3, L4, L5, L11, L12	S10.1, S10.2	25
GRI 409: Forced Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour		S10.1, S10.2	25
Local Communities				
GRI 3: Material Topics 2021	3-3 Management of material topics			37- 38

GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs			37- 38
Customer Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics			38
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data			38
Non GRI Material Topics				
Ethics and Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics	G8, G8.1, HR4, HR5, HR6, HR7, HR8, AC1, AC2, AC4, AC7, AC8	G4.1, G4.2	50- 51
Ethics and Compliance	Description of the Code of Business Conduct and Compliance Management Systems	AC3	G4.1, G4.2	50- 51
Business Continuity and Risk Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	HR4, HR6		52- 54
Business Continuity and Risk Management	Description of Business Continuity Management System			53- 54
	Description of Risk Management Framework			52
Innovation and Digitalisation				
GRI 3: Material Topics 2021	3-3 Management of material topics			57- 58
Innovation and Digitalisation	Description of the approach to Innovation			57



GRI Standard	Disclosure	UNGC Disclosure	ADX ESG Metrics	Page Number and Remark
Innovation and Digitalisation	Description of the approach to Digitalisation and digital strategy			58
Sustainable Investments				
GRI 3: Material Topics 2021	3-3 Management of material topics			57
Sustainable Investments	Description of Green Finance Framework			57
Partnerships and Collaboration				
GRI 3: Material Topics 2021	3-3 Management of material topics			9
Partnerships and Collaboration	Description of the approach and key notable partnerships			9
Nationalisation				
GRI 3: Material Topics 2021	3-3 Management of material topics			30
Nationalisation	Description of the approach to nationalisation in Tadweer Group. Disclosure on UAE nationals vs. non-nationals			30
Circular Economy				
GRI 3: Material Topics 2021	3-3 Management of material topics	E12, E22	E3.1, E3.2	17- 24
Circular Economy	Description of the approach and strategic efforts from Tadweer Group on Circular Economy. Disclosure on waste type recovered and initiatives to encourage Circular Economy	E4.1, E21, E22	E3.1, E3.2	17- 24

Appendix C – SASB Index Mapping

Topic	Sustainability Disclosure Topics Metric	Code	Page Number and Remark
Greenhouse Gas Emissions	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions limiting regulations and (3) emissions reporting regulations	IF-WM-110a.1	42
	(1) Total landfill gas generated, (2) percentage flared and (3) percentage used for energy	IF-WM-110a.2	42
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	IF-WM-110a.3	42
Fleet Fuel Management	(1) Fleet fuel consumed, (2) percentage natural gas and (3) percentage renewable	IF-WM-110b.1	41
	Percentage of alternative fuel vehicles in fleet	IF-WM-110b.2	Electrification of Tadweer Group owned and rented fleets
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) hazardous air pollutants (HAPs)	IF-WM-120a.1	46
	Number of facilities in or near areas of dense population	IF-WM-120a.2	46
	Number of incidents of non-compliance associated with air quality permits, standards, and regulations	IF-WM-120a.3	46
Management of Leachate and Hazardous Waste	(1) Total Toxic Release Inventory (TRI) releases, (2) percentage released to water	IF-WM-150a.1	Not applicable
	Number of corrective actions implemented for landfill releases	IF-WM-150a.2	Periodic review is conducted for Environmental compliance
	Number of incidents of non-compliance associated with environmental impacts	IF-WM-150a.3	46
Labour Practices	Percentage of active workforce employed under collective agreements	IF-WM-310a.1	Not applicable in the UAE
	(1) Number of work stoppages and (2) total days idle 1	IF-WM-310a.2	None



Topic	Sustainability Disclosure Topics Metric	Code	Page Number and Remark
Workforce Health and Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) contract employees	IF-WM-320a.1	35
	Number of road accidents and incidents	IF-WM-320a.3	35 (all accidents and incidents reported together)
Recycling and Resource Recovery	(1) Amount of waste incinerated, (2) percentage hazardous, (3) percentage used for energy recovery	IF-WM-420a.1	21, 23
	Percentage of customers receiving (1) recycling and (2) composting services, by customer type	IF-WM-420a.2	Not applicable
	Amount of material (1) recycled, (2) composted, and (3) processed as waste-to-energy	IF-WM-420a.3	21, 23, 24
	(1) Amount of electronic waste collected, (2) percentage recovered through recycling	IF-WM-420a.4	21

Appendix D – TCFD Disclosures

	Disclosure	Page Number and Remark
Governance: Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate related risks and opportunities	43
	b) Describe management's role in assessing and managing climate-related risks and opportunities	43
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	45
	b) Describe the impact of climate related risks and opportunities on the organisation's businesses, strategy, and financial planning	45
Risk Management: Disclose how the organisation identifies, assesses, and manages climate-related risks.	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	44
	a) Describe the organisation's processes for identifying and assessing climate related risks	44
	b) Describe the organisation's processes for managing climate-related risks	44
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	c) Describe how processes for identifying, assessing, and managing climate related risks are integrated into the organisation's overall risk management	44
	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	42- 43
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	42
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	42