



# SUSTAINABILITY REPORT 2024

Journey towards a Sustainable Future

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# Introduction

**Message from Our Chief Executive Officer**

**Message from the ESG Committee Chairman**

**Message from Head of Business Excellence and Sustainability**

**Abbreviations**

**Report Overview**

**About EMICOOL**

# Message from the Chief Executive Officer



## A Balanced Approach to a **Sustainable Future**

**Dear Stakeholders,**

At EMICOOL, we believe that sustainability and profitability are closely interconnected. Over the past year, we have continued to align our ESG initiatives with our financial objectives, ensuring that our operations remain efficient, resilient, and future-ready.

Our investments in energy-efficient infrastructure and enhanced resource management have resulted in measurable cost savings, energy savings, and improved asset performance. This year, we have invested AED 18.3 million in climate-resilient infrastructure to align our operations with low-carbon strategy. These efforts have not only reduced our environmental footprint but have also contributed positively to our financial outcomes.

Our commitment to social responsibility through employee engagement, health and safety programmes, and community partnerships has supported stronger retention and service delivery, both of which are integral to our commercial success. From a governance perspective, we have ESG oversight to mitigate risk and build long-term stakeholder confidence.

Looking ahead, we will continue to pursue innovation and operational excellence, guided by the conviction that strong ESG performance is essential for sustained financial growth and value creation.

**Yours sincerely,**

**DR. ADIB MOUBADDER**

# Message from the ESG Committee chairman



## Growth mindset for the evolving ESG landscape

### Dear Stakeholders,

It is with great pride that I present EMICOOL's continued progress on our ESG journey, reflecting the meaningful impact we are making beyond our core operations. This year, we achieved a significant milestone with the completion of our first double materiality assessment—deepening our understanding of how sustainability issues affect our business and how our operations influence the environment and society.

We remain firmly committed to minimising our environmental footprint while supporting the customers and communities we serve. In 2024, we produced over 490 million RTH, advancing our contribution to a low-carbon future through strategic plant retrofits, chiller optimization, and the implementation of our EmiView digital platform. We also enhanced water sustainability by expanding the treatment and reuse of TSE and RO water across all key sites.

At the heart of our efforts is our inclusive and engaged workforce. With team members representing more than 20 nationalities, we achieved 20% female representation—extending into leadership roles. Notably, half of our 24 new hires in 2024 were women, and we sustained a low employee turnover rate of 4.5%. Our commitment to employee development was reflected in an average of 18 training hours per person, alongside robust well-being and professional growth programmes. Our alignment with ISO 45001, proactive safety measures, and a record of zero work-related injuries underscore our dedication to providing a safe, healthy workplace.

We also reinforced the sustainability of our supply chain through ethical sourcing and strong local engagement, with 94% of our suppliers based in the UAE. Our targeted CSR initiatives continued to drive positive social outcomes, including environmental restoration, inclusive education, and support for children of determination, refugee youth, and underserved families. Meanwhile, our governance framework remained strong, supported by transparent grievance and speak-up mechanisms.

Looking ahead, we are actively developing a Net Zero Strategy and Green Financing Framework to align with global climate goals, attract responsible investment, and deliver long-term value for our stakeholders.

Thank you for your continued trust and support.

**Yours sincerely,**  
**MR. JAMES MAGOR**



# Message from the Head of Business Excellence and Sustainability



Lead with  
purpose, act  
**with precision,  
and deliver long  
term value**

## Dear Stakeholders,

At EMICOOL, we view sustainability not as a separate mandate, but as a powerful lens through which we redefine operational excellence. As Head of Sustainability and Business Excellence, my role sits at the intersection of ambition and execution—ensuring that our ESG vision is not only compelling but actionable across the entire organization.

Over the past year, we moved from intent to integration. By completing our first double materiality assessment, we gained clarity on the ESG factors most relevant to our business and stakeholders. This insight now informs how we allocate capital, develop talent, and measure progress. We enhanced our governance systems, improved KPI tracking through our ESG dashboard, and embedded performance-driven sustainability practices across departments.

Operational excellence and sustainability are no longer parallel goals—they are interdependent. From optimizing plant energy use to digitizing emissions data, every improvement is evaluated not only by its efficiency but by its impact on our environmental and social footprint. We also launched internal innovation initiatives that empower employees to drive improvements and reduce resource use, while aligning with our ESG priorities.

Looking forward, we are committed to making sustainability everyone's job, not just a department's. Through strong leadership, transparent data, and a performance culture, we aim to lead with purpose, act with precision, and deliver long-term value.

Thank you for being part of our journey.

**Yours sincerely,**

**MR. EZZEDDINE JRADI**

# Abbreviations

<b>ABAC</b>	Anti-Bribery and Anti-Corruption
<b>AED</b>	United Arab Emirates Dirham
<b>AI</b>	Artificial Intelligence
<b>ALARP</b>	As Low as Reasonably Practicable
<b>ARC</b>	Audit and Risk Committee
<b>BES</b>	Business Excellence and Sustainability
<b>BOOT</b>	Build-Own-Operate-Transfer
<b>COI</b>	Conflict of Interest
<b>CSR</b>	Corporate Social Responsibility
<b>DC</b>	District Cooling
<b>DCP</b>	District Cooling Plant
<b>DCT</b>	Digital Control Technology
<b>DEWA</b>	Dubai Electricity and Water Authority
<b>DHA</b>	Dubai Health Authority
<b>DIP</b>	Dubai Investment Park
<b>DFM</b>	Dubai Financial Market
<b>EGBC</b>	Emirates Green Building Council
<b>EHS</b>	Environment, Health, and Safety
<b>EMICOOL</b>	Emirates District Cooling LLC

<b>ERM</b>	Enterprise Risk Management
<b>ESG</b>	Environmental, Social, and Governance
<b>ETS</b>	Energy Transfer Station
<b>EV</b>	Electric Vehicle
<b>FCPA</b>	Foreign Corrupt Practices Act
<b>FTE</b>	Full-Time Equivalent
<b>GHG</b>	Greenhouse Gas
<b>GIS</b>	Geographic Information System
<b>GRI</b>	Global Reporting Initiative
<b>HSE</b>	Health, Safety, and Environment
<b>H&amp;S</b>	Health and Safety
<b>IDC</b>	Infrastructure Data Control
<b>IDEA</b>	International District Energy Association
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>IPAF</b>	International Powered Access Federation
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>KHDA</b>	Knowledge and Human Development Authority
<b>KPI</b>	Key Performance Indicator

<b>LLC</b>	Limited Liability Company
<b>MDM</b>	Meter Data Management
<b>MSW</b>	Municipal Solid Waste
<b>M&amp;V</b>	Measurement and Verification
<b>NIHL</b>	Noise-Induced Hearing Loss
<b>NRC</b>	Nomination and Remuneration Committee
<b>OHS</b>	Occupational Health and Safety
<b>O&amp;M</b>	Operations and Maintenance
<b>PPE</b>	Personal Protective Equipment
<b>RO</b>	Reverse Osmosis
<b>RSB</b>	Regulatory and Supervisory Bureau
<b>RTH</b>	Refrigeration Ton Hours
<b>SASB</b>	Sustainability Accounting Standards Board
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SDG</b>	Sustainable Development Goals
<b>SOP</b>	Standard Operating Procedure
<b>TSE</b>	Treated Sewage Effluent
<b>VFD</b>	Variable Frequency Drive
<b>WIN</b>	Women Inspiring Network

# Report Overview

GRI (2-1), (2-2), (2-3), (2-4), (2-5)

We are excited to present EMICOOL's third annual Environmental, Social, and Governance (ESG) Report, reaffirming our dedication to sustainability and transparency for 2024. This report represents an important milestone in our continuous journey toward fostering a sustainable future, offering a clear evaluation of our environmental and social impacts while demonstrating how our operations align with our robust sustainability strategy.

To accurately reflect our position as a leading cooling service provider, we have crafted this report in alignment with the Global Reporting Initiative (GRI) standards.

## Scope of the Report

### Organisational Details

Established in 2003, Emirates District Cooling (EMICOOL) LLC is a joint venture between Dubai Investments & Actis and is a strategic player among top-tier district cooling service providers in the United Arab Emirates.

### GRI Accordance & Reporting period

Emirates District Cooling LLC (hereinafter referred to as EMICOOL) has reported with reference to the GRI Standards for the period from January 1, 2024, to December 31, 2024.

### Entities included in the Sustainability reporting

The sustainability report covers information about EMICOOL at the corporate level, including its District Cooling Plants.

### Reporting approach

Environmental quantitative data is reported based on the GHG Protocol's guidance.

### Restatements of information

Relevant revisions have been made to previously reported KPIs and respective figures due to the following reasons:

- Incorporation of validated figures following our audit process.
- Removal of KPIs that are no longer aligned with our strategic commitments.
- Exclusion of subsidiary data, as the reporting scope is limited to EMICOOL only.

### Monetary value

The monetary values are mentioned in United Arab Emirates dirham (AED). The use of monetary currency is dependent on the standardised requirements of the respective regulation.

### External assurance

No external assurance was conducted for the report.

### Contact point

For any queries regarding this sustainability report, please contact us at [Sustainability@emicool.com](mailto:Sustainability@emicool.com)



# About EMICOOL

Emirates District Cooling (EMICOOL) LLC, established in 2003 as a joint venture between Dubai Investments and Actis, is one of the leading district cooling providers in the UAE. With an installed capacity of 272,281 tonnes of refrigeration (TR), EMICOOL serves over 30,000 customers.



## OUR VISION

To be recognised as a world-class provider of energy-efficient district cooling.



## OUR MISSION

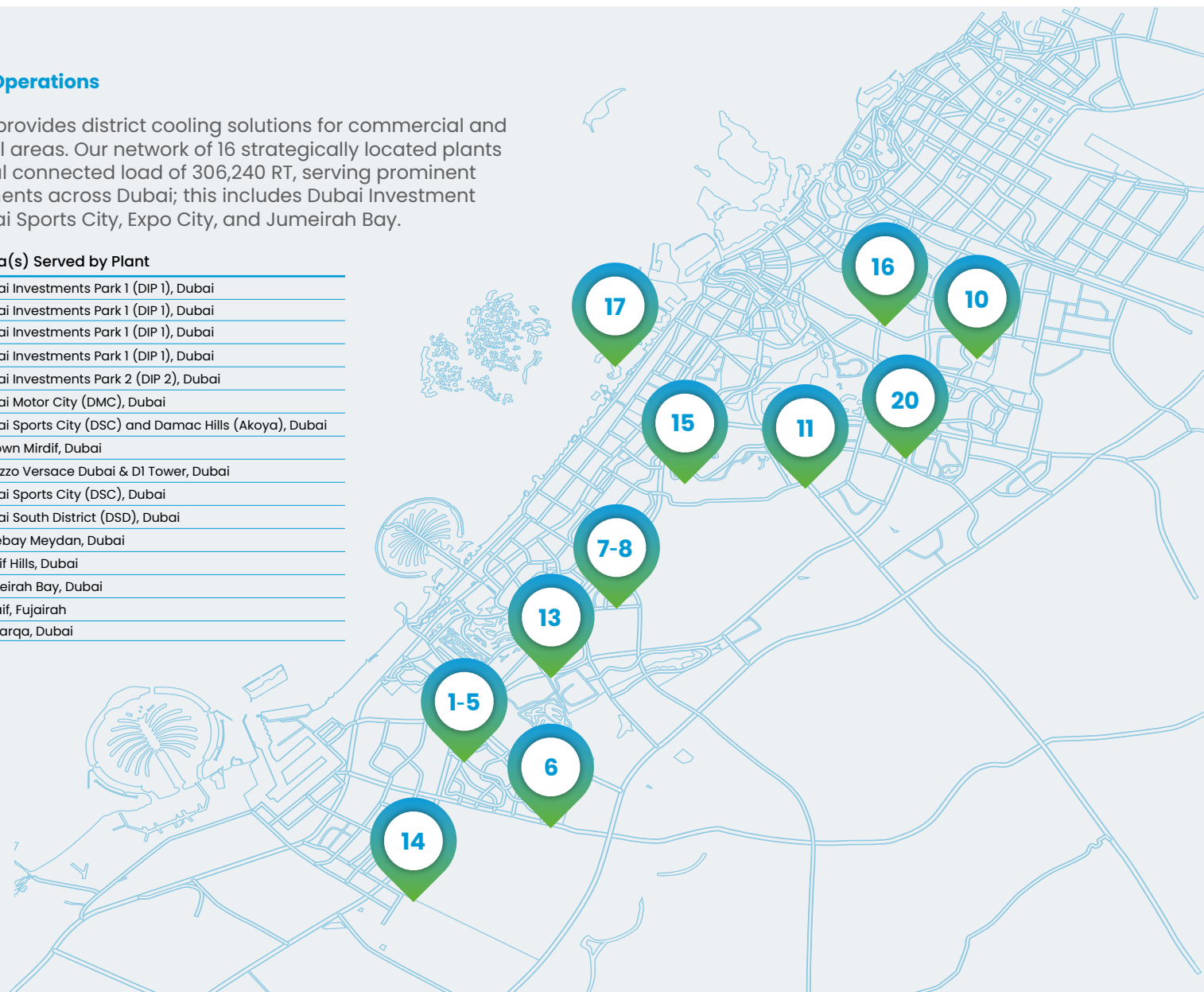
To ensure continuously exceeding customer expectations through delivering district cooling services by a competent workforce at a world-class level of reliability, efficiency, safety, and environment, supporting resource sustainability.

## Areas of Operations

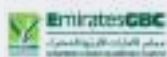
EMICOOL provides district cooling solutions for commercial and residential areas. Our network of 16 strategically located plants has a total connected load of 306,240 RT, serving prominent developments across Dubai; this includes Dubai Investment Park, Dubai Sports City, Expo City, and Jumeirah Bay.

### Name Area(s) Served by Plant

DCP 1	Dubai Investments Park 1 (DIP 1), Dubai
DCP 3	Dubai Investments Park 1 (DIP 1), Dubai
DCP 4	Dubai Investments Park 1 (DIP 1), Dubai
DCP 5	Dubai Investments Park 1 (DIP 1), Dubai
DCP 6	Dubai Investments Park 2 (DIP 2), Dubai
DCP 7	Dubai Motor City (DMC), Dubai
DCP 8	Dubai Sports City (DSC) and Damac Hills (Akoya), Dubai
DCP 10	Uptown Mirdif, Dubai
DCP 11	Palazzo Versace Dubai & D1 Tower, Dubai
DCP 13	Dubai Sports City (DSC), Dubai
DCP 14	Dubai South District (DSD), Dubai
DCP 15	Rosebay Meydan, Dubai
DCP 16	Mirdif Hills, Dubai
DCP 17	Jumeirah Bay, Dubai
DCP 19	Al Taif, Fujairah
DCP 20	Al Warqa, Dubai



## Membership Associations GRI (2-28)



Industry Partner member of the Emirates Green Building Council (EGBC), a non-profit organisation focused on advancing sustainability in the built environment across the UAE.

- Our membership reflects our commitment to sustainable development and environmental stewardship in the construction and real estate sectors.

### EMICOOL's Engagement with EGBC

Participation in Industry Events

Recognition and Award Programs

Network and Collaboration Events



Utility Member of International District Energy Association (IDEA), a global non-profit organisation that supports district energy systems, promotes energy efficiency, sustainability, resilience, and offers education and policy guidance.

- Our membership reflects our energy efficiency process and sustainability in district cooling systems serving multiple customers within a geographic area.

### EMICOOL's Engagement with IDEA

District Cooling Summit at COP28

IDEA Insights & Innovations Webinars

IDEA Connect (Online technical Q&A platform)

Recognition and Awards Events

Networking and Collaboration

Featured in IDEA's magazine and newsletter

## Certifications

CERTIFIED

ISO 9001:2015



**ISO 9001:2015**

**Quality Management Systems**

CERTIFIED

ISO 14001:2015



**ISO 14001:2015**

**Environmental Management Systems**

CERTIFIED

ISO 45001:2018



**ISO 45001:2018**

**Health and Safety Management Systems**

CERTIFIED

ISO 50001:2018



**ISO 50001:2018**

**Energy Management Systems**

CERTIFIED

ISO 46001:2019



**ISO 46001:2019**

**Water Efficiency Management Systems**



# 2024 Progress

## Our 2024 Highlights

### Our Double Materiality Assessment

- Stakeholder Mapping and Engagements
- Double Materiality Matrix
- Our Material Topics and SDG Alignment



# Our 2024 Highlights

## ESG Pillar 1: Sustainable Stewardship

**0.00038 tCO<sub>2</sub>e/RTH**  
GHG emission intensity

**Achieved <10 L/RTh** for total DCP water consumption, **aligning with RSB benchmarks**

**Initiated the development of Net Zero Strategy in Q4**, in alignment with UAE's national agenda

**Enhanced Energy Efficiency** retrofits completed at 14 plants, including VFDs, chiller optimizations, and asset upgrades, reducing energy use and emission

**15.8 million AED saved through energy retrofits**, as part of our investments in climate-resilient infrastructure

## ESG Pillar 2: Thriving Talent

**20%** of our workforce is female

**23 diverse nationalities** employed

**Zero fatalities or recordable injuries**

**4,988 training hours** delivered with **AED 226,175 investment**

**8 hours of H&S training** per employee on average

## ESG Pillar 3: Responsible Partnerships

**94%** of our suppliers are local

**100%** of new suppliers screened for ISO 14001 environmental compliance

**Zero cases of customer data breaches** or privacy complaints

**10 CSR initiatives implemented**, including tree planting, inclusive education, and marine clean-up efforts, supporting community and environmental impact.

**Zero cases of non-compliance** related to H&S of products and services

## ESG Pillar 4: Governance

**100%** non-executive board **enhancing corporate governance**

**100%** ABAC & Whistleblower **Training Participation**

**Fully compliant** with **national, regulatory, and city-level laws and regulations**

**12,079 documents** signed electronically

**No reported incidents of corruption**

# Our Double Materiality Assessment

Our double materiality assessment evaluates how ESG factors affect our financial performance and how our operations impact society and the environment. This dual perspective helps us prioritise sustainability topics vital to stakeholders and long-term business success. Integrating double materiality into our strategy strengthens risk management and builds stakeholder trust, aligning our practices with broader societal and environmental goals.

## Stakeholder Mapping and Engagements <sup>GRI (2-29)</sup>

To ensure our materiality assessment reflects the diverse perspectives of our stakeholders, we undertook a comprehensive engagement process. This began with a benchmarking exercise to evaluate EMICOOL's existing material topics, forming a robust foundation for stakeholder discussions. The process aligned with industry best practices and emerging ESG trends, supporting a structured and informed approach to materiality.

### Benchmarking process

- 01 Peers within the region and internationally
- 02 Investors' (Actis LLP and Dubai Investment (DI)) ESG KPIs
- 03 Dubai Financial Market (DFM) ESG Topics
- 04 Sustainability Accountability Standards Board (SASB) ESG Topics
- 05 Topics suggested by EMICOOL's internal stakeholders

Based on our benchmarking assessment, we identified 20 ESG topics relevant to our daily operations. A materiality survey was conducted with internal and external stakeholders, using a 4-point Likert scale (1 = 'Negligible Risk' to 4 = 'Significant Risk') to assess their impact.

### Stakeholders for Survey



<sup>1</sup> ESG Committee Chairman and Member, Chiefs, Head of Departments

<sup>2</sup> Employees from different departments (Energy, Water, HSE, BES, Networks and Projects, Procurement, Finance, Customer Service, Human Resources, CSR, Compliance & Regulatory Affairs, DCT, IDC, and O&M, IT, Internal Audit)

<sup>3</sup> Chief Executive Officer, Chief Technical Officer, Chief Financial Officer, Chief Development Officer, Chief Services Officer, Chief Compliance and Regulatory Affairs Officer

<sup>4</sup> Head of Revenue Operations and Head of Business Excellence and Sustainability

To enhance our understanding of critical issues, we actively engaged stakeholders across multiple phases of the assessment, resulting in a final list of 15 material topics. This collaborative approach sharpened our focus and reinforced our commitment to sustainability.

### Stakeholder for Engagements

- Employees <sup>2</sup>
- Chiefs <sup>3</sup>
- Heads of Department <sup>4</sup>



**Being a member of the sustainability team, I create impact by engaging everyone in our sustainability journey. Every day, I coordinate across different departments and align them all through our mission to become a more resilient and equitable EMICOOL.**

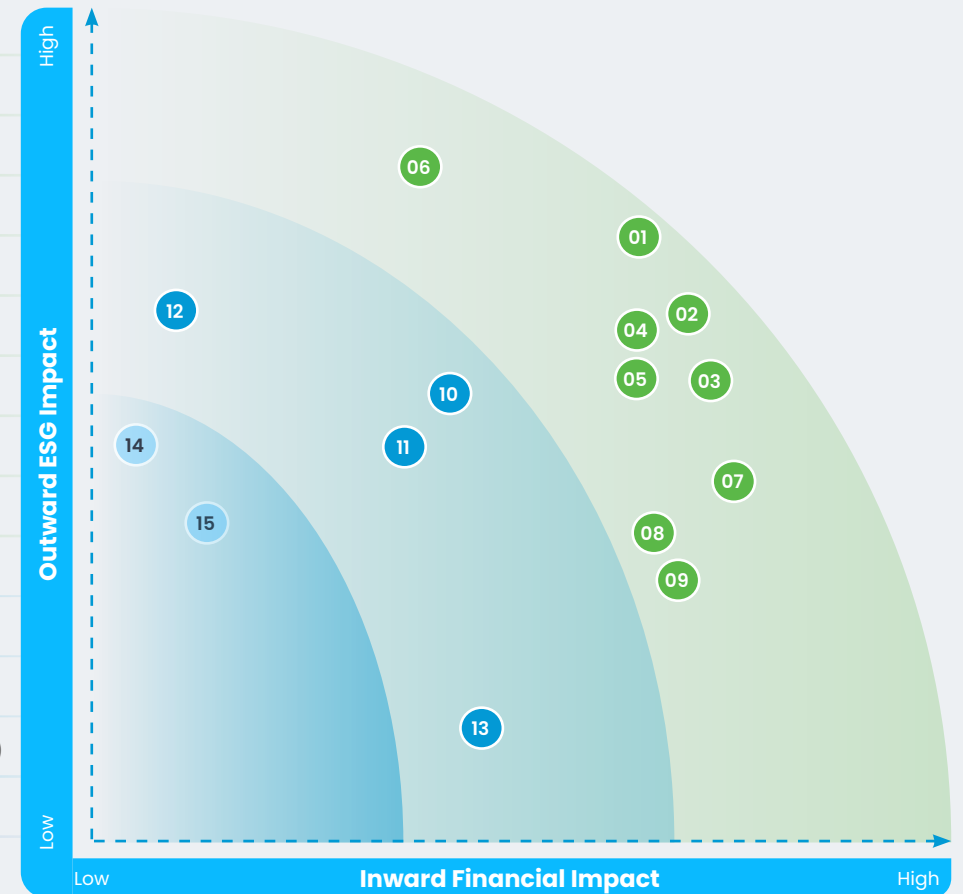
**Zeena Assaf**  
Business Excellence  
& Sustainability (BES)



# Double Materiality Matrix

We incorporate nuanced qualitative findings and multiple scoring levels from stakeholder interviews into our materiality matrix. This approach allows us to prioritize material topics based on their relevance and impact, enhancing the robustness of our decision-making process.

- 01 Water Management
- 02 Diversity, Equity and Inclusion
- 03 Ethics, Governance & Compliance
- 04 Customer Relationship Management
- 05 Occupational Health and Safety
- 06 GHG Emissions
- 07 Energy Management
- 08 Risk and Crisis Management
- 09 Digital Transformation and Cybersecurity
- 10 Climate Risks Management
- 11 Employee Engagement and Development
- 12 Community Engagement
- 13 Stewardship & Innovation (Products and Services)
- 14 Waste Management and Circular Economy
- 15 Sustainable Supply Chain





**PILLAR 1: SUSTAINABLE STEWARDSHIP**

Energy Management  
Water Management  
Waste Management and Circular Economy  
GHG Emissions  
Climate Risks Management


**PILLAR 2: THRIVING TALENT**

Diversity, Equity, and Inclusion  
Employee Engagement and Development  
Occupational Health and Safety


**PILLAR 3: RESPONSIBLE PARTNERSHIPS**

Sustainable Supply Chain  
Customer Relationship Management  
Community Engagement


**PILLAR 4: GOVERNANCE**

Ethics, Governance, and Compliance  
Risk and Crisis Management  
Stewardship & Innovation  
Digital Transformation and Cybersecurity


**Inward Impact**

High  
Medium  
Low


**Outward Impact**

High  
Medium  
Low


**Our Material Topics and SDG Alignment**
**Environmental**

Energy Management



Water Management



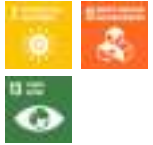
Waste Management and Circular Economy



GHG Emissions



Climate Risks Management


**Social**

Sustainable Supply Chain



Customer Relationship Management



Occupational Health and Safety



Employee Engagement and Development



Diversity, Equity, and Inclusion



Community Engagement


**Governance**

Ethics, Governance, and Compliance



Stewardship and Innovation



Digital Transformation and Cybersecurity



Risk and Crisis Management



# Sustainable Stewardship

## Safeguarding the Environment

- Optimizing energy for a Sustainable Future
- Managing GHG Emissions for a Sustainable Future
- Investing in Climate Resilience and Sustainable Growth

## Optimising Resource Management

- Transforming Waste for a Sustainable future
- Efficient Water Use for a Resilient Future

# Safeguarding the Environment GRI (3-3)

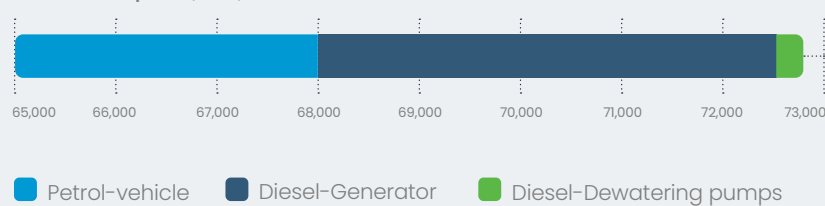
At **EMICOOL**, effective Greenhouse Gas (GHG) management is pivotal to our efforts to mitigate climate change and promote sustainable progress. As a leading district cooling provider, we are committed to reducing emissions through energy efficiency, operational optimisation, and low-carbon solutions.

## Optimizing Energy for a Sustainable Future

GRI (302-1), (302-2), (302-3), (302-4)

At EMICOOL, energy consumption primarily stems from fuel and electricity use across our operations. At our head office, fuel usage includes 72,593 litres (l) of petrol for vehicles and diesel for generators. In response to the April 2024 flooding in the UAE, diesel-powered dewatering pumps were deployed at select plants, resulting in an additional 219 units of fuel consumption recorded during the period.

Fuel Consumption (litres)



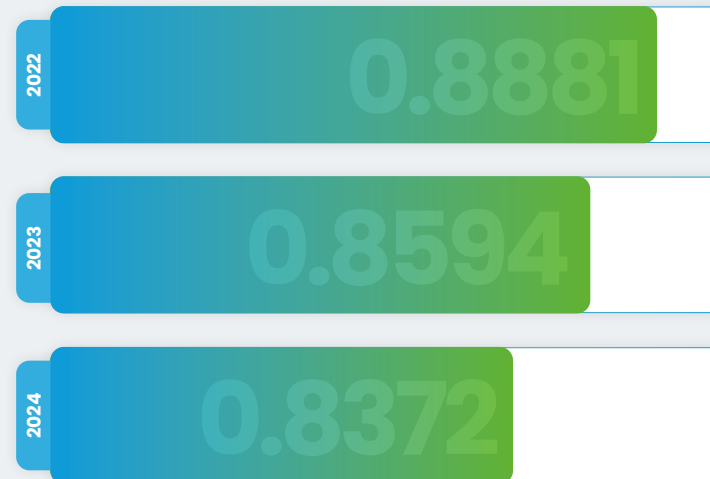
In 2024, our total cooling production reached 494,778,974 Refrigeration Ton Hours (RTH), reflecting our commitment to delivering efficient and sustainable cooling solutions amid growing demand.

## Electricity Consumption (in MWh)

Our operations are primarily powered by grid electricity, with consumption totalling 413,315 MWh, supplemented by 929 MWh of in-house solar energy.

## Reduced energy intensity in recent years through targeted efficiency initiatives

Energy Intensity (kWh/RTH)



“

As O&M engineers, we optimize energy use and ensure efficient maintenance to reduce energy consumption. We are motivated by the impact our daily actions have on creating a sustainable future.

Rawan Abou Ghazi  
Operations and Maintenance (O&M)





## Initiatives towards reducing energy intensity



### EMICOOL's Energy Management Information System (EmiView)

EmiView is a cloud-based platform that monitors real-time plant performance (utility consumption, asset-level energy use, and overall efficiency). It replaces manual tracking and local supervisory control and data acquisition (SCADA) redundancies with automated data capture, using more than 2,800 live and 16,000 calculated data points.

#### Key Benefits:

- Real-time monitoring
- Simplified data management
- Digital performance simulations
- Quicker identification of inefficiencies



We are always focusing on digitalization to monitor, optimize, and regulate the key elements driving energy efficiency to reach the best possible outcomes. Thus, this leads to reductions in carbon emissions.

**Harilal Krishnan Kutty**  
Energy



### Operational Efficiency

We enhance energy performance through daily efficiency reports, which provide actionable insights to drive operational improvements. These efforts have contributed to significant energy savings.

#### Key Measures Implemented:

- |                                |  |
|--------------------------------|--|
| Demand Flow patented algorithm | Cooling tower refurbishments             |
| Chiller plant optimisation     | Asset replacements (chillers and pumps)  |
| Installation of VFDs on pumps  | Energy efficiency retrofits at 14 plants |



### Adiabatic Cooling Systems

Adiabatic cooling systems are highly effective during the hot weather season, helping to significantly reduce the thermal load on chillers. At EMICOOL, two of our DCPs (15 and 20) are equipped with adiabatic cooling technology. These systems play a key role in enhancing overall plant efficiency and contribute to measurable reductions in energy consumption, particularly during peak summer months.



As part of the O&M department, we ensure that the plant runs efficiently, using less energy and water while reducing emissions and waste. We also ensure that the equipment's are proficiently maintained to extend their life and reduce breakdowns, thereby minimizing resource consumption. The O&M department also supports the use and implementation of smart controls and monitoring systems, enabling better performance and lower environmental impact.

**Azeem Bakshi**  
Operations and Maintenance (O&M)



### Managing GHG emissions for a Sustainable Future

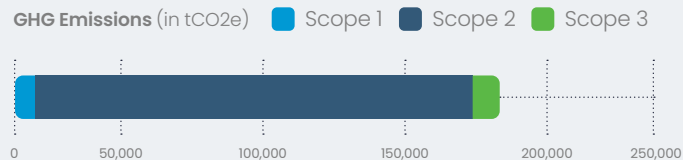
GRI (305-1), (305-2), (305-3), (305-4)

In line with national, regional, and global climate action plans—including the UAE's Net Zero by 2050 strategic initiative and the National Climate Change Plan (2017–2050)—EMICOOL is committed to minimising GHG emissions across operations and services.

## Net Zero Strategy: We have initiated the development of EMICOOL's Net Zero strategy in Q4 2024.



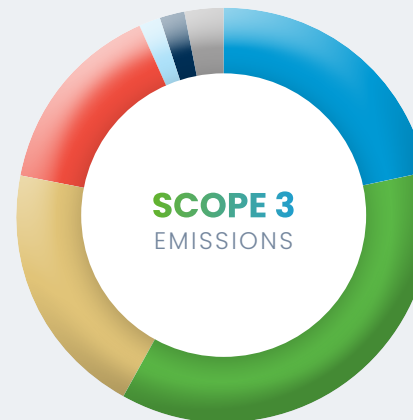
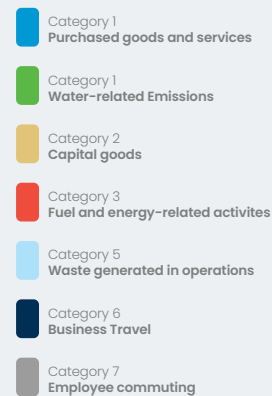
Our systematic approach to identify, assess, measure, and report GHG emissions across all scopes led to a total of 187,454 tCO<sub>2</sub>e in 2024, with Scope 1 contributing 3%, Scope 2 accounting for 87%, and Scope 3 representing 10% of the total footprint.



Our Scope 1 emissions primarily arise from refrigerant leakages (96.4%) and fuel consumption (3.6%).

- Refrigerant emissions originate from leakage of R-134a and R-123 across our plant locations.
- Fuel-related emissions stem from the use of petrol in company vehicles and diesel for temporary cooling operations.

Electricity consumption across EMICOOL's operations results in 164,250 tCO<sub>2</sub>e emissions (Scope 2), driven by grid-based electricity usage at the head office and 16 district cooling plants.



This breakdown highlights key areas where EMICOOL can enhance its sustainability practices, including reducing emissions from purchased goods, capital goods, water use, and fuel-related activities.



**EMICOOL's Net Zero and decarbonization journey is paving the way for lower emissions, enhanced environmental resilience, and lasting value for the communities we serve.**

**Rishabh Rai Shrivastava**

Business Excellence and Sustainability (BES)



### GHG Intensity

GRI (305-1), (305-2), (305-3), (305-4)

Our GHG intensity, measured in tCO<sub>2</sub>e per RTH, reflects emissions associated with cooling operations.

- Refrigerant emissions originate from leakage of R-134a and R-123 across our plant locations.
- Total GHG Emissions Intensity: 0.00038 tCO<sub>2</sub>e/RTH

While the majority of emissions stem from direct and indirect energy use (Scope 1 and 2), minor contributions arise from Scope 3 categories. This metric offers insight into EMICOOL's environmental footprint and highlights opportunities to further improve energy efficiency and reduce emissions across our operations.

### Investing in Climate Resilience and Sustainable Growth

GRI (305-1), (305-2), (305-3), (305-4)

We have prioritised strategic investments that enhance our climate resilience and environmental performance. In line with our commitment to sustainability, energy efficiency, and technological advancement, we have invested a total of AED 18,342,364 in a diverse range of climate-related infrastructure.

- Acquired electric vehicles, including the Geely Riddara double-cabin pickup truck and Geely Geometry electric cars.
- Procured and installed four 180 kW DC EV chargers to support green mobility.
- Invested in energy efficiency initiatives across several DCPs, including retrofits, advisory, implementation, and M&V audits.
- Initiated the expansion of our solar energy portfolio via long term BOOT (Build on Operate Transfer) agreements to cover multiple sites/DCPs.
- Renewed membership with IDEA to align with global best practices in district cooling and sustainability.



**We contribute to EMICOOL's sustainability goals by optimizing resource allocation to enhance efficiencies, facilitating green financing, and driving cost-effective, eco-friendly financial strategies, guided by our commitment to a sustainable and financially resilient future.**

Safnamol Thomas | Finance

**We recognise the critical importance of developing a comprehensive Net Zero Strategy to guide our decarbonisation efforts. Work is currently underway, with the strategy scheduled for completion by the end of 2025. In parallel, we are in the process of formulating a Green Financing Framework to support sustainable investments and align our financial practices with our broader environmental objectives.**



### Climate Education

To foster climate awareness, EMICOOL hosted a Climate Fresh workshop during Sustainability Week 2024. This science-based, IPCC-aligned session helped employees and management understand the root causes and impacts of climate change, encouraging critical thinking and solution-oriented dialogue.





# Optimising Resource Management

GRI (3-3)

At **EMICOOL**, we follow a structured and integrated approach to manage our natural resources to enhance operational efficiency, minimise environmental impact, and ensure regulatory compliance. Our waste strategy focuses on segregation, recycling, and safe disposal, with centralised collection points and partnerships for responsible handling of municipal, hazardous, and refrigerant waste. In parallel, our water management approach prioritises the use of Treated Sewage Effluent (TSE), optimises RO system performance, and reduces discharge through reuse initiatives.

## Transforming waste for a sustainable future

GRI (306-1), (306-2), (306-3), (306-4), (306-5)

Effective waste management is vital for maintaining operational efficiency, minimising environmental impact, and ensuring regulatory compliance. EMICOOL is committed to reducing waste generation, optimising resource use, and lowering disposal costs and potential regulatory risks. We implemented a structured waste management policy that includes waste segregation, recycling initiatives, and the safe disposal of hazardous materials. EMICOOL actively monitors waste streams and applies best practices to support sustainable waste reduction.



**We are committed to provide efficient and sustainable solutions to our clients and this is an integral part of value we bring to world we live in.**

**Mr. Bakulesh Kanakia**  
Chief Development Officer

“

**As Operation and Maintenance engineers, our commitment goes beyond system reliability. We ensure sustainable performance that supports both operational excellence and environmental stewardship for future generations.**

**Saif Althehli**  
Operations and Maintenance (O&M)



### Our Waste Management Partners

#### Imdaad

For general waste collection

#### EnviroServe

For refrigerant recycling

#### Recycle Right

For hazardous waste recycling

**During operations and maintenance, key inputs include water treatment chemicals, lubricants, and refrigerants. Outputs consist of used filters, chemicals, wastewater, and packaging waste. Among these, only refrigerants result in hazardous waste post-use. Other chemicals used are eco-friendly, and water and energy inputs do not produce waste.**

In 2024, a total of 241,358 kg of waste was generated, with 95% comprising of Municipal Solid Waste (MSW).

Non-hazardous waste from our operations were diverted from disposal through recycling and reuse, facilitated by our waste management partner through appropriate segregation and treatment processes. While hazardous waste is collected by third-party contractors, EMICOOL cannot currently verify its final disposal method; therefore, it is conservatively accounted for as landfilled in our GHG inventory to ensure transparency and accuracy.



#### Our approach to managing waste-related impacts



Implementing waste segregation and recycling programs



Optimizing chemical dosing to minimize excess

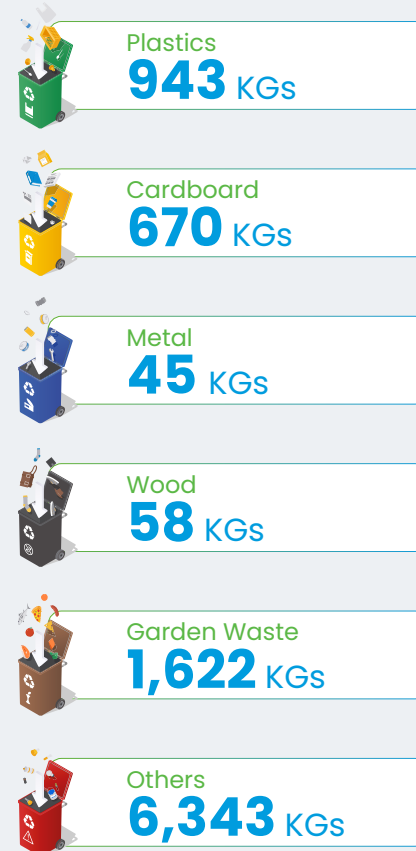


Adopting self-cleaning filters to reduce filter waste



Repurposing RO reject water for multimedia filter backwashing

#### Waste types diverted from landfill

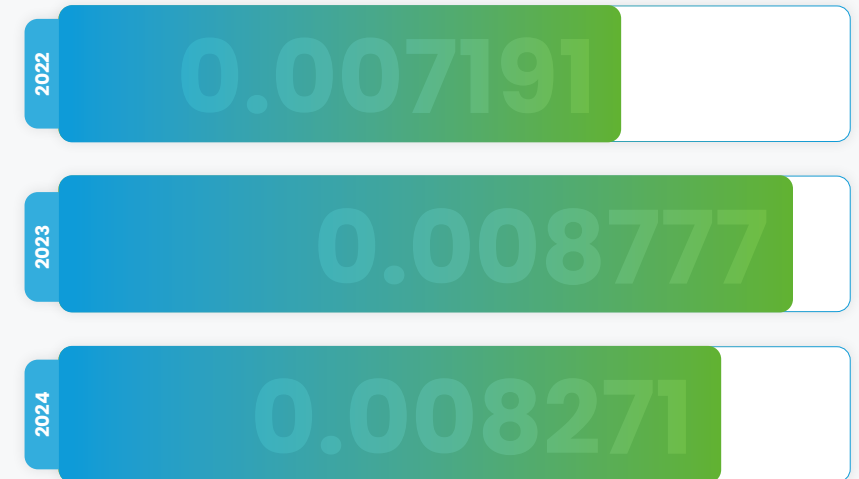


## Efficient Water Use for a Resilient Future

GRI (303-1), (303-2), (303-3), (303-5)

Water and effluent management are a key element of our sustainability and operational strategy, given the significant reliance of district cooling operations on water for cooling tower performance, RO systems, and chemical dosing processes.

Water consumption intensity (m<sup>3</sup>/ RTH produced)





### Water Management Technology Utilities award

EMICOOL was recognised for deploying OTDR technology, cutting leak response time from six hours to 20 minutes. This innovation boosts efficiency reduces water loss, and highlights EMICOOL's leadership in sustainable water management.



### SILVER AWARD Best Water Efficiency

EMICOOL earned a top Gulf sustainability award for cutting potable water use in district cooling through TSE reuse, advanced techniques, and Raman Optical Time Domain Reflectometry (OTDR) system for leak detection—supporting UN goals on water and consumption.



### Effective water management helps address critical issues such as:



**Environmental degradation from over-extraction or improper discharge.**



**Operational inefficiencies due to poor water quality or high-water losses.**



**Increased costs and compliance risks linked to water tariffs, wastewater charges, and regulations** (e.g., RSB water intensity thresholds).



**Climate-related risks from water scarcity and energy demands of water treatment.**





## Water and Effluent Management: **Interaction and Impact**



### Water Withdrawal

- **TSE:** Supplied by municipal sources and master developers (e.g., Dubai Municipality, DIP, Dubai Sports City, etc.), primarily used for cooling towers and RO systems.
- **Polished TSE (RO Water):** Produced in-house or supplied by approved providers, used where TSE quality is inadequate.
- **Potable Water:** Used when TSE is unavailable or unsuitable.



### Water Consumption

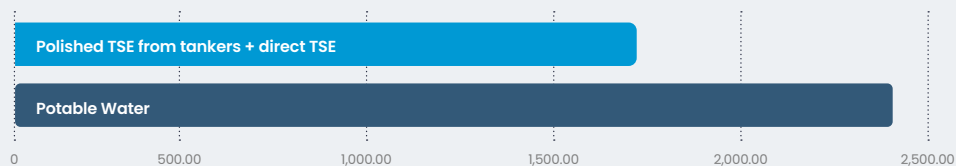
- **Cooling Towers:** Water lost through evaporation, drift, and blowdown.
- **RO Systems:** Water used for producing permeate and membrane cleaning.
- **Chemical Dosing & Filtration Systems:** Water consumed for dosing, pre-treatment backwashing, and rinsing.



### Water Discharge

- **Cooling Tower Blowdown:** Controlled and monitored to meet environmental discharge limits.
- **RO Reject Water:** Reused internally for multimedia filter backwashing.
- **Sewage Disposal:** Effluents from cleaning and overflow discharged to municipal systems under regulated permits.

Water Withdrawal (in Million Litres)



## Our operations contribute to the following water-related impacts:



**Increased Costs and Resource Use** | Occasional blending with potable water due to TSE quality issues results in higher consumption costs.



**Operational Challenges** | Poor TSE quality (e.g. high turbidity or biological contamination) leads to membrane fouling and reduced RO productivity, affecting plant efficiency.



**Environmental Impact** | Ineffective management of blowdown or reject water may lead to excessive discharge or increased chemical load in effluent streams.



**Business Relationships** | Our water performance is impacted by external RO suppliers' delivery schedules, water quality, and compliance. Effective coordination with municipal providers is essential for reliable TSE supply and discharge management.

## Addressal of water-related impacts

### Operational Measures

- RO system Optimisation
- RO reject water reuse
- Automated chemical dosing
- Filtration, chlorination, & coagulant dosing

### Stakeholder Engagement

- Working with Dubai Municipality & DIP for reliable TSE supply & compliant discharge.
- Collaboration with RO suppliers for high-quality water & timely delivery.
- Alignment with departments to meet water efficiency targets.

### Shared Resource Stewardship

- Staff training
- Real-time monitoring
- Monthly reporting

## Water-Related Goals and Targets

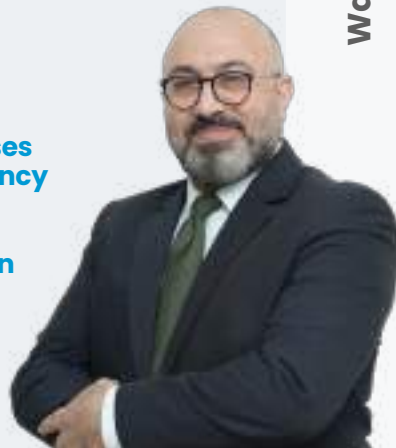
We follow a structured, data-driven process to set water-related goals:

- **Regulatory Alignment:** Targets align with local authority guidelines, particularly the RSB benchmark of maintaining overall water consumption below 10 L/RTh.
- **Annual Planning:** Goals are set annually in coordination with sustainability, operations, and finance teams, including specific targets for TSE usage, RO system productivity, and water cost per RTh.
- **Performance Monitoring:** Monthly data tracking and KPI reviews help evaluate progress and identify corrective actions.
- **Continuous Improvement:** Targets are adjusted based on performance, supply limitations, and operational challenges like TSE quality or RO downtime.
- **Cross-Departmental Collaboration:** Relevant teams contribute to goal setting, ensuring alignment across operations, maintenance, chemical treatment, and procurement.



**My contribution to EMICOOL's sustainability goals includes optimizing water treatment processes and enhancing cooling tower efficiency to reduce water and energy usage. I'm motivated by the opportunity to support environmental conservation and the UAE's sustainability vision.**

**Haitham Younes**  
Chemical and Water



## Water Consumption and Efficiency Initiatives

### RO System Optimisation

In-house RO plants	To process low-quality TSE water
Regular membrane cleaning and chemical dosing programs	To maintain RO productivity
Reuse of RO reject water for multimedia filter backwashing	To reduce discharge and improve reuse.

### Cooling Tower Efficiency

Automated chemical dosing and blowdown control systems	To optimise concentration cycles.
Monthly monitoring of water loss through blowdown	To reduce wastage
Regular cleaning of cooling tower basins without draining	To reduce discharge and improve reuse.

### Water Quality Management

Installation of 100-micron filters on TSE feed lines.	To optimise concentration cycles.
Pre-treatment with sodium hypochlorite and coagulants	To enhance self-cleaning
Dechlorination using SMBS before RO units	To maintain consistent water quality

### Supply Diversification

Collaboration with external RO suppliers	To ensure a steady supply of high-quality water
--	---

### Monitoring and Reporting

Monthly reports on water consumption (L/RTh), RO productivity, and the mix of water sources (TSE, potable, RO).
Weekly updates on chemical usage, membrane status, and operational readiness.

### Staff Training and Engagement

Regular training for O&M teams on efficient water handling, blowdown practices, and troubleshooting.
Alignment of plant-level KPIs with corporate water-saving targets.

# Thriving Talent

## Building an Inclusive and Engaged Workforce

- Diversity, Equity, and Inclusion at Workplace
- Employee Rights and Benefits
- Workforce Training and Development

## Safeguarding Our Workforce

- Our Hazard and Risk Management System
- Our Comprehensive OH&S Training
- Promotion of Employee's Health





# Building an Inclusive and Engaged Workforce

GRI (3-3)

**EMICOOL** is committed to fostering a diverse, equitable, and inclusive workplace, as such an environment drives innovation and long-term success. Our inclusive recruitment strategy ensures equal opportunities across gender, age, and nationality. In addition, we offer comprehensive benefits while ensuring compliance with UAE labour law and upholding human rights.

We are proud to have been awarded first place in the Companies category at the second edition of the Labour Market Award, organized by the UAE Ministry of Human Resources and Emiratization. This recognition is awarded to organizations that excel in labour market practices, including employee welfare, Emiratization efforts, diversity and inclusion, and legal compliance. Receiving this award reflects our unwavering commitment to creating a fair, supportive, and forward-thinking workplace for all our employees.



Ranked  
**9<sup>th</sup>**



Ranked  
**25<sup>th</sup>**



Ranked  
**93<sup>rd</sup>**



جائزة الإمارات للريادة في سوق العمل  
Emirates Labour Market Award

Ranked  
**1<sup>st</sup>**

**We are proud to have been awarded first place in the Companies category at the second edition of the Labour Market Award, organized by the UAE Ministry of Human Resources and Emiratization.**

## Diversity, Equity, and Inclusion at Workplace

GRI (2-7), (2-8), (401-1), (405-1), (405-2)

Diversity and inclusion are fundamental for our operation to foster innovation, collaboration, and sustained success. Our commitment to inclusivity is reflected across all our operations and is a cornerstone of our organisational culture. We follow an inclusive recruitment strategy that ensures equal employment opportunities for all candidates, from application to offering, regardless of gender, ethnicity, or other characteristics.

Full-time Employees  
2024

**263**



Male  
**80%**



Female  
**20%**



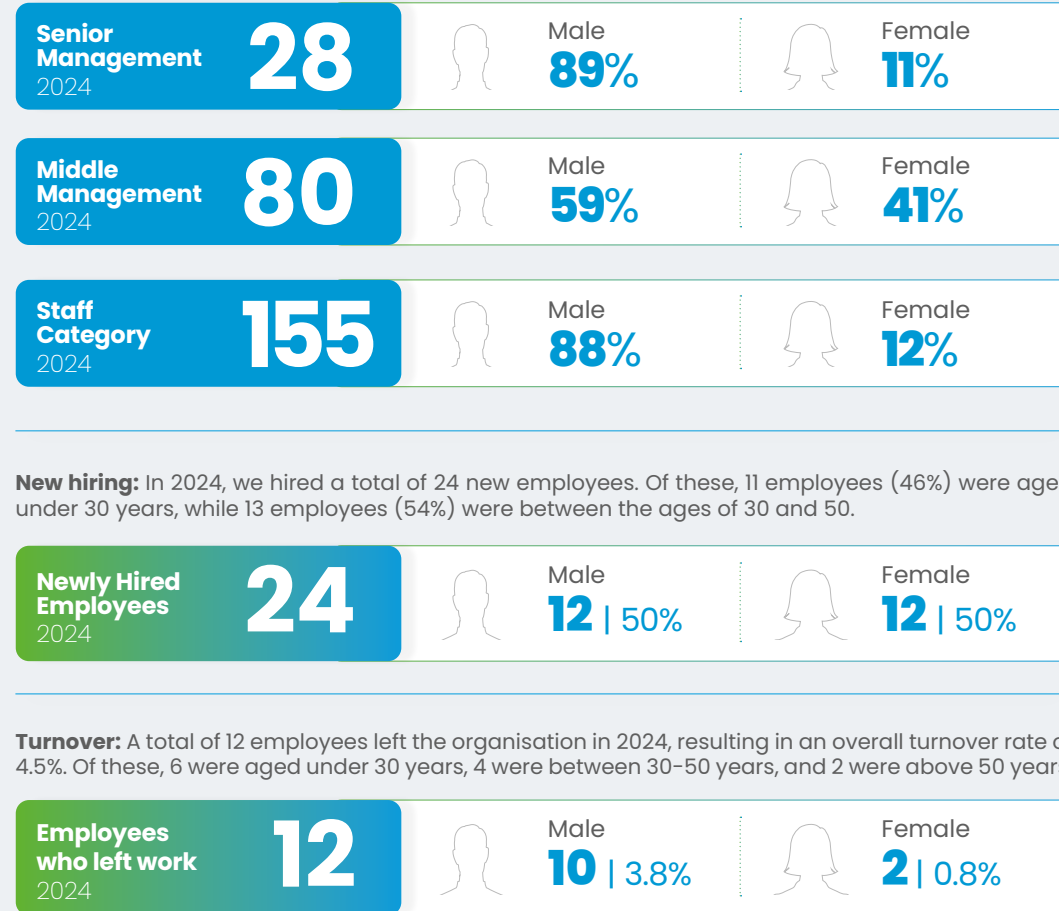
**By advancing Emiratization through targeted talent-acceleration programs, rolling out innovative HR initiatives, embracing end-to-end digitalization and strengthening stakeholder resilience, we have reinforced our foundation and cultivated a workplace celebrated as a Great Place to Work. This steadfast commitment has earned EMICOOL the top ranking in the UAE Labour Market Awards.**

Mr. Mohamed al Jahazi | Chief Services Officer



## Diversity by Employment Level

In 2024, EMICOOL increased its national workforce by 36% and significantly strengthened gender diversity in leadership, also growing the number of female leaders from 10 to 36 across senior and middle management roles, reflecting a strong commitment to inclusion and Emiratisation.

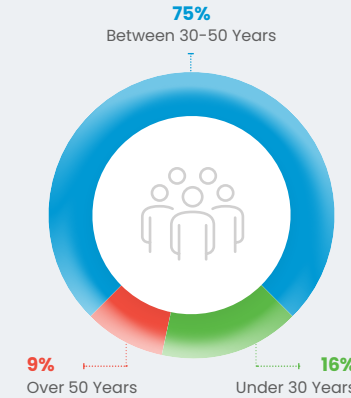


**New hiring:** In 2024, we hired a total of 24 new employees. Of these, 11 employees (46%) were aged under 30 years, while 13 employees (54%) were between the ages of 30 and 50.

**Turnover:** A total of 12 employees left the organisation in 2024, resulting in an overall turnover rate of 4.5%. Of these, 6 were aged under 30 years, 4 were between 30–50 years, and 2 were above 50 years.

## Diversity by Age

We value the diverse perspectives and experiences that employees of different age groups bring to EMICOOL.



Under 30

This age group comprises 41 young professionals who contribute fresh perspectives and enthusiasm, primarily within the Staff Category.

- Middle Management: 15
- Staff Category: 26

Between 30–50

These employees bring significant industry experience and are instrumental in driving leadership and project execution.

- Senior Management: 20 employees
- Middle Management: 61 employees
- Staff Category: 116 employees

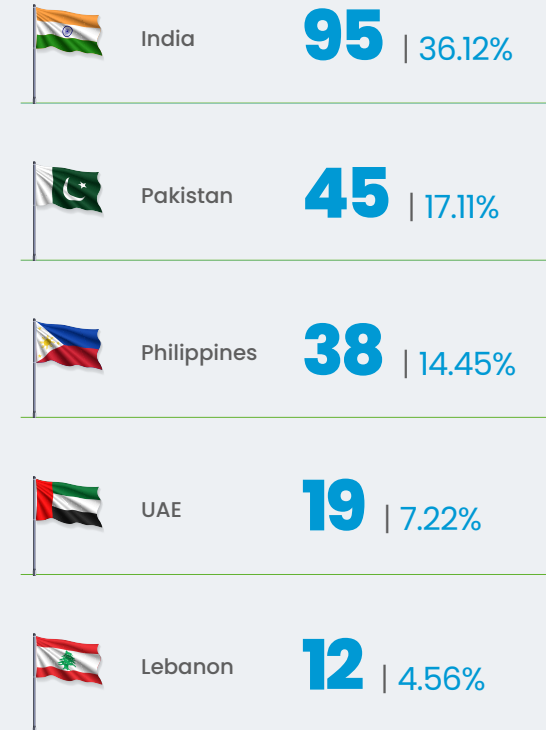
Above 50 Years

Our most seasoned professionals, valued for their deep expertise and strategic insight.

- Senior Management: 8 employees
- Middle Management: 4 employees
- Staff Category: 13 employees

## Diversity by Nationality

EMICOOL is proud to have a diverse workforce comprising employees from various nationalities across different levels.



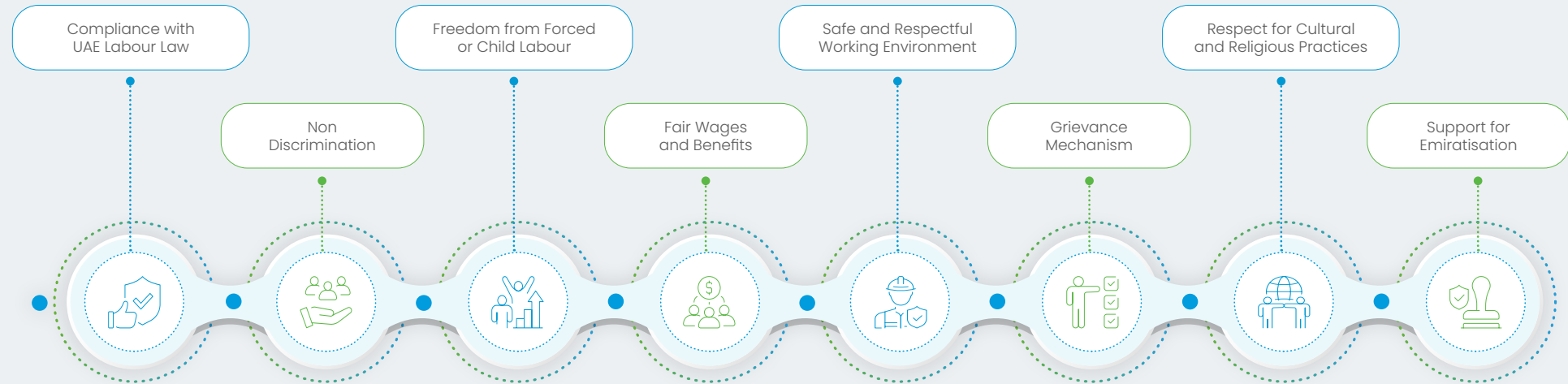
The top five nationalities represent 209 of 263 employees (79.47%), while the remaining 20.53% come from 18 other nationalities across six continents, reflecting a diverse and inclusive workforce.

## Employee Rights and Benefits

GRI (3-3), (401-2), (401-3), (404-3) (3-3)

We are fully committed to upholding human rights and ensuring that all our practices are aligned with the UAE Labour Law and other applicable national regulations. Our approach prioritises fairness, safety, and inclusivity, fostering a respectful and supportive working environment for all employees.

### Our key elements of Human Rights Approach



Employee Satisfaction Score | 2024

94

### Employee Benefits for Full-Time Employees

Our organisation is committed to supporting the well-being and professional development of our employees through a comprehensive range of benefits. These offerings are designed to promote work-life balance, enhance job satisfaction, and ensure a supportive and inclusive workplace.



#### Health and Well-being

- Comprehensive health insurance
- Life insurance coverage
- Maternity leave of up to 4 months



#### Work-Life Balance and Special Leave

- Air ticket allowance for travel home or leisure
- School activity leaves to support parental engagement
- Marriage leave



#### Professional Growth and Recognition

- Education allowance for dependent children
- Performance-based bonus



#### Long-Term Residency Support

- Assistance with Golden Visa applications, where eligible

- Work-from-home (WFH) options during pregnancy and for female wellness needs
- Compassionate leave for emergencies

- Accompany leave (to travel with a spouse or family member)
- Declared load (reduced workload during specific circumstances)

- Regular training and development opportunities



## WIN 2024 | Highlights



**Professional Development & Group Coaching Sessions:** Topics covered included time management, productivity, emotional intelligence, creativity, leadership, and work-life balance.



**Women's Health Awareness:** Dedicated online session held with gynecologists addressing women's health issues.



**Facility Upgrades:** Dedicated private room for new mothers and provision of hygiene kits in washrooms



**Health Support:** Expanded mental health coverage and insurance support for children of determination.



**Wellness Support:** Assistance for new mothers facing postpartum depression and related challenges.



**Being a member of Women Inspiring Network, we are fostering women well-being at workplace. Every initiative or project I lead is a motivation for better future.**

**Joelle Makhoul**  
Shared Services



#### Women-led Motor City Office Launch

EMICOOL has launched a women-led, female-only customer service office in Motor City, reinforcing its commitment to inclusivity, female empowerment, and leadership development within the workplace.

#### Workforce Training and Development

GRI (3-3), (401-2), (401-3), (404-3) (3-3)

We are committed to the continuous professional growth of our employees through a variety of structured training and development programmes. These initiatives are designed to enhance both technical and interpersonal skills, promote diversity, and ensure alignment with industry standards.



**Being a sustainability focused HR Professional, I believe in digital HR practices i.e using digital tools for HR processes, prioritizing eco-conscious vendors, and taking sustainability-oriented L&D initiatives for staff and for my own personal learning.**

**Sana Naz** | Human Resources (HR)



## Type and Scope of Programmes Implemented

### Technical and Industry Certifications

- ISO Standards Training
- Industry-related certification programmes
- Quality management system training

# 226,175

AED spent on training  
workforce in 2024

### Soft Skills and Leadership Development

- Diversity and inclusion training
- Women-oriented leadership & empowerment programmes

# 4,988

hours of training provided  
to the workforce

### Internal Policy and Process Training

- In-house HR-led sessions on organisational policies, procedures, and compliance requirements

# 18

average hours of  
training per employee



### Repatriation Support:

Provision of an air ticket for employees returning to their home country upon completion or termination of their service.

# ZERO

reported cases of  
discrimination

## Safeguarding Our Workforce GRI (3-3)

We prioritise the health and safety (H&S) of our employees and contractors. Our robust safety management systems ensure compliance with local and international standards through risk assessments, incident reporting, and continuous improvement. This commitment is reinforced by regular training, a strong safety culture, and ongoing performance monitoring. We report our safety metrics transparently, supporting our goal of zero harm across all operations.

### Our Hazard and Risk Management System

GRI (403-1), (403-2), (403-4), (403-7), (403-8), (403-9), (403-10)

We maintain an Occupational Health and Safety (OH&S) management system in line with ISO 45001:2018, UAE federal laws, local emirates' laws, and standards set by authorities such as RSB, Civil Defence, Dubai Municipality, Dubai Electricity and Water Authority (DEWA), Dubai Health and Safety (EHS) guidelines, etc. Our OH&S management system includes:

Clearly defined OH&S policies

Emergency procedures

Risk assessments

Incident reporting protocols

Hazard controls

Emergency response procedures

Regular safety trainings

**Covered individuals:**

- Full-time employees
- Part-time employees
- Contractual workers
- Third-party contractors, and
- Visitors—across operations.

Regular safety training, audits, and performance evaluations support ongoing compliance and continuous improvement. A legal and compliance register is maintained to monitor evolving regulatory requirements.

**Our HSE Audits**

Our HSE audit scores across operations indicate an overall positive trend in 2024 as compared to the last year, demonstrating improved performance.

- DCP 4 and DCP 16 recorded the most significant increases, reflecting substantial enhancements in HSE practices.
- DCP 1, DCP 7, and DCP 11 also showed notable improvements, suggesting effective implementation of safety measures.

**Overall, the results reflect consistent progress in strengthening health, safety, and environmental standards across sites.**

**Work-Related Hazards and Risks**

Our Risk Assessment Procedure is in place to identify and manage occupational hazards across operations. We follow a hierarchy of controls to mitigate risks:

- 01** Eliminating or substituting hazards
- 02** Implementing engineering controls, such as barriers and ventilation
- 03** Applying administrative controls, including safe work procedures and training
- 04** Using Personal Protective Equipment (PPE) as a final safeguard

Employees are encouraged to report hazards directly to their supervisors, managers, or designated H&S specialist.

**Active employee engagement and a strong safety culture ensure zero harm and safe, efficient, and sustainable operations.**





### Our Risk Investigation process



### Our OH&S improvement process

Hazard identification processes are assessed through regular reviews of operational activities and risk documentation. Enhancements include improved employee awareness, targeted training, and alignment with local regulations and international standards.

### Right to Refuse Unsafe Work

We empower our employees to withdraw from tasks they believe may cause harm through this simple five-step approach: Stop, Think, Identify, Plan, and Proceed, empowering workers to take ownership of their safety and make informed decisions to prevent incidents.

### Key areas of engagement:



**Risk Assessment** | Employees participate in assessing risks related to their work activities, contributing firsthand knowledge to hazard identification and control measures.



**Training and Awareness** | Workers regular attend safety training sessions provided by the company, enhancing their competence in safe work practices.



**Incident Reporting** | Workers are encouraged to report hazards and incidents promptly, enabling timely corrective actions and system enhancements

### Process of identifying high-consequence injury:

- Identifying the hazards
- Decide who might be harmed and how
- Estimate the associated risks
- Review the existing precautions
- Apply additional corrective actions—prioritising high risks—to ensure that all risks are mitigated to ALARP (as low as is reasonably practicable).

# ZERO

- Recordable work-related injuries
- High-consequence work-related injuries
- Work related ill-health and/or
- Fatalities because of work related injury

### Work-Related Ill-Health: Identification, Monitoring, and Mitigation

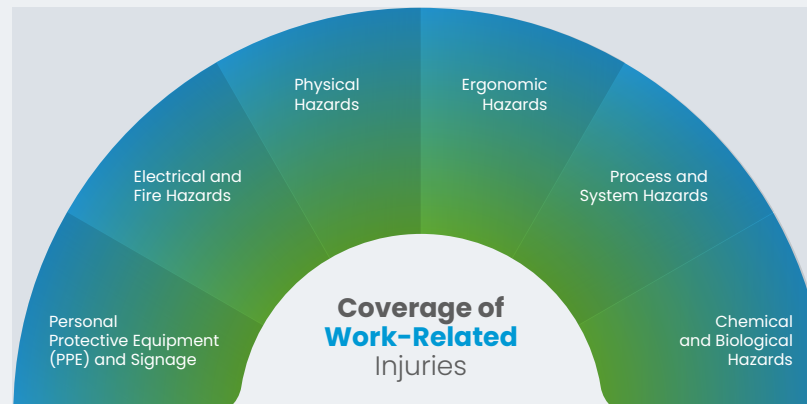
EMICOOL has identified the following potential work-related ill-health conditions affecting employees and non-employee workers:

- Heat Stress & Heat-Related Illnesses
- Musculoskeletal Disorders (MSDs)
- Respiratory Issues
- Hearing Loss (Occupational Noise-Induced Hearing Loss – NIHL)
- Skin Conditions (e.g., Dermatitis, Chemical Burns)
- Mental Health Issues (e.g., Stress, Fatigue)
- Legionnaires' Disease & Waterborne Infections

### Hazard Identification and Risk Determination

To determine hazards posing a risk of ill-health, EMICOOL conducts:

- First aid training for most workers
- Regular refresher sessions to recognise early symptoms of illness and respond appropriately by reporting concerns or administering first aid.



## Our Comprehensive OH&S Training GRI (403-5)

EMICOOL delivers comprehensive OH&S training to its workforce, encompassing both general safety instruction and specialised programmes designed to address specific work-related hazards. The objective is to ensure that employees are equipped with the knowledge and skills necessary to carry out their responsibilities safely and following local and international standards.

**Minimum of two drills for each identified potential crisis at EMICOOL premises, as part of the Emergency and preparedness procedures.**

### Training Programme

Training Programme	Description
Basic Fire Safety	Fire prevention, extinguishing techniques, and evacuation.
First Aid	Immediate medical assistance until professional help arrives.
Welder Safety Training (Dubai Municipality Approved)	Safe welding practices per local regulations.
Scaffolding Erector and Dismantling Training (Dubai Municipality Approved)	Safe assembly and dismantling of scaffolding.
Scaffolding Inspector Training (Dubai Municipality Approved)	Inspection and compliance of scaffolding safety.
Confined Space Safety Training (KHDA Approved)	Safe entry, work, and exit in confined spaces.
Manlift Operator Training (IPAF Approved)	Operation of manlifts and aerial platforms.
Risk Assessment Procedure	Hazard identification, risk evaluation, and control planning.
Incident Investigation and Reporting Procedure	Identifying root causes and reporting incidents.
Permit to Work (PTW), Isolation, and Excavation Procedures	Safety controls for high-risk tasks.
Confined Space Procedure	Safety measures for confined space activities.
Hot Work Procedure	Fire prevention during welding, cutting, or grinding.
Working at Height Procedure	Fall protection and safety for elevated tasks.
Lifting and Rigging Procedure + PPE Safety	Safe lifting, rigging, and use of PPE.
Hand and Powered Tools Safety + Electrical Safety	Safe use of tools and electrical equipment.
Inspection and Monitoring Procedure	Routine inspections to ensure safety standards.
Basic Occupational Health and Safety (OHS)	Awareness of general workplace hazards.
Reporting Procedure	Processes for reporting hazards, near-misses, and incidents.

### Assessment of Training Needs

- Comprehensive risk assessments of work activities, which identify hazards and inform targeted training.
- Legal and regulatory mandates by Dubai Municipality, Knowledge and Human Development Authority (KHDA), and International Powered Access Federation (IPAF), which guide the scope and frequency of required training.

### Delivery and Comprehension

- Recruiting individuals with demonstrated proficiency in English (spoken and written).
- Validating comprehension through training evaluations and written assessments post-training.

### Evaluation of Training Effectiveness

- Post-training evaluations and written assessments to verify knowledge retention.
- Monitoring workplace performance and behaviour to ensure application of learned safety practices.



# 2.7

hours of average H&S training  
per employee in 2024



# 20

training sessions on  
H&S conducted in 2024







# ONE

training per year to provide  
**awareness around risks  
and crisis management**

## Promotion of Employee's Health GRI (403-3), (403-6)

At EMICOOL, occupational health services are a key component of our H&S framework. Oversight of these services is entrusted to our dedicated H&S Specialist, whose role is vital in maintaining a safe and healthy work environment. In addition, we also provide non-occupational health services to all our employees.

### Occupational Health Services at EMICOOL

	<b>Site Visits and Inspections</b>	Regular checks to identify and eliminate hazards, minimising risks.
	<b>Risk Assessments</b>	Collaborative evaluations with safety & technical teams to identify health hazards.
	<b>Ergonomic Optimisation</b>	Workplace evaluations to prevent musculoskeletal disorders with improvement recommendations.
	<b>Health Promotion</b>	Awareness and training programs on hazard recognition, PPT use and safety practices.
	<b>Regulatory Compliance</b>	Ensuring alignment with occupational health standards and legal requirements.
	<b>Preventive Measures</b>	Coordinating with stakeholders to implement effective health control strategies.

### Non-Occupational Health Services at EMICOOL

	<b>Medical and Healthcare Service</b>	Provision of Dubai Health Authority (DHA) compliant medical insurance.
	<b>Voluntary Health Promotion</b>	Wellness campaigns, health awareness sessions, and on-site check-ups in partnership with healthcare providers*

\*Participation in wellness programmes is voluntary. Personal health information is managed by third-party providers and is not used in any employment decisions. We do not access or store medical records.

### Health Awareness Week Highlights

#### Promoting Employee Well-Being

-  Free Eye Check-Ups (in collaboration with Max Vision)
-  Dermatology Consultations
-  Mental Yoga & Zumba Sessions
-  Wellness Talk: Building healthy habits
-  Vital Screenings: BMI, BP, Sugar, Vision
-  Interactive Stations: Nutrition, Fitness, Emotional Wellness

**Impact:**  
Engaged employees in preventive health, boosted awareness, and fostered a culture of wellness and care.



### Breast Cancer Awareness Initiative Pink Caravan

A Breast Cancer Awareness campaign was conducted in collaboration with the Pink Caravan, a recognised initiative supporting early detection and education. During the campaign, the Pink Caravan mobile clinic visited our premises to offer on-site breast examinations and raise awareness about breast cancer prevention and early detection. In addition, mammogram vouchers were distributed to employees above a certain age to facilitate further screening and encourage proactive health management.



Our management plays a vital role in strengthening health services by:

- **Allocating Adequate Resources**  
(funding, equipment, and tools for H&S)
- **Deploying Competent Personnel**  
(qualified and trained safety staff)
- **Maintaining a Robust H&S Management System**  
(including inspections, incident reporting, hazard identification)
- **Employee Training**  
(enhancing awareness and reinforcing safe behaviours)
- **Continuous Improvement**  
(feedback and monitoring mechanisms)

### Data Privacy

All health-related data remains with the employee and is handled in line with DHA regulations to ensure confidentiality.



# Responsible Partnerships

## Supply Chain Sustainability

- Our Local Procurement
- Our Supplier Screening Assessment

## Customer Relationship Management

- Ensuring Customer Health and Safety
- Ensuring Customer Privacy
- Engaging with Customers

## Empowering Communities

- Environmental Stewardship & Climate Action
- Social Responsibility & Community Inclusion
- Empowering the Next Generation

# Supply Chain Sustainability GRI (3-3)

We emphasise the strategic importance of our supply chain through a Supplier Code of Conduct, which sets clear expectations for ethical behaviour, legal compliance, health and safety, and environmental responsibility. All registered suppliers are expected to align with **EMICOOL's** Code and demonstrate a commitment to responsible and sustainable business practices.

## Our Local Procurement

Engaging local suppliers is a key strategy for driving national economic growth, strengthening supply chain resilience, and promoting sustainability within the region. By prioritising partnerships with local vendors, we contribute to job creation, support SMEs, and generate economic value within the UAE.

Our procurement strategy prioritises local sourcing, with international procurement considered only when no viable local alternatives meet our quality, cost, or operational requirements. This approach reduces reliance on external markets, promotes self-sufficiency, and supports the diversification of the national economy in line with the UAE's sustainability goals.

# 257

local suppliers constitute  
**94% of our total suppliers.**

# 93%

of total procurement  
spending locally.

## Our Supplier Screening Assessment

GRI (308-1), (308-2), (414-1), (414-2)

As part of our commitment to sustainability, ISO 14001 certification is a key mandatory evaluation criterion, reviewed in collaboration with the Business Excellence and Sustainability department according to a predefined workflow. In addition, suppliers are required to disclose any green practices implemented within their operations.

EMICOOL does not currently have a formalised process for screening suppliers against social criteria. However, all suppliers must comply with EMICOOL's Code of Conduct, which outlines expectations on occupational health and safety (OHS), human rights, and labour practices. This ensures alignment with EMICOOL's commitment to ethical business practices, social sustainability, and regulatory compliance.



# 100%

of new suppliers  
screened for **ISO 14001**  
compliance in 2024



**Every purchasing decision is a chance to shape a better future. Through sustainable procurement, we partner with suppliers who share our values, protect our planet, and help build resilient, ethical supply chain.**

Huma Farooq | Procurement Specialist



# Customer Relationship Management

GRI (3-3)

We are committed to safeguarding customers' health, safety, and privacy through proactive measures. In 2024, we reported zero incidents of non-compliance, penalties, or privacy breaches. From safe onsite practices and RSB-compliant cooling systems to secure handling of customer data, **EMICOOL** ensures a trusted and responsible customer experience.

## Ensuring Customer Health and Safety GRI (416-2)

EMICOOL prioritises customers' H&S through proactive management and following strict regulatory compliance. During onsite activities within plot premises, our Networks team implements appropriate safety measures, including clear signage and barricades, to protect customers from potential hazards.

Our district and evaporative cooling systems are designed with safety in mind, using no harmful synthetic refrigerants to minimise health risks and environmental impact. All newly developed systems comply fully with RSB standards, ensuring the highest levels of safety and quality.

# ZERO

**incidents of non-compliance related to the H&S impacts of its products and services in 2024.**

**incidents resulting in fines or penalties in 2024.**

These outcomes reflect our continuous efforts to uphold customer safety as a core operational priority.

# ZERO

**reported or substantiated complaints from external parties or regulatory bodies concerning breaches of customer privacy in 2024.**

**incidents of data leaks, thefts, or losses in 2024.**

## Ensuring Customer Privacy GRI (418-1)

We are committed to safeguarding the privacy and confidentiality of customers' information. We follow clearly defined guidelines outlined in our Standard Operating Procedures (SOP), which mandate the secure handling of all customer data.

## Engaging with Customers

Our stakeholder engagement emphasises proactive communication and collaboration with both external and internal stakeholders to enhance service delivery and reduce customer complaints.

### External Stakeholder Engagement



#### Aim

To reduce customer complaints and foster awareness among our B2C and B2B stakeholders.



#### Departments

Launched by Customer Service and Operations & Maintenance (O&M) Department.



**By ensuring efficient billing, proactive collections, and exceptional customer service, I help optimize resource utilization and enhance customer satisfaction, driving EMICOOL's sustainability journey with purpose and long-term impact.**

Aditya Suri | Head of Revenue Operations







#### Customer Education

Circulars distributed to end users, developers, and facility managers, outlining maintenance responsibilities for summer readiness. Provided seasonal guidance ahead of peak cooling demand, enabling proactive issue prevention.



#### Energy Saving Tips

Regularly shared practical guidance to help stakeholders optimize system efficiency and reduce consumption.



#### Stakeholder Meeting

Held multiple meetings with facilities managers and owners' associations (POA, RA/ME). Sessions helped to enhance secondary network operations, reducing cooling related complaints.



#### Awareness Video

Developed winter campaign videos to highlight the importance of maintenance during cooler months to peak summer readiness. This is aimed to be launched in 2025.



**Bringing the client up to speed on the difference between regular ACs and District Cooling services results in money savings on electricity incurred creating chilled water, and subsequently reducing our carbon footprint.**

John Paul Escover | Projects

### Internal Stakeholder Engagement



#### Aim

To improve service delivery and enhance the overall customer experience



#### Departments

Launched by the Customer Service Department



#### Collaboration with O&M Team

Weekly meeting with O&M during peak seasons helped proactively resolve cooling issues, reducing customer complaints in 2024 vs 2023.



#### Collaboration with IDC Team

Partnered with IDC to alert customers about faulty actuators and share energy-saving tips, preventing escalations and enhancing efficiency.



#### Engagement with IT Team

Participated with IT and other teams in requirement-gathering sessions to streamline processes and enhance the customer journey for a seamless service experience.



**In Network and ETS, we drive sustainability by ensuring optimal cooling performance with minimal energy waste.**

Hassan Hankir | Network & ETS



# Empowering Communities

GRI (3-3)

At **EMICOOL**, our community initiatives reflect our commitment to social inclusion, environmental responsibility, and the creation of long-term value for society. These initiatives are designed to respond to ad hoc requests while supporting diverse communities, empowering individuals, and promoting collective well-being through strategic partnerships and targeted investments.

## Environmental Stewardship & Climate Action

As part of our climate commitment, we continued expanding our global and local greening efforts. Through our partnerships with Tree Nation and EcoMatcher, we planted thousands of trees, one for every new customer and staff member. In total, we planted:



- **4,000 trees** internationally through Tree Nation for our residential customers
- **1,000 trees** for new B2B customers
- **333 trees** for our employees

These initiatives not only support global reforestation and biodiversity but also offer customers and employees the ability to digitally track their trees and participate in climate action.

Locally, we proudly supported the Grow Your Own Food – Food Forest Initiative, a community-driven urban agriculture project that fosters biodiversity, promotes sustainable food systems, and reconnects individuals with nature. The initiative is open to all, empowering everyone from novice gardeners to seasoned growers. In addition, our employees participated in a beach clean-up at the Jebel Ali Marine Reserve, removing over 123 kg of plastic waste to help restore marine ecosystems and promote a culture of environmental accountability.

**Contributed to environmental restoration, promoted inclusive education, and enhanced community wellbeing**

**Implemented 10 CSR initiatives in 2024**

## Social Responsibility & Community Inclusion

We believe in creating inclusive communities and standing with those who need support the most. During Ramadan, we joined the Al Ihsan food distribution campaign, sharing Iftar meals with underserved families to promote compassion and solidarity.

Furthering our community outreach, we supported the UAE Deaf Community by providing meals and essential items to two families during the holy month. Our collaboration with the Abilities Development Centre included sponsoring a marathon for children of determination, supporting their physical and social development and reinforcing our belief in inclusive wellness. In partnership with Companies for Good, EMICOOL volunteers also packed and delivered school backpacks to refugee children, helping provide them with the tools they need to pursue education and stability. These efforts underscore our commitment to human dignity and equal opportunity.

## Empowering the Next Generation

As part of our focus on education and youth empowerment, we proudly sponsored five Grade 12 students from Buds Public School to participate in the FI in Schools competition. This global STEM challenge fosters innovation, collaboration, and technical skills—equipping students to become tomorrow's changemakers.



**As part of the Administration section, we are optimizing the landscaping at EMICOOL plants by incorporating greenery and tree planting initiatives plus leading the transition from fuel-powered vehicles to electric vehicles (EVs), as well as overseeing the installation of sufficient green charging stations that contribute to our sustainability objectives.**

**Itad Zraik | Administration**



# Our Governance

## Driving Impact through Governance

- Inclusive and Visionary Board Leadership
- Commitment to Ethical Excellence
- Risks and Compliance Leadership
- Approach to Stakeholder Engagement

## Stewardship and Innovation

### Digital Transformation and Cybersecurity

- Digital Technologies for Operational Efficiency and Resource Optimisation
- Digital Billing and Smart Monitoring



# Driving Impact through Governance

GRI (3-3)

**EMICOOL's** Board, composed entirely of non-executive, non-independent members, provides strategic oversight through quarterly meetings and specialised committees for ESG, Audit & Risk, and Nomination & Remuneration. The company upholds strong ethical standards through robust policies, including ABAC and Conflict of Interest frameworks, supported by NAVEX-managed whistleblowing and grievance mechanisms. With high training participation and no corruption incidents in 2024, EMICOOL endorses compliance, transparency, and stakeholder trust across all operations.

## Inclusive and Visionary Board Leadership

GRI (2-9), (2-10), (2-11), (2-12), (2-13), (2-14), (2-15), (2-17), (2-19), (2-20), (405-1)

Our Board comprises six members, including shareholder representatives with expertise in the industry. Each member is appointed for a three-year term. The Board meets quarterly to oversee the company's strategic direction, uphold its values and mission, and guide key operational decisions.



**100%**  
Non-Executive Board



**Mr. Khalid Bin Kalban**  
Chairman, Chair of Highest Governance Body, Non-executive & Non-independent



**Mr. Adrian Mucalov**  
Vice Chairman, Non-executive and Non-independent



**Mr. Paris Fronimos**  
Board Member, Non-executive and Non-independent



**Mr. Max Burke**  
Board Member, Non-executive and Non-independent



**Mr. Abdulaziz Bin Yagub Al Serkal**  
Board Member, Non-executive and Non-independent



**Mr. Mohamed Saif Ahmed Al Ketbi**  
Board Member, Non-executive and Non-independent

## Diversity in Board Members by Nationality



UAE



CANADA



LONDON



USA

This diversity brings a broad range of perspectives, cultural insights, and professional experiences to the organisation's leadership, supporting more inclusive and well-rounded decision-making at the highest level.

**The board is composed of all male members, with an alternate female member acting on the behalf of an absentee member.**

# Board Committees at EMICOOL



## Nomination & Remuneration Committee (NRC)



## Audit and Risk Committee (ARC)



## ESG Committee

At EMICOOL, ESG governance is integrated at every level of leadership. Responsibilities are clearly defined across the Board of Directors, Audit & Risk Committee, and Executive Management.

### Board of Directors – Strategic Oversight

- Holds ultimate responsibility for EMICOOL's ESG vision and direction.
- Integrates sustainability into the company's broader corporate strategy.
- Reviews and approves long-term ESG objectives.
- Considers ESG risks and opportunities in strategic decisions.
- Delegates day-to-day ESG responsibilities to key committees.
- Receives regular updates and strategic recommendations from:
  - ESG Committee
  - Executive Management
- Ensures transparency via quarterly performance and compliance reviews.

### Audit & Risk Committee (ARC) – Risk & Compliance Oversight

- Oversees ESG-related internal audit, compliance, and enterprise risk management.
- Identifies and evaluates ESG risks with financial, legal, or reputational impacts.
- Reviews ESG-related disclosures for alignment with IFRS standards.
- Supports:
  - Whistleblower protection mechanisms
  - Information security protocols
  - Business continuity planning
- Escalates material ESG breaches to the Board.
- Collaborates with: ESG Committee and Executive Management

### Executive Management – ESG Execution & Integration

- Implements Board-approved ESG strategy across the organization.
- Integrates ESG principles into daily operations, culture, and performance KPIs.
- Leads ESG initiatives and monitors sustainability metrics.
- Coordinates cross-functional ESG efforts.
- Reports progress and challenges to:
  - ESG Committee
  - Audit & Risk Committee
- Aligns ESG risks with the company's broader risk strategy.

### ESG Governance Flowchart



## Commitment to Sustainability and Risk Management

The Board actively considers ESG recommendations and ensures that robust governance frameworks, risk management strategies, and sustainability policies are in place to mitigate risks and capitalize on emerging opportunities. The Board's collective knowledge is strengthened through quarterly ESG-focused meetings.

The ESG Committee plays a critical role in ensuring that EMICOOL operates as an environmentally and socially sustainable business capable of generating long-term value for its stakeholders. Comprised of members with expertise in ESG management and the company's sustainability strategy, the Committee independently reviews management's actions and advises the Board on the effectiveness of EMICOOL's ESG objectives.

This includes providing guidance on environmental impact, social responsibility, and governance practices. The Committee is tasked with monitoring key ESG areas such as climate change management, carbon emissions reduction, human capital development, and ethical governance.

It evaluates the implementation of Environmental and Health & Safety Management Systems, ensures compliance with international standards such as the GRI indices, and provides transparency through regular reporting to the Board. By doing so, the Committee helps mitigate environmental and social risks while enhancing EMICOOL's operational efficiency and corporate reputation. ESG-focused Board meetings include:

- **Presentation of detailed performance reports, and emerging sustainability trends.**
- **Evaluation of ongoing sustainability initiatives.**
- **Integration of stakeholder feedback to align with the company's strategic priorities.**



**ESG Committee:**  
**Significant role in guiding EMICOOL's sustainability agenda and ensuring alignment with corporate objectives.**

## ESG Review & Approval Workflow

A structured multi-level review process is followed to ensure accuracy, credibility, and oversight.

### ESG Review & Approval Workflow

- ✓ **Data Compilation:** ESG data is collected and compiled from different departments
- ✓ **Departmental Review:** Reviewed and validated by the Head of Department
- ✓ **Due Diligence:** Business Excellence and Sustainability department conducts checks and ensures data integrity
- ✓ **Internal Audit Review (To be initiated in 2025):** Independent vetting by the Internal Audit Team
- ✓ **Executive-Level Review:** Assessed by Chief-Level Management
- ✓ **Board-Level Oversight:** Final review and approval by the ESG Committee



**Sustainability Policy:**  
 Integrates ESG principles into operations to drive long-term value and responsible resource use.



## Commitment to Ethical Excellence

GRI (2-16), (2-23), (2-24), (2-25), (2-26), (2-27)

EMICOOL is committed to the highest standards of ethical conduct and regulatory compliance. To support responsible operations and long-term value creation, we have established key policies guiding our governance, stakeholder engagement, and sustainable practices:



### Conflict of Interest (COI) Policy:

The Board ensures that COIs are proactively managed through EMICOOL's COI Policy. This policy requires all employees and management to act in the best interests of the company and its stakeholders, avoiding any situations that may compromise their judgment or impartiality. It sets out clear procedures for identifying, disclosing, and managing potential conflicts.



### Responsible Purchasing Policy:

Guides ethical and sustainable procurement, promoting fair labour and reduced environmental impact.

**“ As a compliance professional, I contribute to fostering a culture of responsibility and accountability, ensuring our sustainability goals are not just ambitions but measurable practices, motivated by a commitment to integrity and purposeful impact.**

**Zakaria Alashiq**  
Compliance & Regulatory Affairs

## Embedding our Policy Commitments

EMICOOL ensures the effective implementation of policy commitments through training and policy development. Clear departmental roles support the integration of compliance, ethics, and sustainability into daily operations. Our strategies, policies, and procedures align with legal, ethical, and regulatory standards, fostering responsible decision-making across the organisation.

### Channels for communicating policy commitments



Email Announcement  
& Awareness Campaign



Screen Savers  
with Key Messages



Posters in  
Workplace Areas



Training Sessions for  
Employees & Partners

### Ensuring Policy Compliance Across Our Business Network

- Signing of COI forms
- Non-Disclosure Agreements (NDAs)
- Contractual obligations for ethical and legal compliance
- Monitoring and collaboration for responsible business conduct

### Strengthening Policy Compliance and Ethical Awareness

- Anti-Bribery and Anti-Corruption (ABAC) training for employees
- Whistleblower training to promote a culture of transparency and accountability.
- Regular company announcements and reminders to reinforce key ethical practice

## Grievance Resolution and Remediation Process

### Our Grievance Mechanisms

#### Whistleblowing Channel (Anonymous platform)

- **Managed by:** Chief Compliance Officer and Representatives from ARC
- Allows employees to report concerns related to ethics or employee conduct confidentially which are promptly investigated.

#### Direct Human Resources Approach

- **Managed by:** HR Team
- Employees can directly approach the HR team to raise concerns. If an official complaint is filed, HR conducts a thorough investigation and works towards a resolution.

# NAVEX<sup>®</sup>

Our confidential reporting channels for ethical or business conduct concerns ensure accessibility, confidentiality, and alignment with best practices. Critical concerns or urgent matters requiring approval are escalated to the ARC for immediate action. Where approval is needed, a resolution is communicated to the Board or executive management for review and signature.

**ZERO** critical concerns communicated to the Board in 2024

## Risks and Compliance Leadership

GRI (3-3), (205-1), (205-2), (205-3)

EMICOOL is currently developing its Enterprise Risk Management (ERM) framework, which will include quarterly risk assessment updates to ensure the timely identification, evaluation, and mitigation of risks. Risk and crisis governance is overseen by the Audit and Risk Committee, the Compliance Department, and the Internal Audit Department, which collectively monitor risks and implement mitigation strategies. Efforts are underway to embed risk management more deeply into strategic decision-making by strengthening Board-level risk reporting and formalising risk ownership across departments.

EMICOOL has imposed an ABAC framework, guided by our Code of Ethics and Gifts & Hospitality Policy, with a whistleblower channel in place. All transactions follow a defined approval workflow to ensure governance and compliance, and suppliers receive appropriate training.

In 2024, our business integrity and anti-corruption programme underwent a comprehensive review and received Board approval. A risk assessment is currently underway and is expected to be completed by Q2 2025.



**Internal Audit & Risk Management rigorously evaluates EMICOOL's ESG performance, issues clear recommendations, and works hand in hand with management to embed best practice controls. This collaboration has already delivered measurable sustainability gains and strengthened governance, laying a solid foundation for continued excellence.**

**Amr Habib** | Head of Internal Audit



Conducted targeted communication & training sessions about EMICOOL's ABAC and whistleblower policies



To promote a culture of compliance, transparency, and ethical conduct across all levels of the organisation

### Training Details:

- Covered company policies and global anti-bribery frameworks, including the UK Bribery Act and FCPA.
- Included both theoretical content and practical applications using real-life scenarios.
- Customised modules developed for employees and vendors
- Delivered through virtual sessions for vendors, while employees received both in-person and virtual sessions to ensure 100% participation from employees and vendors
- Zero incidents of corruption in 2024



**Sustainability is more than just a goal, it is a legal and ethical duty. It reflects our responsibility to follow regulations, protect the environment, and remain accountable for the long-term impact of our actions.**

**Dana Shehadeh** | Legal



## Approach to Stakeholder Engagement

GRI (3-3), (205-1), (205-2), (205-3)

We prioritise proactive communication and collaboration with internal and external stakeholders to enhance workforce productivity, well-being, and customer satisfaction.

Annual Great Place to Work Survey

Performance Reviews and Development Planning

Employee Engagement and Well-being Initiatives

Open-Door HR Policy

Customer education on energy savings

Winter campaign videos on maintenance

Collaboration with teams to improve service delivery

# Stewardship & Innovation

GRI (3-3)

We integrate sustainability throughout the design and lifecycle of our services by prioritising energy-efficient equipment and materials wherever possible. System designs are optimised to reduce energy consumption, with sustainability embedded in technical specifications to align with environmental best practices.



**Solar Power:** Installation of solar energy, reducing reliance on fossil fuels.



**Recycled Water Use:** Utilization of treated sewage effluent (TSE) water in open loop cooling for cooling tower, either directly or indirectly via RO plants.



**Smart Controls:** Enhanced operational efficiency by advanced monitoring and control systems.



**Predictive Maintenance:** Investment in smart maintenance technologies.



## High-efficiency equipment

Selecting high-efficiency equipment, such as chillers, pumps, cooling towers, and plate heat exchangers (PHEX) to reduce energy usage.



## Digital tools and AI

Digital tools and AI-based optimisation techniques to enhance operational efficiency and reduce environmental impact throughout the project lifecycle.

### Use of AI, IoT, and Smart Monitoring

EMICOOL actively pursues integrating Artificial Intelligence (AI), the Internet of Things (IoT) and smart monitoring systems to optimise energy use and minimise environmental impact:

#### Pilot Projects

AI technologies are being piloted to support predictive operations and automate system enhancements

#### Smart Monitoring Systems

Advanced solutions such as auto-lubrication and real-time operational controls enhance system reliability.

#### Distributed Temperature Sensing (DTS)

Enables soil temperature monitoring to detect chilled water leaks early, minimising water wastage.

#### Emivalve – Smart Shut-Off Valves

Enables the remote connection and disconnection of chilled water supply, streamlining service activation and significantly reducing the need for manual field intervention. This helps cut down on transportation logistics and manpower requirements. Additionally, it enhances emergency responsiveness and reduces non-revenue water losses, while simplifying utility management and protecting infrastructure.





# Digital Transformation and Cybersecurity

GRI (3-3)

We take a forward-thinking approach to operational excellence by integrating advanced digital technologies into our core business processes. These technologies are essential for improving energy efficiency, optimising resource use, enhancing service delivery, and advancing sustainability goals.

## Digital Technologies for Operational Efficiency and Resource Optimisation

- **AI and IoT Integration:** A customised Meter Data Management (MDM) system enables automated analysis of energy meter data, allowing early detection of possibly faulty actuators and supporting timely corrective actions to minimise energy loss.
- **Automation in Water Consumption:** In-house automation logic ensures precise blending of TSE and DEWA water at a 60:40 ratio, maintaining consistent water quality and improving cooling tower efficiency. Automation is also applied to RO plants to increase water production and reduce degradation.
- **AI Pilot Projects:** Pilot initiatives are underway to assess improvements in operational planning and workforce efficiency through AI integration.
- **Demand Flow Algorithm:** An AI-powered Demand Flow Algorithm enables real-time optimisation of chilled water systems by dynamically forecasting demand and automatically adjusting operations—eliminating the need for manual intervention.
- **GIS Technology:** Leanheat Network, a GIS solution, employs thermo-hydraulic modelling and AI-driven analytics to enhance district energy system planning, optimise performance, and support long-term infrastructure development.



**At EMICOOL, I contribute to sustainability by leading digital solutions and cloud applications that reduce paper use and minimize our carbon footprint. I'm driven by the purpose of using technology not just for efficiency, but to create a positive impact on our environment and build a better future.**

**Aditya Rachakonda**  
Information Technology



**Our operations are equipped with smart meters for real-time monitoring**

## Digital Billing and Smart Monitoring

The implementation of digital billing via Oracle Utilities Customer Cloud Service has enabled the transition of customer transactions to digital platforms.



### Benefits of DIGITAL BILLING

Error reduction and transparency

Flexible payment options

We deploy smart monitoring systems that continuously track energy usage, cooling demand, and overall system performance.



### Benefits of SMART MONITORING

Data-driven efficiency & real-time optimisation

Operational cost savings

## Our investment in digitalisation for 2024

In 2024, we advanced our digital transformation by investing in smart sensors and real-time monitoring technologies. These enhancements included deploying predictive maintenance sensors across our operations and real-time monitoring sensors.

### SMART SENSORS

Advanced smart sensor technologies to enable predictive maintenance across our operations. These sensors help anticipate equipment issues before they occur, allowing for proactive maintenance scheduling.

### REAL-TIME MONITORING

Real-time monitoring sensors enable early fault detection and immediate response, significantly reducing downtime and extending the life of critical equipment.



## Digitalisation Metrics

Documents Signed Electronically

# 12,079

No. of E-receipts sent to customers

# 394,844

No. E- invoices for final bills sent to customers

# 14,868

At EMICOOL, digitalisation is central to how we strengthen transparency, efficiency, and governance across our operations. This enhances traceability and ensures a robust digital audit trail, aligning with our commitment to regulatory compliance and operational excellence. By embedding traceable, paperless processes into our systems, we continue to reinforce accountability and uphold the integrity of our governance framework. Digitalisation is not just an operational tool, it is a governance enabler that supports our broader ESG objectives and long-term sustainability vision.

## Annexure 1: GRI Content Index

<b>Statement of use</b>	EMICOOL has reported the information cited in this GRI content index for the period 1st January 2024 to 31st December 2024 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	Not Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organisational details	9			
	2-2 Entities included in the organization’s sustainability reporting	8			
	2-3 Reporting period, frequency and contact point	8			
	2-4 Restatements of information	8			
	2-5 External assurance	8			
	2-6 Activities, value chain and other business relationships	9, 10			
	2-7 Employees	27, 28			
	2-8 Workers who are not employees	28			
	2-9 Governance structure and composition	42, 43			
	2-10 Nomination and selection of the highest governance body	42			
	2-11 Chair of the highest governance body	42			
	2-12 Role of the highest governance body in overseeing the management of impacts	43			
	2-13 Delegation of responsibility for managing impacts	43			
	2-14 Role of the highest governance body in sustainability reporting	43			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	45			
	2-16 Communication of critical concerns	43			
	2-17 Collective knowledge of the highest governance body	43			
	2-18 Evaluation of the performance of the highest governance body			Not applicable	No process for evaluation of the board, as the members are shareholder representatives; hence, they are not independent.
	2-19 Remuneration policies	42			
	2-20 Process to determine remuneration	42			
	2-21 Annual total compensation ratio			Confidentiality constraints	
	2-22 Statement on sustainable development strategy	20			
	2-23 Policy commitments	45			
	2-24 Embedding policy commitments	45			
	2-25 Processes to remediate negative impacts	45			
	2-26 Mechanisms for seeking advice and raising concerns	45			
	2-27 Compliance with laws and regulations	46			
	2-28 Membership associations	10			
	2-29 Approach to stakeholder engagement	13			
	2-30 Collective bargaining agreements			Not applicable	Collective bargaining is not permitted in the UAE

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	13			
	3-2 List of material topics	14			
Water Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	15			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	24			
	303-2 Management of water discharge-related impacts	24			
	303-3 Water withdrawal	24			
	303-4 Water discharge			Information unavailable/ incomplete	There is no meter tracking sewage (water output to municipality)
	303-5 Water consumption	22			
Diversity, Equity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	27			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28			
	405-2 Ratio of basic salary and remuneration of women to men			Confidentiality	
Ethics, Governance and Compliance					
GRI 3: Material Topics 2021	3-3 Management of material topics	46			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	45			
	205-2 Communication and training about anti-corruption policies and procedures	46			
	205-3 Confirmed incidents of corruption and actions taken	45			
<b>Customer Relationship Management</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	38			
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories			Not applicable	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	38			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	38			
<b>Occupational Health and Safety</b>					
GRI 3: Material Topics 2021	3-3 Management of material topics	37			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	31			
	403-2 Hazard identification, risk assessment, and incident investigation	31			
	403-3 Occupational health services	35			
	403-4 Worker participation, consultation, and communication on occupational health and safety	31			
	403-5 Worker training on occupational health and safety	34			
	403-6 Promotion of worker health	35			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	31			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	31			
	403-9 Work-related injuries	33			
	403-10 Work-related ill health	33			
GHG Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	17			
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	19			
	305-2 Energy indirect (Scope 2) GHG emissions	19			
	305-3 Other indirect (Scope 3) GHG emissions	19			
	305-4 GHG emissions intensity	19			
	305-5 Reduction of GHG emissions			Information unavailable/ incomplete	Currently developing our Net Zero framework to support this KPI.
Energy Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	21			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	17			
	302-2 Energy consumption outside of the organization			Information unavailable/ incomplete	Not tracked for upstream and downstream activity.
	302-3 Energy intensity	17			
	302-4 Reduction of energy consumption	17			
	302-5 Reductions in energy requirements of products and services			Information unavailable/ incomplete	Framework is not in place.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
Risk and Crisis Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	46			
Digital Transformation and Cybersecurity					
GRI 3: Material Topics 2021	3-3 Management of material topics	48			
Climate Risk Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	20			
GRI 201: Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change			Information unavailable/incomplete	Planning to initiate climate risk assessment Q4 2025.
Employee Engagement and Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	30			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	28			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	29			
	401-3 Parental leave	30			
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	30			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	31			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S)	REASON	EXPLANATION
Community Engagement					
GRI 3: Material Topics 2021	3-3 Management of material topics	40			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs			Information unavailable/incomplete No framework/approach in place	
	413-2 Operations with significant actual and potential negative impacts on local communities				
Stewardship and Innovation (Products and Services)					
GRI 3: Material Topics 2021	3-3 Management of material topics	47			
Waste Management and Circular Economy					
GRI 3: Material opics 2021	3-3 Management of material topics	21			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	22			
	306-2 Management of significant waste-related impacts	22			
	306-3 Waste generated	22			
	306-4 Waste diverted from disposal	22			
	306-5 Waste directed to disposal	22			
Sustainable Supply Chain					
GRI 3: Material Topics 2021	3-3 Management of material topics	37			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	37			
	308-2 Negative environmental impacts in the supply chain and actions taken	37			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	37			
	414-2 Negative social impacts in the supply chain and actions taken	37			



## Annexure 2: ESG Key Performance Indicators

Key Indicators	Units	2022	2023	2024
Pillar 1: Sustainable Stewardship				
Refrigeration Ton-Hour (RTH) produced	RTH	445,786,180	473,246,002	494,778,974
Petrol consumption from vehicles	L	71,839	73,120	68,047
Diesel consumption from operations	L	0	5,905	4,765
Total electricity consumption	kWh	395,334,188	406,710,223	414,244,216
Of which renewable energy consumption	kWh	555,288	778,974	929,579
Energy intensity	kWh/ RTH produced	0.8881	0.8594	0.8372
Direct GHG emissions (Scope 1)	tonnes of CO2e	166	5,267	4,924
Indirect GHG emissions (Scope 2)	tonnes of CO2e	171,058	163,497	164,250
Other indirect GHG emissions (Scope 3)	tonnes of CO2e	1,315	14,660	18,281
Total GHG emissions (Scope 1, 2, & 3)	tonnes of CO2e	172,539	183,423	187,454
GHG emissions intensity (Scope 1, 2, & 3)	tonnes CO2e/RTH	0.00039	0.00039	0.00038
Total water consumption	m3	2,335,286	4,151,033	4,088,727
Of which TSE water consumption	m3	1,170,934	1,816,255	1,688,544
Water consumption intensity	m3/ RTH produced	0.007191	0.008777	0.008271
Blowdown and Reject Water	m3	730,755	1,139,476	1,542,685
Chilled Water Leakage	m3	37,803	34,779	33,000
Potable water to cooling towers make up water consumed ratio	%	71%	61%	59%
Total non-hazardous waste produced	tonnes	280.90	249.33	239.97
Total hazardous waste produced	tonnes	1.47	0.86	1.38

Key Indicators	Units	2022	2023	2024
Total non-hazardous waste diverted from landfill	tonnes	22.23	14.33	9.63
Total non-hazardous waste disposed	tonnes	258.7	235	230.3
Total hazardous waste diverted from landfill	tonnes	0	0	Data not available
Total hazardous waste disposed	tonnes	1.47	0	Data not available
Percentage of hazardous waste diverted from landfill	%	0%	0%	Data not available
Percentage of non-hazardous waste diverted from landfill	%	7.91%	5.75%	4.01%
EMICOOL conducted an independent third-party GHG inventory accounting exercise for 2024 data, enhancing data collection and inventory analysis for all three scopes according to the GHG protocol.				
Pillar 2: Thriving Talent				
Total number of employees	#	252	248	263
Number of full-time employees	#	251	248	263
Number of temporary employees	#	1	0	2
Female full-time employees	#	44	44	54
Male full-time employees	#	208	204	209
Full time employees in senior management	#	12	13	28
Female full-time employees in senior management	#	0	0	3
Male full-time employees in senior management	#	12	13	25
Full-time employees in middle management	#	40	40	80
Female full-time employees in middle management	#	9	10	33
Male full-time employees in middle management	#	31	30	47
Full-time employee staff (other levels)	#	200	195	155
Female full-time employee staff (other levels)	#	34	34	18

Key Indicators	Units	2022	2023	2024
Male full-time employee staff (other levels)	#	166	161	137
Full-time employees under 30 years old	#	52	38	41
Full-time employees between 30 to 50 years old	#	181	188	197
Full-time employees over 50 years old	#	19	22	25
Female new hires	#	8	9	12
Male new hires	#	19	20	12
New hires under 30 years old	#	14	14	11
New hires between 30 to 50 years old	#	13	15	13
New hires over 50 years old	#	0	0	0
Nationals among total full-time workforce	#	9	14	19
Female national full-time employees	#	4	8	11
Male national full-time employees	#	5	6	8
Female national full-time employees in senior management	#	-	-	0
Female national full-time employees in middle management	#	-	-	11
Female national full-time employees staff (other levels)	#	-	-	0
Male national full-time employees in senior management	#	-	-	4
Male national full-time employees in middle management	#	-	-	3
Male national full-time employees staff (other levels)	#	-	-	1
Regretted Attrition – Total full-time employees who left the company	#	19	13	12
Regretted Attrition – Male full-time employees who left employment during reporting period	#	17	7	10



Key Indicators	Units	2022	2023	2024
Regretted Attrition – Female full-time employees who left employment during reporting period	#	2	6	2
Total employee training hours	hours	4,128	1,492	4,988
Average number of training hours provided per employee	hours/employee	16.38	6.02	18.97
Employee satisfaction score	%	88.20%	90.00%	94.00%
Employee absentee rate	%	1.59%	0.96%	24.00%
Total number of employees that took parental leave	#	1	3	16
Number of female employees that took parental leave	#	1	3	1
Number of male employees that took parental leave	#	–	–	15
Return to Work- Number of female employees who returned to work after parental leave ended	#	1	3	1
Return to Work- Number of male employees who returned to work after parental leave ended	#	–	–	15
Retention – Number of female employees returned from parental leave who were still employed twelve months after to work	#	1	3	1
Retention – Number of male employees returned from parental leave who were still employed twelve months after to work	#	–	–	15
Return to work rate	%	100%	100%	100%
Retention rate	%	100%	100%	100%
Number of grievances filed in the reporting period	#	2	1	1
Number of these grievance that are addressed or resolved	#	2	1	1
Total employee manhours	#	550,391	558,763	691,200
Total contractor manhours	#	264,692	469,320	Information unavailable/incomplete
Total manhours	#	815,083	1,028,083	Information unavailable/incomplete

Key Indicators	Units	2022	2023	2024
Employee fatalities	#	0	0	0
Contractor fatalities	#	0	0	0
Employee total recordable injuries	#	0	0	0
Contractor total recordable injuries	#	0	0	0
Total recordable injuries	#	0	0	0
Total recordable injury frequency	#	0	0	0
Employee lost-time injuries	#	0	0	0
Contractor lost-time injuries	#	0	0	0
Total lost-time injuries	#	0	0	0
Lost-time injury frequency (LTIF)	#	0	0	0
High Potential Incidents (HPIs)	#	-	0	0
Number of Safety Observations	#	187	423	300
Observations Actions Close-Out	%	84%	91%	93%
Total number of health and safety audits for contractors	#	0	0	0
Total hours of HSE training provided	#	504	1,680	708
Average hours of HSE training per employee	hours	2.20	6.80	2.70
Pillar 3: Responsible Partnerships				
Total number of suppliers engaged	#	287	210	273
Total number of local suppliers engaged	#	273	271	257
Procurement spending on local suppliers	AED Million	111.4	106.6	Not reported - Confidentiality Constraints
Percentage of procurement spending on local suppliers	%	97%	98%	93%

Key Indicators	Units	2022	2023	2024
Total procurement spending	AED Million	115.3	108.7	Not reported - Confidentiality Constraints
Number of customer surveys responses	#	<ul style="list-style-type: none"> <li>• Call Survey: 5,633</li> <li>• Email Survey: 571</li> <li>• Online Portal Survey: 17,298</li> <li>• Tablet: 9,919</li> </ul>	<ul style="list-style-type: none"> <li>• Email Survey: 784</li> <li>• Call Survey: 6,709</li> <li>• Tablet (customers served front desk): 7,152</li> <li>• Online Portal Survey 14,380</li> </ul>	<ul style="list-style-type: none"> <li>• Walk in Rated Customers Jan to Dec 2024: 8,587</li> <li>• Calls Jan to Aug 2024: 4,563</li> <li>• Customer portal Jan to Aug 2024: 7,241</li> <li>• Customer Requests &amp; Complaints Jan to Aug 2024: 486</li> <li>• Periodic Survey: 477</li> </ul>
Number of customer complaints received	#	1,399	1,901	1,580
Number of customer complaints resolved	#	1,399	1,901	1,580
Pillar 4: Governance				
Percentage of Board seats occupied by independent directors	%	0	0	0
Percentage of Board seats occupied by women	%	0	0	0
Total number of board members	#	6	6	6
Total number of independent members	#	0	0	0
Total number of non-independent members	#	6	6	6
Total number of executive members	#	0	0	0
Total number of non-executive members	#	6	6	6
Total board seats occupied by men	#	6	6	6
Total board seats occupied by women	#	0	0	0
Total incidents of non-compliance with laws and regulations	#	0	0	Not reported - Confidentiality Constraints
Total number of non-monetary sanctions	#	0	0	Not reported - Confidentiality Constraints
Total amount of legal and regulatory fines and settlements	#	1	0	Not reported - Confidentiality Constraints

Key Indicators	Units	2022	2023	2024
Percentage of legal and regulatory fines and settlements that resulted from whistleblowing actions	%	-	-	Not reported - Confidentiality Constraints
Total amount invested, annually, in climate-related infrastructure, resilience, and product development	AED Million	24.01	13.95	18.34
Number of data security breaches	#	0	0	0
Number of data security breaches involving customers' personally identifiable information	#	0	0	0
Percentage of data security breaches involving customers' personally identifiable information	%	0	0	0
Number of Downtime Events in Chilled Water Operations	#	3	1	1
Critical Assets Availability	%	100%	100%	100%
Number of documents signed electronically	#	15,358	59,500	12,079
No. of E-receipts sent to customers	#	196,688	312,718	394,844
No. E- invoices for final bills sent to customers	#	4,410	7,731	14,868





Our aim is to enhance our reporting year by year. We appreciate your feedback on our progress and aspirations.

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**Thank you for your engagement in  
our sustainability journey.**

