EZDAN
HOLDING إزدان القابضة

Ezdan Holding Group's First Sustainability Report



2025

TABLE OF CONTENTS









01
About the Report

1.1 Report Parameter
1.2 Chairman Message
1.3 Key 2025 ESG Highlights
1.4 About Ezdan Holding

02
Stakeholder Engagement and Materiality

2.1 Stakeholder Engagement
2.2 Material ESG Topics and Prioritization Matrix

03
Governance and Responsible Business

3.1 Governance Framework and Board Oversight
3.2 Ethics and Business Conduct
3.3 Risk, Compliance & Audit
3.4 ESG Governance

04
Economic Performance and Impact

4.1 Financial Performance
4.2 Operational Performance
4.3 Indirect Economic Impacts

05
Social Value Creation: Our People Strategy

5.1 Human Capital Development & Work Force Composition
5.2 Talent Development & Training
5.3 Health, Safety & Well-being
5.4 Responsible Supply Chain
5.5 Responsible Communication
5.6 Social Responsibility & Community Investment
5.7 Digitalization Enablement

06
Environmental Stewardship

6.1 Climate Resilience and Adaptation
6.2 Energy Management
6.3 Water Performance
6.4 Circularity and Waste

07
ESG Integration Across Our Business Lines

7.1 Residential Properties
7.2 Hotels
7.3 Commercial (Malls)

08
Index

8.1 GRI Index
8.2 QSE Index
8.3 SASB Index
8.4 Assurance Letter

01



About the Report

1.1 Report Parameter
1.2 Chairman Message
1.3 Key 2025 ESG Highlights
1.4 About Ezdan Holding

02
Stakeholder Engagement and Materiality

03
Governance and Responsible Business



04
Economic Performance and Impact

05
Social Value Creation: Our People Strategy



06
Environmental Stewardship

07
ESG Integration Across Our Business Lines

08
Index

ABOUT THE REPORT

1.1 REPORT PARAMETERS

Scope of Report

This document represents Ezdan Holding Group's first Annual Sustainability Report, covering the Group and its subsidiaries. It marks an important milestone in our commitment to transparently communicating our Environmental, Social, and Governance (ESG) performance and progress.

The Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and SASB Standards. Its development was guided by extensive stakeholder engagement and a formal materiality assessment to identify our most significant sustainability topics. To ensure the integrity of our reporting, key personnel involved in the process underwent specialized GRI training. We also align our disclosures with the sustainability pillars of the Qatar National Vision 2030.



Period Covered

The Report covers the period from January 1, 2025, to December 31, 2025. The reporting period is aligned with Ezdan Holding Group's financial reporting cycle to ensure consistency between financial and non-financial disclosures. This Sustainability (ESG) Report complements the Group's Annual Report by providing detailed disclosures on Ezdan's environmental, social, and governance (ESG) performance and was published on 23.7.2026. This extended timeframe allows us to establish a meaningful baseline for our future ESG performance. The primary focus of this Report is on the activities and operations of Ezdan Holding Group within the State of Qatar, specifically our core real estate management and development activities.

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1.2 CHAIRMAN MESSAGE

It is with great pride that I present Ezdan Holding Group's first Sustainability Report, marking an important milestone in our journey to embed environmental, social, and governance (ESG) principles into the core of our business. This inaugural report reflects our commitment to transparency, accountability, and long-term value creation and represents the first chapter in a structured, evolving sustainability journey.

For more than six decades, Ezdan has played a central role in shaping Qatar's urban landscape. As one of the nation's leading real estate groups, we recognize that our responsibilities extend beyond financial performance to include the well-being of our communities, the resilience of our assets, and the responsible use of natural resources. This report provides a clear overview of how we are systematically measuring, managing, and strengthening our ESG performance across all our operations.

During 2025, Ezdan demonstrated strong financial resilience and operational efficiency, reinforcing the link between sound governance and sustainable value creation. In parallel, we made tangible progress in strengthening our ESG foundations by enhancing Board-level oversight and appointing an Interim ESG Lead within management to coordinate sustainability initiatives, implementation, and reporting across the Group.

On the environmental front, we conducted our first assessment of greenhouse gas (GHG) emissions, establishing a baseline to guide future climate-related targets, emissions-reduction strategies, and environmental disclosures. Building on this foundation, we continued to improve efficiency across our residential, hospitality, and retail portfolios, with a focus on responsible energy and water management, waste reduction, and the enhancement of green spaces within our communities.

Social responsibility remains a cornerstone of Ezdan's identity. Throughout the year, we expanded community investments and delivered initiatives in health, education, social welfare, and environmental awareness. Together with our continued focus on employee well-being, inclusion, and development, these efforts underscore our belief that sustainable growth is inseparable from the prosperity of the communities we serve.

Looking ahead, we recognize that sustainability is a continuous journey. This first report is not an endpoint, but a starting point from which we will continue to enhance our systems, set clearer targets, deepen ESG integration into decision-making, and further align our operations with international best practices.

I extend my sincere appreciation to our employees, tenants, partners, investors, and stakeholders for their continued trust and collaboration. Your engagement is essential as we work together to build resilient communities, protect our environment, and create sustainable long-term value for Qatar and future generations.

Sheikh Thani bin Abdullah bin Thani Al Thani

Chairman of the Board

Ezdan Holding Group



1.3 KEY 2025 ESG HIGHLIGHTS

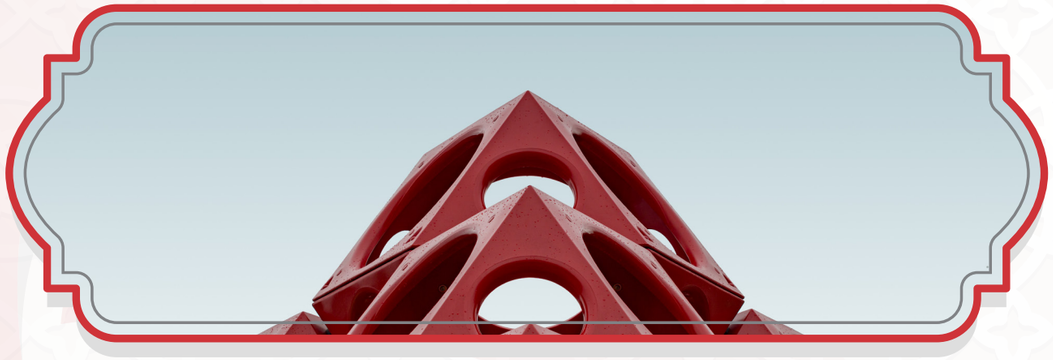
Economic

QAR 1,889.02

million revenue recorded in 2025.

QAR 113.6

million net profit achieved, up from QAR 105.0 million in 2024 and QAR 99.6 million in 2023.



QAR 45.6

billion total assets maintained in 2025

13%

operating expense ratio achieved, improved from 14% in 2023 and 2024.

Environmental

First GHG emissions assessment conducted, establishing a baseline for future tracking and reduction strategies.

100%

of rooms at Ezdan Palace equipped with GRMS control systems, including occupancy sensors and smart thermostats.

Governance

7

Board members, including 3 independent directors

Enterprise-wide risk management framework implemented and overseen by the Board and Audit Committee.



Interim ESG Lead appointed to coordinate sustainability reporting and implementation.

Social

35

nationalities represented across operations.

73.9%

of female hires under 30 in 2025, up from 19% in 2023.





3,937.8

training hours delivered during the year.

100%

grievance resolution rate achieved for all formally raised cases.

97.34%

of procurement spend directed to local suppliers.

QAR 2.6

million invested in community programs, supporting social welfare, health awareness, environmental sustainability, and community development.

QAR 147,797

invested in employee training in 2025.

1.4 ABOUT EZDAN HOLDING

At Ezdan Holding Group, we take pride in being one of the premier real estate and investment conglomerates headquartered in Doha, State of Qatar. Over the past fifty years, our growth has mirrored the remarkable development of our nation, evolving from a privately held enterprise into one of the largest publicly traded real estate and property management companies in the Middle East.

Established with a clear vision to contribute to Qatar's national development, we have become synonymous with excellence in residential, commercial, and hospitality projects. Today, Ezdan plays a pivotal role in shaping Qatar's urban landscape, providing modern communities and integrated living environments that reflect the country's aspirations and progress.

Company's Mission

To be a pioneer in the Qatari Real Estate market

Vision and Philosophy

We, at Ezdan Holding Group, aspire to remain one of the leading companies in Qatar and the region, and to invest in building strong, major corporations that keep pace with the Qatar National Vision and Development Strategy.

We employ deliberate, modern strategies that capitalize on market variables and the evolution of the country's requirements and demands, benefiting partners, clients, and investors and contributing to the well-being of Qatari society. We aim to continue being the real estate market leader in the State of Qatar through serving as the first choice to tenants who are looking for the highest service quality standards at the best affordable prices, in various residential, commercial, hotel, and other sectors.

Core Values

- Leadership in all projects of the Group to achieve the interests of society and shareholders.
- Social responsibility to preserve interdependence between the Group and the community.
- Initiative and innovation towards modern projects, new ideas, and techniques based on our desire to promote and develop the local market and achieve profits for shareholders.
- Transparency and integrity in all of the Group's transactions, to preserve the rights of shareholders and those of the community.
- Communication and cooperation with everyone outside the Group and openness to all sectors of the State to diversify investments. With all bodies and economic institutions to serve the community.

Strategy Overview

Ezdan Holding Group employs a visionary and effective strategy, focusing its investments on real estate development, a sector crucial for sustaining and bolstering the national economy. Its strategic approach aligns with the principles of Qatar's National Vision 2030, aiming to foster economic and social development.

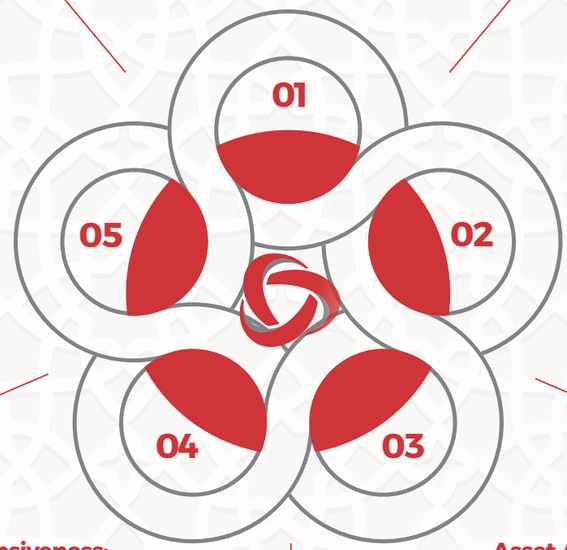
Ezdan Holding Group orchestrates and implements large-scale real estate projects designed to stimulate Qatar's real estate market. These projects enhance housing affordability and achieve significant urban development, ultimately increasing profitability for the company's shareholders through a clear and targeted vision.



Strategic Principles of Ezdan Holding Group

Investment Enhancement:
Strengthening the investment portfolio by focusing primarily on the real estate sector and projects that align with its scope and prospects.

Opportunity Exploration:
Actively seeking real estate development opportunities domestically, providing affordable multi-purpose real estate units, including residential, commercial, and administrative spaces.



Corporate Social Responsibility:
Elevating Ezdan Holding Group's involvement in corporate social responsibility and raising awareness of humanitarian and social issues.

Market Responsiveness:
Adapting to and meeting the needs of the Qatari market, contributing to the Qatar National Development Vision 2030 with profitable investments.

Asset Augmentation:
Increasing the Group's assets to ensure maximum stability and security for shareholders.

Our History and Evolution

Our journey is deeply connected to Qatar's rapid economic growth and urban transformation. From our foundation to our current status as a market leader, each stage of our evolution reflects strategic foresight and commitment to national development.

Founding and Early Legacy (1960)

We began in 1960 as the Thani Bin Abdullah Housing Group, building a strong reputation over several decades in the real estate business. A major milestone was our contribution to the 2006 Asian Games, where we constructed large residential complexes crucial to the event's success. The company was formally registered as a limited liability company in 1993.

Corporate Transformation and Public Listing in Qatar stock exchange (2007–2008):

In 2007, we embarked on a new chapter, rebranding as Ezdan Real Estate Company and transforming into a public joint stock company. This step enabled us to tap into new growth opportunities and expand our national footprint.

Rapid Expansion and National Contributions (2009 - Present):

Following our public listing, we accelerated our development strategy, building extensive residential communities that supported Qatar's growing population. During this time, we proudly sponsored major national events such as the 2011 Arab Games, further reinforcing our role as a national partner in Qatar's progress.

In 2012, the Company was transformed into a holding company under the name Ezdan Holding Group.

Our Core Business Lines

Ezdan Holding Group operates through a comprehensive and diversified business model encompassing three main pillars::

1. Real Estate Development

Residential: Our core business focuses on developing and managing large-scale residential communities, such as Ezdan Oasis and Ezdan Village in Al Wakra and Al Wukair, which together offer thousands of modern housing units for diverse market segments.

Commercial: We develop and operate prime office buildings and retail spaces that provide premium environments for businesses and retailers.

As one of Qatar's largest landlords, we manage a vast portfolio of residential and commercial properties. Our team ensures high-quality maintenance, tenant satisfaction, and efficient community management across all assets.

2. Hospitality

We own and operate Ezdan Hotel and Suites in West Bay and Ezdan palace hotel in Doha, serving Multiple segments of society including citizens and residents.

3. Retail

Our retail portfolio includes Ezdan Mall Al Gharafa and Ezdan Mall Al Wakra and Mall Ezdan Al Wukair, and these are shopping malls serving as community landmarks offering shopping, dining, and entertainment experiences.

Our Market Position

Ezdan Holding Group holds a pioneer position in Qatar's real estate market and continues to develop the industry through its scale, quality, and strategic direction.

Residential Market Leadership:

We are proud to be recognized as one of the largest private real estate developer and landlord in Qatar, managing one of the most extensive Real-Estate portfolios in the country. Our communities serve both Qatari nationals and the expatriate population, providing high-quality and accessible housing options.

Competitive Edge:

Ezdan's strength lies in its scale, integrated community design, and brand reputation.

- **Scale and Portfolio Size:** Our extensive property base ensures steady and recurring rental income.
- **Integrated Communities:** Our developments combine residential, retail, and leisure facilities within cohesive, self-contained environments.
- **Brand Recognition:** The Ezdan name is synonymous with trust and quality in Qatar's real estate sector.
- **Alignment with Qatar National Vision 2030:** Our projects support the pillars of human and economic development by providing sustainable housing and contributing to the diversification of the national economy.

Looking Ahead

Building on our strong foundation, Ezdan Holding Group remains committed to driving sustainable growth and creating value. We continue to enhance our existing assets, pursue new development opportunities, and strengthen our position as a key driver of Qatar's economy.

Our focus remains clear: to align our strategic direction with Qatar National Vision 2030 and continue contributing to the country's progress through innovative, community-focused, and environmentally responsible developments.



02

01
About the Report



Stakeholder Engagement and Materiality

2.1 Stakeholder Engagement
2.2 Material ESG Topics and Prioritization Matrix

03
Governance and Responsible Business



04
Economic Performance and Impact

05
Social Value Creation: Our People Strategy



06
Environmental Stewardship

07
ESG Integration Across Our Business Lines

08
Index

STAKEHOLDER ENGAGEMENT AND MATERIALITY

2.1 STAKEHOLDER ENGAGEMENT

At Ezdan Holding Group, we recognize that understanding and responding to stakeholder expectations is a fundamental element in maintaining value, building trust, and strengthening long-term resilience. Based on this principle, we have developed a systematic stakeholder engagement framework to foster transparent and constructive dialogue across multiple communication channels.

This approach primarily supports identifying and linking each stakeholder group to the relevant material topics. We believe that each stakeholder group is directly connected to a specific set of Environmental, Social, and Governance (ESG) material topics, making stakeholder engagement a critical step in ensuring the accurate identification and prioritization of these issues.

Through continuous and open dialogue, Ezdan Holding Group gains valuable insights that reflect stakeholder priorities across economic, social, and environmental dimensions. This enables the Group to assess and effectively respond to the material issues that are most significant to both the business and its stakeholders.

Regular communication with various stakeholder groups, including customers, investors, employees, tenants, business partners, government entities, and regulatory authorities, also helps align the Group's strategy and operations with these priorities, enhance shared value creation, and strengthen sustainable long-term relationships.

Accordingly, stakeholder engagement represents a core component of the Group's methodology for identifying and managing material topics, ensuring that our practices consistently reflect the principles of transparency, accountability, and commitment to sustainable growth.





Internal / External Stakeholders	Stakeholder Category	Interests & Expectations	Relevant Material Topics	Communication Frequency	Communication Methods
Internal Stakeholders	Board of Directors	Focuses on guiding the Group's strategy and expects reliable information to support oversight and effective strategic decision-making.	• Economic Performance • ESG Governance • Risk, Compliance & Audit	Quarterly / As needed	• Meetings and interviews
	Management	Requires continuous coordination and accurate data to support operational execution and achievement of business objectives.	• Economic Performance • Risk, Compliance & Audit • Health & Safety • Human Capital	Daily / Weekly	• Meetings and interviews
	Employees & Workers	Interested in a stable and fair work environment, development opportunities, and clear internal communication.	• Human Capital • Health & Safety • Ethics & Business Conduct	Daily	• Surveys and interviews
External Stakeholders	General Public & Visitors	Seek safe, comfortable, and family-friendly spaces.	• User Experience • Placemaking & Communities • Health & Safety	Daily / Weekly	• Community events and surveys
	Shareholders & Investors	Focus on financial stability, transparent reporting, and regular communication.	• Economic Performance • ESG Governance • Risk, Compliance & Audit	Quarterly / Ad hoc	• Interviews and meetings • Events

External/ Internal Stakeholder	Stakeholder Category	Relevance and Expectations	Relevant Material Topics	Frequency of Engagement	Methods of Communication
External Stakeholders	Tenants	Require ongoing support and services that help grow their businesses within the Group's developments.	• Relationship Tenant & Leasing Management • User Experience • Sustainable Property Management • Data Privacy & Security	Daily	• Surveys and interviews
	Government & Regulatory Authorities	Expect regulatory compliance and cooperation regarding licensing and reporting requirements.	• Risk, Compliance & Audit • Ethics & Business Conduct • ESG Governance	Quarterly / Initiative-based	• Working committees, surveys, and interviews
	Non-Governmental Organizations (NGOs)	Focus on collaboration in community initiatives and achieving positive social impact.	• Social Responsibility / Community Investment • Placemaking & Communities	As needed	• Community events
	Suppliers & Contractors	Expect fair professional treatment, transparent procedures, and commitment to agreements.	• Sustainable Supply Chain • Ethics & Business Conduct	Daily	• Assessments and surveys
	Rating Agencies	Require accurate and up-to-date data to reliably assess the Group's performance.	• Economic Performance • Risk, Compliance & Audit	Quarterly / As needed	• Official reports, disclosures, meetings, and interviews
	Local Community	Looks forward to projects contributing to improved quality of life and supporting local development.	• Placemaking & Communities • Social Responsibility / Community Investment • Climate Resilience	Dedicated / Project-based	• Events and activities

2.2 MATERIAL ESG TOPICS AND PRIORITIZATION MATRIX

Ezdan Holding Group undertakes a materiality assessment to identify and prioritize the sustainability topics most relevant to its operations, stakeholders, and long-term strategy. This process serves as a key tool for navigating the dynamic ESG landscape and enforcing the Group's long-term value. By engaging both internal and external stakeholders, the assessment ensures that a wide range of perspectives are reflected in determining which ESG issues have the most material impact on Ezdan's business.

It enables evidence-based decision-making and helps direct efforts and resources toward the most significant risks and opportunities, reinforcing the Group's operational resilience, strategic flexibility, and sustainable growth.

The assessment is based on the principle of double materiality, providing a comprehensive understanding of Ezdan's ESG performance. It considers both financial materiality, how sustainability issues may influence the Group's financial results, and impact materiality, how Ezdan's activities affect the environment and society. This methodology is aligned with the GRI Universal Standards 2021 and IFRS S1 and S2, ensuring consistency with recognized global frameworks for ESG and climate-related reporting.

Impact Materiality	Financial Materiality
This dimension assesses Ezdan's connection to significant environmental or social impacts, positive or negative, actual or potential. It evaluates these impacts based on their scope, scale, and irremediability to determine their overall material importance.	This dimension evaluates the extent to which each sustainability topic may have an actual or potential effect on Ezdan's financial performance, whether through risks or opportunities. It considers factors such as the likelihood of occurrence, as well as the potential scale and timing of the financial impacts.

Ezdan Materiality process covered two dimensions:

Impact Materiality	Financial Materiality
What effects do Ezdan have on: • Society • Environment • Economy	How Ezdan's • cash flows • access to finance • cost of capital • Risks and Opportunities associated with climate (S2) and sustainability (S1) in the short, medium and long term?

Ezdan Materiality Process

1 Foundational Scoping & Context Setting

This initial phase establishes the assessment's foundation by analyzing the external landscape (regulations, standards & frameworks, peer benchmarks) and identifying all key stakeholder groups.

2 Engagement and Materiality Evaluation

Engage stakeholders through surveys, interviews, and other feedback mechanisms to assess and validate the relevance and importance of the identified topics. Analyze the insights gathered to determine which issues are most significant to both stakeholders and the business.

3 Prioritization and Strategic Integration

Validate and rank the material topics based on their level of significance, and integrate the prioritized issues into the organization's sustainability strategy, governance, and reporting frameworks to guide long-term ESG focus and decision-making.

Material Topics

The table below summarizes sustainability matters that Ezdan Holding could affect or be affected by.

`Pillar	Topics	Topic Description	Risk	Opportunity
Environmental	Sustainable Property Management	This relates to the efficient and environmentally responsible management of Ezdan's buildings and facilities through energy and water efficiency, waste reduction, green operations, and maintenance practices that prolong asset life while reducing operational costs and emissions.	Utility inefficiency, poor maintenance, and non-compliance with evolving sustainability regulations can quickly increase operational costs, incur penalties, lower sustainability ratings, and negatively impact the bottom line and the property's market competitiveness.	Implementing sustainable property management generates direct and measurable long-term savings through reduced energy, water, and waste costs. It enhances ESG credibility, protects asset value, improves operational resilience, and attracts sustainability-focused investors and tenants.
	Climate Resilience	This focuses on Ezdan's ability to anticipate, prepare for, and respond to climate-related risks, such as heatwaves, flooding, or sea-level rise, by integrating resilience into property design, infrastructure planning, and emergency management strategies.	Climate-related events, such as extreme heat or storms, pose catastrophic operational and financial risks, including direct physical damage, business interruption, regulatory scrutiny, and massive repair costs, threatening the company's stability and continuity.	Proactively building climate resilience into assets and operations safeguards long-term asset performance, minimizes business disruption, and can reduce future insurance and repair costs, ensuring operational continuity and protecting stakeholder value.
	Water Stewardship (or Water Resilience)	This addresses how Ezdan manages water resources responsibly throughout its operations and developments through water conservation systems, efficient irrigation, recycling, and reducing consumption to support Qatar's long-term water security goals.	Water wastage, inefficiency, and scarcity pose immediate financial risks by increasing expenses and exposing the company to higher tariffs, potential fines, and supply restrictions, which can directly impact operational performance and sustainability performance.	Implementing water stewardship measures directly lowers operating costs through reduced consumption, ensures regulatory compliance in water-scarce regions, strengthens ESG credentials, and enhances operational security by safeguarding business continuity.

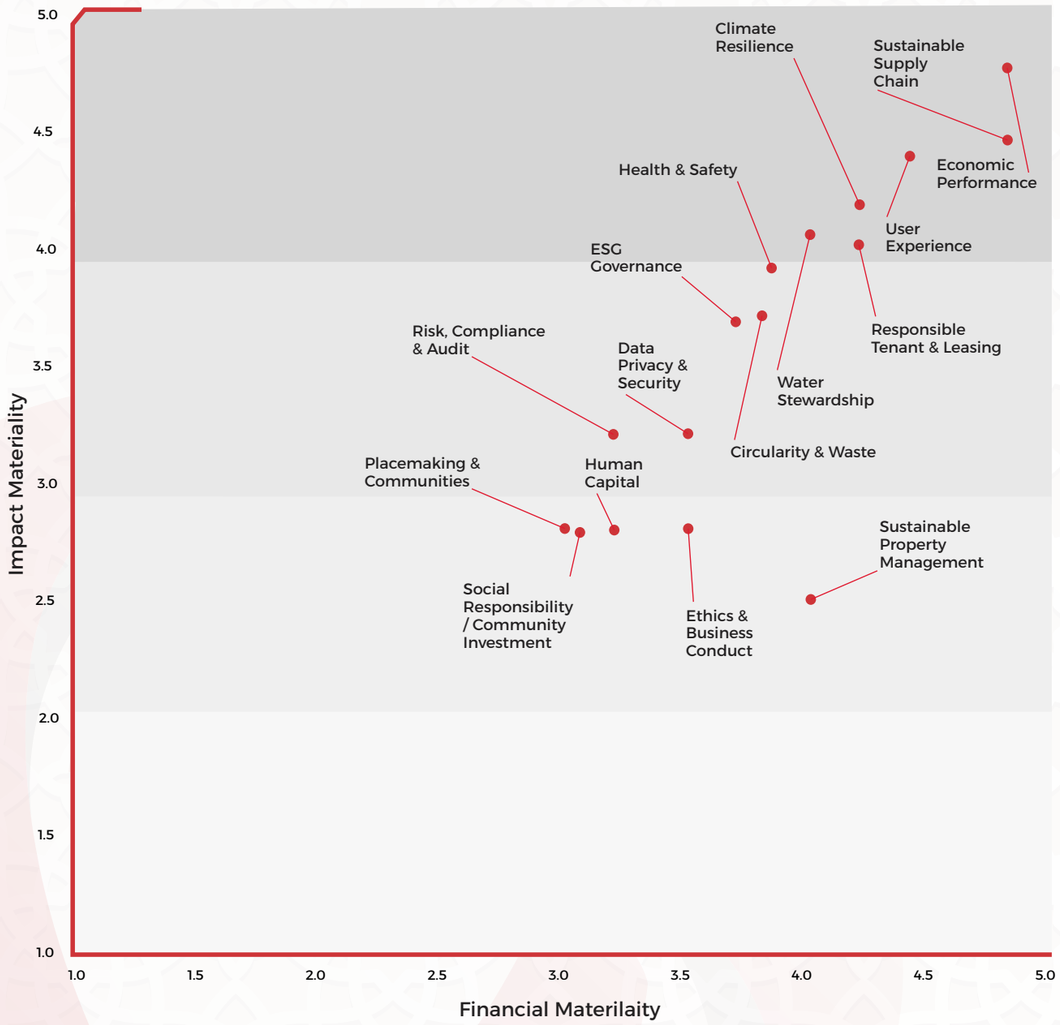
`Pillar	Topics	Topic Description	Risk	Opportunity
Environmental	Waste to Value (or Waste & Circularity) 	This encourages Ezdan to adopt circular economy practices that minimize waste generation and maximize reuse and recycling through implementing waste segregation, partnering with recycling firms, and reusing construction materials to reduce landfill impact.	Failing to manage continuous waste generation sustainably leads to escalating disposal costs, operational inefficiencies, and negative impacts on the company's ESG reputation and compliance standing.	Transitioning to a circular waste model can transform a cost center into a source of efficiency and innovation, lowering landfill disposal costs, enhancing green credentials, and supporting a strong ESG culture across operations.
	Placemaking & Communities 	This focuses on creating vibrant, inclusive, and sustainable communities within Ezdan's developments through thoughtful urban design, accessibility, community engagement, and providing amenities that enhance residents' well-being and sense of belonging.	Poor placemaking and community neglect pose significant risks, including reputational damage, lower footfall, and increased tenant turnover. Furthermore, community-related issues can escalate into legal disputes, regulatory scrutiny, and conflicts with municipal authorities, leading to operational instability and potential vacancies.	Place and community development provides integrated opportunities to enhance quality of life and build urban environments that support social interaction. This approach also contributes to increasing asset attractiveness, improving occupancy rates and stability, and boosting visitor traffic and spending—thereby supporting revenue growth, enhancing long-term investment value, and strengthening the resilience of the business model.
Social	User Experience (or Service Excellence) 	This represents Ezdan's commitment to delivering superior living and commercial experiences to tenants and customers through quality property maintenance, responsive customer service, safety, comfort, and continuously improving satisfaction via digital tools and feedback systems.	Any drop in service quality leads to immediate financial loss, including reduced occupancy, tenant turnover, and negative reviews. Poor customer experience directly impacts revenue and brand reputation, as dissatisfaction can cause significant and rapid loss of business.	Excellence in user experience represents a key factor in enhancing customer and tenant satisfaction, which directly leads to increased visitor numbers, supports more competitive rental levels, and improves tenant retention rates. The quality of the experience and services provided also helps establish a positive and sustainable brand image, deepen customer loyalty, and provide the group with a long-term competitive advantage.
	Human Capital 	This encompasses Ezdan's strategies to attract, develop, and retain skilled and motivated employees through training and career development, diversity and inclusion, fair pay, employee engagement, and fostering equal opportunity for all.	High employee turnover results in direct recruitment costs and indirect losses in productivity and service quality. Furthermore, non-compliance with Qatar Labor Law exposes the company to significant financial penalties, legal disputes, and reputational harm, directly threatening operational stability.	Investing in human capital enhances operational continuity, service quality, and business performance by boosting employee engagement, productivity, and retention. This directly supports cost control and customer satisfaction while aligning with ESG requirements and strengthening long-term organizational stability.

`Pillar	Topics	Topic Description	Risk	Opportunity
Social	Health & Safety 	This focuses on maintaining safe and healthy workplaces across all Ezdan operations by preventing accidents, promoting well-being, ensuring compliance with Qatari labor laws, and protecting contractors, tenants, and visitors.	Health and safety is a heavily enforced regulatory area where a single failure can lead to catastrophic outcomes, including severe injuries, unlimited financial penalties, costly lawsuits, government-ordered closures, and existential reputational damage. The financial and legal exposure from an incident is potentially unlimited.	Maintaining an exemplary health and safety record ensures operational continuity, protects productivity, and is fundamental to the institution's growth and revenue by fostering a secure environment for employees, visitors, tenants and contractors. It demonstrates a core moral and regulatory responsibility.
	Sustainable Supply Chain 	Ensures that Ezdan works with suppliers and contractors who follow ethical, social, and environmental standards. It promotes responsible procurement, local supplier engagement, and due diligence to reduce ESG-related risks in the supply chain.	Supplier non-compliance, misconduct, or ethical failures pose a direct threat to operational continuity, can increase costs, and can rapidly inflict severe reputational damage on Ezdan, even when control over the supply chain is indirect, such as through tenants.	Building a sustainable supply chain creates long-term value by ensuring reliable, high-quality service delivery, meeting investor and regulatory expectations, and enhancing brand reputation through ethical and environmentally responsible partnerships.
	Social Responsibility / Community Investment 	This represents Ezdan's contribution to national and local development through community programs, philanthropy, and partnerships that support education, culture, health, and social inclusion in Qatar.	Neglecting social responsibility can lead to stakeholder dissatisfaction, reputational damage, and a weakened social license to operate. This may negatively affect the resilience of communities and the stability of businesses in the long term, despite the difficulty of measuring its direct financial impact.	Proactive community investment fosters strong stakeholder relationships, enhances corporate reputation, and secures the social license to operate. It creates mutual long-term value, strengthens employee loyalty, and aligns with key ESG expectations.
	Responsible Tenant & Leasing Management 	This ensures that leasing practices are fair, transparent, and aligned with ethical business conduct through encouraging tenants to adopt sustainable behaviors, promoting responsible energy and water use, and maintaining long-term, trust-based tenant relationships.	Weak tenant relationship management or dealing with non-compliant (undisciplined) tenants can cause property damage, disrupt operations, and create vacancies. Furthermore, misconduct, bias, or unethical leasing practices directly expose the company to reputational harm, legal disputes, and financial loss.	Fostering strong, ethical relationships with tenants ensures stable rental income, reduces costly turnover, and provides a collaborative platform to reduce the property's environmental footprint through green leasing clauses and shared sustainability goals.
Governance	Data Privacy & Security 	This protects the personal and financial data of Ezdan's tenants, employees, and customers through cybersecurity measures, data governance, and compliance with privacy regulations to prevent unauthorized access and misuse.	A data breach or cybersecurity failure can result in severe consequences, including massive regulatory fines under Qatari law, immediate loss of customer and tenant trust, and significant direct financial harm, posing a critical threat to the core business model.	Implementing robust data protection and cybersecurity measures serves as a fundamental governance priority that builds stakeholder trust and safeguards the company's operational integrity as it adopts more advanced technologies, such as IoT in facilities management.

`Pillar	Topics	Topic Description	Risk	Opportunity
Governance	Ethics & Business Conduct	This ensures all Ezdan employees, partners, and suppliers act with honesty, integrity, and fairness through anti-bribery and anti-corruption policies, conflict of interest controls, and a strong culture of ethical decision-making.	Ethical breaches, particularly in high-risk areas like procurement and contracting, can lead to immediate and disproportionate reputational damage, severe legal penalties, and a critical loss of stakeholder trust, jeopardizing the company's social license and governance standing.	Upholding stringent ethical standards and transparent business practices is fundamental to building and maintaining long-term investor and stakeholder confidence, securing a strong governance reputation, and ensuring fair and sustainable procurement.
	Risk, Compliance & Audit	This relates to Ezdan's ability to identify, monitor, and manage operational, financial, and regulatory risks through internal controls, compliance with Qatari laws, and periodic audits to ensure transparency and integrity.	An ineffective or weak compliance system exposes the company to significant financial penalties, operational shutdowns, and severe legal repercussions, directly threatening financial stability and the company's legal standing.	A robust risk, compliance, and audit framework proactively identifies operational inefficiencies, ensures legal and regulatory adherence, prevents costly incidents, and enhances overall corporate stability and stakeholder trust.
	ESG Governance	This refers to the governance structure, policies, and oversight mechanisms Ezdan uses to integrate environmental, social, and governance (ESG) issues into its corporate strategy, ensuring accountability and alignment with sustainability goals.	Ineffective ESG governance and reporting frameworks leave the company exposed to compliance failures, reputational damage, and a rapid loss of investor confidence. This undermines sustainability ratings and can have significant financial consequences.	Strong ESG governance provides strategic direction, ensures compliance with mandatory reporting, unlocks cost-saving sustainability projects, enhances investor trust, and drives long-term value creation through transparent and accountable operations.
	Economic Performance	Measures Ezdan's financial strength and contribution to the economy through profitability, operational efficiency, job creation, and investment in sustainable growth that benefits shareholders and society.	Poor financial management, operational inefficiencies, or an inability to maintain stable cash flows directly threaten business continuity, reduce net operating income, and undermine the company's capacity to invest and create value, impacting shareholder returns and overall corporate resilience.	Strong and sustainable economic performance is the foundation for long-term corporate health, enabling value creation, shareholder returns, and investments in strategic growth. It supports Qatar's economic goals and is enhanced by efficient operations and a diversified, resilient business model.

The resulting materiality matrix visually represents both the internal ESG impact (inside-out) and the potential business implications (outside-in), providing a clear prioritization of Ezdan's most significant ESG topics, as illustrated in the table and matrix below.

Ezdan Holding Materiality Matrix



Material Topic	Score
High	
Economic Performance	High
Sustainable Supply Chain	High
User Experience	High
Responsible Tenant & Leasing Management	High
Climate Resilience	High
Water Stewardship	High
Medium-High	
Sustainable Property Management	Medium-High
Waste to Value (or Waste & Circularity)	Medium-High
Health & Safety	Medium-High
ESG Governance	Medium-High
Medium	
Placemaking & Communities	Medium
Human Capital	Medium
Data Privacy & Security	Medium
Social Responsibility / Community Investment	Medium
Ethics & Business Conduct	Medium
Risk, Compliance & Audit	Medium

03

01
About the Report

02
Stakeholder Engagement and Materiality



Governance and Responsible Business

3.1 Governance Framework and Board Oversight
3.2 Ethics and Business Conduct
3.3 Risk, Compliance & Audit
3.4 ESG Governance



04
Economic Performance and Impact

05
Social Value Creation: Our People Strategy



06
Environmental Stewardship

07
ESG Integration Across Our Business Lines

08
Index

GOVERNANCE AND RESPONSIBLE BUSINESS

Ezdan Holding Group is strongly committed to a solid Corporate Governance Framework, established in full compliance with Qatari commercial companies' law num. 11 /2015 and its amendments, and Qatar Financial Markets Authority (QFMA) regulations, which forms the cornerstone of its long-term strategy and stability. This structured approach to governance, guided by a qualified and independent Board of Directors, ensures effective oversight, diligent risk management, and clear accountability. By embedding a culture of transparency and ethical conduct, Ezdan strengthens stakeholder confidence and secures its ability to deliver sustainable value.

Ezdan's governance approach is built on well-defined structures and procedures that reflect best corporate governance practices. These frameworks help the Group maintain leadership continuity and operational resilience, particularly in succession or emergencies.

The governance system clearly outlines the roles, responsibilities, and delegation of authority between the Board of Directors and Senior Executive Management. This clarity supports efficient decision-making and drives organizational development.

3.1 GOVERNANCE FRAMEWORK AND BOARD OVERSIGHT

3.1.1 Board of Directors: Composition and Core Responsibilities

Ezdan Holding Group's governance is anchored in a robust framework designed to ensure strategic oversight, accountability, and long-term value creation for shareholders. The Board of Directors serves as the primary governing body, guiding the Group in full compliance with the regulations of the Qatar Financial Markets Authority (QFMA).

Board of Directors: Composition

The Board of Directors has seven members, all of whom meet the necessary qualifications and collectively provide effective strategic guidance. The board's composition ensures strong, independent oversight, with a majority of non-executive members and one-third meeting strict independence criteria as required by the QFMA.

Sheikh Thani bin Abdullah bin Thani Al Thani
Chairman of the Board of Directors - Non-Executive, Non-Independent

Representative of Kyan for business and investments. Brings strategic leadership and governance expertise to guide the Group's direction and oversight.

Sheikh Khalifa bin Thani bin Abdullah Al Thani
Vice Chairman of the Board of Directors - Non-Executive, Non-Independent

Representative of the ALTdawul Trading Group for Commerce. Holds a bachelor's degree in business administration, providing a strong foundation in business management and commercial strategy to the Board's deliberations.

Sheikh Abdulla bin Thani bin Abdullah Al Thani
Board Member - Non-Executive, Non-Independent

Representative of Shasea for Trading and Real Estate Investment Company. Brings extensive governance experience as Chairman of Medical Care Group and Managing Director of Qatar Islamic International Bank. Holds a bachelor's degree in business administration, providing a strong foundation in business management and commercial strategy to the Board's deliberations.

Sheikh Mohammed bin Thani bin Abdullah Al Thani
Board Member - Non-Executive, Non-Independent

Representative of Emtelak for Trading and contracting and Real Estate Investment company.
Brings diverse board experience as Member of the Board of Directors of Medical Care Group.
Holds a bachelor's degree in aviation science, offering unique perspective on complex operations and strategic planning.

Mr. Amr Shafiq Mostafa Agoura
Board Member - Non-Executive, Independent

Independent member bringing financial expertise with a bachelor's degree in accounting.
Provides objective oversight and financial acumen to the Board's governance and committee work.

Ossama Ibrahim Mohamed Farag
Board Member - Non-Executive, Independent

Independent member bringing a strong experience in the legal field with a bachelor's degree in law and more than 17-year experience in the legal practicing.

Dr. Ayed Dabsan Ibrahim Al-Mahdani Al-Qahtani
Board Member - Non-Executive, Independent

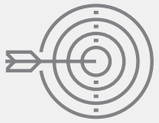
Independent member with strong governance background as Board Member of Qatar International Islamic Bank.
Holds a bachelor's degree in journalism and media, contributing communications strategy and stakeholder engagement expertise to the Board's oversight responsibilities.

Board of Directors in Numbers

7 Total Members	**3** Independent Members
7 Non-Executive Members	**3** year term 2025 – 2028 Board Tenure

Board of Directors: Core Responsibilities

The Board's comprehensive duties and functions are formally outlined in its published Charter, which is fully aligned with Article 8 of the Corporate Governance Regulations for Listed Companies. This charter empowers the Board with key areas of responsibility:



Setting Strategic Direction:

Defining the Group’s purpose, values, and strategic goals, and approving its comprehensive strategic plan and main objectives.



Ensuring Financial Stewardship:

Overseeing the Group's financial stability, capital structure, major investments, and annual budgets.



Managing Risk and Performance:

Monitoring overall corporate performance and ensuring a robust framework is in place to identify and manage key risks.



Upholding Governance and Integrity:

Maintaining the highest standards of corporate governance, internal controls, and ethical conduct across the Group.



Protecting Stakeholder Interests:

Ensuring the interests of shareholders, customers, employees, and regulators are addressed through transparent disclosure and fair policies.



Guiding Executive Management:

Providing oversight and guidance to executive management to foster a culture of accountability and responsibility.

Through this holistic approach, the Board provides decisive guidance to Executive Management, fostering a culture of accountability and ethical conduct that underpins Ezdan’s resilience and enduring success.

3.1.2 Board Skills, Experience, Professional Advice, and Training

The expertise and competencies of Directors are addressed through a structured training framework that is tailored to their nomination type and tenure on the Board, ensuring the Board's collective capabilities remain aligned with the Company's strategic objectives and operating context.

The Board brings a wealth of experience, which incorporates the areas of corporate governance, strategic planning, finance, risk management, legal and regulatory compliance, and the specific dynamics of the Qatari real estate and socio-economic landscape.

The Board dedicates sufficient time and a specific budget to an ongoing training and development program, utilizing both in-house and external training programs delivered by experts and renowned institutes. An annual review of this policy is conducted to ensure that Directors acquire, maintain, and enhance their knowledge and skills relevant to their responsibilities.

Furthermore, the Board regularly engages with Executive Management on specialized topics through scheduled one-to-one meetings with the Chairman, CEO, and other key officers. Additionally, Directors are provided with comprehensive company information and have access to external training programs, with all associated expenses borne by the Company, to support them in effectively executing their duties.

Board Effectiveness and Evaluation

The Board of Ezdan Holding Group undertakes a formal and rigorous annual evaluation of its performance, as well as the performance of its sub-committees and senior management. This process is a cornerstone of the Company's commitment to continuous improvement and robust corporate governance.

The annual evaluation is conducted through a comprehensive questionnaire prepared by the Board itself. This assessment rigorously addresses fundamental elements of board effectiveness, including the Board's

composition, the quality and accessibility of information provided to members, internal dynamics, the fulfilment of key responsibilities, and the nature of its relationship with senior management. The process also extends to reviewing senior management's performance in implementing the internal control and risk management systems.

The Nominations and Remunerations Committee holds specific responsibility for reviewing the results of this evaluation. It submits a detailed report to the Board for the assessment of overall performance during the past fiscal year, in full accordance with the corporate governance system issued by the Qatar Financial Markets Authority (QFMA). The Board of Directors formally approves and adopts the final evaluation report.



3.1.3 Committees and Core Responsibilities

Audit and Risk Committee

Chaired by Dr. Ayed Dabsan Ibrahim Al-Mahdani Al-Qahtani (Independent Member)

The ARC is responsible for assisting the Board of Directors in fulfilling its oversight responsibilities over financial reporting, internal controls, and risk management. The committee ensures the integrity of the Group's financial data and the effectiveness of its internal audit function.

Core responsibilities

- **Financial Oversight:** Reviewing the accuracy of annual, semi-annual, and quarterly financial statements and reports before their approval and disclosure.
- **Internal Control & Audit:** Supervising the internal audit department, approving its annual plan, and ensuring the implementation of its recommendations.
- **External Audit:** Establishing the basis for contracting with, nominating, and supervising the work of the external auditor to ensure their independence.
- **Risk Management Framework:** Periodically developing and reviewing the Group's risk management policies, taking into account business activities and market variables. In accordance with its charter, the Committee has direct responsibility for overseeing the Company's overall risk management and for reducing the level of risks, covering all categories, including critical, financial, legal, operational, and environmental.
- **Risk Reporting & Board Advisory:** The Committee prepares periodic risk reports and submits them to the Board regularly. It is also responsible for providing formal responses and recommendations to the Board regarding any inquiries related to risks facing the Company.
- **Compliance & Investigation:** Reviewing the Group's compliance with legal and regulatory requirements and conducting special investigations into financial control matters as directed by the Board.
- **Related Party Transactions:** Reviewing the Group's dealings with related parties to ensure compliance with established controls.

Remuneration and Nomination Committee

Chaired by Sheikh Mohammed bin Thani bin Abdullah Al Thani (Non-Independent Member)

The NRC is responsible for overseeing the Group's governance of board composition, senior leadership succession, and compensation structures. The committee ensures transparent and rigorous processes for appointments and remuneration that align with the long-term interests of the company and its shareholders.

Core responsibilities

- **Board Nomination & Succession:** Establishing criteria for board membership, nominating suitable candidates for vacancies, and preparing a clear succession plan for the company's management and board positions.
- **Performance Evaluation:** Conducting an annual comprehensive analysis of the Board's performance to identify strengths, weaknesses, and areas for improvement.
- **Remuneration Policy:** Setting the company's compensation policy for the Board of Directors and senior executive management, ensuring it is competitive and responsibly structured within profit-based limits.
- **Incentives & Bonuses:** Establishing the foundations for granting bonuses and incentives.
- **Talent & Skills Review:** Annually reviewing the skills and experiences required for the Board and senior management to ensure they meet the Group's strategic needs.

3.1.4 Board Independence

Board independence is a key element of Ezdan Holding Group's governance framework, ensuring objective decisions and protecting long-term interests. In line with Qatar Financial Markets Authority (QFMA) criteria, Ezdan maintains strict standards to prevent conflicts of interest. As of 20 April 2025, the Board included 3 independent members (43%) and four non-independent members, meeting the QFMA requirement that at least one-third of the Board be independent.

The QFMA Independence Criteria

An independent member is a member of the Board of Directors who enjoys full independence. Factors that may compromise independence include, but are not limited to, any of the following:

- Owning 1% or more of the shares of the company or any of its group companies.
- Representing a legal entity that owns 5% or more of the shares of the company or any of its group companies.
- Having been part of the senior executive management of the company or any of its group companies during the year preceding the board elections.
- Having a first-degree familial relationship with any board member or senior executive of the company or any of its group companies.
- Serving as a board member in any company within the group of the company for which they are nominated to the board.
- Having been employed, during the two years preceding the board elections, by any related party of the company or any of its group companies (such as external auditors or major suppliers), or having held a controlling ownership stake in any of those parties during that period.
- Having had direct or indirect dealings with the company or any of its group companies during the two years preceding the board elections.

3.1.5 Nomination Policy

As a publicly listed company, Ezdan maintains a formal Board Nomination Policy that aligns with the Corporate Governance Code and ensures transparent procedures for board member selection. The policy, overseen by the Nominations and Remuneration Committee, mandates specific eligibility criteria for all candidates. General requirements are applied equally, with further details, such as those for independent directors, professional qualifications, and experience, outlined in the Nomination Committee Charter.

The nomination window is open to all interested candidates who meet these conditions. A final list of qualified candidates is prepared and presented to shareholders, who make the ultimate decision by voting at the General Assembly to select the nominees they believe are best capable of representing their interests on the Board.

Board elections follow the 'one share, one vote' principle through secret ballot voting, a process supervised by regulatory authorities. This comprehensive framework ensures our board possesses the necessary expertise, independence, and diversity to effectively oversee the company's long-term sustainability strategy and governance.



3.2 ETHICS AND BUSINESS CONDUCT

3.2.1 Conflict of Interest

The Board of Directors has established and maintains a comprehensive framework to identify, prevent, and manage conflicts of interest across the organization. This Conflict-of-Interest Policy applies to all shareholders, Board members, officers, managers, and employees, guiding their relationships and dealings with the Company. Conflicts may arise with customers, suppliers, or other stakeholders. The framework sets out effective procedures and controls designed to prevent any adverse impact on the Company, its shareholders, and other stakeholders.

Director Conflict of Interest

The Board has implemented a Conflict-of-Interest Policy to ensure that any actual, potential, or perceived conflicts involving Directors and all Responsible Persons (including senior employees) are managed in the best interests of the Group. Responsible Persons are expected to avoid activities that could create a conflict and must promptly disclose any such matters. The policy defines conflicts of interest broadly, covering outside interests, outside activities, and the receipt of gifts or entertainment.

Directors and Responsible Persons are required to disclose their interests upon appointment and on an annual basis via a Conflict-of-Interest Declaration Form, with updates provided as changes occur. Any Contract or Transaction in which a director or Responsible Person has a potential interest must be fully disclosed. Directors with conflict may not participate in discussions, vote on the matter, or be present during the vote, and this is formally recorded in the meeting minutes.

3.2.2 Prohibition of Holding Multiple Positions

In alignment with the Qatar Financial Markets Authority and relevant national regulations, Ezdan Holding Group has formally adopted a policy that clearly prohibits the combining of certain positions. This policy is fundamental to protecting the integrity of the Board's oversight role and ensuring the independent judgment of its members.

The policy specifically ensures that the Chairman and members of the Board of Directors do not hold:

- Chairmanship or board membership in other companies beyond the limits permitted by QFMA governance standards.
- Any executive positions, either within or outside the Group, that could impair their objectivity, affect their performance of duties, or compromise the Board's collective independence.

To affirm ongoing compliance with this policy, the Chairman and all Board members submitted a formal annual declaration at 2025. This declaration confirmed their adherence to the prohibitions on combining positions, in full accordance with the QFMA's corporate governance system and Qatar's Commercial Companies Law No. (11) of 2015 and its amendments. This practice reinforces a culture of accountability and transparent governance.

To ensure transparency and sound governance, Ezdan has adopted a comprehensive Related Party Transactions Policy outlining procedures for identifying, evaluating, monitoring, and reporting related party exposures, while ensuring full disclosure to shareholders and regulators in line with international accounting standards and QFMA requirements. The policy aligns with the Qatar Commercial Companies Law No. 11 of 2015.

According to the company's governance framework and related-party policy, a person is considered a related party to the company if they are a member of the Board of Directors of the company or any of its group companies, or part of the senior executive management of the company or any of its group companies, or own 5% or more of the shares of the company or any of its group companies, or are a relative up to the second degree of any of the foregoing. This also includes any legal entity controlled by a board member of the company or any of its group companies, or by its senior executive management and their relatives up to the second degree, as well as any entity participating in a joint venture or partnership of any kind with the company or any of its group companies. The Group ensures transparency through regular disclosures to shareholders, detailed reporting in audited financial statements, prompt notification to the QFMA of material transactions, and by allowing shareholders to review related party transactions during the general assembly.

The policy distinguishes between:

- **Ordinary Transactions:** Routine business dealings carried out in the normal course of operations.
- **Other Transactions:** Non-routine dealings, including the purchase of goods or services, that require additional scrutiny.

The Board of Directors holds ultimate responsibility for overseeing and enforcing this policy. Oversight and transparency are maintained through:

- Keeping a formal Related Party Register, reviewed and updated quarterly.
- Consulting the register before entering any transaction to confirm counterparty status.
- Requiring all Directors and senior executives to disclose related party interests upon appointment and update them regularly.



The Audit and Risk Committee independently reviews proposed related party transactions and submits recommendations to the Board. For significant transactions exceeding established thresholds, prior approval from the General Assembly is required, and related parties are prohibited from voting on resolutions related to their interests.

The Board regularly reviews and updates this policy to maintain alignment with regulatory requirements and best practices in corporate governance.

3.2.3 Remuneration policy

Ezdan Holding Group's remuneration framework is designed to foster a high-performance culture aligned with long-term value creation and robust governance.

Principles of Ezdan's Remuneration Policy:

Ezdan Holding Group is committed to providing a fair, equitable, and competitive total rewards package that supports our vision of being the most trusted public shareholding company. Our strategy is designed to motivate high performance, enhance customer service, increase revenues, and allow employees to share in the company's success.



Board Remuneration:

- Board members receive remuneration for fulfilling their duties in a manner commensurate with their membership on the Board as the company's appointed decision-making body.
- If approved, the maximum total remuneration for Board members is 5% of the annual net profit after deducting reserves, legal deductions, and dividends distributed to shareholders. This ensures that their remuneration is directly linked to the company's performance and financial results.

Executive & Employee Remuneration:

The annual bonus for both Executive Management and Senior Staff, Central Department Managers, leasing, supporting and operational departments' employees is calculated using a formula that integrates the Group's Profitability Index with individual performance appraisals (KPIs). The group's policies in this regard must be taken into account, with the aim of motivating the achievement of corporate goals and linking bonuses to performance levels.

Compensation Structure

Remuneration is generally structured to comprise the following components:

Component	Description	Application
Fixed Compensation	Base salary, allowances, and non-performance-based benefits (e.g., housing, transportation).	All employees and executives.
Variable Compensation	Performance-based bonuses, incentives, and profit-sharing schemes. Linked directly to Key Performance Indicators (KPIs).	Executive Management and Senior Staff, Central Department Managers, leasing, supporting and operational departments' employees
Directors' Fees	Bonuses up to a maximum of 5% of the annual net profit after deducting reserves, legal deductions, and distribution of profits to shareholders, and subject to shareholder approval.	Non-executive and Independent Board Directors.



3.2.4 Anti-Corruption and Anti-Bribery

Ezdan Holding Group enforces a strict zero-tolerance policy toward all forms of corruption, bribery, and fraudulent activity. The Group's Anti-Corruption and Anti-Bribery framework complies with national and international regulations, including the Corporate Governance Code issued by the Qatar Financial Markets Authority (QFMA). It aims to ensure transparency, fairness, and ethical conduct across all business operations.

Policy and Framework

Ezdan's ethical foundation is built upon its Code of Conduct and Anti-Corruption and Anti-Bribery Policy, which applies to the Board of Directors, management, employees, and all third parties acting on the Group's behalf.

The framework emphasizes the following principles:

Zero Tolerance

Absolute prohibition of bribery, extortion, kickbacks, and facilitation payments in any form.

Risk Mitigation

Implementation of strong internal controls and regular risk assessments to prevent conflicts of interest and detect potential misconduct, particularly in procurement, contracting, and other high-risk areas.

Due Diligence

Thorough screening and due diligence of all intermediaries, agents, and business partners to ensure adherence to Ezdan's ethical and compliance standards.

Whistleblowing Mechanism

A confidential reporting channel that allows employees and stakeholders to raise concerns about potential violations without fear of retaliation, ensuring all reports are investigated promptly and fairly.

Ezdan's continued ability to maintain a corruption-free environment is reflected in its strong compliance record:

Legal Cases

During the reporting period, no legal cases related to corruption were brought against Ezdan Holding Group or its employees.

Outcomes

Accordingly, no outcomes or resolutions were required concerning corruption-related cases.

These results underscore the effectiveness of Ezdan's compliance systems and commitment to responsible governance.



To sustain a culture of integrity, Ezdan provides ongoing training and awareness programs to all employees. These sessions strengthen understanding of the Anti-Corruption and Anti-Bribery Policy, promote ethical decision-making, and ensure adherence to proper reporting procedures.

3.2.5 Whistleblowing Policy

In alignment with its commitment to the highest standards of ethics, transparency, and accountability, Ezdan Holding Group Q.P.S.C. has established a comprehensive Whistleblowing Policy approved by the Board of Directors. The policy serves as a vital component of the Group's governance framework, providing a secure and confidential mechanism for employees to report concerns related to misconduct, unethical behavior, or any activity that could harm the Company or its stakeholders. Through this policy, Ezdan ensures that all employees can speak up freely and responsibly, reinforcing a culture of integrity and trust across the organization.

The policy's objective is to encourage all Ezdan employees to disclose any wrongdoing that may adversely impact the Company, its customers, the Board of Directors, other employees, or the public. The framework assures employees that they can report concerns without fear of reprisal.

Reporting Channels: Ezdan offers multiple, monitored communication lines to facilitate confidential reporting:

- A dedicated telephone hotline
- A disclosed email address
- A mailbox for physical submissions

Safeguards and Response: Ezdan is committed to protecting whistle-blowers by minimizing any difficulties they may experience as a result of raising a concern. Subject to legal constraints, the whistle-blower receives information and updates about the outcome of the investigation, ensuring the matter has been properly addressed.

3.3 RISK, COMPLIANCE & AUDIT

3.3.1 Risk Management and Audit Integrity

As a leading holding group, Ezdan Holding Group integrates robust and proactive risk management into the core of its strategic decision-making and operational activities. The Group maintains vigilant oversight of a wide spectrum of risks, including operational, market, strategic, reputational, and liquidity risks to ensure organizational resilience and protect shareholder value. A strong culture of risk awareness and accountability is embedded across all levels of the Group, guided by a comprehensive Corporate Governance Framework. Ezdan is committed to a disciplined, enterprise-wide approach to risk management, recognizing its importance to long-term sustainability.

The Risk Management Framework, approved by the Board of Directors (BoD) and overseen by the Audit and Risk Committee, provides a consistent structure for identifying, assessing, measuring, and monitoring risks across the organization.

The Audit and Risk Committee approves the Group's risk appetite and ensures all risk-taking activities align with strategic objectives and financial capacity. Implementation is supported by clearly defined responsibilities, from the Chief Executive Officer and dedicated Risk Management Function to all Department Heads, each accountable for managing risk within their respective units.

Risk Management Process

Risk Identification and Assessement

The company identifies risks in all areas, evaluates their impact, and assigns each one to a responsible owner. It also tracks key indicators and considers how risks may be connected or influence each other.

Risk measurement

All major risks are measured thoroughly to ensure management has accurate and useful information for decision-making.

Risk Management

The company sets risk limits that match its policies and overall strategy. The Risk Management team ensures operations stay within these limits to protect the company from serious losses.

Risk Monitoring

Management receives timely and accurate reports on risk levels. Those who monitor risks work independently from those who take them, ensuring objectivity and transparency.

Audit Oversight:

Internal Audit

The internal audit function is managed through outsourcing to an external provider, with the Internal Audit Department operating independently under the leadership of PKF Internal Audit. The department reports directly to the Audit and Risk Committee on a quarterly basis. The department has unrestricted access to all company records, systems, and personnel to ensure transparency and accountability.

Its key responsibilities include:

- Monitoring and overseeing financial matters, investments, and risk management.
- Reviewing the development of risk factors within the company and assessing the adequacy and effectiveness of systems in place to address significant or unexpected market changes.
- Conducting a comprehensive evaluation of the company's performance in complying with internal control systems and relevant regulations.
- Assessing the company's compliance with disclosure and listing requirements in the market.
- Evaluating adherence to internal control systems in identifying and managing risks.
- Reviewing the risks faced by the company, including their types, causes, and actions taken .
- Providing recommendations to address violations and mitigate risk causes.
- The periodic audit process helps Ezdan Group identify potential weaknesses, address violations, and ensure compliance with regulatory and governance standards.

External Audit

An external auditor is appointed for Ezdan Holding Group to provide independent professional assurance to the Board of Directors and shareholders on whether the financial statements have been prepared, in all material respects, in accordance with applicable laws, regulations, and International Financial Reporting Standards (IFRS), and whether they fairly present the group's financial position and performance.

Mazars currently serves as the external auditor of Ezdan Holding Group, having been appointed by shareholders during the Annual General Assembly held on April 20, 2025.

The external auditor issues an annual management report addressing any significant observations or material weaknesses, if any, related to internal control systems over financial reporting. No material weaknesses or significant failures in internal control systems were reported during 2025.

The annual financial statements are approved after review b y the Board of Directors and are signed to reflect management's responsibility for their preparation and commitment to transparency and accountability. The external auditor's report provides independent professional assurance regarding the integrity and independence of the audit process, in accordance with the highest professional standards.

3.3.2 Commitment to Transparency and Accountability

The Group follows a clear framework for compliance and reporting to ensure full adherence to all regulatory requirements and market disclosure rules.

Ezdan complies with all disclosure obligations set by the Qatar Financial Markets Authority (QFMA) and the Qatar Stock Exchange (QSE), including Article 25 of the QFMA's Corporate Governance System. All financial statements are prepared under IFRS and disclosed on time to shareholders, regulators, and the public.



Oversight of this process rests with the Board of Directors and its committees. Authorized spokespersons handle the disclosure of material information and assess market rumors when needed to protect investors and maintain market integrity.

To support transparency and ethical conduct, the company has approved a comprehensive set of governance policies and charters, including:

- Governance Report
- Related Party Policy
- Disclosure and Communications Policy
- Remuneration Policy
- Insider Trading Policy
- Nomination and Election of Board Members Policy
- Policy on Prohibition of Combining Positions
- Audit and Risk Committee Charter
- Nomination and Remuneration Committee Charter
- Workplace Violence Policy
- Succession Management Policy
- Code of Conduct

3.4 ESG GOVERNANCE

Ezdan Holding Group is progressively working to strengthen its Environmental, Social, and Governance (ESG) governance framework to ensure sustainability is embedded across its operations, management systems, and decision-making processes. The Group's governance structure emphasizes accountability, transparency, and compliance with both national and international standards.

Board Oversight

The Board of Directors (BoD) holds the highest authority in overseeing all strategic matters across the Group, including sustainability. The Board is also responsible for approving the Sustainability Report, ensuring that sustainability priorities remain aligned with the Group's strategic direction and the Qatar National Vision 2030.

Sustainability considerations are embedded within the Group's broader governance, risk, and compliance framework. The Audit and Risk Committee provides direct oversight, monitors implementation progress, and ensures the accuracy and completeness of all related disclosures.

Management Oversight & Delegation

In line with Ezdan's commitment to embedding sustainability at the core of the organization, senior management plays a central role in driving implementation and integrating sustainability objectives into daily operations.

To ensure clear accountability for managing sustainability-related impacts, the Group has recently established a dedicated operational structure, including the appointment of an Interim ESG Lead.

The Interim ESG Lead reports to the Investor Relations Department and is responsible for:

- Coordinating ESG and sustainability-related data collection across all departments.
- Supporting the management of ESG-related impacts across the economy, environment, and people.
- Overseeing the consolidation and validation of sustainability information.
- Assisting in the preparation of Ezdan's sustainability and ESG disclosures for current and future reporting cycles.

Working under the supervision of senior executive management and the overall oversight of the Board of Directors, the Interim ESG Lead collaborates closely with operational departments to address regulatory requirements, stakeholder expectations, and sustainability reporting needs. This strengthened coordination model enhances consistency, accountability, and the integration of sustainability practices across all business functions.

04

01
About the Report

02
Stakeholder Engagement and Materiality

03
Governance and Responsible Business



Economic Performance and Impact

4.1 Financial Performance
4.2 Operational Performance
4.3 Indirect Economic Impacts

05
Social Value Creation: Our People Strategy



06
Environmental Stewardship

07
ESG Integration Across Our Business Lines

08
Index

ECONOMIC PERFORMANCE AND IMPACT

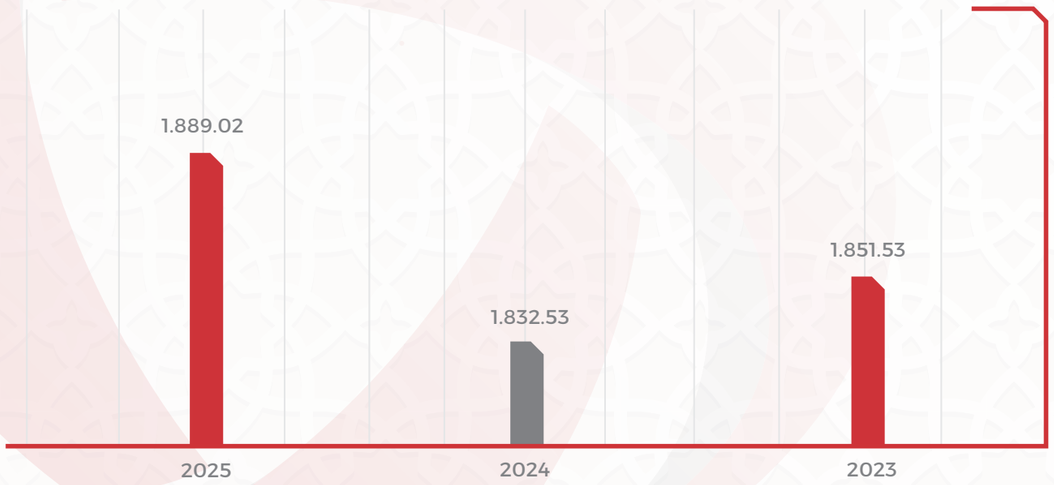
4.1 FINANCIAL PERFORMANCE

Direct Economic Value Generated (Revenue)

Revenue remained stable over the three years. 2023 and 2024 recorded strong performance, while 2025 revenue reached QAR 1,889.02 million, reflecting continued operational stability.



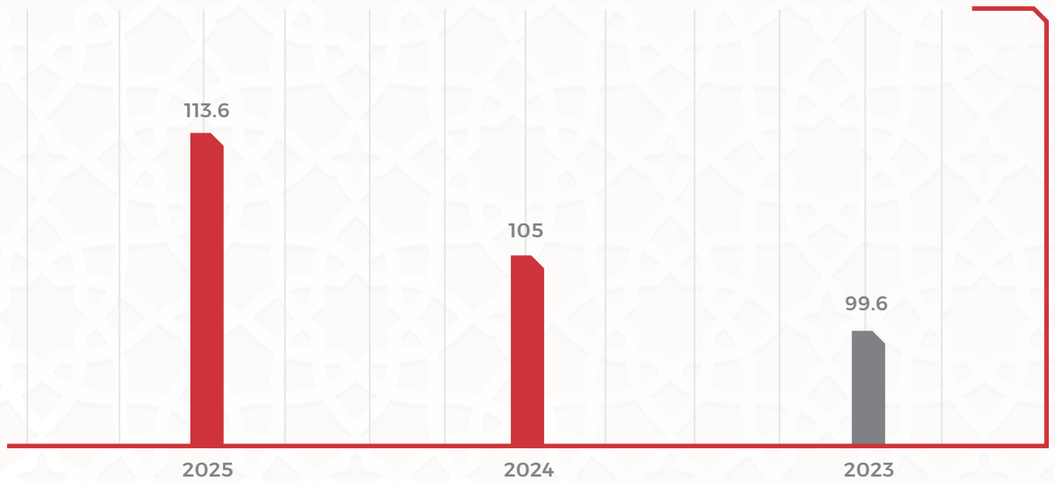
Revenue Generated (In Million QAR)



Net Profit

As of December 2025, Ezdan reported a net profit of QAR 113.6 million, compared to QAR 105.0 million in 2024 and QAR 99.6 million in 2023, indicating continued year-on-year growth.

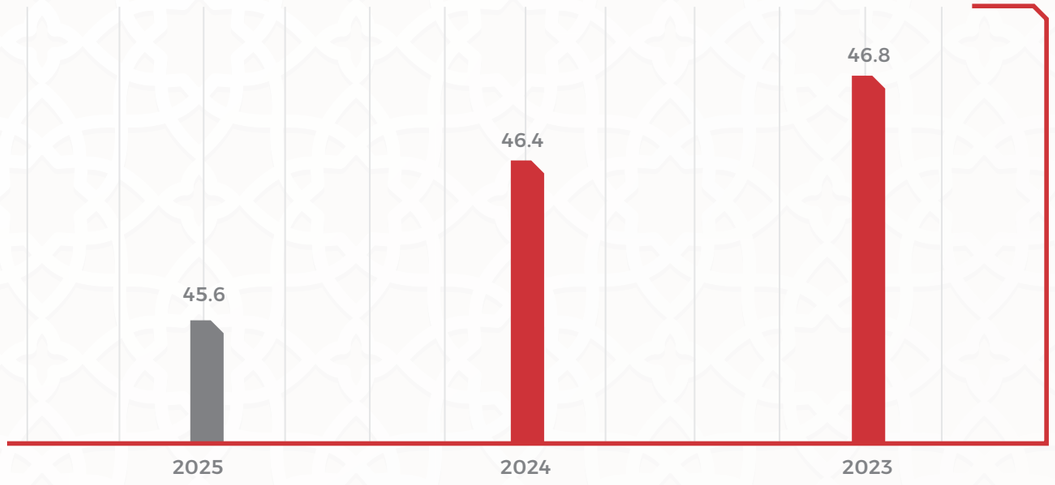
Net Profits (In Millions QAR)



Total Assets

Total assets remained broadly stable between 2023 and 2025, with limited movement. Assets stood at QAR 46.8 billion in 2023, QAR 46.4 billion in 2024, and QAR 45.6 billion in 2025.

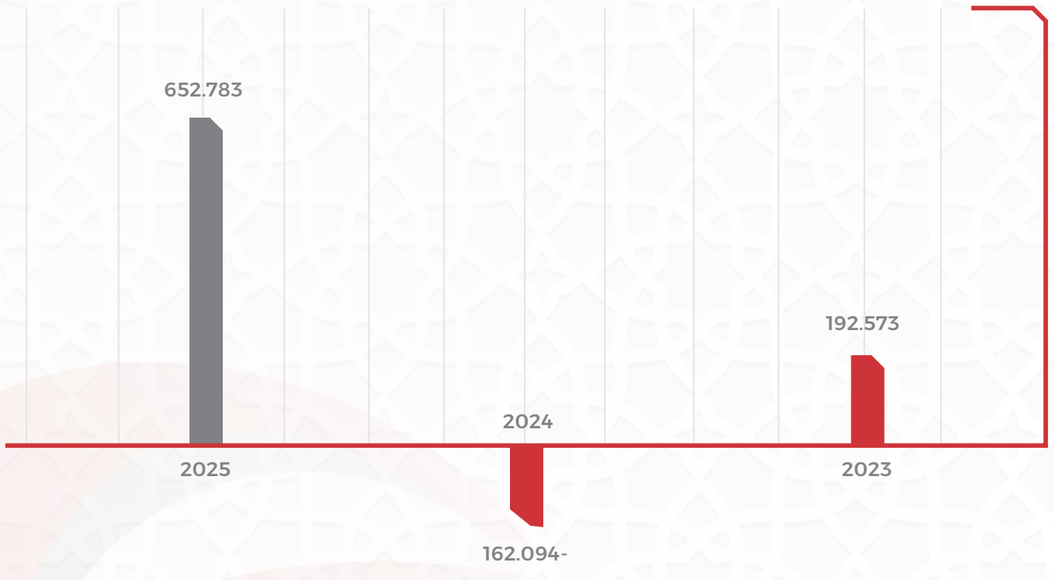
Total Assets (In Billions QAR)



Economic Value Retained

Ezdan recorded retained economic value of QAR 652.783 Million in December 2025, compared to QAR (162.094) million in 2024 and QAR 192.573 million in 2023.

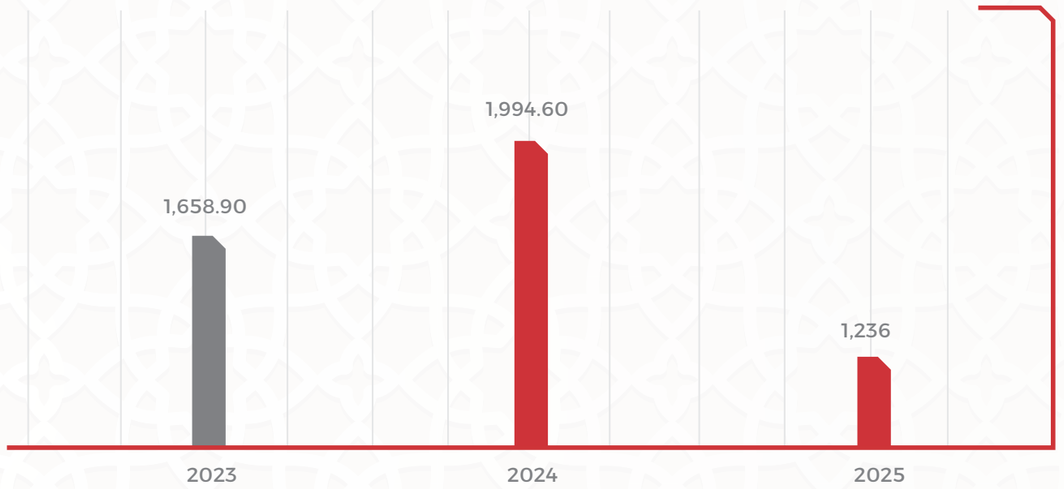
Economic Value Retained in million QAR



Total Economic Value Distributed to stakeholders

As of December 2025, Ezdan distributed QAR 1,236 million in total economic value to stakeholders on an accrual basis, including payments to providers of capital (lenders), employees, and community contributions. This compares to QAR 1,994.6 million in 2024 and QAR 1,658.9 million in 2023.

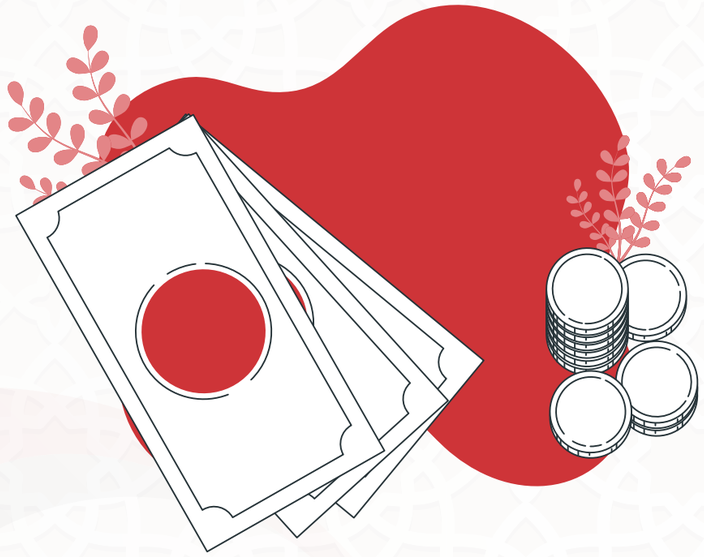
Total Value Distributed (In Millions QAR)



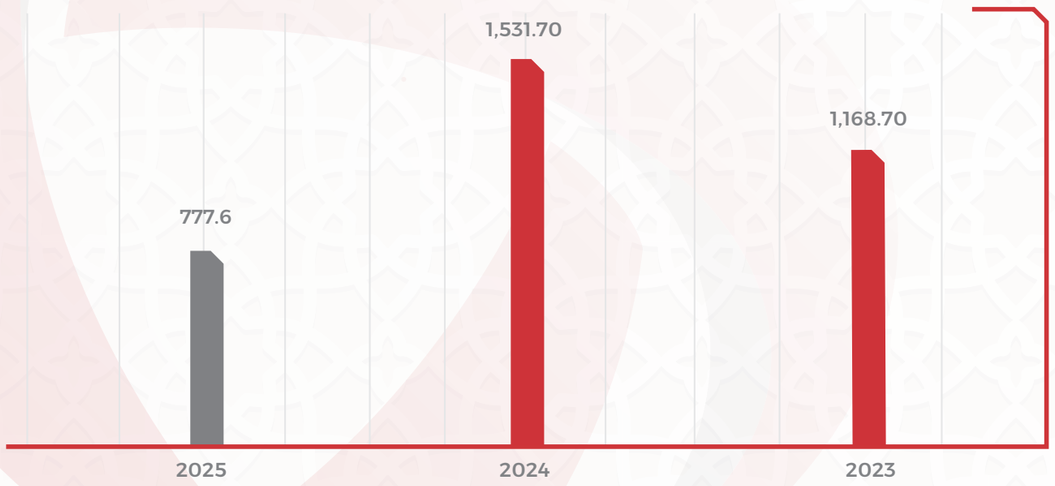


Providers of Capital (lenders)

As of December 2025, payments to providers of capital (lenders) totaled QAR 777.6 million, compared to QAR 1,531.7 million in 2024 and QAR 1,168.7 million in 2023.



Payments to Providers of Capital (lenders) (In Millions QAR)

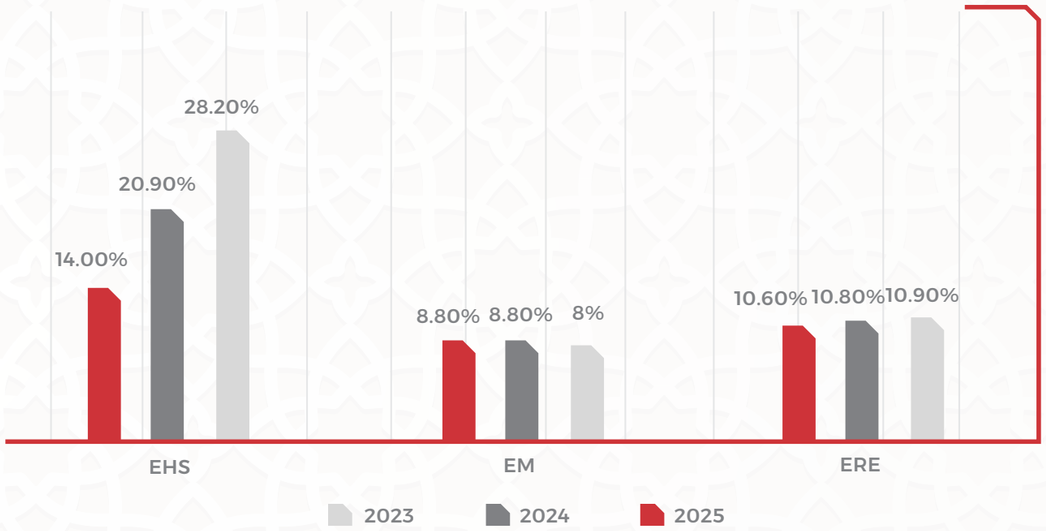


4.2 OPERATIONAL PERFORMANCE

Operational Efficiency (Vacancy Ratio)

In 2025, Ezdan's real estate, hospitality, and retail portfolios showed stable operational performance as represented in Graph:

Vacancy Ratio



Property Operating Expense Ratio

As of December 2025, Ezdan's operating expense ratio improved to 13%, compared to 14% in 2023 and 2024.

Year	Operating expense ratio
2023	14%
2024	14%
2025	13%

Tax and Audit

Tax Strategy and Governance

Our tax strategy is fundamentally rooted in strict adherence to the laws of the State of Qatar and all other jurisdictions where we operate. As a company majority-owned by Qatari nationals, Ezdan Holding Group is fully exempt from corporate income tax in Qatar. Tax obligations for the Group arise only from subsidiaries incorporated in the State of Qatar with non-Qatari ownership and United Kingdom – based entities. For these entities, all relevant corporate income, value-added, and property taxes are fulfilled promptly.

Governance and accountability for tax matters are centralized. The Group appoints an external tax representative, registered with the relevant authorities, to manage all compliance, including the preparation of tax returns, Transfer Pricing documentation, and liaising with tax authorities. This ensures a consistent, professional, and embedded approach to managing tax risk and upholding integrity across the organization..

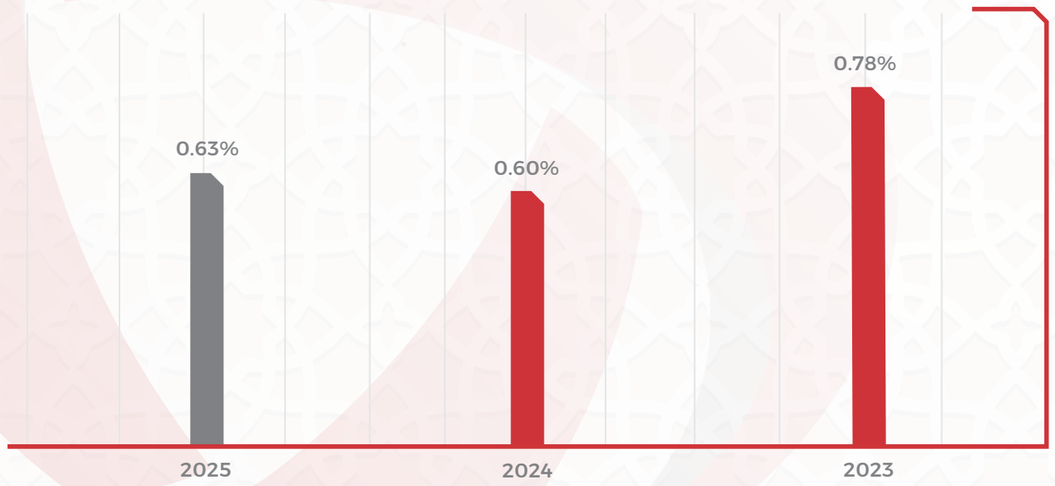
Effective Tax Rate and Cash Taxes Payments

Effective Tax Rate

The Group's effective tax rate was 0.63% in 2025, compared to 0.60% in 2024 and 0.78% in 2023. The company states that this exceptionally low effective tax rate is a direct result of its Qatari ownership structure.



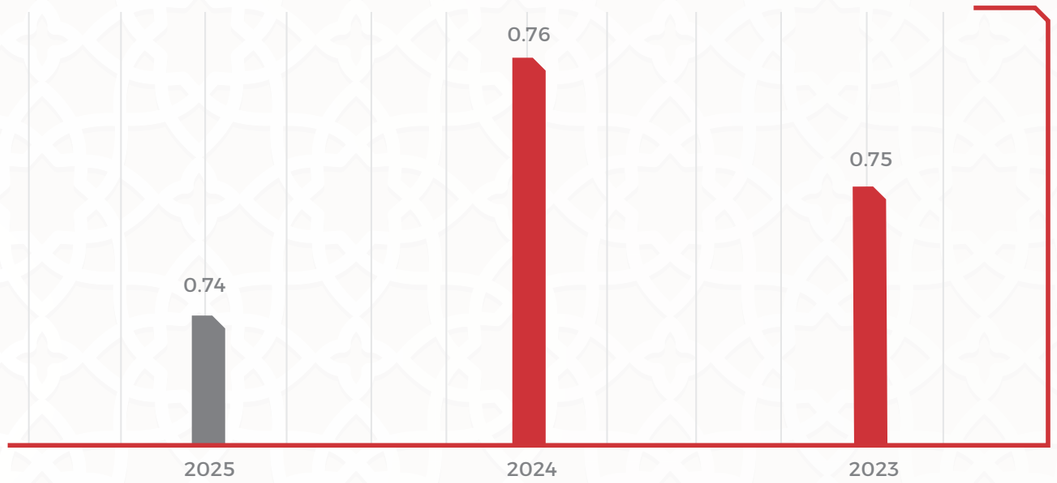
Effective Tax rate



Cash Taxes Paid

In 2025, cash taxes paid were QAR 0.74 million, compared to QAR 0.76 million in 2024 and QAR 0.75 million in 2023. The company attributes this low tax burden to the strategic advantage of its ownership model, while emphasizing that its diligent compliance explains its role as a responsible corporate citizen in all operating jurisdictions.

Cash Taxes Paid (In Millions QAR)



Audit and Assurance

The Group's audit and assurance practices are grounded in a commitment to financial integrity, transparency, and robust governance, which are fundamental to our sustainable operations.

Audit Governance and Fees

Our audit process is overseen by the Board's Audit Committee, which ensures the independence and objectivity of the external auditor. Professional and legal fees are categorized as follows:

- Audit Fees: For the statutory audit of financial statements and related mandatory assurances.
- Non-Audit Fees: For permissible advisory and consulting services, which are subject to prior approval by the Audit Committee. During the reporting period, no non-audit services were provided by the external auditor; therefore, no fees of this nature were incurred..

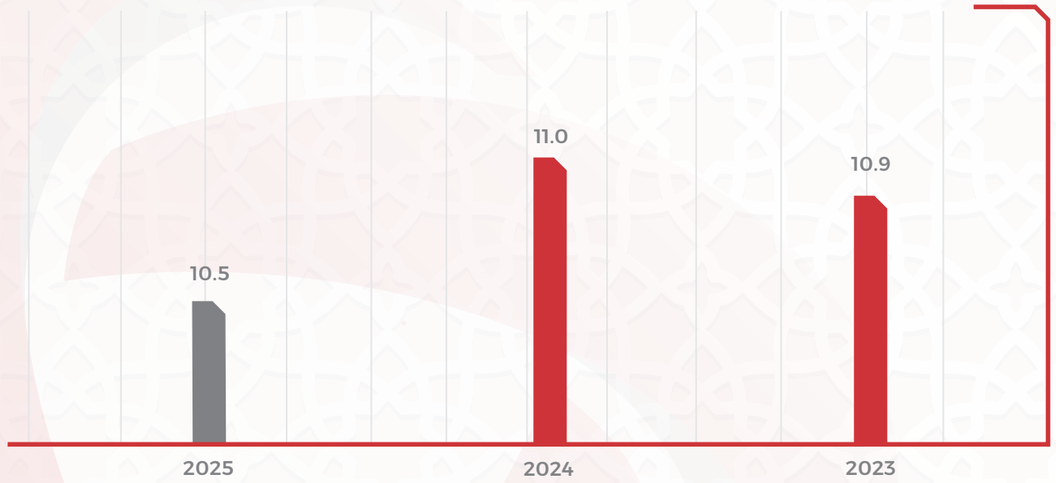
Audit and Non-Audit Fees (QAR '000)

Fee Category	2023	2024	2025
Audit Fees	720	750	700

Governmental Payments

In December 2025, Ezdan contributed QAR 10.9 million to governmental entities, compared to QAR 11.0 million in 2024 and QAR 10.5 million in 2023.

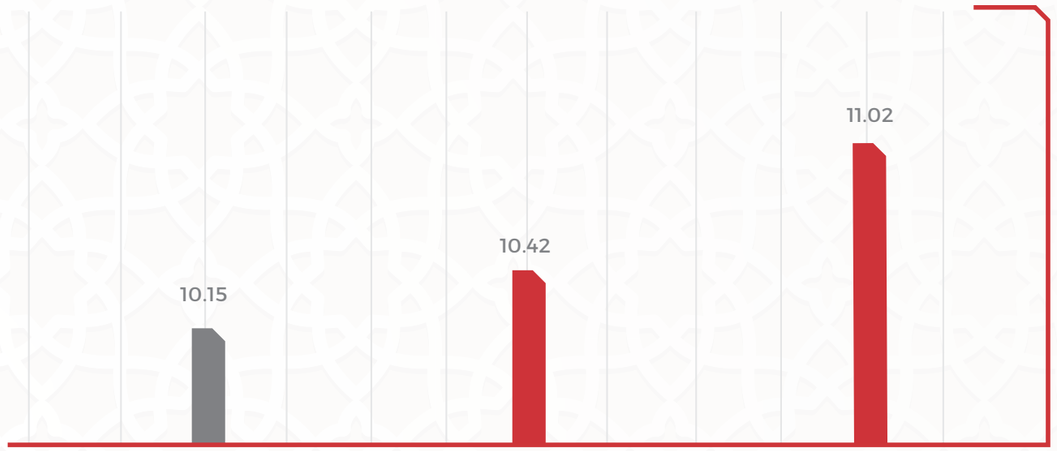
Government Payments (In Millions QAR)



Human Capital Return on Investment (HCROI)

As of December 2025, Ezdan's Human Capital ROI (HCROI) was 10.15, compared to 10.42 in 2024 and 11.02 in 2023, reflecting the impact of its workforce strategies on efficiency and productivity.

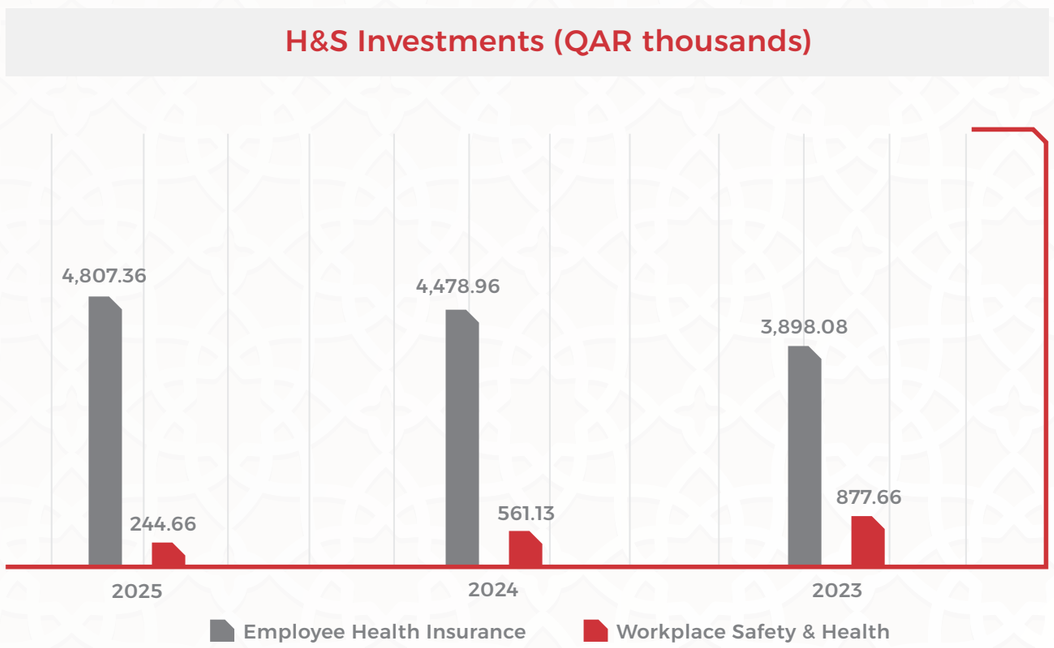
Human Capital Return on Investment (HCROI)



Investment in Employee Health & Safety

The Group prioritizes the physical well-being of our employees through comprehensive safety measures and health insurance coverage.

- **Workplace Safety:** We allocate significant resources to ensure a secure working environment. Expenditure covers essential items such as personal protective equipment (PPE), safety footwear, uniforms, and contracts for first-aid units.
- **Health Insurance:** We provide extensive health insurance coverage for all eligible employees, showcasing our commitment to their long-term health and financial security.



Commitment to Employee Development

Our annual expenditure on training and development reflects Ezdan Holding Group's sustained commitment to building employee capability and promoting a culture of continuous learning. Over the reporting period, the Group maintained strong investment in both digital and in-person training initiatives, reinforcing its strategic focus on workforce development through blended learning approaches.

Spending on Virtual / E-Learning remained stable at QAR 32,338 in both 2023 and 2024, before increasing significantly to QAR 46,545 in 2025, representing a 43.93% increase compared to 2024. This upward trend reflects the expansion of digital learning offerings and the continued integration of technology-enabled training solutions to enhance accessibility and flexibility for employees.

Investment in Physical Training Programs amounted to QAR 103,320 in 2023, decreased to QAR 93,841 in 2024 (a reduction of approximately 9.17%), and rose again to QAR 101,252 in 2025, marking a 7.90% increase compared to 2024. The rebound in 2025 underscores the Group's renewed emphasis on in-person, hands-on training to strengthen technical competencies and leadership capabilities.

Overall, total training expenditure marked QAR 135,658 in 2023, then reached QAR 126,179 in 2024, before rising substantially to QAR 147,797 in 2025. This overall growth demonstrates Ezdan's continued strategic investment in employee development, ensuring the workforce remains skilled, adaptable, and aligned with the Group's long-term objectives.

Our annual expenditure on training and development is detailed below (QAR):

Category	2023	2024	2025
Virtual / E-Learning	32,338	32,338	46,545
Physical Training Programs	103,320	93,841	101,252

This balanced approach to well-being and development ensures our employees are safe, engaged, and equipped to contribute to the Group's ongoing success.

4.3 INDIRECT ECONOMIC IMPACTS

Ezdan Holding Group's significant infrastructure investments in real estate, hospitality, and retail are designed to generate positive socio-economic outcomes for local communities and economies. Our approach focuses on maximizing benefits such as job creation and community development, while diligently mitigating potential negative impacts through sustainable design and active engagement.

Our investments are strategically aligned with national development goals, including Qatar National Vision 2030. We are progressively working to evaluate our contributions within international frameworks to meet stakeholder expectations.



05

01
About the Report

02
Stakeholder Engagement and Materiality

03
Governance and Responsible Business

04
Economic Performance and Impact



Social Value Creation: Our People Strategy

- **5.1** Human Capital Development & Work Force Composition
- **5.2** Talent Development & Training
- **5.3** Health, Safety & Well-being
- **5.4** Responsible Supply Chain
- **5.5** Responsible Communication
- **5.6** Social Responsibility & Community Investment
- **5.7** Digitalization Enablement

06
Environmental Stewardship

07
ESG Integration Across Our Business Lines

08
Index

SOCIAL VALUE CREATION: OUR PEOPLE STRATEGY

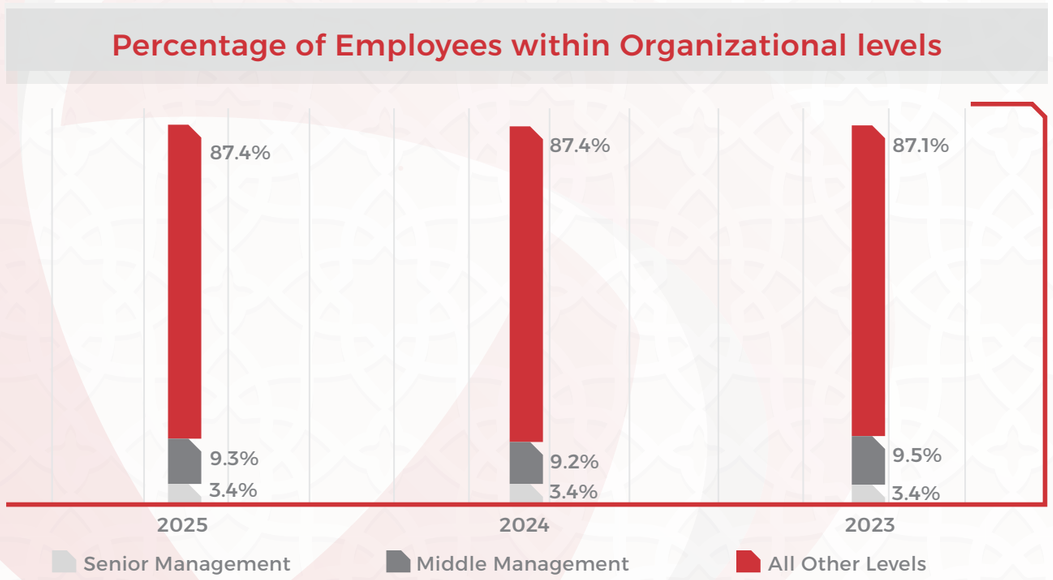
At Ezdan, our people are the cornerstone of our success and resilience. We aim to create a diverse, inclusive, and safe workplace where every employee is empowered to grow and contribute to our collective goals. This section details our performance and initiatives in managing our human capital, developing talent, and ensuring the highest standards of health, safety, and well-being.

5.1 HUMAN CAPITAL DEVELOPMENT & WORK FORCE COMPOSITION

5.1.1 Workforce Overview & Demographics

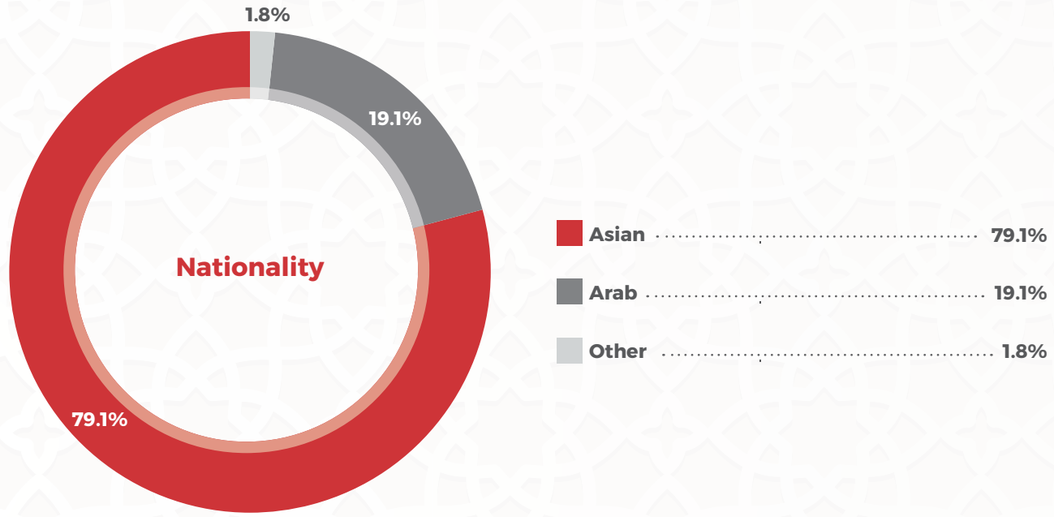
Ezdan is dedicated to maintaining a diverse and dynamic workforce. In 2025, we employed 1,967 individuals. Ezdan works to build a diversified workforce that brings together highly talented individuals from different nationalities, enriching our workplace culture and driving innovation.

Employee Distribution Trend (2023-2025)



5.1.2 Workforce Diversity by Nationality

Our workforce comprises individuals of diverse nationalities and backgrounds, representing employees from 35 different countries. This diversity serves as a cornerstone of our organizational strength, fostering innovation, collaboration, and a globally minded work environment. This diversity is quantitatively reflected in our 2025 demographic data, which shows a predominantly Asian workforce (79.1%), a significant Arab representation (19.1%), and a smaller but valuable cohort from other global regions (1.8%).



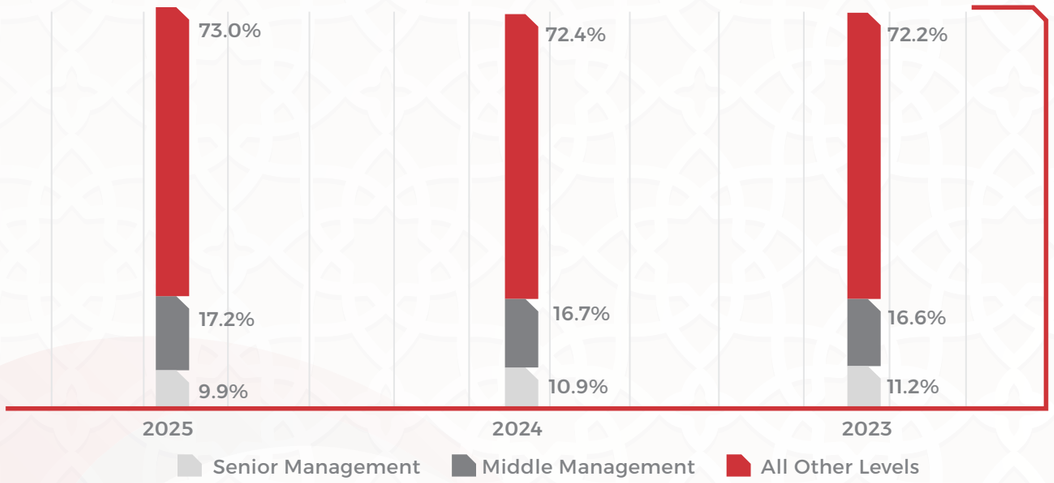
In support of national development objectives, particularly the State of Qatar's Qatarization strategy, EZDAN actively engages with Qatari job seekers through the Ministry of Labour's official recruitment platforms. While the Group acknowledges challenges related to candidate availability and market competitiveness, it remains dedicated to promoting Qatari participation across all its business divisions.



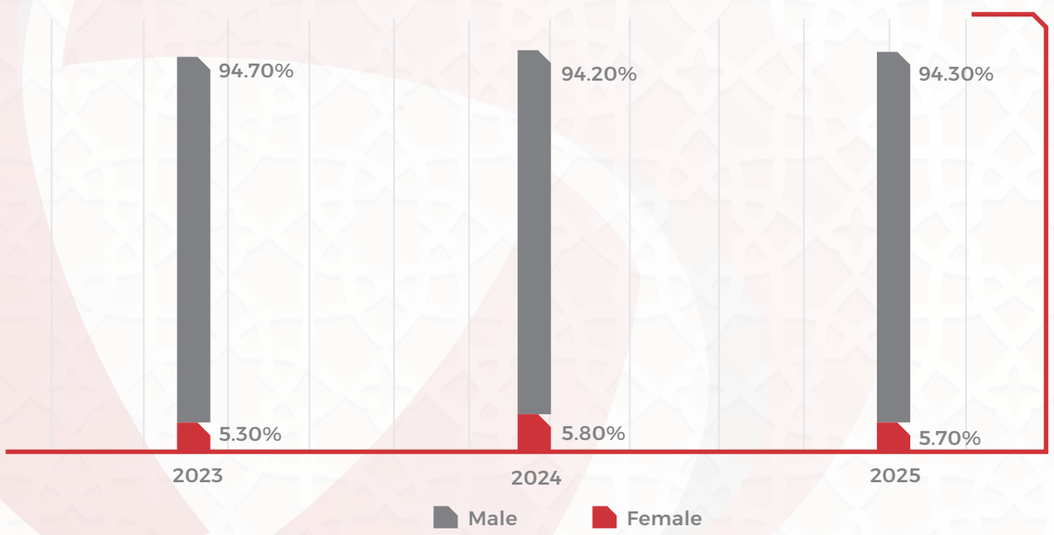
5.1.3 Gender & Age Distribution

Ezdan maintains a strong age diversity, with employees aged 30-50 consistently comprising over 73% of our workforce. We observe a gradual increase in the under-30 cohort and a slight decrease in the over-50 group, indicating a balanced age distribution that combines experience with emerging talent.

Percentage of Employees within Organizational levels



Percentage of Employees by Age Distribution



While our overall workforce is predominantly male, reflecting the industry norms in our region, we are actively working to enhance gender diversity.

5.1.4 Women's Empowerment & Inclusion

Within Ezdan's revenue-generating functions, excluding support departments such as HR, IT, and Legal, 10 out of 77 managers are women, representing 13% of leadership positions. This reflects Ezdan's commitment to promoting gender diversity and ensuring equitable representation in key decision-making roles that directly influence the company's performance and long-term growth.

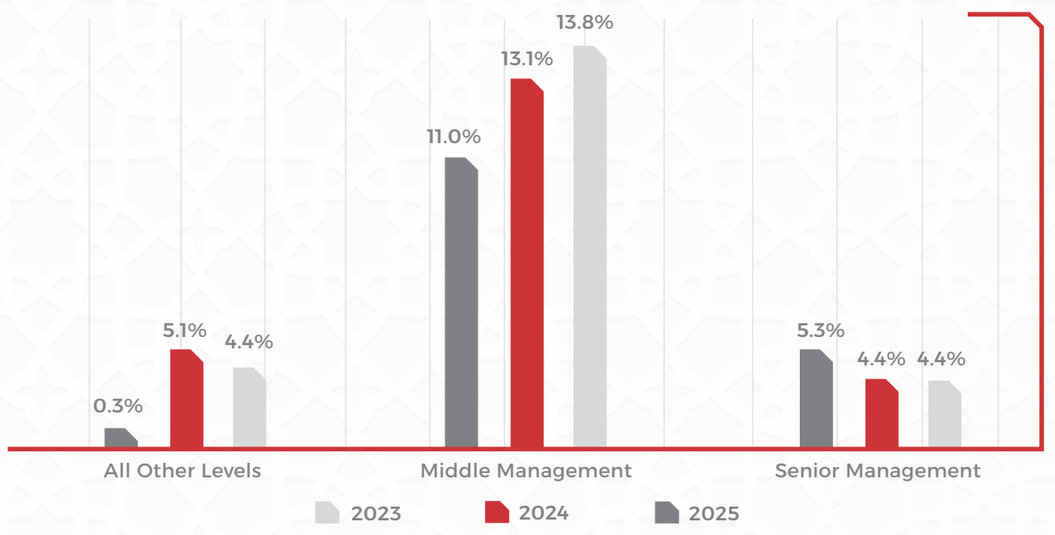
Women in Strategic Roles (2025):

Strategic Area	Total Positions	Female Incumbents	Female Representation
Revenue-Generating Management	77	10	13%

5.1.5 Supportive Policies & Inclusion Programs

Ezdan is keen to create an environment where women can thrive and advance into leadership positions. We actively monitor female representation across all organizational levels and have implemented supportive policies to ensure equitable career growth opportunities.

Women Representation % by Organizational Level (2023-2025)



Our commitment to women's inclusion and advancement is further demonstrated through targeted initiatives:

Ezdan has established a list of supportive policies specifically designed to empower female employees throughout their careers and personal lives. Central to this is our Maternity leave provision, which offers 50 days of fully paid maternity leave to all eligible female employees, and providing substantial financial and job security during an important life stage. To support a smooth transition back to work, we provide one hour of paid leave daily for breastfeeding mothers during the entire first year following their return from maternity leave. This policy is demonstrably effective, as evidenced by a perfect 100% return-to-work rate and a 100% retention rate for these employees 12 months after their return.

Development & Recognition: Equal access to internal mobility, promotions, and supervisory training programs.

Recruitment Focus: An annual target to increase overall female representation, with an emphasis on supervisory and professional roles.

5.1.6. Gender Pay Equality

Ezdan ensures fair and equal pay through a unified salary structure that bases compensation solely on job grade and position, guaranteeing equal pay for equal work regardless of gender or nationality. Our Gender Pay Ratio stands at 1:1 for both basic salary and total remuneration across all organizational levels, from entry-level roles to senior management.

This fairness is maintained through several measures: applying one salary scale for all employees, closely monitoring promotions to ensure equal opportunities for women, offering family-friendly benefits that support women's participation in the workforce, and conducting regular salary reviews and benchmarking to maintain fairness and market competitiveness.

Through this system-wide approach, Ezdan effectively prevents gender-based pay gaps and reinforces its commitment to valuing every employee equally.



5.2 TALENT DEVELOPMENT & TRAINING

5.2.1 Talent Acquisition & Strategic Hiring

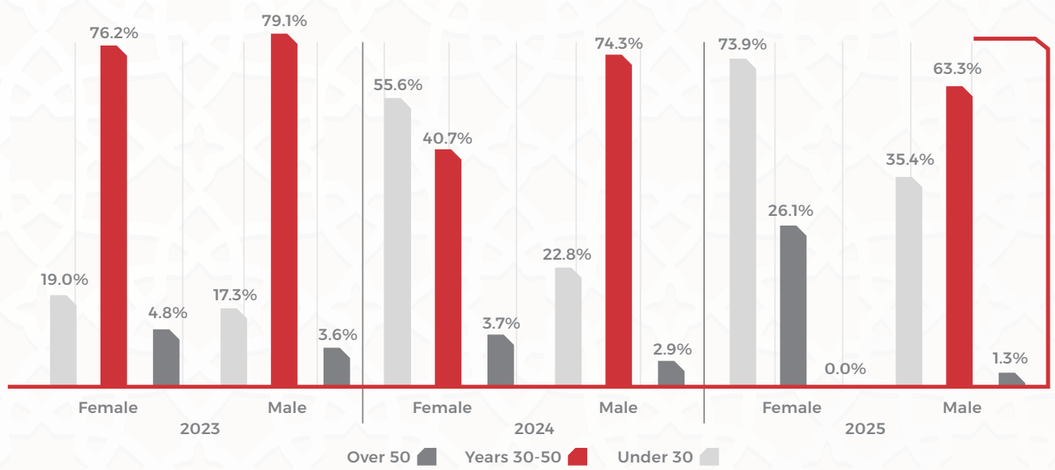
Ezdan employs a strategic and well-rounded approach to talent acquisition, designed to attract a diverse pool of candidates while prioritizing internal career growth. Our comprehensive hiring strategy effectively blends modern digital platforms with traditional partnerships to source the best talent across all levels of the organization. We utilize multiple channels, including our dedicated career portal, LinkedIn for professional networking, employee referral programs, and specialized recruitment agencies for senior executive and blue-collar positions, ensuring we reach diverse talent pools through appropriate mediums.

A cornerstone of our talent strategy is the strong emphasis on internal mobility, with data showing that 65% of all open positions between 2023 and 2025 were filled by internal candidates.

This significant internal promotion rate ensures our commitment to employee development and career progression, allowing team members to build long-term careers within the organization. Furthermore, we maintain strategic university partnerships with local and regional institutions through formal internship programs, creating a vital pipeline for emerging talent and ensuring a continuous influx of new perspectives and skills.

This balanced approach to talent acquisition represents a sophisticated dual-pathway system. We maintain organizational flexibility by efficiently sourcing external candidates when needed, while simultaneously fostering employee loyalty and reducing overall recruitment costs through substantial internal advancement opportunities. The average investment of 5,269 QAR per hire reflects our commitment to securing quality talent through these diversified channels, ensuring we maintain a competitive edge in the market while supporting sustainable organizational growth.

Percentage of New Hires by Age and Gender (2023-2025)



A significant shift in hiring patterns is evident. Female hiring has progressively focused on younger talent (under 30), increasing from 19% in 2023 to 73.9% in 2025. Male hiring maintains a stronger focus on the experienced 30-50 age group. This suggests a strategic approach to building a pipeline of young female talent while maintaining experienced male professionals. EZDAN Holding Group is firmly committed to providing equal, fair, and transparent employment opportunities throughout all stages of recruitment, selection, and hiring. This commitment reflects the Group's core values of integrity, diversity, and equal opportunity, ensuring that all applicants are assessed based solely on merit, competence, and alignment with the organization's values.

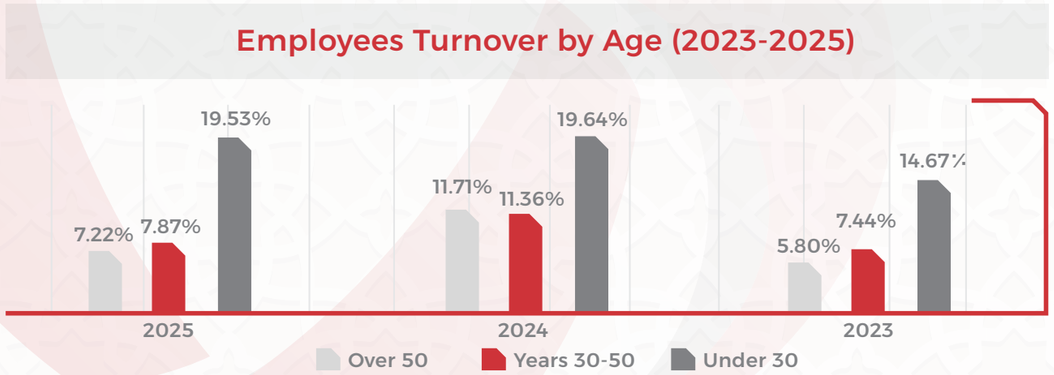
EZDAN supports Qatar's national development goals by actively engaging Qatari talent through the Ministry of Labour's recruitment platforms and remains committed to increasing Qatari participation across its divisions despite market challenges. Furthermore, EZDAN fosters an inclusive workplace by supporting youth development through internship programs and early-career opportunities. The Group also ensures fair consideration for individuals with special needs, reinforcing its commitment to diversity, accessibility, and equal opportunity for all qualified candidates.

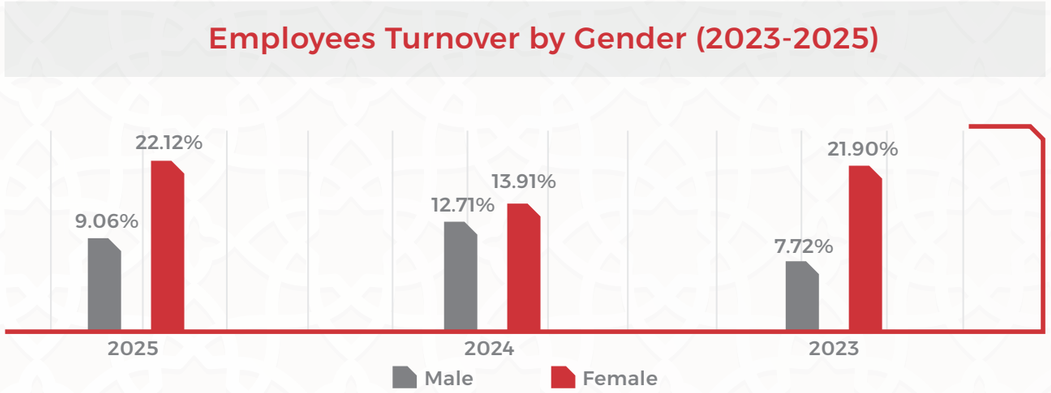
5.2.2 Employee Retention & Turnover Analysis

We focus our efforts on understanding and improving employee retention rates as a key indicator of the stability and sustainability of human capital. While the average voluntary turnover rate reached 6.13% over the past three years, we continuously analyze data to identify opportunities to enhance retention across different employee categories. When analyzing the data by age groups, it becomes clear that retention rates faced challenges in 2024 across all segments before showing a notable improvement in 2025. The results also indicate that retention levels were lower among employees under the age of 30 compared to other groups, reflecting the tendency of this cohort to be more mobile in their careers. Regarding gender, the results showed that retention rates among female employees were lower compared to male employees over the same period, highlighting the importance of continuing to develop a supportive and inclusive work environment that enhances the stability of female talent.

These indicators support our direction to focus efforts on priority groups, where retention initiatives have begun to deliver early positive results, reflected in improved retention levels during 2025.

Employees Turnover by Age and Gender (2023-2025)





Ezdan has implemented a comprehensive, structured retention plan aimed at increasing employee satisfaction, reducing attrition, and retaining key talent. The plan combines financial and non-financial incentives, including competitive compensation packages benchmarked against market standards, annual performance-based bonuses, and well-defined promotion and internal mobility pathways supported by structured performance reviews. Complementing these are extensive training and development programs, employee recognition initiatives, such as annual appreciation events, and wellness measures, including regular medical checkups.

To sustain engagement and continually refine its people strategy, Ezdan follows a systematic approach to employee feedback through multiple channels and stages of the employee journey, from recruitment and onboarding to exit. Regular engagement surveys assess crucial aspects such as job satisfaction, sense of purpose, workplace conditions, recognition, career growth, and managerial effectiveness.

This ongoing dialogue is reinforced by the Employee Self-Service (ESS) platform, targeted onboarding surveys after six months, quick pulse surveys, and detailed exit interviews. Together, these mechanisms create a culture of openness and continuous improvement, ensuring that employee insights directly inform HR decision-making and contribute to a more resilient, committed, and motivated workforce.



5.2.3 Training Programs & Upskilling

Ezdan invests in the continuous growth of its employees. We believe that nurturing internal talent is key to our long-term success. Our approach includes a structured performance management system, comprehensive training programs, and clear pathways for career advancement.

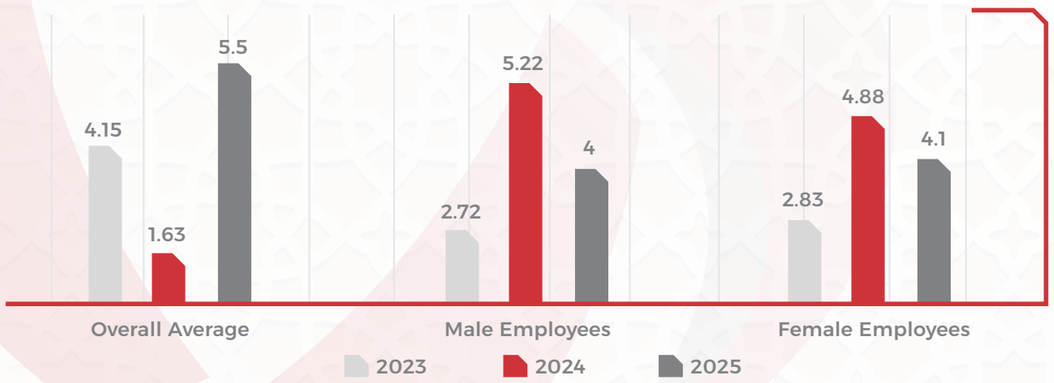
Training Hours Analysis (2023-2025)

Year	Total Training Hours
2023	2,599.95
2024	4,594.15
2025	3,937.8

Ezdan invests in the continuous growth of its employees. We believe that nurturing internal talent is key to our long-term success. Our approach includes a structured performance management system, comprehensive training programs, and clear pathways for career advancement.

The data reveals a strong and sustained upward trend in our training initiatives. This momentum began with a significant increase in 2024, where total training hours grew by nearly 77% compared to 2023. This commitment has continued strongly into 2025, with the year-to-date investment already exceeding the full-year 2023 total by approximately 51.5%. This substantial and growing investment reflects our strategic priority of building deep employee capabilities and fostering a culture of continuous learning throughout the organization. By consistently amplifying our training efforts, we ensure our workforce remains skilled, agile, and strategically prepared for future challenges and opportunities.

Average Training Hours By Gender



In 2025, the average training investment reached 160.4 QAR per employee, with a slightly higher allocation for female employees (170.4 QAR) compared to male employees (158.95 QAR). This demonstrates Ezdan's strong commitment to equitable development opportunities and to supporting the growth of all team members.

Training Hours by Type (3-Year Average per Employee)

Training Type	Average Hours per Employee
HR + ERP	0.91 hours
Udemy	1.35 hours
ILDP	0.30 hours
Leadership + Chat GPT	0.58 hours
On-the-Job	0.73 hours
Other	0.08 hours

Udemy courses constitute the largest share of our training portfolio, followed by on-the-job training and leadership development. This blended approach combines external digital learning with internal practical development, creating a comprehensive learning ecosystem for our employees.



5.2.4 Performance Management & Career Development

Ezdan maintains a structured performance management framework that encompasses probation evaluations, annual performance reviews, and role-specific KPIs to guide career progression and development opportunities.

Performance reviews are conducted for all permanent employees across the organization, with formal feedback documented at least annually alongside ongoing manager-employee discussions.

This system ensures 100% of both male and female employees in eligible categories receive regular performance and career development reviews, promoting equitable professional growth and maintaining clear pathways for advancement throughout the organization.

Ezdan has a formal Succession Management Policy to ensure leadership continuity. Our talent pipeline is strengthened through annual workforce planning, internal promotions, and cross-training between departments to prepare employees for potential openings.

Ezdan maintains a proactive approach to human capital risk management through systematic monitoring and assessment processes that enable strategic workforce planning. The organization continuously tracks critical indicators, including skill shortages, turnover trends, succession gaps, and workforce diversity metrics through dedicated HR analytics and dashboard reporting to management.

This data-driven approach ensures informed decision-making and early identification of potential talent challenges. Complementing this risk assessment framework, Ezdan employs comprehensive employee feedback mechanisms to gauge workplace satisfaction and drive continuous improvement.

5.2.5. Employee Engagement & Recognition Programs

Complementing these well-being efforts, our employee engagement strategy fosters a culture of recognition, feedback, and social responsibility. We celebrate outstanding performance through annual gatherings that formally recognize top achievers, reinforcing our culture of appreciation.

Regular engagement surveys conducted at multiple stages of the employee journey, including recruitment, onboarding for 6 months, pulse surveys, and exit interviews, provide valuable data to continuously improve employee experience.





Our commitment to community engagement is evidenced by providing volunteer opportunities during official working hours for charitable activities, particularly during major events, alongside our yearly blood donation campaigns that strengthen our connection to the broader community. This comprehensive approach ensures we maintain an inclusive and supportive environment where employees feel valued, heard, and connected to both the organization and society.

5.2.6 Comprehensive Benefits Package

Ezdan's compensation and benefits framework is designed to ensure fairness, support, and holistic well-being for all employees. By offering a balanced mix of pay and non-pay benefits, the Group provides an inclusive total rewards system that meets the diverse needs of its workforce.

Compensation

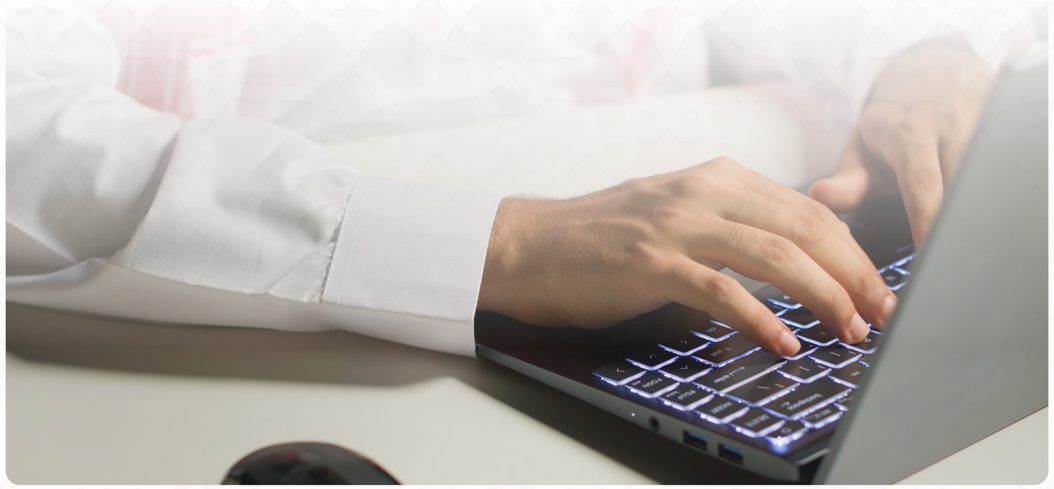
Compensation includes direct and indirect elements such as basic pay, allowances, overtime, incentives, annual tickets, medical coverage, educational allowances, residency renewal, accommodation, transportation, and other employment-related benefits. The assessment covers full-time employees only, with C-level executives excluded from the "all employees" median calculations.

Together, these benefits form a core component of Ezdan's total rewards approach, ensuring that employees across all categories receive equitable, supportive, and meaningful support.

Holistic Wellbeing Strategy

Ezdan maintains a holistic strategy for employee wellbeing and engagement, recognizing that a supported workforce is essential to organizational success. Our wellbeing initiatives are designed to address both mental and physical health through structured programs and supportive policies.

We proactively manage workplace stress through regular employee engagement events and maintain open-door communication channels with HR, ensuring staff have accessible outlets for support.



Employee Benefits at Ezdan

Ezdan provides a comprehensive benefits package that supports employees across all categories, including:



Annual Air Tickets

Provided for all employees, with amounts varying by category.



Equal Benefits Policy

Divorced and widowed female employees receive the same entitlements as others.



Medical Coverage

Private medical insurance for white-collar employees and government health insurance for blue-collar workers.



Allowances

Education and furniture allowances for eligible white-collar staff.



Family Medical Coverage

Offered to eligible married employees.



Support for Workers

Blue-collar employees receive accommodation, transportation, and government health coverage.

In addition to encouraging active lifestyles through wellness initiatives like the "walk around the towers" campaign and boosting employee value through staff discounts and access to company facilities and services, our dedication to physical health is proven by our yearly on-premises blood donation campaigns.

Work-Life Balance Support Programs

Ezdan recognizes the importance of work-life balance in maintaining a healthy, productive workforce. The organization provides flexible work arrangements based on business needs, including adjusted hours during Ramadan and remote work options in exceptional circumstances. This flexible approach demonstrates our commitment to accommodating diverse employee needs while maintaining operational effectiveness.Pension Funds & Financial Security

Pension Funds & Financial Security

Ezdan is keen to support the future financial stability of eligible employees through its participation in the Gulf Cooperation Council (GCC) pension system. Under this system, eligible employees who are citizens of GCC countries are registered in the pension fund of their respective home countries, in full compliance with applicable local laws and regulations.

Ezdan Holding Group is committed to paying its share of pension contributions for eligible employees, while the eligible employee contributes their specified share, reflecting a collaborative approach to long-term savings and retirement security.

As for non-GCC nationals, they are entitled to an end-of-service gratuity in accordance with the provisions of Qatar's Labour Law, ensuring full compliance with relevant legal requirements.

Minimum Wage & Wage Protection System (WPS)

Ezdan strictly adheres to and exceeds Qatar's statutory wage requirements, ensuring all employees receive compensation above the national minimum wage threshold. The company is fully compliant with Qatar's Wage Protection System (WPS), guaranteeing timely and transparent electronic salary transfers for all employees. This systematic approach to wage distribution underscores our commitment to fair compensation practices and assures that all workers receive their complete earnings promptly and without exception, reinforcing our dedication to ethical labor standards.

Support for Underprivileged Groups

Ezdan demonstrates a strong commitment to social inclusion through its proactive recruitment and support of underprivileged groups. While no formal written policy exists specifically for this purpose, the organization actively recruits significant numbers of blue-collar workers from disadvantaged backgrounds with limited education or qualifications. These employees receive comprehensive support, including stable employment, accommodation, transportation, and regular wages, along with essential benefits such as medical insurance and biennial air tickets to their home countries. This approach provides vital economic opportunities and social support for vulnerable groups within our workforce.

Operational Change Management

Ezdan demonstrates commitment to transparent communication by providing employees with 2 weeks to 1 month notice before implementing operational changes that could substantially affect them, ensuring adequate preparation time and maintaining trust during organizational transitions.

5.2.7 Ethical Conduct & Human Rights

Code of Conduct & Business Ethics

Ezdan maintains a solid commitment to ethical business practices, human rights, and fostering a workplace environment built on dignity, respect, and integrity. Our comprehensive framework of policies and procedures ensures that these principles are embedded throughout our operations and governance structures.

Ezdan has established a robust, group-wide Code of Conduct that applies uniformly across all entities and subsidiaries. This foundational document outlines the company's core ethical principles and expectations for employee behavior, including courtesy, integrity, neutrality, independence, loyalty, and good conduct. To ensure universal understanding and accessibility, the Code of Conduct and accompanying Employee Handbook are available in both Arabic and English. All new employees are required to formally acknowledge and sign off on these documents during the onboarding process via a digital MS Forms system with e-signatures, ensuring full traceability and accountability from the first day of employment.

Ensuring full accessibility and regulatory compliance, Ezdan systematically distributes all policy updates to every employee via email. This practice is critical for maintaining the consistent application of responsible business practices across all internal operations and external business relationships.

Non-Discrimination & Anti-Harassment

The organization upholds a strict zero-tolerance policy towards all forms of discrimination, harassment, and workplace violence. Our comprehensive Workplace Violence Policy explicitly prohibits sexual harassment, bullying, intimidation, and discriminatory acts based on ethnicity, color, or nationality.

Employees are provided with confidential channels to report concerns, including direct access to line managers, supervisors, or the HR department, with the option for anonymous reporting through the Employee Self-Service (ESS) app. All reports are promptly investigated, and confirmed misconduct results in disciplinary actions up to and including termination of employment, with strong protection against retaliation for reporters. The policy framework and investigation procedures remain rigorously in place to address any potential issues.

Zero recorded formal incidents of discrimination in 2025

Anti-Corruption Policy

Ezdan maintains a strong stance against corruption and bribery. The organization's anti-corruption principles are integrated within the Code of Conduct, Employee Handbook, and Disciplinary Regulations. These policies are communicated to all employees during onboarding, with 100% of new workers required to complete a digital acknowledgment of their understanding and commitment to comply.

While the company does not currently require annual Compliance with declarations, all policies remain continuously accessible to employees via the ESS app. The organization enforces these standards strictly.

Whistleblowing Program

Ezdan maintains a robust and transparent whistleblowing program that serves as a critical component of our ethical governance framework. This program ensures multiple secure channels for reporting misconduct, featuring a 24/7 independently operated hotline, direct escalation to the CEO's email, and stringent protocols that guarantee the complete confidentiality of the whistleblower's identity throughout the entire process. The system is underpinned by a clear and strictly enforced non-retaliation policy, protecting employees who report concerns in good faith. To ensure universal accessibility, the program and all supporting materials are available in both Arabic and English. Every report received triggers a structured, impartial investigation process, affirming our unwavering commitment to integrity, accountability, and the maintenance of a secure and ethical working environment for all.

Shareholders may also report any relevant information directly to the Investor Relations Department, which is designated for this purpose. Furthermore, all individuals, including suppliers, contractors, customers, and community members, can submit reports using the contact details listed on the company's website, such as the P.O. Box, telephone number, and email address. These accessible channels are available to everyone,

reinforcing transparency, accountability, and the consistent implementation of responsible business practices.

Grievance Mechanisms

Ezdan is committed to maintaining a fair and transparent work environment through a structured grievance resolution framework. Employees are empowered to raise concerns through multiple, accessible channels, including direct access to dedicated HR team members, a centralized HR Helpdesk via email and phone, and a fully anonymous reporting option through the Employee Self-Service (ESS) suggestion tab. This multi-faceted approach ensures that all employees, have a safe and reliable means to voice concerns. The effectiveness of this system is demonstrated by a 100% resolution rate for all formally raised grievances within the designated timeframe during the reporting period, underscoring our commitment to addressing employee issues promptly and thoroughly.

Human Rights Commitment & Compliance

While Ezdan does not maintain a single standalone Human Rights Policy, the organization's commitment to human rights is firmly embedded through several dedicated policies that collectively address fundamental labor rights and ethical employment practices. Key policies include the Anti-Human Trafficking Policy and Workplace Violence Policy, both of which affirm the company's alignment with international human rights standards. Human rights considerations, including non-discrimination, equal opportunity, and ethical treatment, are further integrated throughout the HR Policies and Procedures Manual and Code of Conduct. This comprehensive approach ensures that human rights principles are operationalized across all aspects of employment, from recruitment and compensation to workplace safety and grievance mechanisms, reflecting Ezdan's dedication to upholding the dignity and rights of every individual within our organization.

Employee conflict of interest

Employees must follow the Code of Conduct and avoid any conflict between personal and Group interests. If a potential conflict arises, they must immediately inform their line manager, the Group CEO, or the responsible officer and wait for guidance before acting. All employees are also required to disclose such interests at the time of appointment and annually through the Conflict of Interest Declaration Form.



5.3 HEALTH, SAFETY & WELL-BEING

Occupational Health, Safety (OHS)

OHS Governance & Performance Metrics

Ezdan's commitment to its employees extends to ensuring the highest standards of occupational health and safety (OHS), governed by a robust management system certified to ISO 45001:2018. It also complies with Qatar's labor laws (Law No. 14 of 2004), statutory health and safety regulations, and other applicable legal requirements.

Our commitment to comprehensive health checkups in partnership with medical institutions. Our OHS framework applies to all employees, contractors, and individuals under our supervision.

Our safety performance is tracked against clear targets, including a zero-incident goal. Key metrics include a Lost Time Incident Rate (LTIFR) of 0.49 per million hours worked and an average of 2-3 occupational injuries per year. And during the reporting period, there were no recorded fatalities.

Ezdan collects and maintains all required data for work-related injury reporting as part of its occupational health and safety management system. All work-related injuries are systematically recorded and categorized according to standard OHS classifications, including slips, trips, and falls; struck-by or caught-in incidents; manual-handling and ergonomic injuries; cuts, abrasions, and fractures; heat-stress-related injuries; and electrical or chemical-related incidents. Total hours worked by employees and controlled contractors are tracked monthly and stored within the HSE reporting system.

Safety Controls and Risk Management

Work-related hazards with the potential to cause high-consequence injuries are identified through multiple processes, including workplace risk assessments, Job Safety Analyses (JSA), daily inspections and HSE walkthroughs, incident and near-miss investigations, toolbox talks, and contractor HSE evaluations. High-consequence hazards, such as fall risks, moving vehicles and equipment, electrical exposures, confined spaces, and lifting or handling activities, are documented, analyzed, and managed accordingly.

Ezdan applies the hierarchy of controls to eliminate or minimize these hazards, using measures such as the removal of unsafe conditions, engineering controls (e.g., guardrails, machine guards, enhanced lighting), substitution of safer methods, administrative controls, and the appropriate use of PPE as the final protective layer. Corrective and preventive actions are closely monitored until full closure.

Additional risk-reduction measures include routine inspections, hazard-reporting programs, contractor HSE enhancements, updated safe-work procedures, targeted awareness campaigns, refresher training, and continuous improvement actions derived from incident analyses. These efforts ensure a structured, proactive, and well-documented approach to workplace safety across Ezdan's operations.

Customer Health & Safety

Ezdan is committed to ensuring the health and safety of all customers, tenants, and visitors across its portfolio of residential, commercial, hospitality, and retail properties. To support this commitment, the company prepares a monthly security report that documents all incidents, including those related to tenant health and safety. During the reporting period, Ezdan did not identify any incidents of non-compliance with health and safety regulations or voluntary codes related to its products and services.

Ezdan also actively manages health and safety risks through a systematic and preventive approach. The dedicated HSE Department regularly reviews the company's main products and services, identifies potential hazards, and implements corrective and preventive actions. This structured process supports ongoing improvement in health, safety, and environmental performance, reinforcing Ezdan's commitment to protecting customers and maintaining safe, high-quality environments across all operations.

Given the Group's non-industrial portfolio, which excludes plants or heavy manufacturing, Ezdan's environmental risk profile is inherently low regarding industrial air emissions. Consequently, air quality management is focused on maintaining healthy indoor environments through compliance with building codes and facilities management standards. This includes the use of well-maintained HVAC systems for proper ventilation and filtration, ensuring thermal comfort and acceptable indoor air quality for all occupants.

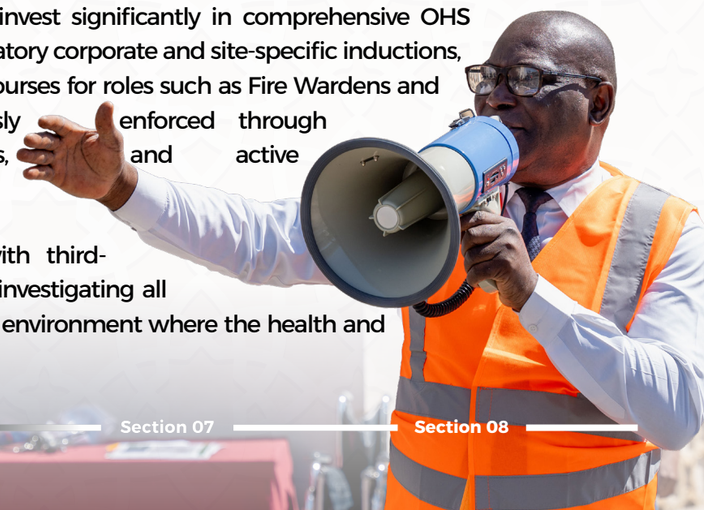
In parallel, Ezdan promotes workplace health and safety through the provision of ergonomic workspaces within its offices and operational areas. Workstations are arranged to support proper posture and comfort, and employees are encouraged to follow safe work practices that reduce the risk of musculoskeletal strain and fatigue.

Across all properties, Ezdan maintains accessible and clearly defined emergency protocols, including visible emergency exits, evacuation signage, fire detection systems, and established response procedures. Regular drills and awareness programs ensure occupants understand how to respond during emergencies.

Proactive Safety Programs, Training & Emergency Preparedness

Our safety culture is proactive, driven by continuous risk assessments, internal inspections, and emergency preparedness drills. We invest significantly in comprehensive OHS training for all employees, including mandatory corporate and site-specific inductions, daily toolbox talks, and annual refresher courses for roles such as Fire Wardens and First Aiders. Contractor safety is rigorously enforced through pre-qualification, mandatory site inductions, and active supervision.

This systematic approach, combined with third-party audits and a structured process for investigating all incidents, ensures a continually improving environment where the health and safety of every individual are paramount.



5.4 RESPONSIBLE SUPPLY CHAIN

Procurement at Ezdan follows a transparent framework designed to ensure that all contractors and suppliers meet high environmental, social, and ethical standards throughout the project lifecycle. The process begins with strict pre-qualification, where prospective contractors are assessed on legal and environmental compliance, labour practices, and health and safety performance. This structured approach is supported by strong procurement governance. Ezdan maintains centralized purchasing authority, defined approval levels, and clear audit trails to prevent fraud, conflicts of interest, and unauthorized transactions.

A transparent, multi-level approval hierarchy reinforces accountability and integrity in all procurement decisions. Procurement staff follow strict ethical guidelines, including a zero-tolerance conflict-of-interest rule that prevents employees or relatives from benefiting through vendor relationships. Competitive sourcing further strengthens fairness and transparency. Most procurement categories require at least three vendor quotations, while high-value contracts undergo a committee-based technical and commercial evaluation. Vendor selection emphasizes product quality, operational efficiency, and compliance with Ezdan's standards, supported by samples, technical assessments, and external verification where needed.

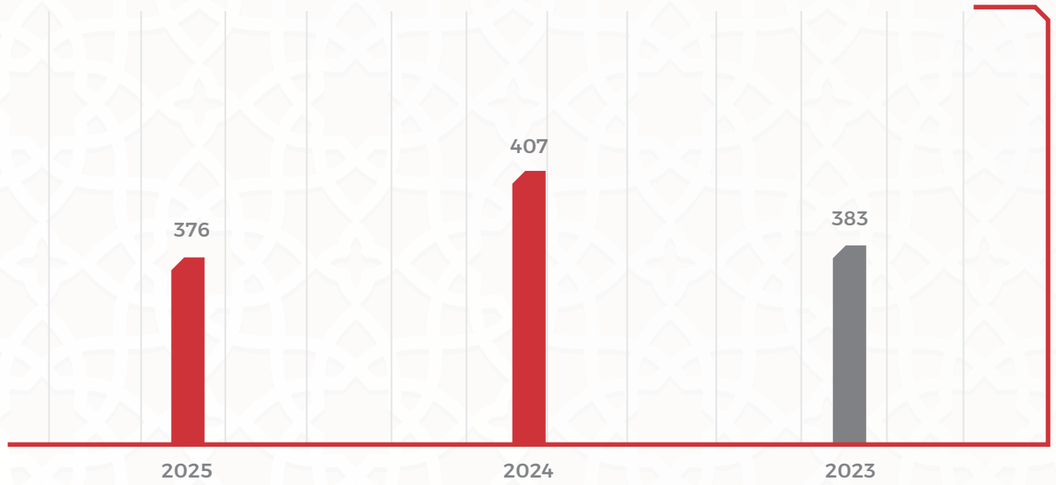
Supplier registration and evaluation processes ensure integrity and operational quality across the supply chain. By requiring official compliance documents and applying structured decision-making, Ezdan admits only suppliers who meet its legal, ethical, and quality requirements. This approach prevents unethical practices, promotes fair competition, and protects long-term value for stakeholders.

Supplier Geographic Distribution

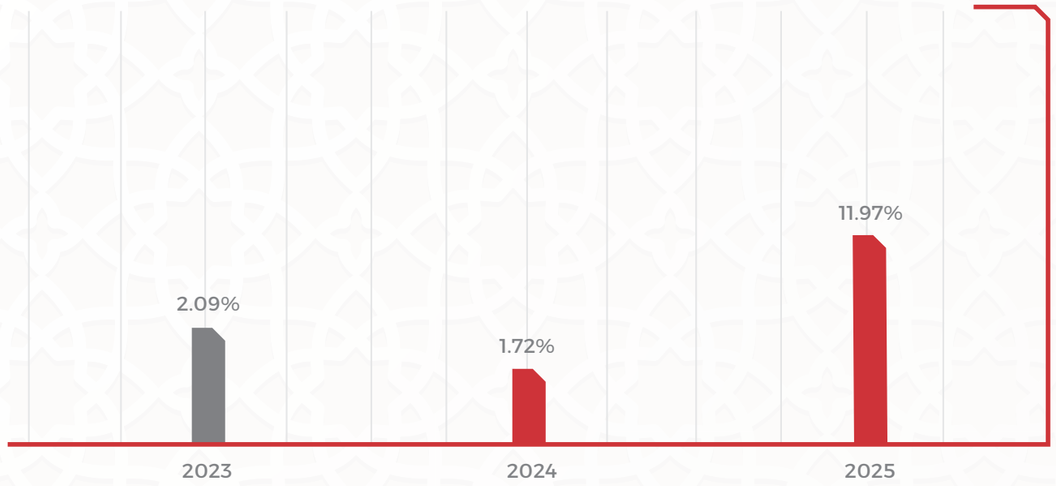
Ezdan's supplier base is predominantly composed of local Qatari partners, reflecting a core strategic priority for local economic engagement. International suppliers from Asia, Europe, GCC, and the United States represent a very small proportion of the supplier base and are used in limited numbers compared to local suppliers. This balanced approach ensures support for the local economy while securing necessary global expertise for complex projects.

	2023	2024	2025
Total Number of Suppliers	383	407	376
Percentage of Local Suppliers	98.17%	99.02%	97.34%
Spending on Local Suppliers (QAR)	373,680,475.84	336,049,323.41	251,923,613.90
Supplier Work Termination Due To Significant Actual and Potential Negative Social Impacts	2.09%	1.72%	11.97%

Total number of suppliers

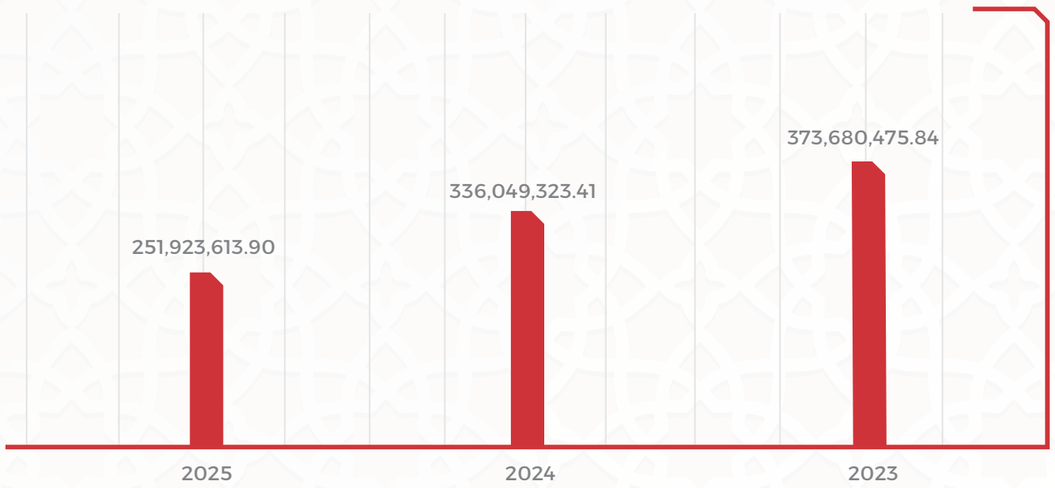


Supplier work termination due to significant actual and potential negative social impacts



The graph reflects the evolution of monitoring and follow-up mechanisms from year to year, where enhanced performance evaluation and monitoring of non-compliance have contributed to informed decisions to terminate dealings with non-compliant suppliers, thereby strengthening the discipline and sustainability of the supply chain.

Spendings on local suppliers (QAR)



The reduction in the total number of suppliers and the level of spending on local suppliers over the past two years is primarily attributable to the nature of expenditures incurred during this period. The company undertook significant development and enhancement projects across its complexes, which required the engagement of specialized contractors and suppliers. In certain cases, these services were sourced from non-local or regional providers due to specific technical requirements, project scale, or availability considerations.



5.5 RESPONSIBLE COMMUNICATION

Ezdan Holding Group operates all marketing and communication activities under a formal strategy outlined in its Public Relations and Media Manual. This policy governs all communication activities, including media content creation, branding guidelines, digital communication, event support, and internal approval workflows. It also ensures alignment with corporate identity and strategic objectives.

Ethical Communication and Transparency

Commitment to accuracy: Our marketing and communication policy commits to providing clear, accurate, and complete information across all public-facing materials. This commitment fosters trust with customers and stakeholders by ensuring all public-facing materials are transparent and easy to understand.

Disclosure: Promotional content clearly states necessary disclaimers or clarifications regarding product limitations, service conditions, and other terms, particularly in sponsorships, design services, and third-party partnerships, to avoid consumer misinterpretation. Offers and discounts are subject to Qatari competent authorities, etc. Ministry of MOCI.

Policy prohibitions: The policy strictly prohibits misleading claims, false endorsements, exaggerated visuals, sensationalism, or misleading statements.

Content Governance and Approval Process

A multi-level review process is mandatory before any content is published, ensuring adherence to all ethical, legal, and corporate standards. All advertising and promotional content must be reviewed and approved by the Public Relations and Media department and Senior Management before release, also obtains all necessary government approvals,

In addition, the Public Relations and Media Department coordinates with legal advisors and external agencies to confirm compliance with all relevant Qatari laws and advertising regulations. In addition, the Department maintains ongoing coordination with the Legal and Regulatory Affairs divisions to stay informed of any updates or new requirements affecting marketing and communication practices. This ensures continuous alignment with transparency and corporate responsibility principles.

Zero incidents of non-compliance in marketing or communications were reported during the reporting period.

The creation of all marketing materials follows an integrated process:

Responsible Audience Targeting

Campaign planning includes demographic, cultural, and linguistic profiling to ensure relevance and prevent misinterpretation.

The Public Relations and Media Department conducts internal reviews to align messages with the correct audience segments.

Mandatory Review Workflow

All content must be pre-approved through a formal workflow that includes necessary legal and ethical checks.

This includes:

1. Fact-checking for accuracy, cultural sensitivity, and compliance with communication standards.
2. Legal screening to comply with Qatari regulations.
3. Brand consistency checks.

Capacity Building and Staff Training

To ensure continuous alignment with ethical and legal communication standards, the Group provides:

- Periodic Training Sessions for marketing and communication staff to ensure their full awareness of advertising standards. These sessions cover legal requirements, ethical communication, brand guidelines, and cultural sensitivities.
- Workshops and Internal Briefs are conducted before major campaigns to align all stakeholders on policy compliance.

Communication Channels

Ezdan Holding Group utilizes a diverse mix of communication tools to engage customers and stakeholders effectively. Primary channels include social media platforms (Instagram, Twitter, LinkedIn, Facebook, and TikTok), real estate marketing websites (Property Finder, Qatar Living, and Mzad Qatar), email newsletters, print publications, Outbound SMS messaging event sponsorships. Social media remains the most frequently used platform due to its broad reach and real-time interactivity.

Communications are tailored to each audience, whether the public, tenants, investors, or strategic partners, to ensure clarity, relevance, and meaningful engagement.

Communication values

All messages conveyed are centered around:

- **Professionalism**
- **Innovation**
- **Strategic communication**
- **Trust**
- **Quality service**

These principles reinforce internal alignment and shared purpose, while externally they emphasize transparency, service excellence, technological advancement, and support for national development.

Digital Transformation Driving Sustainable Audience Growth at Scale:

Ezdan's digital transformation in 2025 resulted in significant growth across digital platforms. Video views reached 21.1 million, reflecting a +115% year-on-year increase, confirming video as the strongest growth driver across platforms.

Total impressions reached 148.8 million, up +49.6% YoY, indicating increased digital visibility and sustained audience exposure. Total reach grew to 23.3 million, representing a +45.9% YoY increase, with Qatar remaining the strongest market.

TikTok showed significant growth, with video views increasing from 36K in 2024 to 8.4 million in 2025, and 5,366 net new followers, making it the fastest-growing platform for Ezdan.

From 1 January 2025 to 31 December 2025, the ERE mobile application recorded approximately 20,967 total downloads and maintained an average of 11,000+ daily active users, with daily variation. User volume changes reflect an increase in new downloads on a day-wise basis and align with EHC's digital transformation policy and ongoing efforts to streamline services to meet customer needs.

Sustainable Marketing Practices

- Ezdan Holding Group integrates sustainability into its marketing by promoting ethical content and adopting environmentally conscious practices.
- Campaigns are aligned with the company's Corporate Social Responsibility (CSR) values.
- Minimizing waste in printed materials and promoting digital-first channels as a preferred method of communication.
- Regularly evaluating the impact of our marketing
- Adapting communication strategies to meet ongoing sustainability goals.

5.6 SOCIAL RESPONSIBILITY & COMMUNITY INVESTMENT

As part of its long-standing commitment to sustainable growth and ethical business practices, Ezdan Holding Group embeds social responsibility across all areas of its operations. The Group is guided by its Corporate Social Responsibility (CSR) Policy, which is reviewed annually to ensure continued relevance and effectiveness, and aligned with Qatar National Vision 2030. Ezdan's CSR strategy is built on a structured and evolving framework that defines its approach to social impact, with a focus on key priority areas in line with applicable regulations. The policy also emphasizes supporting underprivileged and underserved communities, addressing core societal needs, and contributing to sustainable development.

Our strategic efforts are structured around the following interconnected pillars:

Community Engagement & Development

Environmental Sustainability

Social Welfare

- Supporting social welfare and local development initiatives, including education and skill development.
- Promoting employee and community volunteer activities.
- Protecting the climate and promoting sustainable practices, with a focus on environmental sustainability.

Ezdan believes that the prosperity of the organization is deeply connected to the well-being of the communities in which it operates. To ensure our community development programs are both relevant and impactful, we proactively tailor them to address specific local needs and priorities, which we identify through direct cooperation with our tenants, local charities, and public benefit associations.

In 2025, this approach was brought to life through a series of community-oriented and environmental initiatives, reinforcing our role as responsible corporate citizens. Furthermore, the Group fulfilled its financial obligations by contributing a total of QAR 2.63 million to the Social & Sports Activities Contribution Fund. Our social investments are self-funded from the organization's revenues, and we are enhancing future planning through stakeholder mapping to develop more nuanced engagement plans.



The effectiveness of our local community programs is measured through direct feedback and interactions with our implementation partners. These diverse activities highlight Ezdan's commitment to social cohesion, health promotion, environmental stewardship, and local development, as demonstrated by the following key initiatives from the reporting period:

Social Welfare:

- Supporting vulnerable groups through direct financial assistance, including providing discounts or, in deserving cases, canceling dues for insolvent tenants.
- Hosting the General Assembly of the Friends of Mental Health Association (Weyak) to promote psychological well-being.
- Organizing blood donation drives in collaboration with Hamad Medical Corporation.
- Conducting free eye examination campaigns and hosting a breast cancer awareness conference.
- Hosting a conference on the rehabilitation and inclusion of people with disabilities.
- Celebrating International Women's Day in partnership with the Qatari Women's Association at Ezdan Mall, Al Gharrafa, and Al Wakra.
- Partnering with the Qatar Cancer Society to organize breast cancer prevention and awareness campaigns.
- Launching medical awareness programs, including first aid campaigns, and conducting general medical check-ups for employees.
- Participation in Career Fairs





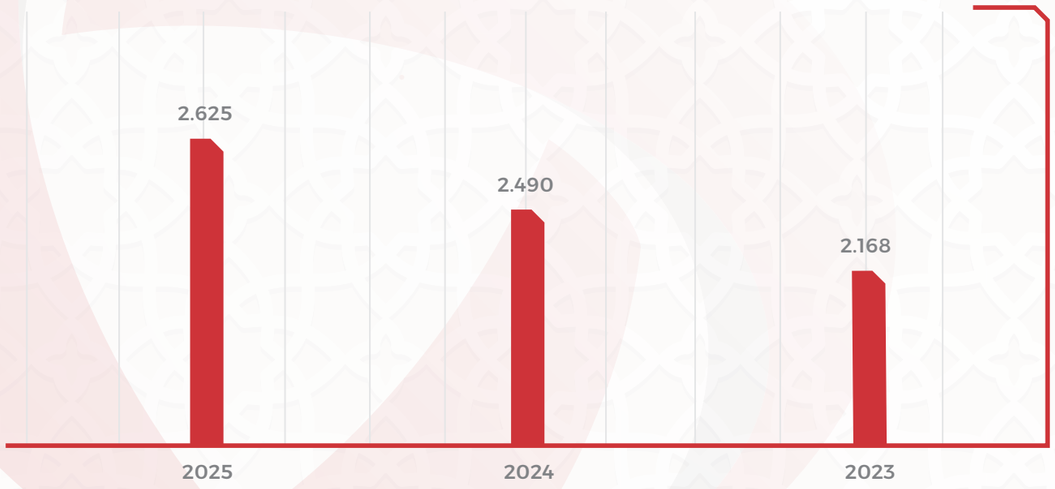
Environmental Stewardship & Sustainability:

- Expansion of green areas across residential compounds, with greenery reaching up to 20% in some complexes, alongside large-scale tree planting campaigns.
- Upgrading rainwater drainage systems to meet high environmental standards.
- Installation of smart lighting systems in shared spaces and solar-powered streetlights in compounds, alongside implementing energy-efficient bulbs in residential units.
- Adopting creative environmental initiatives, such as innovative recycling programs.
- Actively participating in Earth Day celebrations.
- We conduct environmental impact assessments and implement ongoing monitoring for our development programs to ensure responsible growth.
- Digital transformation to reduce paper use, including e-services, online leasing, digital payments, and SMS/email communications in place of printed materials.

Community Engagement & Development:

Organizing “Back to School” events in cooperation with Al Wakra Municipality, providing educational sessions on hygiene and healthy eating.

CSR Investments (Million QAR)



Moving forward, Ezdan Holding Group aims to expand its CSR reach by further integrating sustainability principles into future projects, enhancing stakeholder engagement, and supporting initiatives that empower communities, preserve the environment, and contribute to Qatar’s sustainable future.

The data shows a continued steady increase in the amounts allocated to corporate social responsibility, rising from QAR 2.168 million in 2023 to QAR 2.490 million in 2024, and reaching QAR 2.625 million in 2025. This reflects the Group’s commitment to complying with relevant legal requirements and embedding this item among its institutional priorities in a sustainable and systematic manner.

This continued growth demonstrates how Corporate Social Responsibility is becoming an essential part of our business strategy. Increasing our investments allows us to broaden the scale and impact of our programs, advancing social welfare, environmental stewardship, and humanitarian support. It also reflects our commitment to creating lasting, positive change and shared prosperity in Qatar, fully aligned with the objectives of Qatar National Vision 2030.

5.7 DIGITALIZATION ENABLEMENT

Ezdan Holding Group has developed a comprehensive digitalization strategy aimed at enhancing operational efficiency, reducing manual workloads, and fostering innovation through modern digital tools and platforms. Key elements of this strategy include automation of routine tasks via workflow tools, migration of critical systems to cloud platforms for scalability, and strengthening IT security frameworks to ensure compliance with data protection laws and standards.

Over the past three years, the IT Department has launched several digital transformation initiatives to improve efficiency and service delivery, including Mobile Applications (ERE & ESS), EZ Forms, and the Adobe Sign Document Management Tool. The organization follows a structured digital roadmap with phased objectives:

Short-term (0–12 months)

Conduct digital maturity assessments and implement quick-win solutions such as digital forms.

Medium-term (1–2 years)

Deploy ERP systems fully and deliver staff training programs.

Long-term (3–5 years)

Integrate AI capabilities and establish a robust data governance framework.

Future projects include further expansion of automation tools across departments. Progress is monitored using a Digital Maturity Framework, KPI-driven assessments, and periodic reviews, ensuring a structured and data-driven approach to transformation.

At Ezdan, data privacy and security are central to our digital strategy. As we adopt advanced technologies to enhance operational efficiency and customer experience, safeguarding stakeholder information remains a core responsibility. Our proactive, structured approach addresses cybersecurity threats and ensures compliance with regional and international regulations.

Key technical safeguards include:

Two-Factor Authentication (2FA) across all systems to secure user access.

A robust Disaster Recovery (DR) framework and dedicated recovery site to maintain business continuity and data integrity.

Regular Vulnerability Assessment and Penetration Testing (VAPT) to identify and address potential security weaknesses in networks, systems, and applications.

Every digital initiative undergoes risk, compliance, and security assessments during the planning and execution phases, in close collaboration with IT security and compliance teams. This ensures that data privacy and security are embedded by design in all projects, rather than treated as an afterthought.



06

01
About the Report

02
Stakeholder Engagement and Materiality

03
Governance and Responsible Business

04
Economic Performance and Impact

05
Social Value Creation: Our People Strategy



Environmental Stewardship

6.1 Climate Resilience and Adaptation
6.2 Energy Management
6.3 Water Performance
6.4 Circularity and Waste

07
ESG Integration Across Our Business Lines

08
Index

ENVIRONMENTAL STEWARDSHIP

6.1 CLIMATE RESILIENCE ANDADAPTATION

6.1.1 Calculation Methodology

Adopted GHG Calculation Methodology & Standards

Standards

Ezdan applies internationally recognized methodologies and standards to ensure accurate calculation and reporting of organizational emissions across all relevant scopes. The adopted standards include:

The GHG Protocol - Corporate Accounting and Reporting Standard & Corporate Value Chain (Scope 3) Accounting and Reporting Standard

ISO 14064-1:2018 - Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals

IPCC AR6: The Intergovernmental Panel on Climate Change Sixth Assessment Report - Guidelines for Greenhouse Gas Inventories (with 2019 Refinements)

Methodology

The general formula used to calculate GHG emissions using an activity-based approach is:

Activity Data [unit] × Emission Factor [tCO_2e/unit] = GHG Emissions [tCO_2e]

Emission factors serve to quantify the amount of GHGs released into the atmosphere due to an entity's activities. EF is typically expressed in carbon dioxide equivalent (CO_2e).

Emission factors are determined based on international standards corresponding to:

IPCC AR6

Ecoinvent Databasej

The United Nations Framework Convention on Climate Change (UNFCCC)

Organizational Boundaries

Ezdan applies the operational control approach to define its reporting boundaries, providing comprehensive oversight of all emissions directly managed across its portfolio of hotels, residential Facilities, and shopping malls.

Hotels	Shopping Malls	Residential Facilities
Dafna, Palace	Gharafa, Al Wakra, Al Wukair	Al Wakra, Al Wukair, Doha

The report includes details on the number of employees and the total area of each entity to ensure a complete and representative assessment.

- **5,270,759 m^2 Area**
- **Hotels: 413,845 m^2**
- **Residential: 4,628,083 m^2**
- **Shopping malls: 228,831 m^2**

- **1,728 Full-time Employees**
- **Hotels: 454**
- **Residential: 1248**
- **Shopping Malls: 26**

Operational Boundaries

The assessment encompasses GHG emissions from all relevant sources within the operational boundaries, covering Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased electricity), and Scope 3 (other indirect emission sources).

Scope 1

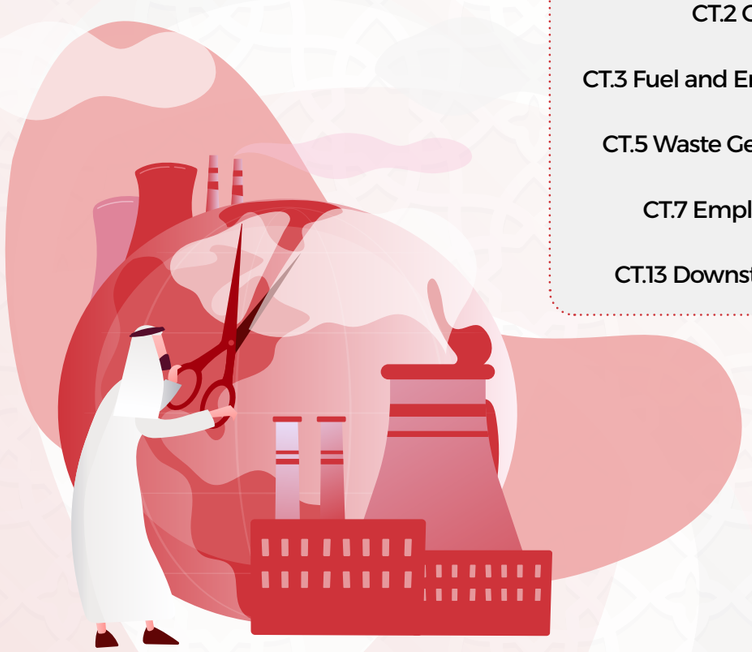
- Stationary Fuel Combustion
- Mobile Fuel Combustion
- Refrigerant Leakage
- Fire Suppressants
- Fertilizer

Scope 2

- Purchased Electricity
- Purchased Cooling

Scope 3

- CT.1 Purchased Goods & Services
- CT.2 Capital Goods
- CT.3 Fuel and Energy Related Activities
- CT.5 Waste Generated in Operation
- CT.7 Employee Commuting
- CT.13 Downstream Leased Assets



Category 13 – Downstream Leased Assets is reported exclusively for hotel operations. Other leased areas are excluded from this category as each tenant operates under an individual electricity meter registered in their own name, with all consumption data managed directly between the tenant and the utility provider KAHRAMAA. Ezdan therefore lacks the activity data required to report these assets.

6.1.2 GHG Results and Analysis

Total GHG Emissions

For the reporting period from 1 January to 31 December 2025, EZDAN's total GHG emissions amounted to the following:

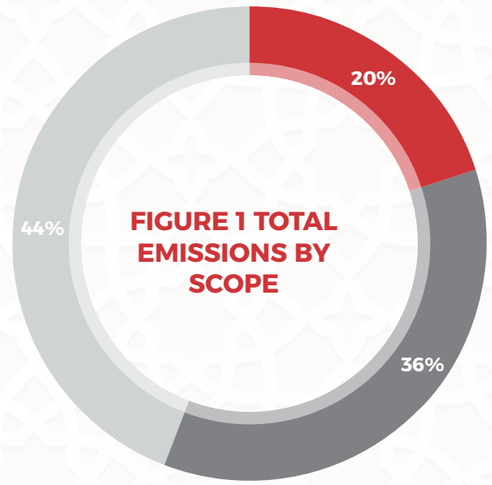


FIGURE 1 TOTAL EMISSIONS BY SCOPE

- Scope 1: Direct Emissions 20%
- Scope 2: Indirect Emissions 36%
- Scope 3: Other Indirect Emissions 44%

GHG EMISSIONS 2025

Scope 1: Direct Emissions

61,983.58 tCO_2e

Scope 2: Indirect Emissions

110,767.81 tCO_2e

Scope 3: Indirect Emissions

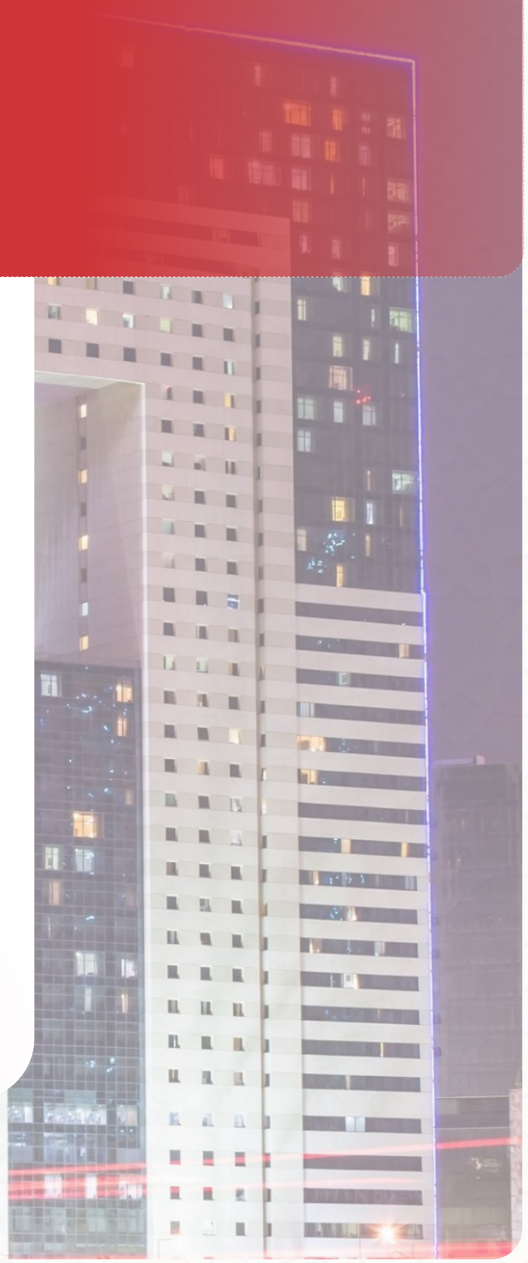
135,772.22 tCO_2e

Total Emissions

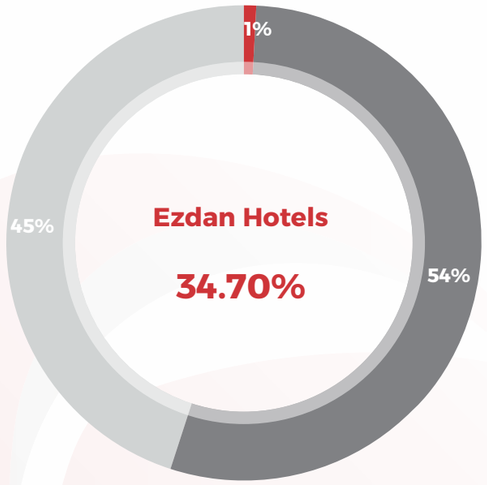
308,523.61 tCO_2e

Emission Intensity by Sector

Hotels	Shopping Malls	Residential Facilities
0.14 tCO_2e/m^2	0.10 tCO_2e/m^2	0.02 tCO_2e/m^2



Distribution of Emissions by Scope for Each Sector



Scope 1	1,113.58 tCO_2e	1%
Scope 2	57,786.72 tCO_2e	54%
Scope 3	48,135.50 tCO_2e	45%



Scope 1	3,849.93 tCO_2e	13%
Scope 2	19,943.36 tCO_2e	67%
Scope 3	5,963.86 tCO_2e	20%



Scope 1	57,002.07 tCO_2e	33%
Scope 2	33,037.74 tCO_2e	19%
Scope 3	81,672.86 tCO_2e	48%

Note: Emission intensity has been calculated for Scope 1 and Scope 2 only, excluding Scope 3.

Scope 1 Direct Emissions

Scope 1 emissions for Ezdan are mainly driven by refrigerant leakage, which accounts for nearly the entire total for scope 1 emissions (98.39%).* All other categories collectively represent a marginal share of less than 1.61%. This distribution indicates that direct combustion sources play a limited role in the company's operational footprint, while cooling-related fugitive emissions remain the central factor influencing Scope 1 emission profile.

Across entities, residential properties account for the largest share of Scope 1 emissions. This is consistent with their extensive total floor area and the nature of residential apartment complexes, which rely heavily on widespread air-conditioning systems and associated refrigerants. Shopping malls follow as the second-largest contributor, reflecting their high cooling demand and centralized HVAC infrastructure, while hotels represent the smallest

portion due to their comparatively limited area and equipment count. Overall, the results highlight that emissions scale closely with asset size and cooling intensity, with residential units forming the dominant driver of Scope 1 emissions.

Scope 1		
Category	**Emissions tCO_2e**	**Contribution %**
Stationary Fuel Combustion	14.15	<0.1%
Mobile Fuel Combustion	938.41	1.51%
Refrigerant Leakage	60,986.08	98.39%
Fire Suppressants	3.63	<0.1%
Fertilizers	41.31	<0.1%

Scope 1 Contribution by Sector



* Scope 1 emissions include residential units under EZDAN's operational control per the GHG Protocol Corporate Standard. HVAC systems within these units are operated and maintained by EZDAN, and associated emissions are fully consolidated into the inventory, contributing to the elevated Scope 1 figures reported.

Scope 2 Indirect Emissions

Scope 2 emissions for Ezdan are primarily driven by electricity consumption accounting for 69.92% of total scope 2 emissions, which supports core building operations reflecting energy needs for base-building functions such as lighting, ventilation, and essential building systems across Ezdan's asset portfolio. The remaining 30.08% arises from energy used for cooling, reflecting the energy demand for air-conditioning supplied through central or district cooling systems, particularly in large malls and hotels. This distribution reflects electricity as the main operational energy source, with cooling representing a significant but more asset- and system-dependent share of energy use.

Scope 2		
Category	**Emissions tCO_2e**	**Contribution %**
Purchased Electricity	77,444.88	69.92%
Purchased Cooling	33,322.94	30.08%

At the sector level, hotels represent the largest contributor to Scope 2 emissions due to their continuous operations, higher electricity intensity, and the exclusive use of purchased cooling within hotel facilities. Residential properties form the next largest share, driven by their extensive total floor area and consistent baseline electricity use across apartment units. Shopping malls follow, driven by energy demands for lighting, ventilation, and shared spaces. Overall, Scope 2 emissions align with operational intensity and electrical load profiles, with hotels clearly emerging as the dominant source within the company's indirect electricity related footprint.

Scope 2 Contribution by Sector



Scope 3 Other Indirect Emissions

Scope 3 results for Ezdan reveal a footprint dominated by operational and value-chain activities. The largest contributors are waste generated in operations (30.20%) and downstream leased assets (30.90%), which together make up more than 60% of total emissions. Purchased goods and services add a substantial 22.01%, followed by capital goods at 12.6%. Other categories such as fuel- and energy-related activities and employee commuting represent only marginal shares. These findings highlight that the company's indirect impacts are concentrated in waste streams and hotel-related leased-asset activities rather than direct operational processes.

At the sector level, residential properties represent the largest share of Scope 3 emission

Scope 3		
Category	**Emissions tCO_2e**	**Contribution %**
Purchased goods and services	29,885.34	22.01%
Capital goods	17,105.84	12.60%
Fuel- and energy-related emissions	5,574.75	4.10%
Waste generated in operations	41,002.57	30.20%
Employee commuting	252.28	0.19%
Downstream Leased Assets	41,951.44	30.90%

primarily due to their extensive total floor area and the scale of operational waste generated. Hotels follow as the second-largest contributor, driven by upstream emissions from fuel consumption and the fact that downstream leased assets are exclusively associated with hotel operations while shopping malls contribute the smallest share of scope 3 emissions across Ezdan's organizational boundaries. Overall, Scope 3 emissions are closely linked to asset size and operational activities, with residential assets forming the dominant component of the company's indirect value-chain footprint.

Scope 3 Contribution by Sector





Data Quality

Data coverage for Scope 1 and Scope 2 was comprehensive, with complete records for fuel use, refrigerants, fire suppressants, fertilizers, electricity, and cooling. These sources relied on metered data, billing information, and operational logs, supporting strong accuracy and consistency in line with GHG Protocol guidance.

For Scope 3, most categories were well-documented using primary procurement and activity data. The main limitations were in procurement-related categories, where some records for purchased goods, services, and capital goods were incomplete, and in leased assets where tenant electricity data were not fully captured. These gaps were limited in scope and could be resolved through Developing methodologies to obtain estimated data for tenants' consumption within Scope 3 emissions.

Overall, the inventory demonstrates high-quality data across most sources, with clear actions identified to strengthen completeness in future reporting cycles. actions identified to strengthen completeness in future reporting cycles.

Emission Source	Data Quality	Insights
Scope 1	No Data Gaps	Data for Scope 1 sources is complete and consistently documented, with no identified gaps or inconsistencies.
Scope 2	No Data Gaps	Scope 2 data is fully available and well-maintained, supporting a consistent and reliable assessment.
Scope 3	Minor Data Gaps	Scope 3 data is generally consistent and complete, with documentation levels varying across categories.

Legend: Poor · Good · Very good · Excellent

6.2 ENERGY MANAGEMENT

EZDAN shows strong compliance with Qatari national energy and water regulations and focuses on operational reliability through progressive advancement in its efficiency technologies (LEDs, solar lighting, and district cooling).

It continues its efforts to further advance its ESG systems that measure, track, and improve long-term environmental performance, particularly in energy efficiency, waste management, and water reuse.

Overall, EZDAN's sustainability practices are focused on regulatory alignment and operational reliability, but not yet on measurable environmental improvement. The company's key opportunity lies in developing an integrated ESG framework that institutionalizes waste, water, and energy performance tracking; expands renewable energy adoption; and establishes pathways toward third-party certification, positioning EZDAN to align with Qatar National Vision 2030.

6.2.1. Energy Performance in Residential Developments

Ezdan's Residential Portfolio continues to strengthen its energy-management performance through a structured approach that combines operational efficiency, responsible sourcing, and long-term planning. All electricity serving the residential compounds is supplied through Kahramaa, ensuring full compliance with Qatar's national grid standards, while a growing share of the portfolio benefits from solar-powered lighting systems, which now offset approximately



25% of external lighting demand. This transition not only reduces dependence on non-renewable fuels but also contributes directly to portfolio-wide emissions reductions.

Across continuously occupied and fully operational residential buildings, like-for-like electricity consumption has remained stable, reflecting consistent performance in core building systems, even as occupancy levels fluctuate. Fuel consumption also remains steady, with diesel and gas generators deployed only for emergency power backup at selected compounds. These controlled and predictable consumption patterns highlight Ezdan's disciplined operational management and the reliability of its infrastructure.

Ezdan reviews aggregated monthly billing data provided by Kahramaa to assess portfolio-level electricity and water consumption trends. All meters, including smart meters, are owned, operated, and remotely read by Kahramaa, and tenant-level meters remain under tenant control. While Ezdan does not have direct access to individual meters, the available billing data supports high-level portfolio analysis and informs potential energy efficiency opportunities. Energy intensity varies by asset type and building age; however, data-driven monitoring enables ongoing assessment and continuous improvement planning.

Looking ahead, Ezdan has designated 2025 as the formal baseline year for measuring, reporting, and comparing energy performance. This baseline anchors the Group's long-term energy-efficiency strategy, which focuses on expanding LED lighting, upgrading air-conditioning and ventilation systems, and increasing the deployment of solar-powered lighting throughout residential communities.

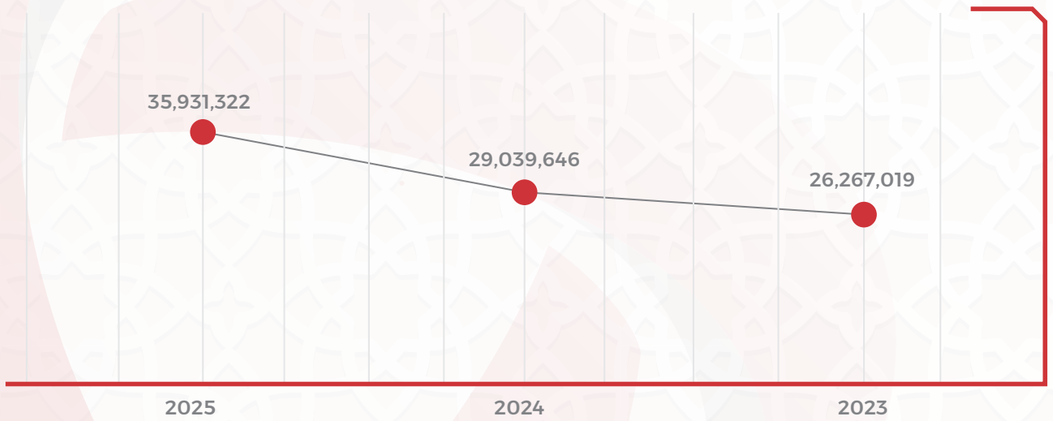
In 2025, total electricity consumption of service and common areas amounted to 65,681,393 kWh, with a corresponding electricity intensity of 14.19 kWh/m² for the residential portfolio.

Scope	2025
Total electricity consumption kWh /year	65,681,393
Electricity Intensity kWh/m²	14.19

6.2.2 Energy Performance in our HOTELS



Total annual electricity consumption of non-renewable sources (kWh)



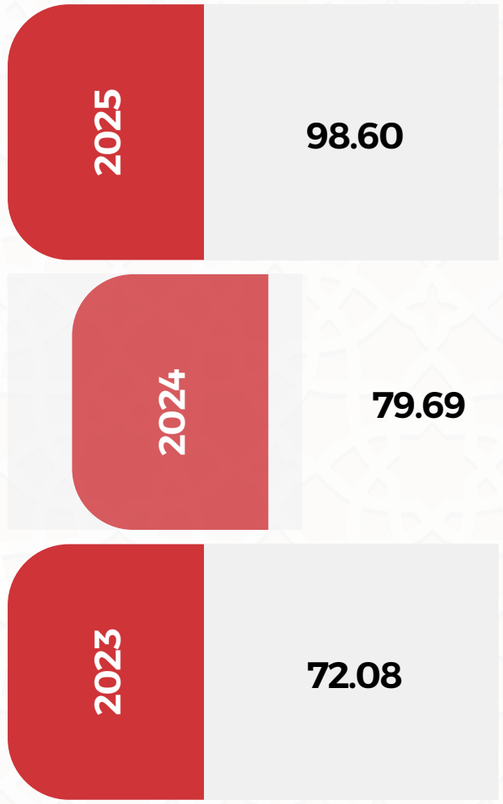
In Ezdan West Bay Hotel, total non-renewable electrical energy consumption increased from 26,267,019 kWh in 2023 to 29,039,646 kWh in 2024, representing an 11% increase, primarily reflecting higher operational loads and occupancy levels. In 2025, electrical consumption further increased to 35,931,322 kWh, driven by increased guest usage, high occupancy, and prevailing climate conditions that resulted in greater demand for cooling and other electrical systems.

In addition to electricity, district cooling consumption was reported separately and forms a significant component of overall hotel energy use.

District cooling consumption amounted to 61,700,637.21 kWh in 2023, 62,470,860.21 kWh in 2024, and 66,248,386 kWh in 2025. When combining total electrical consumption and district cooling, the hotel's total energy consumption was 87,967,656.21 kWh in 2023, 91,510,506.21 kWh in 2024, and 102,179,708 kWh in 2025. These figures reflect energy use across all operational elements, including HVAC systems, lighting, hot water generation, guest room equipment, kitchens and F&B operations, laundry services, IT, security and building services, pumps and motors, and recreational facilities.

Similarly, Electrical Energy Use (kWh per square meter) at Ezdan West Bay Hotel increased consistently over the three-year period. Energy use measured 72.08 kW/m² in 2023, rose to 79.69 kW/m² in 2024, and reached 98.60 kW/m² in 2025. This increase reflects enhanced operational activity and expanded service delivery across the hotel's facilities during 2025.

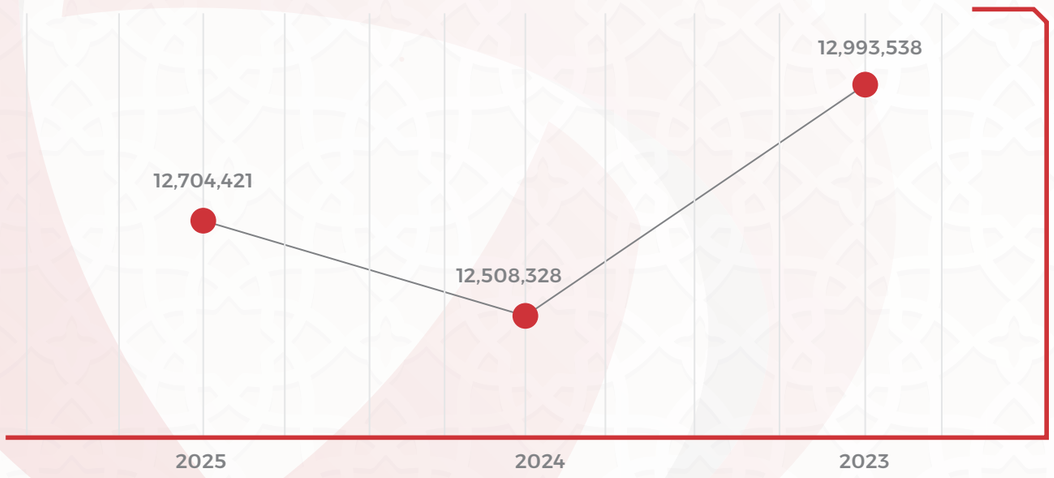
Electrical Energy use kWh per square meter







Total annual electricity consumption of non-renewable sources (kWh)



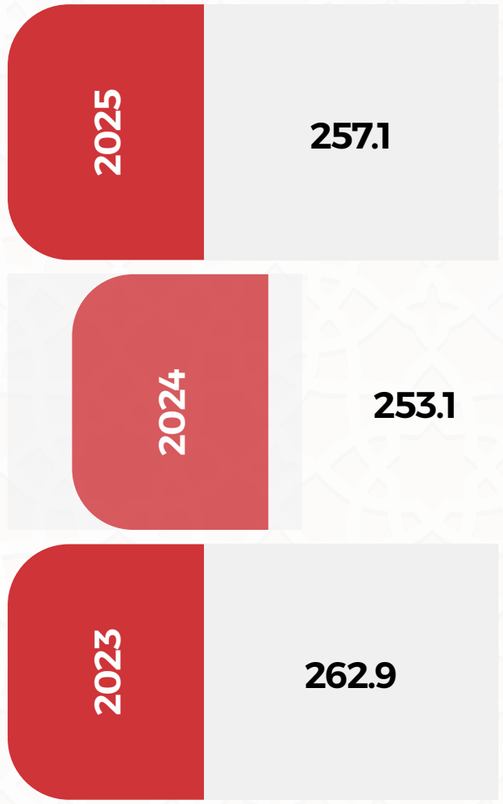
Ezdan Palace has maintained a strong focus on energy efficiency and sustainable operational management. Total energy consumption decreased from 12,993,538 kWh in 2023 to 12,508,328 kWh in 2024, before rising moderately to 12,704,421 kWh in 2025. This represents an overall reduction of approximately 2.2% between 2023 and 2025, while remaining broadly consistent with operational activity throughout the period.

Similarly, Electrical energy use at Ezdan Palace decreased from 262.9 kWh/m² in 2023 to 253.1 kWh/m² in 2024, before rising moderately to 257.1 kWh/m² in 2025.

Supporting this performance, 100% of rooms are equipped with a GRMS control system (including occupancy sensors and smart thermostats). These smart technologies and appliances deliver an estimated 59,881 kWh of monthly energy savings.

Central cooling systems at some sites, such as Ezdan Towers, rely on conventional fuel to meet operational requirements. At the same time, optimization efforts continue to improve the operational efficiency of these systems and reduce the overall electrical load.

Electrical Energy use kWh per square meter





6.2.3 Energy Performance in our MALLS

Energy Efficiency

Ezdan Malls continues to strengthen energy efficiency across its portfolio, reducing reliance on non-renewable energy sources while improving operational performance year after year. While on-site renewable generation and dedicated renewable electricity contracts are not yet active, integrating renewable electricity remains a core component of the long-term decarbonization approach. The current approach follows an "Efficiency First" principle, prioritizing demand reduction and infrastructure optimization before transitioning remaining electricity demand to renewable sources. This ensures that future renewable systems are appropriately sized, cost-effective, and aligned with actual operational needs.

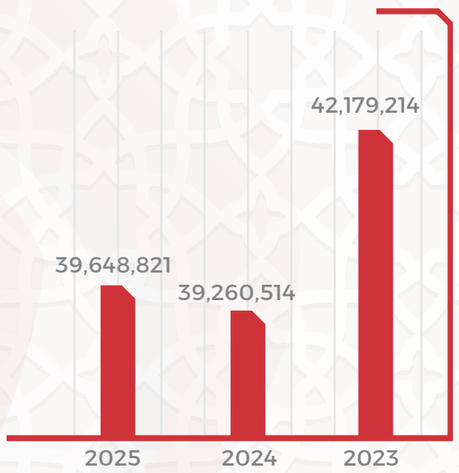
Energy Consumption Trends

Following efficiency initiatives, electricity consumption decreased from 42,179,213 kWh in 2023 to 39,260,513 kWh in 2024, a 6.9% reduction. For 2025, consumption is 39,648,821 kWh, reflecting a slight 0.9% increase due to higher occupancy, increased asset utilization, and weather conditions. Despite this marginal variance, consumption remains substantially below the 2023 baseline, confirming the effectiveness of the efficiency-first principle.

The organization conducted a portfolio-wide infrastructure diagnostic to assess electricity usage across irrigation, cooling, and operational systems, establishing 2023 as a historical reference year with audited consumption data. Energy efficiency measures were implemented in 2024, including LED lighting retrofits and optimized chiller sequencing, resulting in a 6.9% reduction in electricity consumption.

In addition, a finance-aligned utility tracking system was introduced to ensure accurate, audited monitoring of energy consumption, supported by real-time anomaly detection to quickly identify and address unusual energy spikes. These systems also allow rapid detection and correction of abnormal consumption patterns across all assets.

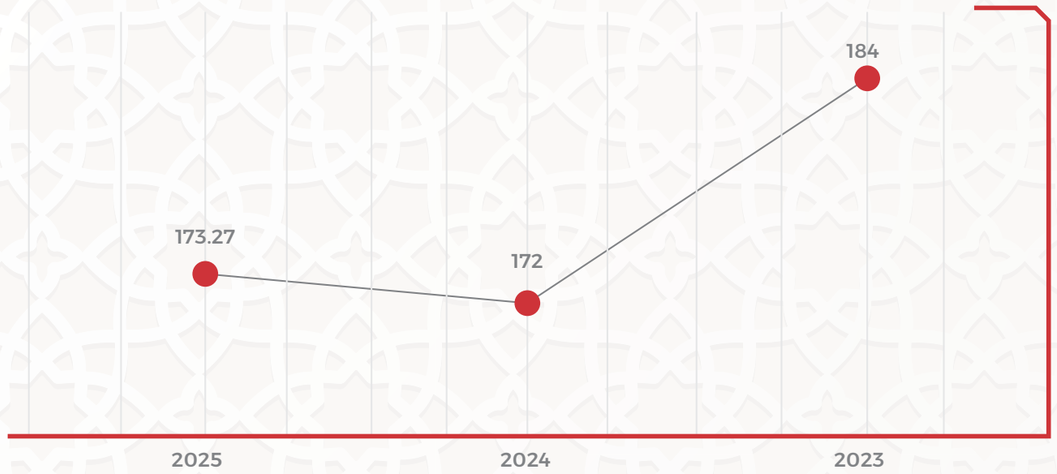
Total annual electricity consumption of non-renewable sources (kWh)



Energy Intensity Performance

Ezdan Malls assesses energy intensity using energy consumption per square meter. Using 2023 as the reporting baseline, all indicators demonstrate a clear improvement over the reporting period.

Energy intensity per square meter kWh/m²/year



Energy intensity per square meter improved from 184 kWh/m²/year in 2023 to 172 kWh/m²/year in 2024. In 2025, energy intensity further decreased to 173.27 kWh/m²/year, remaining below the baseline despite higher occupancy, increased asset utilization, and weather-related impacts.

These consistent improvements indicate that Ezdan Malls are successfully enhancing energy efficiency across multiple dimensions, effectively decoupling energy consumption from operational growth and economic performance.

6.3 WATER PERFORMANCE

6.3.1 Water Performance in our Residential Developments

Ezdan reviews aggregated monthly billing data from Kahramaa to monitor portfolio-level water consumption trends. While meters are owned and operated by Kahramaa, the structured billing data supports high-level analysis and performance monitoring. Irrigation systems are installed across all residential compounds, with automated controls in newer developments to help manage outdoor water use more efficiently.

In 2025, total water consumption across service areas and common areas amounted to 2,459,174.90 m^3, with a corresponding water intensity of 0.53 m^3/m^2. These measures reflect Ezdan's commitment to responsible water management, community well-being, and compliance with local regulations.

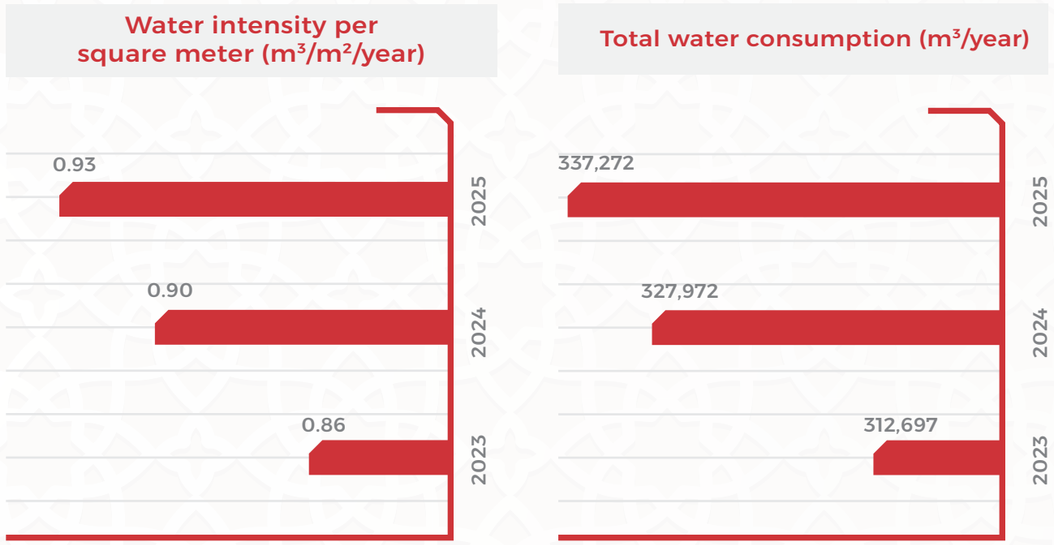
Scope	2025
Total water consumption m^3/year	2,459,174.90
Water Intensity m^3/m^2	0.53



6.3.2 Water Performance in our HOTELS

Ezdan West Bay Hotel's total water consumption recorded 312,697 m^3 in 2023 and increased to 327,972 m^3 in 2024, reflecting higher occupancy, increased operational demand, and climatic factors, reaching to 337,272 m^3 in 2025,

Water Intensity per Square Meter (m^3/m^2/year) at Ezdan West Bay Hotel recorded a gradual increase over the reporting period. The indicator was 0.86 m^3/m^2 in 2023, increased to 0.90 m^3/m^2 in 2024, and reached 0.93 m^3/m^2 in 2025, reflecting stable and expanded operational activity across the hotel's facilities.



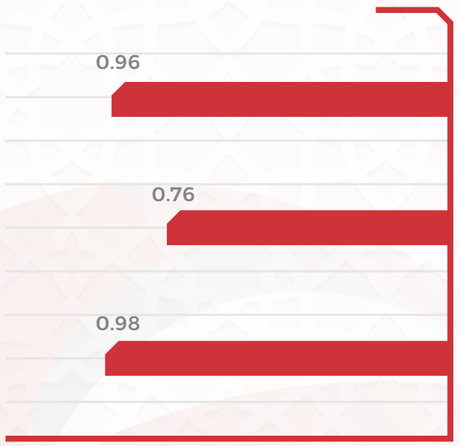
Ezdan has set a clear long-term objective to reduce its withdrawal of municipal water by 10% by 2030. The year-on-year improvements achieved between 2023 and 2025 show strong progress toward this goal and reaffirm Ezdan's commitment to efficient water stewardship and responsible resource management.

EZDAN PALACE

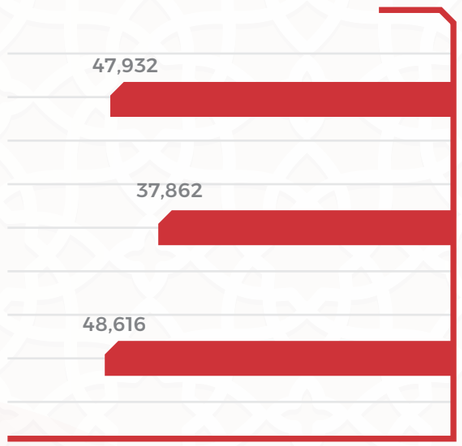
At Ezdan Palace Hotel, total annual water consumption decreased over the two years, dropping from 48,616 m^3 in 2023 to 37,862 m^3 in 2024, and reaching 47,932 m^3 in 2025, representing an overall approximately 1.4% reduction between 2023 and 2025.

Water Intensity per Floor Area (m^3/m^2/year) at Ezdan Palace recorded variations over the three-year period. The hotel measured 0.98 m^3/m^2 in 2023, decreased to 0.76 m^3/m^2 in 2024, and rose again to 0.96 m^3/m^2 in 2025, reflecting continued optimization of water use across its facilities

Water intensity per square meter (m^3/m^2/year)



Total water consumption (m^3/year)



The observed improvements were driven by targeted water-saving measures, including:

- **Upgrading guest bathroom sanitary ware to more efficient operating modes by adjusting angle valves for shower heads, bathtubs, and WCs.**
- **Installing low-flow, sensor-controlled faucets in kitchens, public restrooms, and laundry facilities.**
- **Installing low-flow, sensor-controlled faucets in kitchens, public restrooms, and laundry facilities.**

These results highlight Ezdan Palace Hotel's ongoing commitment to sustainable water management and operational efficiency. The initiatives implemented not only contributed to the reduction in water consumption but also established a strong foundation for continuous improvement. Moving forward, the hotel will continue to monitor water usage, optimize systems, and explore additional measures to enhance efficiency, ensuring responsible resource management while maintaining high standards of guest comfort and service.



6.3.3 Water Performance in our MALLS

Water management at Ezdan Malls focuses on ensuring a reliable supply while promoting efficient use across mall operations. During the reporting period, all water consumed across the portfolio was sourced from municipal water supplies, with no groundwater extraction.

Water Efficiency

Water management across Ezdan Malls (Gharrafa, Wakra, and Wukair) is embedded within the Group's "Efficiency First" decarbonization approach and focuses on operational control, demand-side efficiency, and tenant engagement. A comprehensive portfolio-wide infrastructure audit

conducted in 2023 assessed energy and water systems to identify mechanical inefficiencies and areas of improvement, establishing a pre-optimization reference point for long-term performance evaluation.

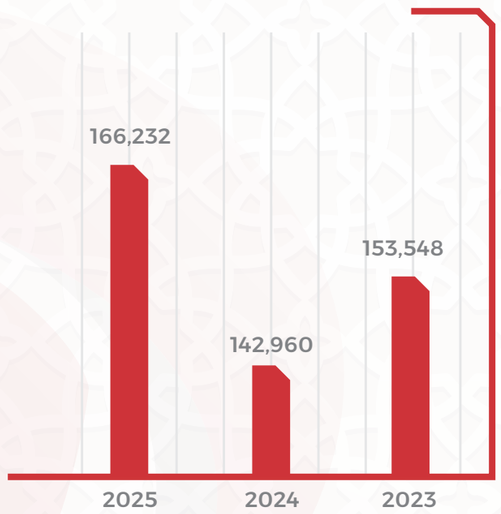
In 2024, water governance practices were strengthened through the introduction of updated Standard Operating Procedures for tenant amenities and common areas. Cooling tower management systems were upgraded to improve water recycle rates and minimize evaporation losses. During the same year, utility monitoring data was successfully aligned with finance-department billing records, ensuring consistency and reliability of water-related data for environmental reporting.



Throughout the reporting period, Ezdan Malls maintained a policy of zero groundwater extraction, relying exclusively on municipal water supply.

Total Water Consumption

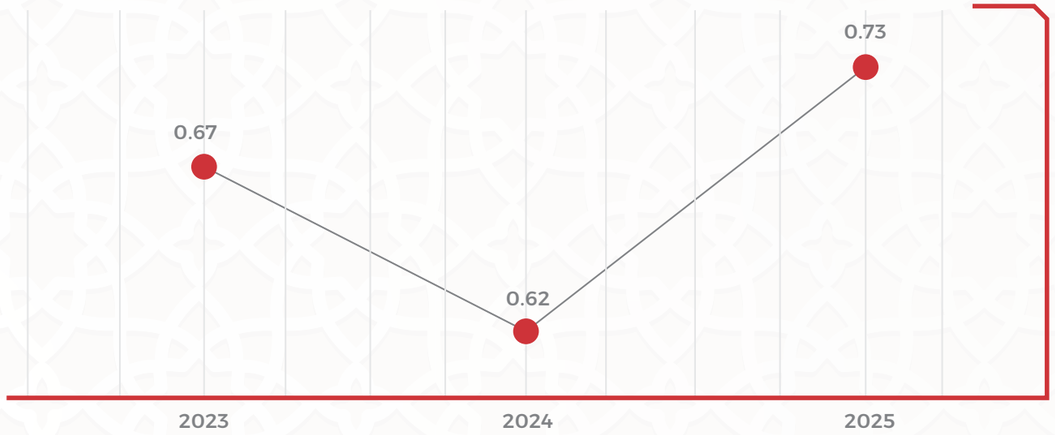
Total water consumption (m^3/year)



Water Intensity Performance

Water intensity per square meter decreased from 0.67 m^3/m^2/year in 2023 to 0.62 m^3/m^2/year in 2024, before increasing to 0.73 m^3/m^2/year in 2025, in line with higher operational activity and water demand.

Water intensity per square meter (m^3/m^2/year)



6.4 CIRCULARITY AND WASTE

6.4.1 Waste Management in our Residential Developments

In 2025, the total waste generated from Ezdan residential projects reached 671,454 cubic meters. Organic waste (food and garden waste) constituted the largest share of the total waste generated, followed by plastic and paper waste, while metals and renovation waste represented smaller proportions of the total generated quantities. Renovation waste reflects maintenance activities, as well as upgrading and rehabilitation works carried out across the portfolio.

Non-Hazardous Waste Types	(Cubic Meters) 2025
Organic Waste (Food & Garden Waste)	228,299
Plastic	201,436
Paper	134,289
Metals	67,145
Renovation Waste (Tiles, Gypsum)	40,285

Improvement Pathways – Advancing Circularity and Efficiency

While Ezdan has made solid progress in waste tracking and segregation, the company recognizes that further enhancements are needed to achieve a comprehensive circular waste management framework. Priorities include expanding recycling and composting coverage, digitalizing waste tracking, and engaging tenants and staff through awareness programs.

6.4.2 Waste Management in our HOTELS

EZDAN WEST BAY HOTEL

Waste type 2025	Amount (kg)
Total waste disposed of	882,002 kg
General waste	414,001 kg
Plastic waste	1,765 kg
Paper waste	2,196 kg
Food waste	464,041 kg

Waste Management at Ezdan West Bay Hotel has evolved significantly with the implementation of more comprehensive tracking in 2025. The total waste figure of 882 tonnes reflects the inclusion of food waste as a newly tracked category, providing a complete picture of the hotel's waste profile for the first time. Excluding this new stream, general waste was recorded at 414 tonnes, continuing the positive downward trend established in previous years. Plastic waste has shown consistent improvement, declining steadily from 2.58 tonnes in 2023 to 1.76 tonnes in 2025. Paper waste has remained well-managed at 2.20 tonnes in 2025, following totals of 1.95 tonnes in 2023 and 1.85 tonnes in 2024. These achievements highlight the hotel's ongoing commitment to optimizing waste generation across all operational areas.



EZDAN PALACE HOTEL

Waste type 2025	Amount (kg)
Total waste disposed of	363,354 kg
General waste	318,600 kg
Plastic waste	1,274 kg
Paper/Cardboard waste	1,338 kg
Food waste	42,142 kg

Waste Management at Ezdan Palace reflects effective oversight and a refined approach to waste segregation. The total waste disposed of in 2025 was 363.35 tonnes, representing a significant reduction from the 2024 total of 384.7 tonnes. Plastic waste has demonstrated a consistent and positive downward trajectory, decreasing from 1.68 tonnes in 2023 to 1.27 tonnes in 2025. Paper and cardboard waste has remained stable and well-controlled, recorded at 1.34 tonnes in 2025 following totals of 1.41 tonnes in 2023 and 1.58 tonnes in 2024. The addition of food waste tracking in 2025, amounting to 42.1 tonnes, represents an important step forward in the hotel's comprehensive waste management strategy. These patterns demonstrate Ezdan Palace's consistent efforts to optimize waste across its facilities.

6.4.3 Waste Management in our MALLS

Waste generated and disposed

Ezdan Malls has designated 2025 as the formal reporting baseline for waste management, aligning waste metrics with energy and water decarbonization cycles. In 2025, total waste disposed of amounted to 18,000 m^3, including 1,200 m^3 metals, 1,500 m^3 plastics, and 1,000 m^3 paper. The majority of waste consisted of general and food waste, marking 14,300 m^3. This baseline provides a clear foundation for tracking future reductions and expanding recycling initiatives.

Our Strategic Approach: Prevention at Source

It is important to note that the decrease in the absolute volume of diverted (recycled) materials is a positive indicator of our effective Prevention at Source strategy. By eliminating waste before it is created, particularly through digital shifts and supply chain collaboration, the total material stream requiring management has naturally diminished. This aligns perfectly with the highest tier of the waste hierarchy, prioritizing avoidance over recycling or disposal.

07

01
About the Report

02
Stakeholder Engagement and Materiality

03
Governance and Responsible Business

04
Economic Performance and Impact

05
Social Value Creation: Our People Strategy

06
Environmental Stewardship



ESG Integration Across Our Business Lines

7.1 Residential Properties
7.2 Hotels
7.3 Commercial (Malls)

08
Index

ESG INTEGRATION ACROSS OUR BUSINESS LINES

7.1 RESIDENTIAL PROPERTIES

About EZDAN's Residential Portfolio

Ezdan's residential developments prioritize community well-being, walkability, and culturally rooted placemaking. Projects like Ezdan Oasis, Al Janoub Gardens, and Al Safwa Compoundintegrate accessible public spaces, green courtyards, shaded walkways, play areas, fitness and leisure amenities, and mixed-use services to reduce car dependency and enhance everyday convenience. Across Doha, Al Wakra, and Al Wukair, Ezdan's people-centered planning strengthens social cohesion, supports sustainable living, and aligns with UN SDG 11, creating inclusive, safe, and environmentally conscious neighborhoods for tens of thousands of residents.

7.1.1 Placemaking & Communities

At EZDAN, the concept of Placemaking & Communities is at the heart of our residential and serviced apartment developments, where living spaces evolve into thriving, inclusive, and sustainable neighborhoods.

Guided by global best practices, our designs collectively emphasize human well-being, inclusivity, cultural identity, and community resilience.

We believe that sustainable residential design must go beyond the built form to nurture a sense of belonging and shared identity. Every EZDAN community integrates accessible design, healthy shared spaces, and opportunities for meaningful engagement, ensuring that residents and visitors alike experience a safe, comfortable, and connected environment that reflects Qatar's cultural and environmental aspirations under the Qatar National Vision 2030.

Our priorities can be observed through six key strategic elements at each of our projects:

- **Inclusive & Accessible Design**
- **Community Engagement**
- **Health, Safety & Well-being**
- Cultural Identity & Sense of Place
- Public Realm & Social Spaces
- Environmental Consciousness

The following table provides the size of Ezdan's key residential developments, illustrating the scale of the Group's residential portfolio:

Residential	Size / Area (m²)
Ezdan Oasis	1,395,194
Ezdan Villages – Wukair	2,572,636
Ezdan – Doha	660,432



Case Study: Ezdan Oasis

"A City Within a City: Ezdan Oasis as a Model for Integrated Green Living"

Ezdan Oasis stands as the flagship of Ezdan's residential portfolio and one of Qatar's most transformative community developments, integrating scale and livability into a single, self-sufficient urban ecosystem. Spanning 1,395,194 m^2, with 35% dedicated to green areas, the development reflects Ezdan's commitment to enhancing residents' well-being through thoughtfully designed open spaces, landscaped walkways, and climate-responsive planning. Home to more than 8,767 residential and commercial units, Ezdan Oasis has evolved into a thriving neighborhood supported by network of 559 commercial outlets, including supermarkets, cafés, laundries, sports clubs, and essential daily-life services.

Its community-centered design reduces reliance on external mobility by bringing schools, mosques, shops, and recreation within walking distance, thereby lowering vehicle trips, improving air quality, and strengthening social connectedness. The project's scale and diversity of amenities make it Qatar's largest integrated residential development, capable of accommodating approximately 35,000 residents, while operating as a self-contained urban hub. Through a blend of placemaking, accessible services, and green infrastructure, Ezdan Oasis embodies the Group's ESG ambition to deliver resilient, people-centered communities that contribute positively to Qatar's sustainable urban growth.

Placemaking & Community

- **Inclusive & Accessible Design:** pedestrian corridors and distributed services to reduce mobility barriers for all residents.
- **Active Community Engagement:** the largest scaled project that supports communal activity clusters and small business participation.
- **Public Realm & Shared Spaces:** 35% of landscaped space enhances social interaction and wellness.
- **Environmental Consciousness:** a high vegetation ratio that improves microclimate with integrated pathways and functions to reduce commuting emissions.

Al Janoub Gardens

"Al Janoub Gardens: A Connected, Family-Centric Sustainable Community"

Al Janoub Gardens is a family-oriented community designed to balance density, convenience, and practical amenities. Build Up Area 409,387 sqm with 2,368 residential and 232 commercial units, the development includes parks, playgrounds, pools, landscaped courtyards, a mosque, and 4,197 parking spaces, supporting everyday comfort and social interaction. Phase I is fully leased and connected to Al Wakra's transport network, helping reduce commuting and supporting long-term community functionality.

Placemaking & Community

- **Active Community Engagement:** designed to facilitate social events, gatherings, and resident interaction in shared courtyards.
- **Public Realm & Shared Spaces:** its shaded walkways, green courtyards, and play areas to enhance community recreation.
- **Health, Safety & Well-being:** its low-rise design and distributed amenities create secure, family-oriented zones.



Al Safwa Compound

"Al Safwa Compound: Scale Living Designed for Comfort and Community"

Al Safwa Compound shows Ezdan's commitment to delivering high-quality, family-focused residential spaces. This medium-scale gated community, comprising 147 units, blends privacy with a strong sense of community. It offers green areas, shaded walkways, and shared leisure amenities that enhance outdoor comfort, promote healthy living, and optimize microclimate conditions. Thoughtfully planned, the compound encourages neighbourly interaction while preserving a tranquil living environment, aligning with Qatar's growing demand for sustainable, human-scale developments.

Placemaking & Community

- **Inclusive & Accessible Design:** the compact gated layout enables short, walkable distances.
- **Cultural Identity & Sense of Place:** its architectural vocabulary blends local motifs with modern design.
- **Public Realm & Shared Spaces:** well, defined landscaped areas, gym, and playgrounds to encourage social ties.

Al Shamal Compound

"Al Shamal Compound – A Connected, Service-Rich Neighbourhood in the Doha Corridor"

Al Shamal Compound is a 113,940 sqm family-oriented community along Al Shamal Road, offering 393 residential units with convenient access to on-site services. The development includes restaurants, a gym, a spa, a nursery, and landscaped open spaces, supporting daily comfort and reducing off-site travel. Its design promotes green, shaded areas and accessible amenities, fostering community interaction and contributing to sustainable, well-planned residential living.

Placemaking & Community

- **Active Community Engagement:** through shared services (nursery, gym, spa), fostering social interaction among residents.
- **Public Realm & Shared Spaces:** due to multi-landscaped zones that offer daily social use and recreation.



7.1.2 Responsible Tenants & Leasing Management

a) Governing our Leasing Management

Our Tenants and Leasing Management are governed by EZDAN Leasing Policy. The policy is reviewed periodically by management every 12 months or when needed, ensuring compliance with operational and legal updates. Through multi-level governance oversight and transparency, they are reviewed and approval by the relevant departments.

We are committed to delivering exceptional living environments that combine comfort, reliability, and sustainability through a transparent and responsible leasing framework. This Leasing Management Policy establishes the principles, procedures, and operational standards that govern all residential leasing and tenant relationship activities across Ezdan's compounds.



Through the collective policies and standards, Ezdan aims to:

- Provide efficient and transparent leasing processes that reflect international best practices.
- Ensure tenant satisfaction and well-being through responsive service and proactive engagement.
- Integrate environmental and social governance (ESG) considerations into all leasing operations.
- Promote a culture of continuous improvement, accountability, and customer care across all teams involved in residential management.

By embedding these principles into daily operations, Ezdan strengthens its position as a trusted, forward-thinking real estate leader, delivering sustainable value to residents, stakeholders, and the wider community.

b) Managing our Leasing Operations

The policy reflects the integration of social-consideration principles throughout the leasing process and underscores Ezdan's commitment to responsible leasing practices. By embedding fair pricing strategies, digitalized and transparent workflows, and inclusive housing opportunities, the policy ensures equitable and accountable tenant interactions. Personalized client services further demonstrate Ezdan's dedication to enhancing the tenant experience, strengthening brand trust, and ensuring a positive and responsible Occupancy Experience.

7.1.3 Sustainable Property Management

Social Consideration Highlights in Leasing Operations

Fair and Transparent Processing

Digitalized handling of rental requests ensures timely responses and equal access to leasing opportunities, enhancing trust and accountability.

Inclusive and Equitable Access to Housing

Fair turn-taking systems and comprehensive assessments of clients' needs and socioeconomic backgrounds promote inclusion and ensure that all clients receive suitable housing options.

Culture Consideration

Supports community cohesion and respect for cultural and legal frameworks

Employee's Considerations

Providing fair internal housing benefits, such as one free month for all employees, reinforces Ezdan's social responsibility toward its workforce.

Transparent Communication:

Sharing revised pricing with tenants ensures clarity, fairness, and continuous trust-building.

a) Governing our property management

Ezdan's residential assets are managed under the Property Management Policy, which establishes responsible leasing and property practices across all stages of asset and tenant management. This policy includes measures that align with ESG principles, promoting transparency, accountability, and sustainability, while supporting safe, fair, and well-maintained living environments. By complementing the Leasing Policy, it also addresses tenant well-being, hardship considerations, and efficient use of resources across all compounds.

The policy largely intersects with the Leasing Policy, where it provides clear guidance for staff and stakeholders on key functions, ranging from tenant engagement to preventive maintenance and quality assurance. It also embeds social and environmental responsibility by addressing tenant well-being, and efficient resource management across all compounds.

Through structured procedures, measurable KPIs, and cross-departmental collaboration, Ezdan ensures that property management activities are responsive, equitable, and performance-driven. This approach strengthens Ezdan's reputation for delivering safe, sustainable, and high-quality living environments.

b) Managing our Clients' Relations

ESG-Focused Client Relations and Property Management Practices

Quality and Safety Assurance

Comprehensive inspection of residential units before handover and of vacant or prepared units post-maintenance. 100% of the units must undergo and pass quality inspection before occupancy.

Resource-Efficient Maintenance

Preventive maintenance practices, such as resolving plumbing issues that reduce water consumption, support environmental stewardship, and extend asset lifespan.

Tenants Complaints Management

A structured process for handling tenant requests and complaints ensures governance, ethical standards, and tenant well-being. High SLA compliance (97%) reinforces operational transparency and trust.

Maintenance Feedback

Maintenance satisfaction surveys and VOC feedback are analyzed and integrated into monthly performance dashboards, enabling continuous improvement and responsible service delivery.

c) Managing our Assets Operation (Maintenance Dep)

Ezdan continues to enhance the operational performance and environmental quality of its real estate portfolio through a structured approach to maintenance, resource management, and resident well-being. Across its residential compounds, Ezdan has implemented a range of initiatives that promote efficiency and resilience, including the installation of Kahramaa smart meters covering more than 95% of all units, the retrofit of 75% of lighting to LED technology, and the integration of solar-powered lighting in outdoor areas. Preventive maintenance is digitally managed through Ezdan's ERP system, ensuring asset reliability and safety while minimizing unplanned downtime.

Renewable Energy for Common Areas

Approximately 25% of outdoor lighting across Ezdan's compounds is powered by solar energy, which reduces grid dependence and energy intensity.

Lighting Optimization in Common Areas

Approximately 75% of all indoor and outdoor lighting fixtures have been retrofitted with LED technology, leading to improved energy efficiency and reduced light pollution.

Light intensity in common areas is regularly measured to ensure safe and adequate illumination to enhance occupants' wellbeing and perceived security.

Resilience and Emergency Preparedness

Ezdan conducts several emergency preparedness and fire evacuation drills annually.

UPS systems support CCTV, while generators provide backup.

Energy-Efficient Systems Upgrades

75% lighting retrofit to LED; 25% powered by solar fixtures.

Tenant Feedback Loop

Tenant satisfaction surveys are conducted monthly with an average of 1,000 residents.

Biodiversity and Pesticide-Free Landscaping (Maintenance Dep)

Ezdan maintains its landscaped areas without chemical pesticides throughout the year, except in very limited case. Fifteen percent of these areas are planted with native or climate-adapted species that require minimal irrigation and fertilizers, reducing water consumption, supporting urban ecology, and enhancing thermal comfort in public spaces. Furthermore, Ezdan's properties are primarily located in urban areas with minimal direct biodiversity risks. The company has also begun renovating green spaces to further improve environmental quality.

Across its communities, landscaping is carefully curated with native and pesticide-free plants, reflecting Ezdan's commitment to healthier environments and biodiversity. Additional initiatives, including emergency preparedness drills, UPS and generator systems, and ongoing tenant engagement programs, emphasize both occupant safety and superior customer experience.

7.1.4 User Experience Excellence

a) Community Activities Supporting Health and Well-Being

Ezdan's Residential management approach integrates and considers the importance of Health & Well-Being through biophilic design, smart infrastructure, and a healthy environment:

- Our compounds provide tenants with recreational facilities such as gyms, swimming pools, and children's play areas.
- These facilities contribute to physical well-being through active lifestyles, mental well-being by supporting relaxation and stress relief, and social well-being by encouraging interaction and community building among residents.

b) A Comprehensive Services Offering

Ezdan provides residents with a full range of serviced-apartment facilities and optional maintenance services, designed to ensure convenience, comfort, and affordability for both owners and tenants.

Maintenance & Facilities Services Include:



Lost and Found	Security and guarding services	Mechanical, Electrical, and Plumbing (MEP)
Pest Control	Home Appliances Support	Landscaping & Gardening
Waste & Bulk Debris Removal	Emergency Maintenance	Civil & Architectural Maintenance

C) Tenants Engagement Program

Tenant Communication and Engagement Program

Ezdan focuses on fostering positive relationships with tenants through its Tenant Engagement Program, which is designed to enhance satisfaction, retention, and community experience, while promoting continuous improvement in social and environmental practices.

Tenants' Engagement Program	
Program Elements	**Our Practices & Implementation**
1. Program Applicability	Covers the full tenant journey: lease signing, occupancy, renewal, and handover. Integrates operational services and practices, including environmental and social factors.
2. Communication Touch Points	Tenants can submit inquiries and requests through multiple channels: email, WhatsApp (including automatic registration), mobile application, SMS, voice calls, emergency calls, and QR codes linked to survey forms. Circulars and instructions related to appliances, fire alarm systems, landscaping, and green areas are shared digitally via emails, push notifications, and flyers.
3. Integrated Digital Platforms & Services	Leasing and maintenance operations are digitized through the Customer Relationship Management (CRM) system and connected to the Voice of Customer (VoC) program (initiated in 2022). This allows real-time tracking of interactions related to new/renewed contracts, maintenance requests, complaints, and feedback, centralizing communication channels for better service visibility and faster responses.
4. Engagement Methods & Monitoring	Achieved through regular communication, updates, feedback surveys, prompt maintenance resolution, and tailored services. Tenant satisfaction was initially tracked via Net Promoter Scores (NPS); in 2023, CSAT became the primary monthly metric. Surveys are collected regularly, analyzed for trends, shared internally, and low ratings trigger immediate follow-up and corrective actions.
5. Improvement Program	Between 2024–2025, the mobile application was enhanced with Arabic language support and full CRM integration, reducing response times and improving tracking. Additional initiatives include: • Revamped mobile app for accessibility in English and Arabic. • Cheque printing machine at leasing offices to reduce waiting times. • Optimized maintenance schedules to increase daily visits. These measures significantly improved leasing and tenant response rates.

Satisfaction Surveys

Ezdan uses structured surveys to monitor and improve tenant experience across leasing and maintenance processes:

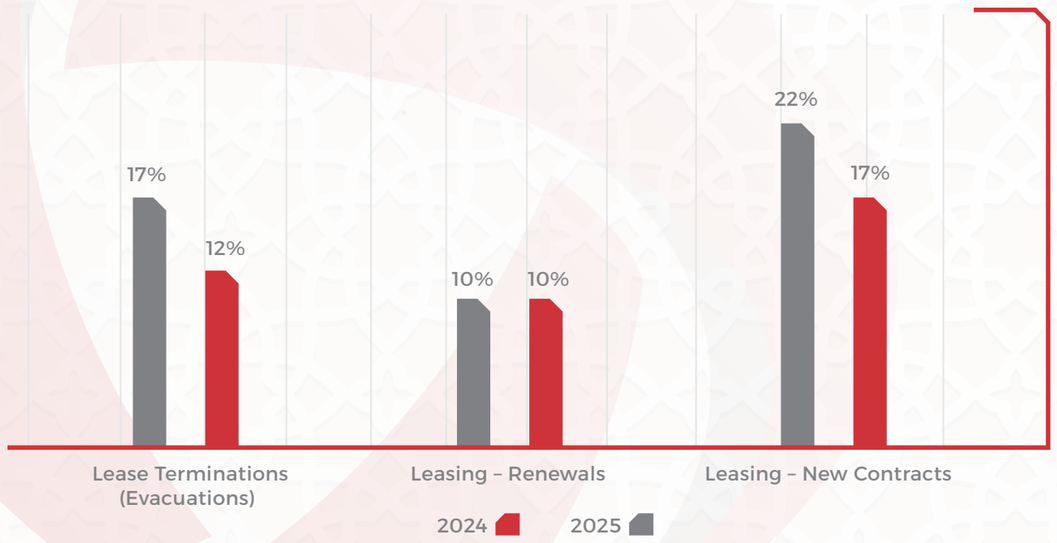
Leasing Survey (New & Renewals): Sent with finalized contracts, these surveys evaluate the leasing process and office responsiveness. With 90% tenant coverage monthly, they maintain an average satisfaction score of 92%, supporting continuous improvement in onboarding.

Termination/Departure Survey: Collects feedback from tenants ending their contracts to identify reasons for turnover, strengthen retention strategies, and address recurring issues, foster resilient residential communities.

Maintenance Survey: Conducted after every maintenance task (through email, app notification or telephone call with customer), with 100% monthly tenant coverage, they maintain an average satisfaction score of 89% this survey ensures timely follow-up, accountability, and high-quality facility management services.

Together, these surveys provide data-driven insights, enhance service quality, and reinforce tenant trust and engagement.

EZDAN Residential Properties - Leasing Survey Response Rate



Survey engagement has strengthened across Ezdan's feedback channels over the last three years, reflecting increased tenant interaction and improved communication practices.

Leasing – New Contracts: Response rates increased from 17% in 2024 to 22% in 2025, supported by improved follow up procedures under the Voice of Customer (VOC) system.

Leasing – Renewals: Participation remained stable at 10% in both 2024 and 2025, ensuring continuity in renewal related insights.

Lease Terminations (Evacuations): Responses grew from 12% in 2024 to 17% in 2025, offering progressively stronger visibility into tenant exit reasons.

The overall upward trend signals a maturing feedback culture and strengthens the reliability of tenant sentiment data used for service improvements.

Feedback Loop and Improvements

Insights from the surveys have directly guided service enhancements across leasing and maintenance operations. Key improvements include:

Reduced waiting times for new contract processing through the roll-out of a cheque printing and details-filling system.

Simplified contract renewals, including clearer communication, earlier notifications, and faster delivery of verified contracts via email.

Improved maintenance operations, including clearer response time standards, better material quality control, strengthened cleaning programs, more consistent security coverage, and regular fire alarm system inspections.

Enhanced pest control practices, with approved lower-toxicity treatments, better coordination before unit handover, and regular bi-monthly preventive spraying.

Together, these actions demonstrate a continuous improvement cycle where tenant feedback is actively used to enhance the overall living experience and strengthen service delivery across Ezdan's communities.

7.2 HOTELS

7.2.1 About EZDAN's Hotel Portfolio

Ezdan Hotels represents one of Qatar's most prominent hospitality portfolios, combining the scale and urban presence of Ezdan Hotel West Bay with the luxury positioning and service excellence of Ezdan Palace Hotel. Together, the two properties serve a diverse guest profile, including long-stay residents, business travellers, families, tourists, and community visitors, while contributing to the social and economic vibrancy of their surrounding districts.

Ezdan Hotel West Bay is a multi-tower complex of nearly 3,000 rooms. It functions as a vertical urban community with strong walkability, metro connectivity, and mixed-use activation through commercial units and public-facing amenities. Complementing this scale, Ezdan Palace Hotel, located along Al Shamal Road, offers a refined luxury experience focused on premium guest service, cultural engagement, and destination-driven accessibility.

Across both properties, Ezdan's architectural approach reflects a strong commitment to sustainability through climate-responsive design tailored to Qatar's environmental conditions. Each development integrates architectural form, orientation, and materiality to enhance comfort, reduce energy demand, and improve environmental performance.

Ezdan Palace exemplifies Andalusian revival architecture, blending Arab-Mediterranean design principles with a modern Qatari identity. Arched façades, geometric stone detailing, and balanced proportions contribute to both cultural expression and environmental performance. The U-shaped layout creates a shaded internal courtyard around the pool, functioning as an outdoor living space that promotes natural cooling, air movement, and social interaction. Thick walls, recessed arches, and shaded façades help limit heat gain, while a glazed dome above the main atrium introduces filtered daylight deep into the interior, reducing reliance on artificial lighting and enhancing thermal and visual comfort.

In contrast, Ezdan Hotel West Bay adopts a contemporary high-rise architectural strategy suited to its dense urban context. Slender tower forms enable high-density accommodation while maintaining a reduced footprint and maximizing views of the Corniche. Façade treatments incorporating vertical articulation, recessed glazing, and deep window reveals provide effective shading and reduce solar heat gain. Tower orientation limits direct sun exposure, while spaces between towers create shaded zones and wind corridors that enhance the local microclimate.

Operational efficiency is further supported by the high-rise configuration at Ezdan Hotel West Bay, which enables centralized building systems, shared service cores, and integrated HVAC infrastructure across nearly 3,000 units. This approach improves system efficiency, reduces overall energy demand, and supports sustainable urban density by minimizing transportation needs through proximity to public transit and mixed-use destinations.

Together, these integrated design strategies demonstrate Ezdan Hotels' commitment to sustainable, climate-adapted architecture, combining timeless architectural identity with contemporary efficiency to enhance comfort, resilience, and long-term environmental performance across diverse urban contexts.

7.2.2 Placemaking and Community

Ezdan West Bay

Ezdan Hotel West Bay represents one of Qatar's largest hospitality complexes and plays a unique role within the urban fabric of Doha's primary business district. With its multi-tower configuration, proximity to the Corniche, and direct access to the DECC Metro Station, the hotel contributes significantly to the walkability, vibrancy, and economic activation of West Bay. It demonstrates a unique value proposition of placemaking and proximity through several key dimensions, including connectivity, community integration, public-realm quality, and urban accessibility.

Ezdan Palace

As part of the Palace's commitment to placemaking and community, the Hotel contributes to the social, cultural, and urban environment of Doha. Its location near major malls and residential districts supports walkability and urban connectivity, enabling taxi-sharing, ride-hailing, shuttle-based movements, and improved staff transport programs, with approximately 40% of guests and staff using more sustainable transport options. The Hotel also enhances the quality of the public realm through ornamental landscaping and softscape elements along its frontage, creating a more comfortable and visually attractive urban edge. Greenery around the Hotel supports well-being and contributes to a welcoming environment. Through community engagement and the thoughtful design of indoor and outdoor spaces, the Hotel provides a functional and inviting place for guests, visitors, and the local community, while aiming to deliver positive experiences and a sustainable operational impact.

7.2.3 Sustainable Property Management

a) Responsible Dining and Food Practices

We comply with Qatar's Municipality Minister on solid waste management.

Through Qatar's Ministry of Municipality and Environment (MME), Qatar Plans to reduce Food Waste by 60% by 2030 as a mission driven by urgency, innovation, and national sustainability goals. With rapid development, a growing population, and increasing food imports, Qatar faces mounting challenges in managing food waste. This goal aligns with the United Nations' Sustainable Development Goal 12.3, which targets halving per capita global food waste at the retail and consumer levels.

Our Food & Beverage (F&B) operations play a central role in advancing Ezdan Hotels' environmental, social, and governance (ESG) objectives. Our practices are formally certified under several leading international standards, including ISO 14001:2015 for environmental management, ISO 9001:2015 for quality management, and ISO 45001:2018 for occupational health and safety, all valid until November 2027, and are supported by a valid HACCP certificate for food safety. In addition, our commitment to sustainable events is certified under ISO 20121:2024.

These certifications are complemented by internal policies, including the Environmental & Sustainability Management Policy and the Food Safety & Quality Management Policy, ensuring that day-to-day sourcing, safety, waste reduction, and operational efficiency align with recognized global benchmarks such as the Green Key and Qatar's Products Eco-Label. Through this foundation of certified performance and continuous improvement, Ezdan Hotels reinforces its commitment to safe, ethical, and environmentally responsible dining experiences for its guests.





b) Sustainable Housekeeping Management

Housekeeping activities have a significant influence on the overall sustainability profile of EZDAN Hotels. The practices implemented across cleaning operations, laundry services, material use, chemical handling, and resource consumption reflect a consistent effort to reduce environmental impact while maintaining high standards of hygiene and guest comfort.





Housekeeping activities have a significant influence on the overall sustainability profile of EZDAN Hotels. The practices implemented across cleaning operations, laundry services, material use, chemical handling, and resource consumption reflect a consistent effort to reduce environmental

impact while maintaining high standards of hygiene and guest comfort. Our key efforts have recorded measurable progress in energy and water efficiency, responsible product selection, waste reduction, safe chemical management, supplier sustainability integration, and continuous staff training. Similar to our food and beverage practices, we aim to align our actions with internationally recognized frameworks.

7.2.4 Guest Experience and Well-Being

Ezdan Hotels exhibits strong customer satisfaction and service quality, supported by its luxury positioning, refined service environment, and personalized guest engagement. Guest satisfaction remains consistently high across major online platforms, including TripAdvisor, Booking.com, Agoda, and Expedia. High levels of guest engagement are supported through digital and in-room feedback systems, with 90% of guests providing feedback via multiple channels such as QR-based surveys and front-desk interactions. Ongoing real-time sentiment monitoring across online travel agencies and social media platforms enables early identification of service trends and continuous improvement.

Operational efficiency and coordinated service delivery allow rapid response to guest requests, with all complaints resolved within 24 hours and clear root-cause identification for every case. Strong frontline training supports effective service recovery with limited managerial escalation, while guest feedback is embedded into ongoing staff development programs to reinforce continuous service enhancement. Guest comfort and well-being are prioritized through proactive management of indoor environments, including optimal temperature control in all rooms, monitored indoor air quality in public areas, and acoustic comfort supported by building design. Spacious rooms, daylight access, and lighting design further enhance overall comfort.

Ezdan Hotels also maintains high operational responsiveness, with fast housekeeping response times, efficient maintenance resolution, and strong coordination between front-of-house and back-of-house teams. Cultural authenticity is integrated across service touchpoints through local elements, supported by comprehensive staff training in cultural and language awareness. Accessibility and inclusivity are supported through compliant room design, multilingual services, and immediate mobility assistance when required. High standards of hygiene, water safety, and recreational facility management are maintained, ensuring full compliance across cleanliness, water quality, and pool safety indicators.



7.3 COMMERCIAL (MALLS)

About Ezdan Commercial Portfolio

Ezdan's commercial mall portfolio spans a total built-up area of 228,831 sqm, comprising three strategically located destinations: Ezdan Mall Al Wakra, Ezdan Mall Al Gharrafa, and Ezdan Mall Al Wukair. Together, these malls serve as vibrant retail, leisure, and community hubs, supporting local economic activity while enhancing lifestyle offerings across key residential areas in Qatar.

Ezdan Mall Al Wakra

Ezdan Mall Al Wakra stands as a landmark destination at the heart of the city, widely described as "a beacon of modern shopping and family entertainment." Spanning a total built-up area of 70,539 sqm with a leasable area of 36,188.59 sqm, the mall hosts over 200 retail outlets, making it one of the most vibrant commercial centres in the region.

As Al Wakra's first mall, it combines traditional Arabic architectural elements with modern design, creating a culturally resonant environment. With a diverse tenant mix and community-oriented atmosphere, the mall serves as both a commercial hub and a cultural landmark within Ezdan's portfolio.

Ezdan Mall Al Gharrafa

Recognised as the "Heart of the community", Ezdan Mall Al Gharrafa is one of Qatar's most prominent shopping, leisure, and entertainment destinations. With a total area of 124,688 sqm and a leasable area of 35,619.87 sqm, the mall hosts over 100 retail outlets across three levels of shopping and entertainment.

The mall is distinguished by its central dome atrium, a signature architectural feature that enhances visibility and elevates the visitor experience. It offers extensive parking for up to 2,000 cars and regularly hosts community events, carnivals, and curated activations that reinforce its role as a dynamic and socially engaging hub. With an unmatched brand mix and the presence of Entertainment Venues, Ezdan Mall Al Gharrafa continues to strengthen its reputation as a family-centric, experience-driven destination.



Ezdan Mall Al Wukair

Ezdan Mall Al Wukair is a key component of Al wakra area, located in a fast-growing residential corridor. With a total area of 33,604 sqm and a leasable area of 24,430 sqm, the mall comprises around 130 retail units across eleven two-storey buildings, and it serves as a mixed-use community hub with retail, leisure, and F&B options.

The mall includes essential services such as a hypermarket, medical clinic, offices, kids' play area, restaurants, food court, and mosque. Recognized as an important landmark in the area.

7.3.1 Placemaking and Communities

EZDAN Malls: A Unique Environmental Urban Placemaking

Ezdan's mall portfolio occupies three distinct urban conditions across Qatar, each with its own interconnected social and environmental opportunities, mobility patterns, and community dynamics. These collective advantages shaped the placemaking strategies and impacts that make EZDAN Malls enhance visitor experience as well as deliver long-term environmental impact.

EZDAN Mall Al Wakra sits along a major arterial route within a growing suburban node of Al wakra and benefits from direct metro and bus connectivity, enabling environmental performance to be driven by low-carbon mobility options and early modal-shift interventions. The mall is directly served by three public transport routes, including main Karwa bus services and the Metro Link, with Al Wakra Metro Station (Red Line) located approximately 850 metres away.

The mall anchors community retail and leisure for the surrounding neighbourhood, reinforcing its role in local placemaking and positioning it to generate long-term value as a transit-oriented development. Performance outcomes include an 11.9% year-on-year increase in footfall and revenue.

EZDAN Mall Al Wakra also serves as a community anchor, hosting an average of two community events per month, including religious celebrations, National Day activities, and family-oriented festivals.

EZDAN Mall Al Gharrafa, located in a mature, high-density urban corridor along Al Shamal Road, where a residential/neighbourhood is connected within the Doha/Al Rayyan fringe.

Facing a major expressway (Al Shamal Road) provides it with high accessibility and visibility, thus it experiences large volumes of regional traffic.

The mall's retail strategy prioritises essential services, including hypermarkets, pharmacies, and banking, supporting a 98.56% occupancy rate. By integrating daily-needs retail within the neighbourhood, EZDAN Mall Al Wakra functions as a "15-minute city" node, contributing to reduced long-distance travel and lower Scope 3 transport emissions, supported by 18% of visitors utilising the M134 Metro Link feeder network.

EZDAN Mall Al Wukair is positioned at the heart of a rapidly expanding residential district within the community of Al Wakra and forms part of Qatar's growth zone. The mall operates as a community anchor where environmental performance is linked to localising daily needs, reducing long-distance travel, and shaping sustainable, district-scale growth.

With dedicated bus links and proximity to key growth corridors, the mall acts as a local centre of gravity, supporting daily-needs retail, services, and community amenities. EZDAN Mall Al Wukair maintains 92% occupancy across daily-needs retail categories and provides 18 community-facing service offerings, consolidating essential activities within the locality.

These services include healthcare and wellness facilities, grocery and fresh food retail, personal and household maintenance services, and dining options, enabling residents to fulfil routine needs locally and reducing reliance on longer vehicle journeys.

The mall serves new residential developments within an average distance of less than 1.5 kilometres. Public space utilisation prioritises climate-resilient indoor environments, achieving an 85% - 90% indoor utilisation rate through year-round programming, including family activities, children's zones, wellness initiatives, and daily hypermarket-driven engagement. Outdoor spaces are utilised selectively for specialised community and national initiatives, reflecting a climate-adaptive approach to placemaking.

Together, these malls illustrate how placemaking can be tailored to the specific environmental realities of each locality, whether through shifting mobility behaviours, managing existing environmental pressures, or shaping low-carbon neighbourhood development. This place-specific approach ensures that environmental outcomes are meaningful, measurable, and aligned with Qatar's broader urban sustainability ambitions

7.3.2 User Experience Excellence

EZDAN adopts a structured, transparent, and data-driven approach to assessing and enhancing tenant experience across its malls. Tenant satisfaction is systematically measured through the Retailer Satisfaction Index (RSI) survey, which is distributed to 100% of tenants and achieves an average response rate of 65%. The latest results reflect an overall satisfaction score of 78%, with particularly strong performance in maintenance and service quality at 82%, while the tenant–landlord relationship scored 74%.

Operational responsiveness is a key performance focus, with average complaint resolution times of 4.5 hours for basic issues and 24 hours for standard service requests.

The RSI survey evaluates core experience dimensions, including community engagement, service quality, communication effectiveness, maintenance standards, and the quality of tenant-landlord relationships. Feedback is collected through multiple accessible channels to ensure broad participation, including email (40%), SMS (30%), the online tenant portal (20%), and on-site QR codes (10%). This multi-channel approach supports inclusive engagement and real-time feedback, reinforcing transparent governance practices.

EZDAN operates a continuous, multi-layered feedback system. In addition to the formal RSI survey issued bimonthly (six times per year), daily feedback is captured through service desks and QR codes across mall locations. All inputs are consolidated into monthly analytical reports reviewed by senior management, while complaints and real-time feedback are logged and monitored year-round to ensure prompt action and continuous improvement.

Insights generated from the surveys directly inform a structured Tenant Satisfaction Improvement Program. This program includes regular group feedback workshops with tenants, alongside one-to-one sessions with anchor and priority tenants. These engagements have already driven several enhancement initiatives, including the development of digital engagement applications, the establishment of dedicated tenant service desks, and the integration of sustainability-focused practices within mall operations.

Sustainability-related Tenant Engagement Program

Our current engagement is focused on lease obligations and SOP enforcement. Our plan is for future ESG awareness events, training, and a tenant ESG guide, which are now being planned.



7.3.3 ESG in Lease Contracts

All our leases include Environmental, Social, and Governance (ESG) clauses. This includes collaboration on waste segregation, responsible waste disposal, and utilities metering and consumption targets for chilled water.

Tenants' services are governed by our SOP. It includes general services, such as air quality monitoring, pest control, mall amenities, security, and hygiene standards. In addition to health and well-being measures, such as indoor air quality, daylight in common areas, emergency preparedness, and safety drills.

Our leases also include fit-out Guidelines and SOP that address minimum standards for HVAC, lighting, materials, energy efficiency, and waste management. In addition, 100% of our tenants are benefiting from a fit-out and refurbishment assistance program with sustainable design incentives.

08

01
About the Report

02
Stakeholder Engagement and Materiality

03
Governance and Responsible Business

04
Economic Performance and Impact

05
Social Value Creation: Our People Strategy

06
Environmental Stewardship

07
ESG Integration Across Our Business Lines

Index

8.1 GRI Index
8.2 QSE Index
8.3 SASB Index
8.4 Assurance Letter

INDEX

1.8 GRI INDEX

	GRI content index
Statement of Use	Ezdan Holding has reported in reference to the GRI Standards for the period January 1st 2025 to December 31st of 2025.
GI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	There are no GRI Sector Standards available for the real estate sector.

GRI Standard	Standard Disclosure	Location	Page Number
GRI 2: General Disclosures 2021			
GRI 2	2-1 Organizational details	1.4 About Ezdan Holding	p.14–21
	2-2 Entities included in the organization's sustainability reporting	1.1 Report Parameters	p.6
	2-3 Reporting period, frequency and contact point	1.1 Report Parameters	p.6
	2-4 Restatements of information	No Restatements of Information from Previous Reporting Periods.	This is Ezdan Holding Group's first Annual Sustainability Report, hence no restatements of information from previous reporting periods.
	2-5 External assurance	Assurance Statement	p.200-201
	2-6 Activities, value chain and other business relationships	1.4 About Ezdan Holding 5.4 Responsible Supply Chain	p.14–21 p.96-98
	2-7 Employees	5.1 Human Capital Development & Work Force Composition	p.44–51
	2-8 Workers who are not employees	Not Applicable	
	2-9 Governance structure and composition	3.1 Governance Framework and Board Oversight 3.4 ESG Governance	p.44–51 p.61
	2-10 Nomination and selection of the highest governance body	3.1.5 Nomination Policy	p.51
	2-11 Chair of the highest governance body	3.1 Governance Framework and Board Oversight	p.44–51
	2-12 Role of the highest governance body in overseeing the management of impacts	3.1 Governance Framework and Board Oversight 3.4 ESG Governance	p.44–51 p.61
	2-13 Delegation of responsibility for managing impacts	Information Unavailable	

GRI Standard	Standard Disclosure	Location	Page Number
GRI 2	2-14 Role of the highest governance body in sustainability reporting	3.4 ESG Governance	p.61
	2-15 Conflicts of interest	3.2.1 Conflict of Interest	p.52
	2-16 Communication of critical concerns	3.1 Governance Framework and Board Oversight 5.2.2 Employee Retention & Turnover Analysis 3.2.5 Whistleblowing Policy	p.44–51 p.84-85 p.57
	2-17 Collective knowledge of the highest governance body	Information Unavailable	
	2-18 Evaluation of the performance of the highest governance body	Information Unavailable	
	2-19 Remuneration policies	3.2.3 Remuneration Policy	p.54-55
	2-20 Process to determine remuneration	3.2.3 Remuneration Policy Remuneration And Nomination Committee	p.54-55 p.49
	2-21 Annual total compensation ratio	Information Unavailable	
	2-22 Statement on sustainable development strategy	1.2 Chairman Message	p.8
	2-23 Policy commitments	3.2 Ethics and Business Conduct 5.2.7 Ethical Conduct & Human Rights	p.52-57 p.91-93
	2-24 Embedding policy commitments	3.2 Ethics and Business Conduct 5.2.7 Ethical Conduct & Human Rights	p.52-57 p.91-93
	2-25 Processes to remediate negative impacts	5.2.7 Ethical Conduct & Human Rights	p.93
	2-26 Mechanisms for seeking advice and raising concerns	5.2.7 Ethical Conduct & Human Rights 3.2.5 Whistleblowing Policy	p.93 p.57
	2-27 Compliance with laws and regulations	3.1 Governance Framework and Board Oversight 3.3 Risk, Compliance & Audit	p.44-51 p.58-60
	2-28 Membership associations	Not Applicable	
	2-29 Approach to stakeholder engagement	2.1 Stakeholder Engagement	p.24-29
	2-30 Collective bargaining agreements	Not Applicable	
GRI 3: Material Topics 2021			
GRI 3	3-1 Process to determine material topics	2.2 Material ESG Topics and Prioritization Matrix	P.30–41
	3-2 List of material topics	2.2 Material ESG Topics and Prioritization Matrix	P.41

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			Economic Performance and Impact	p.64
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Economic Performance	4.1 Financial Performance	p.65–67
	201-2 Financial implications and other risks and opportunities due to climate change	Economic Performance	Information Unavailable	
	201-3 Defined benefit plan obligations and other retirement plans	Economic Performance	5.2.6 Comprehensive Benefit Package: Pension Funds & Financial Security	p.90
	201-4 Financial assistance received from government	Economic Performance	Information Unavailable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			1.4 About Ezdan Holding	p.14
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Economic Performance	Information Unavailable	
	202-2 Proportion of senior management hired from the local community	Economic Performance	Information Unavailable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			Economic Performance and Impact	p.64
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Economic Performance	4.3 Indirect Economic Impacts	p.75
	203-2 Significant indirect economic impacts	Economic Performance	Information Unavailable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 5.4 Responsible Supply Chain	p.24-29 p.32–39 p.96
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainable Supply Chain	5.4 Responsible Supply Chain: Supplier Geographic Distribution	p.96
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 3.2 Ethics and Business Conduct	p.24-29 p.32–39 p.52
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Ethics & Business Conduct	3.2.4 Anti-Corruption and Anti-Bribery	p.56
	205-2 Communication and training about anti-corruption policies and procedures	Ethics & Business Conduct	3.2.4 Anti-Corruption and Anti-Bribery 5.2.7 Ethical Conduct & Human Rights	p.56 p.91
	205-3 Confirmed incidents of corruption and actions taken	Ethics & Business Conduct	Information Unavailable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 3.2 Ethics and Business Conduct	p.24-29 p.32–39 p.52
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Ethics & Business Conduct	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics Economic Performance and Impact	p.24-29 p.32–39 p.64
GRI 207: Tax 2019	207-1 Approach to tax	Economic Performance	Information Unavailable	
	207-2 Tax governance, control, and risk management	Economic Performance	Information Unavailable	
	207-3 Stakeholder engagement and management of concerns related to tax	Economic Performance	Information Unavailable	
	207-4 Country-by-country reporting	Economic Performance	Not Applicable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			Environmental Stewardship	p.110
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Sustainable Property Management, Climate Resilience	Not Applicable	
	301-2 Recycled input materials used	Sustainable Property Management, Climate Resilience	Not Applicable	
	301-3 Reclaimed products and their packaging materials	Sustainable Property Management, Climate Resilience	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			Environmental Stewardship	p.110
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainable Property Management, Climate Resilience	6.2 Energy Management	p.120-127
	302-2 Energy consumption outside of the organization	Sustainable Property Management, Climate Resilience	Not Applicable	
	302-3 Energy intensity	Sustainable Property Management, Climate Resilience	6.2 Energy Management	p.120-127
	302-4 Reduction of energy consumption	Sustainable Property Management, Climate Resilience	6.2 Energy Management	p.120-127
	302-5 Reductions in energy requirements of products and services	Sustainable Property Management, Climate Resilience	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			Environmental Stewardship	p.110
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainable Property Management, Climate Resilience, Water Stewardship	6.3 Water Performance	p.128-133
	303-2 Management of water discharge-related impacts	Sustainable Property Management, Climate Resilience, Water Stewardship	Information Unavailable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Sustainable Property Management, Climate Resilience, Water Stewardship	6.3 Water Performance	p.128-133
	303-4 Water discharge	Sustainable Property Management, Climate Resilience, Water Stewardship	Information Unavailable	
	303-5 Water consumption	Sustainable Property Management, Climate Resilience, Water Stewardship	6.3 Water Performance	p.128-133
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32-39
			7.1.3 Sustainable Property Management: Biodiversity and Pesticide-Free Landscaping	p.148
GRI 101: Biodiversity 2024	Disclosure 101-1 Policies to halt and reverse biodiversity loss	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145
	Disclosure 101-2 Management of biodiversity impacts	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145
	Disclosure 101-3 Access and benefit-sharing	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145
	Disclosure 101-4 Identification of biodiversity impacts	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145
	Disclosure 101-5 Locations with biodiversity impacts	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145
	Disclosure 101-6 Direct drivers of biodiversity loss	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145
	Disclosure 101-7 Changes to the state of biodiversity	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145
	Disclosure 101-8 Ecosystem services	Sustainable Property Management	7.1.3 Sustainable Property Management	p.145

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics Environmental Stewardship	p.24-29 p.32–39 p.110
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainable Property Management, Climate Resilience	6.1.1 Calculation Methodology 6.1.2 GHG Results and Analysis	p.110-112 p.113-118
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainable Property Management, Climate Resilience	6.1.1 Calculation Methodology 6.1.2 GHG Results and Analysis	p.110-112 p.113-118
	305-3 Other indirect (Scope 3) GHG emissions	Sustainable Property Management, Climate Resilience	6.1.1 Calculation Methodology 6.1.2 GHG Results and Analysis	p.110-112 p.113-118
	305-4 GHG emissions intensity	Sustainable Property Management, Climate Resilience	6.1.1 Calculation Methodology 6.1.2 GHG Results and Analysis	p.110-112 p.113-118
	305-5 Reduction of GHG emissions	Sustainable Property Management, Climate Resilience	Not Applicable	
	305-6 Emissions of ozone-depleting substances (ODS)	Sustainable Property Management, Climate Resilience	Not Applicable	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainable Property Management, Climate Resilience	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics Environmental Stewardship	p.24-29 p.32–39 p.110
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Property Management, Climate Resilience, Waste to Value (or Waste & Circularity)	6.4 Circularity and Waste	p.133-135
	306-2 Management of significant waste-related impacts	Sustainable Property Management, Climate Resilience, Waste to Value (or Waste & Circularity)	Information Unavailable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 306: Waste 2020	306-3 Waste generated	Sustainable Property Management, Climate Resilience, Waste to Value (or Waste & Circularity)	6.4 Circularity and Waste	p.133-135
	306-4 Waste diverted from disposal	Sustainable Property Management, Climate Resilience, Waste to Value (or Waste & Circularity)	Information Unavailable	
	306-5 Waste directed to disposal	Sustainable Property Management, Climate Resilience, Waste to Value (or Waste & Circularity)	Information Unavailable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			5.4 Responsible Supply Chain	p.96
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain	Information Unavailable	
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain	Information Unavailable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			Social Value Creation: Our People Strategy	p.78
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Capital	5.2.1 Talent Acquisition & Strategic Hiring	p.83
			5.2.2 Employee Retention & Turnover Analysis	p.84
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital	5.2.6 Comprehensive Benefits Package	p.89
	401-3 Parental leave	Human Capital	5.1.5 Supportive Policies & Inclusion Programs	p.81

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics And Prioritization Matrix: Material Topics	p.32–39
			Social Value Creation: Our People Strategy	p.78
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Human Capital	5.2.6 Comprehensive Benefit Package: Operational Change Management	p.91
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			Social Value Creation: Our People Strategy	p.78
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Human Capital, Health & Safety	5.3 Health, Safety & Well-Being	p.94-95
	403-2 Hazard identification, risk assessment, and incident investigation	Human Capital, Health & Safety	5.3 Health, Safety & Well-Being	p.94-95
	403-3 Occupational health services	Human Capital, Health & Safety	5.3 Health, Safety & Well-Being	p.94-95
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Capital, Health & Safety	Information Unavailable	
	403-5 Worker training on occupational health and safety	Human Capital, Health & Safety	Information Unavailable	
	403-6 Promotion of worker health	Human Capital, Health & Safety	Information Unavailable	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital, Health & Safety	Information Unavailable	
	403-8 Workers covered by an occupational health and safety management system	Human Capital, Health & Safety	Information Unavailable	
	403-9 Work-related injuries	Human Capital, Health & Safety	Information Unavailable	
	403-10 Work-related ill health	Human Capital, Health & Safety	Information Unavailable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics Social Value Creation: Our People Strategy	p.24-29 p.32–39 p.78
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital	5.2.3 Training Programs & Upskilling	p.86
	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital	5.2.3 Training Programs & Upskilling	p.86
	404-3 Percentage of employees receiving regular performance and career development reviews	Human Capital	5.2.4 Performance Management & Career Development	p.88
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics Social Value Creation: Our People Strategy	p.24-29 p.32–39 p.78
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human Capital	3.1.1 Board of Directors 5.1.2 Workforce Diversity by Nationality 5.1.5 Supportive Policies & Inclusion Programs	p.44, 45 p.79 p.81
	405-2 Ratio of basic salary and remuneration of women to men	Human Capital	5.1.6 Gender Pay Equality	p.82
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics Social Value Creation: Our People Strategy	p.24-29 p.32–39 p.78
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Capital	5.2.7 Ethical Conduct and Human Rights: Non-Discrimination & Anti-Harassment	p.92

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			3.2 Ethics and Business Conduct	p.52
			Social Value Creation: Our People Strategy	p.78
			5.4 Responsible Supply Chain	p.96
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Capital, Ethics & Business Conduct, Sustainable Supply Chain	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			3.2 Ethics and Business Conduct	p.52
			Social Value Creation: Our People Strategy	p.78
			5.4 Responsible Supply Chain	p.96
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Capital, Ethics & Business Conduct, Sustainable Supply Chain	Information Unavailable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			3.2 Ethics and Business Conduct	p.52
			Social Value Creation: Our People Strategy	p.78
			5.4 Responsible Supply Chain	p.96
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Capital, Ethics & Business Conduct, Sustainable Supply Chain	Information Unavailable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 3.2 Ethics and Business Conduct Social Value Creation: Our People Strategy	p.24-29 p.32–39 p.52 p.78
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Capital, Ethics & Business Conduct	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 3.2 Ethics and Business Conduct	p.24-29 p.32–39 p.52
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Ethics & Business Conduct	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 5.6 Social Responsibility & Community Investment	p.24-29 p.32–39 p.102
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social Responsibility/Community Investment	5.6 Social Responsibility & Community Investment	p.102-105
	413-2 Operations with significant actual and potential negative impacts on local communities	Social Responsibility/Community Investment	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 5.4 Responsible Supply Chain	p.24-29 p.32–39 p.96
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain	Information Unavailable	
	414-2 Negative social impacts in the supply chain and actions taken	Sustainable Supply Chain	Information Unavailable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 3.2 Ethics and Business Conduct	p.24-29 p.32–39 p.52
GRI 415: Public Policy 2016	415-1 Political contributions	Ethics & Business Conduct	Not Applicable	
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 5.3 Health, Safety & Wellbeing: Customer Health & Safety	p.24-29 p.32–39 p.95
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Health & Safety	Information Unavailable	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Health & Safety	Information Unavailable	
GRI: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics And Prioritization Matrix: Material Topics 5.5 Responsible Communication	p.24-29 p.32–39 p.99
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Ethics & Business Conduct	Information Unavailable	
	417-2 Incidents of non-compliance concerning product and service information and labeling	Ethics & Business Conduct	5.5 Responsible Communication	p.99
	417-3 Incidents of non-compliance concerning marketing communications	Ethics & Business Conduct	5.5 Responsible Communication	p.99
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement 2.2 Material ESG Topics and Prioritization Matrix: Material Topics 5.7 Digitalization Enablement	p.24-29 p.32–39 p.105
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy & Security	Information Unavailable	

GRI Standard	Standard Disclosures	Material Topic	Location	Page Number
Material Topic: Placemaking & Communities				
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 STAKEHOLDER ENGAGEMENT	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			7.1.1 Placemaking & Communities	p.138
Material Topic: Risk, Compliance & Audit				
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			3.3 Risk, Compliance & Audit	p.58
Material Topic: User Experience				
3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			7.1.4 User Experience Excellence	p.150
Material Topic: Responsible Tenant & Leasing Management				
			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics and Prioritization Matrix: Material Topics	p.32–39
			7.1.2 Responsible Tenants & Leasing Management	p.144
Material Topic: ESG Governance				
GRI 3: Material Topics 2021: 3-3 Management of material topics			2.1 Stakeholder Engagement	p.24-29
			2.2 Material ESG Topics And Prioritization Matrix: Material Topics	p.32–39
			3.4 ESG Governance	p.61

8.2 QATAR STOCK EXCHANGE ESG PERFORMANCE INDICATORS

Environment Metrics	2025
Does the company publish and follow an environmental policy?	Yes
Energy used (GJ/employee)	N/A
Specify the primary source of energy used by the company	Electricity (KAHRAMAA grid + generators)
Total amount of energy used (GJ)	Residential: 65,681,393 kWh, Hotels (West Bay): 35,931,322 kWh, Hotels (Palace): 12,704,421 kWh, Malls: 39,648,821 kWh.
Total greenhouse gas emissions (tonnes)	308,523 (Scope 1: 61,983; Scope 2: 110,768; Scope 3: 135,772)
Total waste produced (kg, m^3)	Residential: 671,454 m^3; Hotels (West Bay): 882,002 kg; Hotels (Palace): 363,354 kg; Malls: 18,000 m^3
Total water use (m^3)	Residential: 2,459,174.90; Hotels (West Bay): 337,272; Hotels (Palace): 47,932; Malls: 166,555

Social Metrics	
Average hours of training per employee	Female: 4.1; Male: 4
Disclosure and adherence to a Human Rights Policy?	No
Does the company prohibit the use of child or forced labor throughout the supply chain?	Yes
Does the company publish and follow a policy for occupational and global health issues?	Yes
Employee turnover rate (%)	6.13%
Employee wages & benefits	60,588 QAR
Nationalization rate (%)	Ezdan actively engages with Qatari job seekers

Social Metrics	
Number of grievances about human rights issues filed, addressed and resolved	100% of Human Rights Grievances were Resolved
Pre-tax profits invested in the community (%)	2.3%
Spending on locally-based suppliers (%)	97.34%
Total number of injuries and fatal accidents (contractors)	0
Total number of injuries and fatal accidents (employees and contractors)	an average of 2-3 occupational injuries per year. During 2025, there were no recorded fatalities
Total number of injuries and fatal accidents (employees)	an average of 2-3 occupational injuries per year. During 2025, there were no recorded fatalities
Total workforce (FTE)	1,967 employees
Women in the workforce (%)	12.17 %

Corporate Governance Metrics	
CEO pay ratio	N/A
Disclosure of the voting results of the latest AGM.	Yes
Does the company publish and follow a Bribery/ Anti-Corruption Code?	Yes
Does the company publish and follow an Ethics Code of Conduct?	Yes
Executive compensation linked to performance indicators.	Yes
Female directors on the board (%)	0
Independent directors on the board (%)	43% (3 of 7)
Median male salary to median female salary	1:1 (basic salary)
Role separation of Chairman and CEO.	Yes (Chairman is Non-Executive)
Sustainability report published.	Yes

8.3 SASB INDEX

Sustainability Disclosure Topics & Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Reference
Energy Management	Energy consumption data coverage as a percentage of floor area, by property subsector	Quantitative	Percentage (%) by floor area (ft^2)	IF0402-01	120–126
	Total energy consumed by portfolio area with data coverage, percentage grid electricity, and percentage renewable, each by property subsector	Quantitative	Gigajoules (GJ), Percentage (%)	IF0402-02	120–126
	Like-for-like change in energy consumption of portfolio area with data coverage, by property subsector	Quantitative	Percentage (%) by gigajoules (GJ)	IF0402-03	120–126
	Percentage of eligible portfolio that (1) has obtained an energy rating and (2) is certified to ENERGY STAR®, by property subsector	Quantitative	Percentage (%) by floor area (ft^2)	IF0402-04	120–126
	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Discussion and Analysis	n/a	IF0402-05	120–126
Water Management	Water withdrawal data coverage as a percentage of total floor area and percentage in regions with High or Extremely High Baseline Water Stress, each by property subsector	Quantitative	Percentage (%) by floor area (ft^2)	IF0402-06	128-133
	Total water withdrawn by portfolio area with data coverage and percentage in regions with High or Extremely High Baseline Water Stress, each by property subsector	Quantitative	Cubic meters (m^3), Percentage (%)	IF0402-07	N/A
	Like-for-like change in water withdrawn for portfolio area with data coverage, by property subsector	Quantitative	Percentage (%) by cubic meters (m^3)	IF0402-08	128-133
	Discussion of water management risks and description of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	IF0402-09	N/A
Management of Tenant Sustainability Impacts	Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and associated leased floor area, by property subsector	Quantitative	Percentage (%) by floor area (ft^2), Square feet (ft^2)	IF0402-10	145-147
	Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property subsector	Quantitative	Percentage (%) by floor area (ft^2)	IF0402-11	145-147
	Description of approach to measuring, incentivizing, and improving sustainability impacts of tenants	Discussion and Analysis	n/a	IF0402-12	145-147
Climate Change Adaptation	Area of properties located in FEMA Special Flood Hazard Areas or foreign equivalent, by property subsector	Quantitative	Square feet (ft^2)	IF0402-13	N/A
	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Discussion and Analysis	n/a	IF0402-14	N/A

Activity metrics

Activity Metric	Category	Unit of Measure	Code	Reference
Number of assets, by property subsector[10]	Quantitative	Number	IF0402-A	N/A
Leasable floor area, by property subsector[11]	Quantitative	Square feet (ft^2)	IF0402-B	138-139
Percentage of indirectly managed assets, by property subsector[12]	Quantitative	Percentage (%) by floor area (ft^2)	IF0402-C	N/A
Average occupancy rate, by property subsector[13]	Quantitative	Percentage (%)	IF0402-D	N/A

8.4 ASSURANCE LETTER

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Independent Assurance Statement to Ezdan Holding Group

FBRH Consultants Ltd (FBRH Consultants) was engaged by Ezdan Holding Group to provide independent limited assurance over the presentation of information in its **2025 Sustainability Report** (the Report), covering the period from **1st January 2025 to 31st December 2025**.

FBRH Consultants is an independent provider of sustainability assurance services and has not carried out any other work for Ezdan Holding Group during the reporting period that could affect our independence or objectivity.

Engagement Summary

- **Scope of the engagement:**
  To assess whether the Report is presented with reference to the **GRI Sustainability Reporting Standards** (GRI Standards), specifically ensuring that the disclosures and information listed in **Appendix I** have been appropriately presented.
- **Reporting criteria:**
  The GRI Sustainability Reporting Standards (2021 update)
- **Assurance standard:**
  International Standard on Assurance Engagements (ISAE) 3000 (Revised),
- **Assurance level:**
  Limited assurance
- **Responsibilities:**

Ezdan Holding Group is responsible for the preparation of the Report and the collection and presentation of the information within it. FBRH Consultants' responsibility is to express a limited assurance conclusion based on the scope of work described above.

Our Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention to suggest that the information and disclosures, as defined in the scope of our engagement, have not been presented with reference to the GRI Standards.

Work Performed

Our assurance work was conducted in accordance with ISAE 3000 (Revised) and involved the following activities:

- Review of the final version of the Report to confirm that the required disclosures, as per the GRI Standards, have been presented appropriately;
- Evaluation of the structure and content of the Report for consistency with GRI requirements;
- Examination of the GRI content index and cross-checking of selected disclosures to ensure that references are correctly aligned;

We did not verify the accuracy of data or perform data sampling or site visits. Our work did not include assurance of performance metrics or quantitative data.

Limitations

This assurance engagement was limited to a review of the presentation of information with reference to the GRI Standards and did not include verification of underlying data or assessment of the effectiveness of management systems or internal controls. The inherent limitations of assurance engagements and the use of sampling and selective review methods mean that absolute assurance cannot be provided.

Simon Pitsillides MBA, FCIM, FIEMA
GRI Nominated Trainer, IEMA Trainer
GRI Certified Sustainability Professional
FBRH Consultants Ltd, London, UK

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Appendix I: Scope of our assurance engagement

General Disclosures	
Disclosure #	**Disclosure Title**
2-1	Organizational details
2-2	Entities included in the organization's sustainability reporting
2-3	Reporting period, frequency and contact point
2-4	Restatements of information
2-5	External assurance
2-6	Activities, value chain and other business relationships
2-7	Employees
2-8	Workers who are not employees
2-9	Governance structure and composition
2-10	Nomination and selection of the highest governance body
2-11	Chair of the highest governance body
2-12	Role of the highest governance body in overseeing the management of impacts
2-13	Delegation of responsibility for managing impacts
2-14	Role of the highest governance body in sustainability reporting
2-15	Conflicts of interest
2-16	Communication of critical concerns
2-17	Collective knowledge of the highest governance body
2-18	Evaluation of the performance of the highest governance body
2-19	Remuneration policies
2-20	Process to determine remuneration
2-21	Annual total compensation ratio
2-22	Statement on sustainable development strategy
2-23	Policy commitments
2-24	Embedding policy commitments
2-25	Processes to remediate negative impacts
2-26	Mechanisms for seeking advice and raising concerns
2-27	Compliance with laws and regulations
2-28	Membership associations
2-29	Approach to stakeholder engagement
2-30	Collective bargaining agreements

Requirements	**Title**
GRI 1	Foundation 2021

Disclosures	**Disclosure Title**
3-1	Process to determine material topics
3-2	List of material topics
3-3	Management of material topics

Topic-Specific Disclosures

Disclosure #	**Disclosure Title**
GRI 201-1	Direct economic value generated and distributed
GRI 201-2	Financial implications and other risks and opportunities due to climate change
GRI 201-3	Defined benefit plan obligations and other retirement plans
GRI 201-4	Financial assistance received from government
GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage
GRI 202-2	Proportion of senior management hired from the local community
GRI 203-1	Infrastructure investments and services supported
GRI 203-2	Significant indirect economic impacts
GRI 204-1	Proportion of spending on local suppliers
GRI 205-1	Operations assessed for risks related to corruption
GRI 205-2	Communication and training about anti-corruption policies and procedures
GRI 205-3	Confirmed incidents of corruption and actions taken
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices
GRI 207-1	Approach to tax
GRI 207-2	Tax governance, control, and risk management
GRI 207-3	Stakeholder engagement and management of concerns related to tax
GRI 207-4	Country-by-country reporting
GRI 301-1	Materials used by weight or volume
GRI 301-2	Recycled input materials used
GRI 301-3	Reclaimed products and their packaging materials
GRI 302-1	Energy consumption within the organization
GRI 302-2	Energy consumption outside of the organization
GRI 302-3	Energy intensity
GRI 302-4	Reduction of energy consumption
GRI 302-5	Reductions in energy requirements of products and services
GRI 303-1	Interactions with water as a shared resource
GRI 303-2	Management of water discharge-related impacts
GRI 303-3	Water withdrawal
GRI 303-4	Water discharge
GRI 303-5	Water consumption
GRI 101-1	Policies to halt and reverse biodiversity loss
GRI 101-2	Management of biodiversity impacts
GRI 101-3	Access and benefit-sharing
GRI 101-4	Identification of biodiversity impacts
GRI 101-5	Locations with biodiversity impacts
GRI 101-6	Direct drivers of biodiversity loss
GRI 101-7	Changes to the state of biodiversity
GRI 101-8	Ecosystem services
GRI 305-1	Direct (Scope 1) GHG emissions
GRI 305-2	Energy indirect (Scope 2) GHG emissions
GRI 305-3	Other indirect (Scope 3) GHG emissions
GRI 305-4	GHG emissions intensity
GRI 305-5	Reduction of GHG emissions
GRI 305-6	Emissions of ozone-depleting substances (ODS)
GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
GRI 306-1	Waste generation and significant waste-related impacts
GRI 306-2	Management of significant waste-related impacts
GRI 306-3	Waste generated
GRI 306-4	Waste diverted from disposal
GRI 306-5	Waste directed to disposal
GRI 308-1	New suppliers that were screened using environmental criteria
GRI 308-2	Negative environmental impacts in the supply chain and actions taken
GRI 401-1	New employee hires and employee turnover
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
GRI 401-3	Parental leave
GRI 402-1	Minimum notice periods regarding operational changes
GRI 403-1	Occupational health and safety management system
GRI 403-2	Hazard identification, risk assessment, and incident investigation
GRI 403-3	Occupational health services
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety
GRI 403-5	Worker training on occupational health and safety
GRI 403-6	Promotion of worker health
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
GRI 403-8	Workers covered by an occupational health and safety management system
GRI 403-9	Work-related injuries
GRI 403-10	Work-related ill health
GRI 404-1	Average hours of training per year per employee
GRI 404-2	Programs for upgrading employee skills and transition assistance programs
GRI 404-3	Percentage of employees receiving regular performance and career development reviews
GRI 405-1	Diversity of governance bodies and employees
GRI 405-2	Ratio of basic salary and remuneration of women to men
GRI 406-1	Incidents of discrimination and corrective actions taken
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor
GRI 410-1	Security personnel trained in human rights policies or procedures
GRI 411-1	Incidents of violations involving rights of indigenous peoples
GRI 413-1	Operations with local community engagement, impact assessments, and development programs
GRI 413-2	Operations with significant actual and potential negative impacts on local communities
GRI 414-1	New suppliers that were screened using social criteria
GRI 414-2	Negative social impacts in the supply chain and actions taken
GRI 415-1	Political contributions
GRI 416-1	Assessment of the health and safety impacts of product and service categories
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services
GRI 417-1	Requirements for product and service information and labeling
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling
GRI 417-3	Incidents of non-compliance concerning marketing communications
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data

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