

ESG²⁴ REPORT²⁵

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CHAPTER 1

INTRODUCTION



About this Report



Message from the Chairman



Message from the Executive Chairman





ABOUT THIS REPORT

DIEZ is committed to advancing sustainable growth across our operations and contributing positively to society and the environment. This ESG Report presents the Environmental, Social, and Governance (ESG) performance of the Dubai Integrated Economic Zones Authority (DIEZ) for the reporting period of January 1, 2024, to December 31, 2025. The report has been prepared in alignment with the Global Reporting Initiative (GRI) Standards, ensuring transparency, comparability, and accountability in line with internationally recognized best practices.

Our disclosures reflect the principles of materiality, stakeholder inclusiveness, ESG context, and completeness, as outlined by GRI. The content of this report is based on a comprehensive materiality assessment that identifies the most significant ESG topics for our business and stakeholders.

In addition, this report demonstrates our commitment to the United Nations Sustainable Development Goals (UN SDGs) by mapping our initiatives and performance to relevant SDGs that align with our strategic priorities and the UAE's ESG agenda. Visual indicators of the SDGs are included throughout the report to clearly show the way our actions contribute to global goals.

Unless otherwise stated, all data and information pertain to DIEZ's operations under an operational control boundary and exclude our subsidiaries and the Dubai CommerCity (DCC) joint venture. Greenhouse gas (GHG) emissions are reported for Scope 1 and Scope 2, while Scope 3 emissions are excluded from this reporting period. Financial figures are reported in United Arab Emirates Dirham (AED), and environmental and social data are presented using internationally accepted measurement units. The GRI Content Index for this report is available on page 81, providing a detailed reference to all disclosures in line with GRI Standards.

The preparation of this report is guided by DIEZ's ESG governance structure. Data collection and validation are managed across business units and departments under the oversight of the DIEZ ESG Team, ensuring accuracy and consistency.

For questions, feedback, or further information about this report, please contact:
[diez.esg@diez.ae]

CHAIRMAN'S MESSAGE



H.H. SHEIKH AHMED BIN SAEED AL MAKTOUM

*Chairman, Dubai Integrated
Economic Zones Authority (DIEZ)*

Dubai's remarkable transformation has been guided by a clear vision: to build an economy that is globally competitive, forward-looking, and capable of adapting to the opportunities and challenges of a rapidly changing world. Today, ESG is an essential part of that vision, shaping how we design our cities, grow our industries, and create long-term value.

The Dubai Integrated Economic Zones Authority (DIEZ) plays an important role in advancing the ambitions of the Dubai Economic Agenda (D33) and supporting the UAE's broader development priorities under We are the UAE 2031, the UAE Net Zero 2050 Strategic Initiative, and the UAE Centennial 2071 vision. Through its integrated ecosystem, DIEZ continues to create an environment where businesses can grow, innovate, and contribute to a more sustainable and diversified economy.

This report represents an important milestone for DIEZ. It reflects our commitment to embedding ESG into the way we think, plan, and operate. More importantly, it demonstrates our belief that economic progress and sustainable development go hand in hand.

Over the past two years, DIEZ has continued to build the foundations for this progress. Across its three economic zones: Dubai Airport Freezone, Dubai Silicon Oasis, and Dubai CommerCity, technology, innovation, and collaboration have helped create more efficient infrastructure, stronger communities, and enhanced opportunities for businesses to thrive. These efforts support the wider aspirations of Dubai and the UAE, including the nation's commitment to economic diversification, innovation leadership, and sustainable development.

What gives me the greatest confidence for the future is the strength of our people and our partnerships. The achievements outlined in this report have been made possible through the dedication of DIEZ's employees, the confidence of its customers, and the support of its partners and stakeholders. Together, they represent a shared commitment to building a future that is both economically successful and environmentally and socially responsible.

I would like to express my sincere appreciation to everyone who has contributed to this journey. Together, we will continue to unlock new opportunities, drive progress, and support the sustainable development of Dubai and the United Arab Emirates.

EXECUTIVE CHAIRMAN'S MESSAGE



"At DIEZ, we see ESG as fundamental to shaping the future of our economic zones and contributing to Dubai's vision for a more sustainable and resilient economy, in alignment with the UAE's Net Zero ambitions. The actions we took in 2024–2025 marked the formal beginning of this journey."

H.E. DR. MOHAMMED AL ZAROONI

Executive Chairman, Dubai Integrated Economic Zones Authority (DIEZ)

At the Dubai Integrated Economic Zones Authority (DIEZ), we are committed to creating long-term, sustainable value through the responsible and future-focused development of our economic zones – Dubai Airport Freezone, Dubai Silicon Oasis, and Dubai CommerCity.

As a key enabler of Dubai's economic diversification and innovation agenda, ESG is embedded in how we plan, operate, and deliver value across our integrated ecosystem, aligned with the UAE's Net Zero by 2050 strategic initiative and the nation's climate commitments.

This report marks an important milestone as DIEZ's first ESG disclosure, and the formal kick-off of ESG across the organization. It reflects our commitment to aligning with national ESG priorities, supporting Dubai's Economic Agenda (D33), and contributing to the UAE's transition towards a low-carbon, resilient, and inclusive economy.

In 2025, we took a decisive step forward by establishing our ESG Strategy and ESG Policy, translating national ambitions into a structured and actionable framework across our operations. This represents the beginning of a more systematic journey, where we are strengthening governance through clearly defined roles, responsibilities, and accountability mechanisms to support consistent and transparent implementation across our three economic zones.

During the reporting period, we made tangible progress across our environmental, social, and governance priorities. We expanded our renewable energy footprint, reaching over 6.3 GWh of solar generation in 2025, while continuing to enhance energy efficiency across our assets through targeted optimization initiatives. At the same time, we advanced sustainable infrastructure, digital transformation, and resource efficiency measures, contributing to improved operational performance and more resilient infrastructure across our zones.

We also continued to strengthen our social impact by enhancing customer experience, maintaining high standards of health and safety, and investing in our people. Our digital platforms, loyalty programs, and data-driven initiatives have improved service delivery and engagement, while our workforce development efforts and strong Emiratisation levels reflect our commitment to national priorities and long-term talent ESG.

Governance remains a key enabler of our progress. During the year, we reinforced our governance framework through enhanced mandates, a strengthened Delegation of Authority structure, and the implementation of enterprise-wide risk, compliance, and digital governance systems. These efforts support disciplined decision-making, regulatory compliance, and organizational resilience as we continue to grow.

Our approach remains closely aligned with the strategic direction of the Investment Corporation of Dubai (ICD), as well as the broader ESG ambitions of Dubai and the UAE. We will continue to work in close coordination with ICD and relevant stakeholders to support national priorities, including sustainable economic growth, energy efficiency, and climate action.

While we are encouraged by the progress achieved, this report represents a starting point. Looking ahead, we will focus on strengthening ESG implementation, enhancing governance structures, and scaling our impact across our economic zones in a measured and responsible manner.

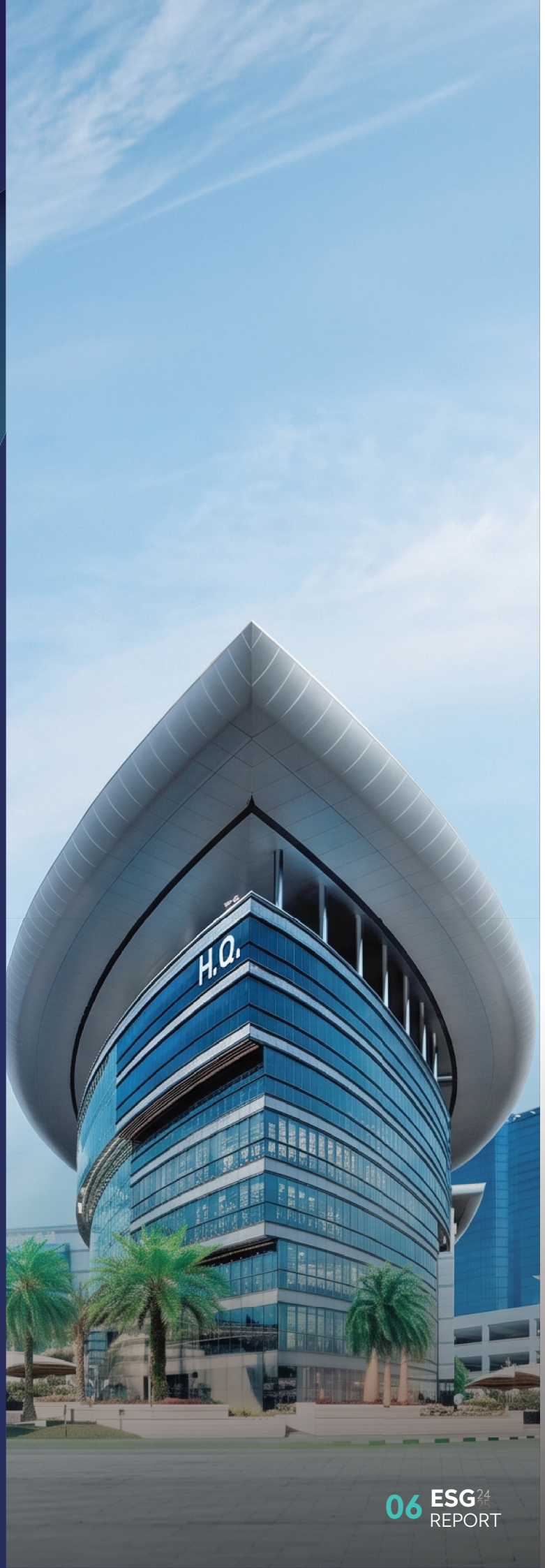
We extend our appreciation to our employees, customers, partners, and stakeholders for their continued trust and collaboration. Together, we will continue to contribute to Dubai's and the UAE's sustainable development objectives, while creating long-term value for all.

CHAPTER 2

ABOUT DIEZ



Organizational Overview



ABOUT DIEZ



Established in 2021, we consolidate and integrate the products and services of three of Dubai's most strategic free zones: Dubai Airport Freezone (DAFZ), Dubai Silicon Oasis (DSO), and Dubai CommerCity (DCC). This integration reflects the Emirate's forward-looking vision to strengthen its position as a global hub for trade, technology, and innovation. Within these specialized zones, we offer a seamless ecosystem that supports businesses across diverse sectors and continues to elevate Dubai's global competitiveness while contributing to the objectives of the Dubai Economic Agenda (D33).

Today, DIEZ is home to over 56,000 registered companies operating across more than 20 industries, underscoring our pivotal role in driving Dubai's economic diversification and global competitiveness. With a gross leasable area of 23.5 million square feet, encompassing premium office spaces, residential communities, retail hubs, leisure parks, and educational institutions, our economic zones provide an integrated environment where businesses and communities thrive.

As a key contributor to Dubai's economy, DIEZ recorded its highest-ever non-oil trade performance in 2025, with total trade reaching AED 491 billion, representing a 46% increase compared to 2024 and marking its fifth consecutive year of growth. DIEZ contributed 16% of Dubai's total non-oil trade, while trade volumes increased by 50% to 667,800 tonnes, reflecting sustained growth in commercial activity, logistics, and global trade flows. Supported by a workforce of 492 employees in 2024 and 497 employees in 2025, DIEZ continues to enable investment, innovation, and international trade, reinforcing Dubai's position as a leading global business and logistics hub.

DIEZ is chaired by H.H. Sheikh Ahmed bin Saeed Al Maktoum, whose vision emphasizes collaboration, resilience, and forward-thinking strategies. Under his guidance, we have adopted an organizational model that centralizes policymaking and shared services across our economic zones. This structure ensures operational consistency, promotes sustainable practices, and reinforces DIEZ's role as a key enabler of Dubai's long-term economic vision.

Our purpose highlights our commitment to "enable businesses, enhance lives, and foster a vibrant economy." Our aspiration is to "open a new world of infinite economic opportunities," guided by our core institutional values of Togetherness, Passion, Affinity, Customer Success, and Future Focus, which drive collaboration, innovation, and long-term value creation.

AED 491 billion
total non-oil trade

46% year-on-year
growth in total trade

16% contribution to
Dubai's non-oil trade

667,800 tonnes
of goods traded (50%
increase vs. 2024)

56,000+ registered
companies

20+ industries
supported

23.5 million sq. ft.
gross leasable area

OUR ECONOMIC ZONES

At DIEZ, we oversee three integrated economic zones, each with a distinct sectoral focus yet unified by Dubai's strategic location and pro-business regulatory framework. Together, these zones form a seamless ecosystem that supports commerce, technology, and logistics.

01 DUBAI AIRPORT FREEZONE (DAFZ)

DAFZ is one of the world's most dynamic free zones, strategically located adjacent to Dubai International Airport (DXB) and serves as a gateway for aviation, logistics, and international trade. Business operations within DAFZ benefit from advanced infrastructure, streamlined customs and cargo handling, and a tax-free environment that enables operational efficiency and global expansion.

03 DUBAI COMMERCITY (DCC)

DCC is the region's first free zone dedicated to digital commerce, serving as a gateway for e-commerce businesses targeting the Middle East, Africa, and South Asia. Launched with a \$1 billion investment and spanning 2.1 million square feet, DCC provides a specialized ecosystem for regional and international e-commerce businesses. Located near DXB airport, it offers unparalleled access to a consumer market of over 2 billion people within a four-hour flight radius.

DCC's infrastructure includes smart warehouses, fulfillment centers, and flexible office spaces designed for online retail operations. It offers end-to-end logistics support, from strategy consulting and digital marketing services to last-mile delivery solutions, making it a one-stop hub for any company looking to capitalize on the region's rapid e-commerce growth.

02 DUBAI SILICON OASIS (DSO)

Founded in 2005, DSO is a special economic zone dedicated to knowledge, and innovation, spanning 7.2 million square meters. It combines advanced commercial infrastructure with residential communities and educational institutions, creating a vibrant mixed-use environment for more than 90,000 residents and professionals. Today, DSO supports the objectives of the Dubai 2040 Urban Master Plan by fostering innovation-led urban development, smart city solutions, and sustainable economic growth. DSO plays a central role in advancing Dubai's Smart City ambitions, hosting global technology leaders alongside startups and SMEs driving high-tech innovation.

DSO's commitment to community and talent development is reflected in its healthcare and education ecosystem, anchored by Fakeeh University Hospital and the Rochester Institute of Technology – Dubai (RIT Dubai) campus.

Furthering its role as a living laboratory for smart city innovation, DSO is home to Dubai Digital Park (DDP), the region's first smart city project. DDP offers smart services on a unified platform, from energy management to autonomous transport. DSO also features a dedicated drone testing corridor under Dubai's Program to Enable Drone Transportation, reinforcing its commitment to emerging technologies and public-private partnerships that enhance quality of life.

STRATEGIC INITIATIVES AND PLATFORMS

Beyond core economic zones, we have developed several strategic initiatives that enhance our value proposition and support Dubai's wider economic and innovation goals.



ORASEYA CAPITAL

As DIEZ's investment arm, Oraseya Capital is dedicated to fueling innovation and entrepreneurship across high-impact sectors. It manages a venture fund of AED 500 million to support tech startups from pre-seed to Series B stages. Oraseya's mission aligns with the UAE's national goal of developing 20 unicorns by 2031, making it a key driver of the next generation of billion-dollar companies. By providing an ecosystem comprised of mentorship, networking, and strategic guidance, Oraseya helps startups navigate their growth journeys.

Oraseya cultivates a collaborative environment where entrepreneurs can refine their business models and accelerate their path to success such as the leading SANDBOX program, a five-month accelerator that identifies and nurtures promising early-stage companies.



DUBAI TECHNOLOGY ENTREPRENEUR CAMPUS (Dtec)

Dtec is the largest technology hub and coworking space in the MENA region, wholly owned by DIEZ. Spanning 10,000 square meters of creatively designed space, Dtec hosts an integrated startup ecosystem comprising hundreds of tech entrepreneurs, startups, and SMEs from across the globe. It offers flexible company setup packages, coworking facilities, acceleration programs, and corporate innovation labs, serving as an integrated platform for aspiring tech founders to launch and scale their ventures.

SCALITY

Scality, an initiative of DIEZ, is an innovative business setup program designed to help local, regional, and global tech startups establish and scale their operations in the region. Operating on a subscription-based “pay as you grow” model, Scality bundles office leasing, licensing, and essential services into a per-employee monthly fee. This flexible structure significantly lowers upfront costs and minimizes bureaucratic complexity, enabling companies to scale seamlessly, adding employees and space as needed without financial strain.

Scality also delivers integrated solutions to common startup challenges by connecting entrepreneurs to talent pools, facilitating networking opportunities, and offering platforms to showcase innovations to potential partners and investors.



TRADELING

Tradeling, the B2B e-commerce arm of DIEZ, is a digital marketplace for business-to-business (B2B) transactions, incubated under the Dubai 10X initiative. The platform connects global suppliers with markets across the Middle East, unlocking new trade opportunities through a streamlined online interface. Since its launch, Tradeling has demonstrated robust growth, now listing hundreds of thousands of products across 13 vertical sectors including food and beverage, office supplies, electronics, and building materials.

Tradeling operates with an agile startup approach and uses advanced technologies to facilitate B2B commerce. It supports Dubai's economic diversification toward digital trade and aligns with the emirate's focus on e-commerce and smart services. By providing a virtual marketplace, the platform expands the reach of local businesses and attracts international sellers to use Dubai as a distribution base. Its digital model also reduces reliance on paper-based processes and physical

HALAL TRADE AND MARKETING CENTER (HTMC)

The Halal Trade and Marketing Center (HTMC) is an initiative of DIEZ headquartered in DAFZ, established, to serve as a global hub for the halal industry. It offers companies market intelligence, halal compliance guidance, and business matchmaking services. HTMC's mission is to boost halal trade regionally and internationally, supporting the growth of the Islamic economy as a core pillar of Dubai's diversification efforts.

HTMC provides a platform for halal-focused manufacturers, suppliers, distributors, and retailers to expand their market presence. It also strengthens Dubai's role in the global halal supply chain, tapping into a market of over 1.8 billion Muslim consumers worldwide.

CHAPTER 3

ESG APPROACH



ESG Statement



ESG Performance Highlights



ESG Governance Structure



ESG Integration



Materiality Assessment



Stakeholder Engagement



Alignment with International and National Standards





ESG STATEMENT

Anchored in our values and sound governance, we integrate ESG considerations across all our operations throughout our value chain. Our approach is aligned with UAE's national agendas including UAE Vision 2031, the UAE Green Agenda 2015–2030, the UAE Energy Strategy 2050, the UAE Climate Change / Net Zero 2050 Strategy and the Dubai Integrated Energy Strategy. We remain committed to empowering our people, safeguarding the environment, and upholding integrity in everything we do. Through a culture of innovation and collaboration, we continue to advance DIEZ's ambition of being a future-ready ecosystem enabler that delivers long-term impact and meaningful value for our customers, employees, partners, and communities.

Our ESG strategy reflects our role as a key contributor to Dubai's and the UAE's economic transformation. Through our ESG Strategy, built around three strategic pillars Sustain What Matters, Lead with Care, and Accelerate Impact, we translate national ambitions into practical action across all our business units responsible for operations and management of our designated free zones, our partnerships, and our people. These pillars guide us in cultivating business environments that are resource-efficient, digitally advanced, and inclusive, while supporting responsible growth for the thousands of companies and professionals that rely on DIEZ as their strategic partner.

We view ESG as a catalyst for innovation, resilience and competitiveness. By championing green investments, sustainable infrastructure, and supporting future-focused industries, we strengthen DIEZ's position at the forefront of sustainable economic development. Our ESG focus areas are reinforced by clear targets and robust governance mechanism to ensure that our progress remains measurable, transparent, and aligned with the UAE's priorities.

ESG PERFORMANCE HIGHLIGHTS

This section highlights DIEZ's key environmental, social, and governance achievements during the reporting period. It provides a concise overview of progress against strategic priorities and demonstrates measurable impact aligned with national agendas and international best practices.

ENVIRONMENTAL HIGHLIGHTS

6.37 GWh

solar generated in 2025

31.8 GWh

cumulative solar generation since 2017

~16,273 tCO₂

avoided through Techno Hub 3, 4 and 5 solar projects

Up to **37%**

energy savings achieved at The NEST through AI, automation and digital-twin integration

8%

decrease in water consumption YoY across DAFZ and DSO

~1.8 million kWh

saved annually through Demand Flow optimization at Dubai Digital Park district cooling plant

758 tCO₂

avoided annually through district cooling optimization at Dubai Digital Park

342,057 kWh

saved annually through BMS upgrades at DSO Headquarters

24,099 kWh

saved annually through cooling tower drive upgrades at DAFZ Main Chiller Yard

73%

reduction in electricity consumption across two FAHUs through AeroSeal duct sealing and airflow optimization

52%

reduction in cooling demand across two FAHUs through AeroSeal duct sealing and airflow optimization

~518,400 kWh

annual savings through replacement of 5,000 fluorescent fixtures with LED panels

~621,000 kWh

annual savings through basement lighting upgrades at DSO Headquarters

~150,000 pages

avoided through electronic signatures and paperless workflows

~1.2 tCO₂

avoided through digital documentation and paperless operations

Up to **60%**

reduction in construction waste through the 3D-printed masjid initiative

Up to **30%**

lower carbon footprint through the 3D-printed masjid initiative

1.25 million

liters stormwater storage capacity added through resilience upgrades in DCC

Wastewater reuse connections doubled from

3 to **6** buildings between 2022 and 2024

SOCIAL HIGHLIGHTS

Customer data quality improved to **96%** in DAFZ and **94%** in DSO through the Customer Data Enrichment Project**1,000+**

stakeholders engaged through the 2024 customer satisfaction survey

2,000+

members of the Hayak Loyalty Program

Hayak partner offers grew

68% in 2024and **23%** in 2025

Hayak registered members

grew **22%** in 2024and **24%** in 2025**8,625**

customer conversations handled through the 24/7 AI-enabled chatbot

40+

regional and global industry events attended in 2025

100%

compliance across core service timelines for renewals, amendments and lease clearances in 2025

98%of immigration transactions
processed within 2 days**94%**improvement action closure
rate in 2025**0** fatalitiesand **0** high-consequence
injuries**100%**workforce covered by
the health and safety
management system**3-minute**average response time to
security incidents in 2024**100%**of incidents responded to
within 4 minutes in 2024**10**fire evacuation drills
conducted per area
in 2024**497**permanent employees
across the authority in 2025**34**

interns in 2025

10,429.8training hours
delivered in 2025**AED 2,500**average training investment
per employee in 2025**917**learning needs identified
through the 2025 learning
needs analysis**415+**employees engaged
through 12 QUIZ ME UP
sessions**~50**employees supported
through the Nawartona
onboarding program**100%**retention after maternity
and paternity leave**95%**development plan
implementation in 2025**100%**probation confirmation
rate in 2024 and 2025**61%**

Emiratization in 2025

4%UAE National employee
turnover rate in 2025,
below the 5.5% target**17%**of procurement spend
directed to SMEs in 2024

GOVERNANCE HIGHLIGHTS

100%

of organizational units had approved Objectives and Key Results (OKRs) in 2024

100%

of organizational units had approved Business Plans in 2024

100%

of functions updated following organizational changes

100%

of processes finalized within approved scope

95%

of significant corporate risks escalated on time to ERM in 2024

90%

audit plan execution in 2025

80%

of high- and medium-risk audit observations addressed on time in 2024

99%

of incident tickets resolved across digital services

93%

of service requests resolved

100%

of digital incidents responded to within 2 hours

100%

cybersecurity incident response SLA compliance

98%

Dubai Cyber Index score

98%

Data Quality Index

60%

reduction in manual effort through the enterprise GRC platform

100%

AML/UBO inspection coverage

88

MoE Designated Non-Financial Businesses and Professions (DNFBPs) inspection requirements completed in 2024

100%

on-time VAT filing compliance

36%

improvement in ISR compliance

ISR Cyber Index score of **5**, the highest achievable rating

ESG GOVERNANCE STRUCTURE

At DIEZ, we have established a robust governance structure to ensure the integrity, accuracy, and accountability of our ESG performance monitoring and reporting process. We have appointed ESG Ambassadors across DIEZ's Business Units (BUs) and Sectors, who are responsible for collecting, verifying, and ensuring the accuracy of ESG-related data within their area of operations. Their role is essential in maintaining reliable data that aligns with DIEZ's reporting requirements.

Once the information is compiled, it is reviewed by the Director Generals and Chief Officers of the respective BUs and Sectors. Upon their approval, the data is submitted to the DIEZ ESG Team, which is responsible for reviewing, validating, and harmonizing all submissions to ensure consistency and compliance with DIEZ's reporting needs and governance standards.

After validation, the ESG team consolidates DIEZ's enterprise-wide ESG report and presents it to the Environment, Social and Governance Committee (ESGC), comprising the BU Director Generals and Sectors' Chief Officers. The ESGC reviews the report, provides strategic oversight, and gives final approval. Following this, the committee submits the final ESG Report to the Executive Chairman for his endorsement. This process ensures strong governance and clear accountability across all levels of leadership.



ESG INTEGRATION

ESG at DIEZ is not a standalone effort but a core element of how we plan, operate, and enable economic development across our free zones. Our ESG priorities are embedded into strategic decision-making, capital planning, infrastructure development, and the design of business ecosystems that support thousands of companies. This integration reinforces DIEZ's role in advancing the UAE's sustainable development agenda and strengthens long-term competitiveness.

In 2025, we formalized this approach through the development of our ESG Strategy, which provides a structured framework that ensures ESG is consistently embedded into how DIEZ plans, operates and grows. Informed by our materiality assessment, the strategy translates priority ESG topics into clear focus areas that guide operational decision-making, resource allocation and performance management across DIEZ.

Our ESG Strategy is built around three strategic pillars that together define the way we lead, act, and sustain impact:



This integrated approach ensures that ESG is consistently reflected in the way DIEZ prioritizes investments, manages operations, and enables business growth, supporting both national targets and the evolving needs of our stakeholders.

We have established nine ESG focus areas across our three strategic pillars, each directly derived from the material topics identified in our 2025 materiality assessment. Together, they capture the full spectrum of our ESG ambitions, from climate action, resource efficiency, and infrastructure development to employee well-being, strong governance, and customer experience, thus ensuring that our efforts remain aligned with stakeholder expectations and national priorities.

To translate our ESG Strategy into action, we have developed a comprehensive implementation framework that includes strategic targets, key levers, actions and initiatives, KPIs, and data owners for each focus area. This structure embeds ESG into business planning, operational processes, and performance management, strengthening accountability, improving data integrity, and ensuring a consistent approach across all DIEZ.

MATERIALITY ASSESSMENT

Purpose and Scope

In 2025, we conducted a materiality assessment to identify and prioritize ESG topics most critical to our internal stakeholders and to DIEZ's long-term resilience. This assessment was carried out in accordance with GRI Standards, and the identified topics were assessed against the UN SDGs, the Dubai Economic Agenda (D33), and national priorities such as UAE Net Zero 2050 and the UAE Green Agenda.

To remain relevant and responsive to evolving expectations, this assessment will be refreshed periodically, reinforcing our commitment to transparent, stakeholder-driven reporting and providing the foundation for shaping our ESG strategy, targets, and disclosures.

Our Approach

At DIEZ, we treat materiality as a structured decision process that informs priorities, targets, and disclosures. Our 2025 assessment combined strategic foresight with rigorous engagement and evidence-based benchmarking, unfolding in five deliberate stages.

Mapping ESG Material Topics

We began by creating an initial list of ESG topics through benchmarking leading peers and analyzing disclosures from comparable economic zones, while aligning with global standards such as GRI, national agendas like Dubai Economic Agenda D33, and emerging regulatory requirements. This first step gave us a future-focused foundation, ensuring our scope captures both current and emerging issues.

Next, we identified internal stakeholders, including employees across departments, functional leads, and senior leadership, whose perspectives are critical to shaping DIEZ's ESG direction. This stakeholder mapping ensured that every influential internal stakeholder was considered, providing a comprehensive foundation for our ESG strategy.

Identifying Key Stakeholders

Conducting the Materiality Survey

Building on this foundation, we administered a materiality survey in which participants scored each topic on two dimensions: the importance of the topic to stakeholders and the significance of ESG impact on DIEZ. Using a five-point scale, we analyzed the responses and calculated the weighted averages across environmental, social, and governance topics to clearly illustrate stakeholder priorities.

Building on the survey insights, we conducted 14 interactive workshops with internal champions and key decision-makers. These collaborative sessions enabled participants to review preliminary scores, discuss trade-offs, and identify emerging topics. This dialogue helped us refine the shortlist into a set of prioritized topics across three tiers, ensuring the outcome accurately reflects stakeholder input and aligns with DIEZ's strategic priorities and business objectives.

Stakeholders Consultations and Validation

Leadership Endorsement

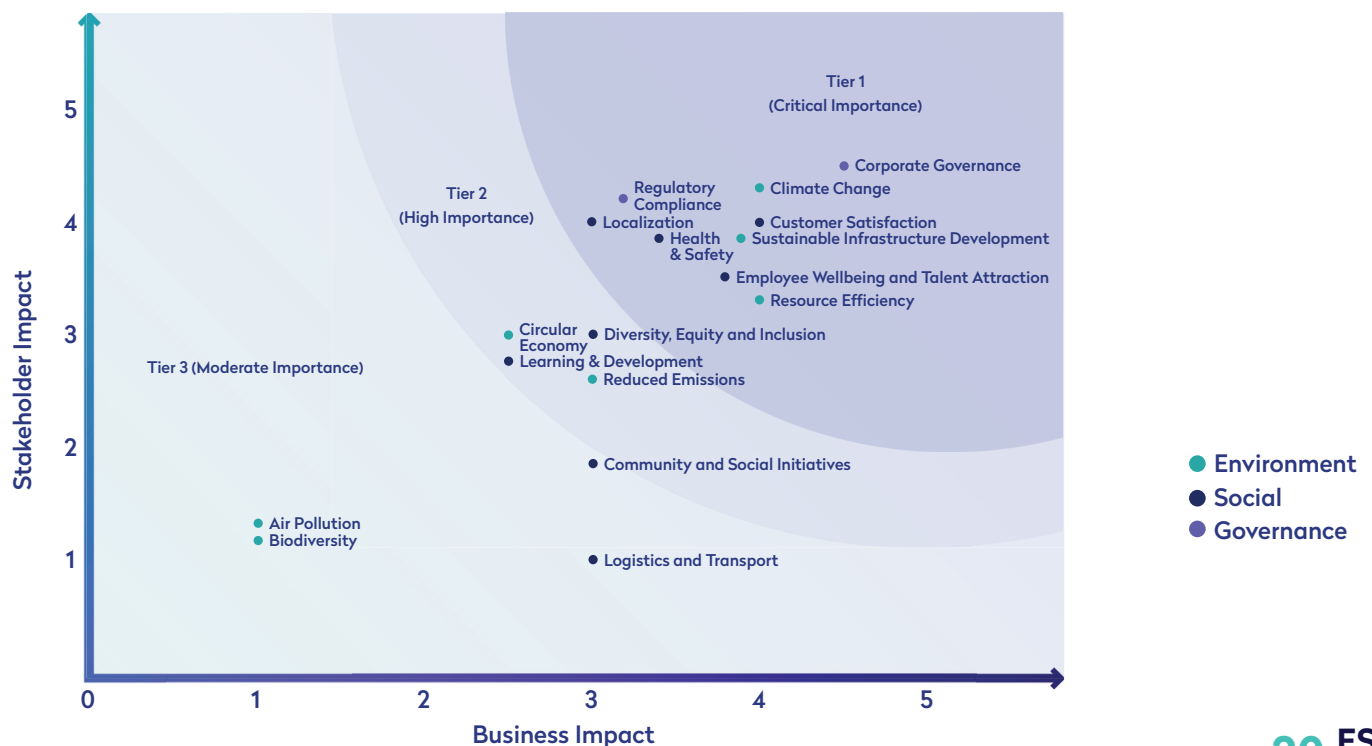
The final step involved leadership endorsement, a key stage to ensure alignment with DIEZ's strategic priorities and governance framework. During dedicated sessions with senior leadership, the prioritized topics were reviewed, formally approved, and incorporated into the ESG strategy to guide reporting, decision-making, and future ESG initiative.

Key Outcomes of the Materiality Assessment

The materiality assessment resulted in a clearly defined set of priority topics for DIEZ, including nine Tier 1 material topics that represent the most critical areas for value creation and long-term resilience. In addition, eight more topics were identified as material, with four classified under Tier 2 (medium priority) and four under Tier 3 (emerging or lower priority).

Together, these topics span the three core ESG pillars, Environment, Social, and Governance, providing a balanced and comprehensive framework that will guide DIEZ's ESG efforts, strategic planning, and future reporting.

Pillar	Tier 1	Tier 2	Tier 3
Environment	Sustainable Infrastructure Development	Reduced Emissions	Logistics and Transport
	Climate Change		Air Pollution
	Resource Efficiency	Circular Economy	Biodiversity
Social	Customer Satisfaction	Diversity, Equity, and Inclusion	Community and Social Initiatives
	Health and Safety		
	Employee Wellbeing and Talent Attraction	Learning & Development	
	Localization		
Governance	Regulatory Compliance		
	Corporate Governance		



STAKEHOLDER ENGAGEMENT

Engaging with stakeholders is integral to DIEZ's daily operations and reflects our commitment to transparent, collaborative, and responsive governance. In 2025, our materiality assessment survey received 218 responses from DIEZ stakeholders, representing an 82% participation rate and coverage across eight offices and 26 departments, underscoring the depth, diversity, and reach of our engagement efforts. Beyond the materiality assessment, we strive to maintain continuous day-to-day interaction with our key internal stakeholders to strengthen relationships, facilitate knowledge exchange, and proactively address emerging needs.

In 2025 this ongoing engagement was delivered through a range of touchpoints, including collaborative workshops, surveys, targeted initiatives, training sessions, and open dialogue. These channels enabled stakeholders to share perspectives, highlight concerns, and contribute ideas that directly shape our operational priorities and the design of initiatives across our economic zones.

Looking ahead, we plan to expand our materiality assessment to include external stakeholders in the next reporting cycle, ensuring a more holistic and inclusive understanding of ESG priorities across our wider ecosystem.

Stakeholder Group		What They Expect from DIEZ	How We Engage	How We Create Value
Internal	Employees	• Safe, inclusive, and equitable workplace • Competitive compensation and benefits • Clear career pathways and opportunities for learning and development • Transparent communication and meaningful recognition	• Conducting engagement and pulse surveys, supported by suggestion channels • Holding performance check-ins and career development conversations • Organizing leadership Q&A sessions to facilitate open dialogue • Implementing wellbeing initiatives and awareness campaigns	• Higher employee satisfaction and retention • Continuous skills development and improved internal mobility • Safer workplaces and fewer incidents • A stronger organizational culture that drives productivity
	Leadership	• Accurate, timely, and reliable data and insights • Robust risk management and compliance • Consistent execution of strategy and delivery of operational excellence	• Regular executive dashboards and reporting packs to support informed decision making • Structured risk reviews and internal controls updates to maintain strong governance • Strategy offsites and periodic performance reviews to align priorities and track progress • Targeted Stakeholder briefings to ensure transparency and strategic alignment	• Accelerated, evidence-based decisions • Strong governance and proactive risk management • Consistent delivery against strategic and operational objectives • Enhanced institutional credibility, trust and reputation

ALIGNMENT WITH INTERNATIONAL STANDARDS AND NATIONAL PRIORITIES

Our ESG approach is anchored in both global frameworks and national transformation agendas, positioning DIEZ as a catalyst for responsible, innovation-driven growth across our integrated economic ecosystem. We align closely with the UN SDGs and apply GRI Standards to guide our disclosures and performance management. In parallel, we map our ESG priorities to relevant national agendas to ensure consistency with policy direction and regulatory evolution.

This alignment underscores our commitment to supporting the UAE's national vision and strategic direction. By linking our material topics to the UN SDGs and the country's key priorities, we ensure that our initiatives contribute directly to economic diversification, environmental resilience, and social well-being.

Pillar	Material Topic	UN SDGs	UAE National Agenda / Strategies	Relevance
Environment	Sustainable Infrastructure Development		UAE Vision 2031	Promotes the development of sustainable, innovative, and technology-driven infrastructure, supporting smart city initiatives and long term urban resilience.
			UAE Green Agenda 2015-2030	Emphasizes the development of 'Green Infrastructure' and the promotion of a sustainable environment supporting the UAE's Green Economy initiative and long-term environmental resilience.
			Dubai Integrated Energy Strategy (DIES)	Aims to achieve a 30% reduction in energy demand reduction by 2030 and promote sustainable zone infrastructure within the economic zones, supporting energy efficiency, low-carbon growth, and long term environmental resilience.
			UAE 2071 Centennial Vision	Calls for the development of world-class, sustainable infrastructure that underpins a diversified economy.
			UAE Energy Strategy 2050	Aims to increase the share of clean energy and enhance the efficiency and ESG of energy infrastructure supporting the UAE's transition to a low-carbon economy
			Dubai Economic Agenda (D33)	Supports the development of world-class infrastructure, innovation, digital transformation, and sustainable economic growth, reinforcing Dubai's position as a leading global business hub.
			UAE National Investment Strategy 2031	Encourages investment in future-focused sectors, including sustainable infrastructure, clean technologies, and innovation to support long-term economic resilience.
	Climate Change		UAE Climate Change Strategy 2050 / Net Zero 2050	Outlines the national roadmap to achieve net-zero emissions by 2050, promoting climate resilience, low-carbon development, and sustainable growth.
			UAE Green Agenda 2015-2030	Pillar 3: Focuses on Climate change adaptation and mitigation.
			UAE Vision 2031	Promotes climate resilience through the Forward Ecosystem pillar.
			National Climate Change Plan 2017-2050	Provides a comprehensive Framework for climate adaptation, mitigation, and innovation.
			Green Economy Initiative	Promotes low-carbon development and green investments.

Pillar	Material Topic	UN SDGs	UAE National Agenda / Strategies	Relevance
Environment	Resource Efficiency	   	UAE Green Agenda 2015-2030	Pillar 2: Focuses on resource and environmental management, promoting sustainable consumption and the adoption of a circular economy.
			Dubai Integrated Strategy (DIES)	Focuses on managing energy and water demand management within DIEZ operations.
			UAE Vision 2031	Promotes efficient use of resources and green growth.
			UAE Energy Strategy 2050	Aims for a 40% improvement in energy efficiency.
			Dubai Economic Agenda (D33)	Encourages resource-efficient infrastructure, innovation, and sustainable economic development.
Social	Customer Satisfaction	  	UAE Vision 2031	Promotes government excellence, innovation, and customer happiness.
			DFM (Investor Expectations)	Emphasize transparency, accountability, and quality of service.
			Dubai Integrated Strategy (DIES)	Supports the enhancement of quality service and digital experience.
			UAE Artificial Intelligence Strategy 2031	Promotes AI-enabled, data-driven services to enhance operational efficiency and deliver improved customer experience.
			Dubai AI Blueprint	Promotes AI-enabled, proactive, and seamless digital services to enhance customer experience and service excellence.
			Dubai Economic Agenda (D33)	Supports customer-centric government services and digital transformation to strengthen Dubai's competitiveness.
	Health and Safety		UAE Vision 2031	Ensures public health and safety through the Forward Society pillar.
			UAE National Agenda 2021	Prioritizes world-class healthcare and public safety.
			UAE 2071 Centennial Vision	Promotes safe and healthy work environments.
			UAE Labor Law and Occupational	Strives to create a healthy, safe, and thriving society, ensuring well-being and happiness for current and future generations.

Pillar	Material Topic	UN SDGs	UAE National Agenda / Strategies	Relevance
Social	Employee Well-being & Talent Attraction		UAE Vision 2031	Focuses on human capital development and well-being, cultivating a skilled, motivated, and resilient workforce.
			UAE 2071 Centennial Vision	Promotes the development of skilled, adaptable, and future-ready workforce.
			Emiratization Policy	Promote the employment, development and career progression of Emirati talent.
			UAE Artificial Intelligence Strategy 2031	Fosters innovation and the development of new future-ready skills.
			Dubai Economic Agenda (D33)	Supports attracting and developing world-class talent to drive innovation and economic competitiveness.
			Dubai AI Blueprint	Promotes AI capability building and the development of future-ready digital skills.
	Localization		Emiratization Policy	Supports increasing Emirati participation in private sector roles, promoting workforce localization, talent development, and long term national economic growth.
			UAE Vision 2031	Promotes economic diversification by developing and leveraging national talent, fostering a skilled workforce that drives sustainable growth across sectors.
			UAE National Agenda for SMEs and Entrepreneurship	Supports the growth and development of local business and SME ecosystems.
			UAE Industrial Strategy 300bn	Focuses on building local manufacturing and R&D capacity.
			Dubai Economic Agenda (D33)	Promotes entrepreneurship, SME growth, and Emirati participation in high-value sectors.
Governance	Regulatory Compliance		Article 76 of the SCA Corporate Governance Decision No. (3/R.M.) of 2020	Mandates ESG and sustainability disclosures for listed companies.
			DFM ESG Disclosure Guidelines	Sets investor expectations for compliance and transparency.
			UAE Vision 2031	Promotes robust regulatory frameworks under the Forward Ecosystem pillar.
			UAE 2071 Centennial Vision	Emphasizes integrity and rule of law for sustainable growth.

Pillar	Material Topic	UN SDGs	UAE National Agenda / Strategies	Relevance
Governance	Corporate Governance	 	UAE Vision 2031	Promotes transparency, accountability and ethical business practices through the Forward Ecosystem pillar.
			DFM ESG Reporting Guidelines	Establishes standards for accountability and ESG reporting.
			UAE 2071 Centennial Vision	Emphasizes the development of strong governance frameworks and trusted institutions.
			UAE Green Agenda 2015-2030	Positions strong governance as a key enabler of sustainable development, promoting accountability, transparency, and responsible decision making.
			UAE Cybersecurity Strategy	Promotes robust cybersecurity governance, risk management, and organizational resilience to safeguard digital assets and stakeholder trust.
			Dubai Economic Agenda (D33)	Reinforces transparent governance, innovation, and institutional excellence to support sustainable economic growth.



CHAPTER 4

OUR ENVIRONMENTAL IMPACT



Sustainable Infrastructure Development



Resource Efficiency



Climate Change



DIEZ's environmental approach focuses on strengthening the long-term performance of our built environment through sustainable infrastructure, efficient resource use, and practical climate action. By integrating ESG into planning, design, operations, and innovation, we aim to advance resilient, low-impact development across our free zones while supporting Dubai's broader environmental ambitions.

SUSTAINABLE INFRASTRUCTURE DEVELOPMENT

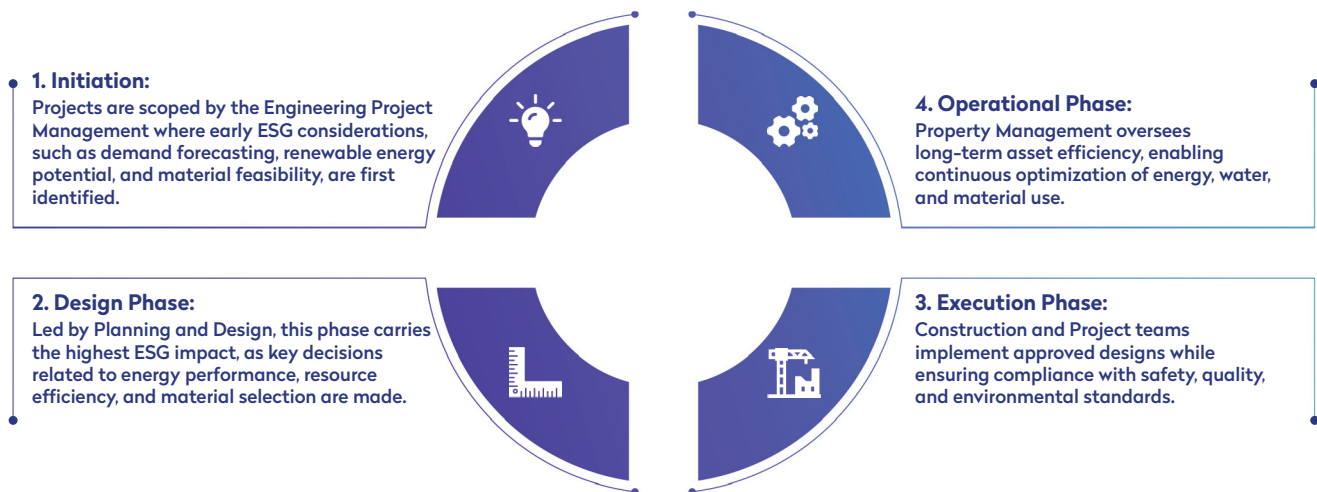
Our Approach to Sustainable Infrastructure Development

Our approach to sustainable infrastructure development is grounded in forward-looking planning, resource-efficient design, and a clear alignment with Dubai's ESG ambitions. Across all our zones, we integrate environmental considerations into early design decisions to ensure that new assets, upgrades, and operational improvements contribute to a more efficient and resilient built environment.

Infrastructure Planning and Project Lifecycle Management

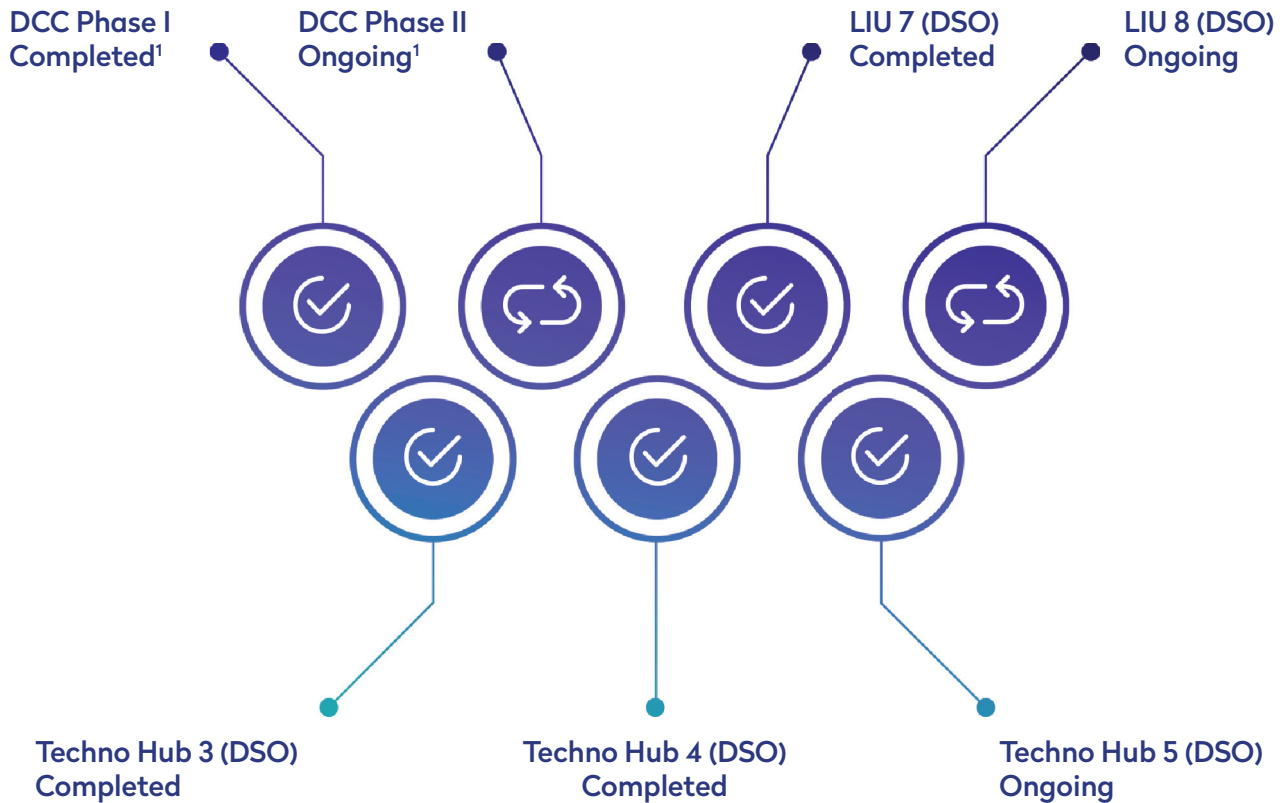
DIEZ embeds ESG across the full lifecycle of its engineering and development projects, enabling environmental considerations to be addressed from concept through long-term operations. Each project begins with an assessment of material, energy, and operational requirements to identify opportunities to reduce impacts before construction starts and to support long-term durability and performance.

The project lifecycle is aligned with DIEZ's strategic direction for 2024–2026 and ESG integration objectives:



This structured approach ensures ESG is embedded consistently across all stages, with performance monitored and lessons learned feeding into continuous improvement and future ESG reporting.

Several key development projects have progressed across our zones, reflecting steady delivery of new facilities that support business growth and operational expansion. These projects include a mix of completed assets now in use and ongoing developments that will come online in the coming period:



Together, these projects strengthen the technological, industrial, and commercial capacity of our zones, ensuring that future growth is supported by resilient and sustainable infrastructure.

As this pipeline of projects moves forward, we continue to align our planning, design and engineering efforts around the different types of developments we manage. Our portfolio includes **infrastructure, service, educational, commercial, residential and light industrial projects**, each contributing differently to our ESG ambitions.

Sustainable Materials Selection and Interior Fit-Outs

As part of a broader strategy to reduce embodied carbon and enhance indoor environmental quality, DIEZ placed increased emphasis on the use of sustainable materials during 2024 and 2025. All interior design projects adopted 100% certified sustainable materials, ensuring compliance with international ESG standards.

This was complemented by achieving 100% certification of all newly installed furniture as sustainable-friendly, which were sourced through suppliers whose products met sustainable criteria, ensuring that environmental considerations extended beyond structural materials and into the finishing of our spaces.

¹ While DCC projects are highlighted for completeness, environmental performance metrics in this report focus on assets under DIEZ operational control.



Moreover, modular design layouts were introduced across interior projects to allow spaces to be reconfigured without major demolition, aiming to reduce future waste generation and extend the useful life of fit outs. These layouts were complemented by biophilic elements, such as natural finishes, integrated greenery, and improved access to daylight, which supported better energy performance and contributed to creating more comfortable indoor environments. To support delivery, DIEZ provided targeted training on sustainable design, including the use of AI tools to optimize space planning, material selection, and early-stage energy performance.

Among these initiatives, the development of a 3D-printed masjid in Dubai Silicon Oasis stands out as a key example of innovation in practice. Supported by DIEZ in collaboration with the Rochester Institute of Technology (RIT-Dubai), the project was delivered between 2024 and December 2025, representing one of the first applications of 3D-printed concrete technology for a religious facility in Dubai. The masjid integrates advanced construction techniques with smart systems, including IoT-enabled monitoring, automation, and energy management, enhancing operational efficiency and user experience.

The initiative demonstrates the potential of additive manufacturing to deliver faster construction timelines, while optimizing material use and reducing environmental impact. The use of precision 3D printing enables significant reductions in construction waste and supports the adoption of low-carbon materials, contributing to a lower overall carbon footprint. In addition, the building design leverages the thermal properties of printed concrete to improve insulation performance and reduce cooling demand, supporting energy efficiency over the asset lifecycle.



Green, Smart and Energy-Integrated Buildings

DIEZ continued to strengthen the ESG and performance of its built environment through the integration of green-building standards, smart systems, and on-site clean energy solutions. As of 2025, 25 buildings across DIEZ are LEED-certified, reflecting the incorporation of energy efficiency, water conservation, indoor environmental quality, and sustainable materials into the design and operation of core assets.

Moreover, DIEZ advanced the deployment of smart and energy-integrated building technologies. At Techno Hub 3, a solar car-park installation delivered in partnership with Schneider Electric increased on-site renewable generation while providing shaded parking, demonstrating practical integration of clean energy into existing facilities.

DIEZ's commitment to digital-forward and resilient buildings was further reflected in the WiredScore and SmartScore Platinum certifications awarded to Schneider Electric's Dubai headquarters, The NEST, located in DSO. The building integrates AI, automation, digital-twin technology, and the EcoStruxure™ platform, enabling energy savings of up to 37% and avoiding an estimated 572 tCO₂ annually.



Core Utilities and High-Load Infrastructure

To meet growing demand from high-load sectors such as data centers, DIEZ invested in new substations and upgraded utility corridors in compliance with DEWA regulations. This included expansion of the DEWA infrastructure corridor to support the GDH data center development.

Water infrastructure was strengthened through expanded sewerage network connections to Dubai Municipality's treatment system, enabling wastewater reuse for irrigation. Connected buildings increased from three in 2022 to six in 2024, supporting improved water efficiency and long-term resource conservation.

Buildings connected to the sewerage network increased

from **3** in 2022
to **6** in 2024

Mobility Infrastructure and Public Transport Integration

Infrastructure enhancements improved mobility and access across DIEZ zones. In DAFZ, upgrades to the primary entry and exit systems enhanced traffic flow, accessibility, and the overall movement of tenants, visitors, and logistics operations.

DIEZ supported public transit integration by completing essential Mechanical, Electrical, and Plumbing (MEP) modifications required for the Dubai Metro bridge foundations, issuing 20 permits in 2023 and 17 in 2024 to facilitate safe construction and improved commuter accessibility.

Climate Resilience and Stormwater Management

DIEZ implemented climate-resilience measures to strengthen stormwater management and reduce flood risk following heavy rainfall events in DCC. Drainage networks were redesigned using slow feed soak away structures and underground storage tanks with a total capacity of 1.25 million liters, enabling captured stormwater to be reused for district cooling and landscaping.

DIEZ collaborated with Dubai Municipality and DEWA to implement this multi-cluster initiative, reinforcing cross-sector collaboration to strengthen local water resilience. The initiative will continue to expand to further enhance stormwater management and reduce pressure on the wider drainage network.

Innovation, Pilots, and Future-Ready Infrastructure

Beyond physical infrastructure, DIEZ continued to invest in a forward-looking innovation ecosystem to support climate-aligned and sustainable urban solutions.

MITdesignX Dubai Accelerator

The MITdesignX Dubai Accelerator, delivered with the Massachusetts Institute of Technology, supported two cohorts of startups working in climate tech, urban systems, health tech and mobility. Through structured bootcamps, prototyping support and investor engagement, the program helped advance solutions designed to address ESG and urban development challenges.



Autonomous Delivery – Talabots

Among DIEZ's focus areas was future-ready mobility, with several projects being launched in 2024. At DSO, an autonomous delivery pilot implemented in collaboration with RTA and Talabat introduced "Talabots" within Cedre Villas, demonstrating safe and efficient last-mile delivery while reducing reliance on conventional vehicles.



BVLOS Drone Delivery – Keeta

In parallel, Keeta launched its Beyond Visual Line of Sight (BVLOS) drone delivery service under Dubai Civil Aviation Authority (DCAA) approvals, establishing DSO as the first commercial drone delivery zone in Dubai. Following the successful pilot phase, the service became fully operational in 2025, demonstrating the scalability of lower-carbon logistics solutions. Early results indicated substantially lower GHG emissions per package compared to traditional delivery vehicles, supporting the transition to more sustainable last-mile delivery.



Autonomous Final-Mile Delivery Platform – QuikBot Technologies

Building on this momentum, DIEZ continued to advance future-ready and low-carbon mobility solutions in 2025 through a strategic partnership with Singapore-based QuikBot Technologies, piloting an Autonomous Final-Mile Delivery Platform at DSO. Launched during GITEX Asia 2025, the initiative deployed AI-powered, electric delivery robots within a mixed-use environment at Dubai Digital Park, enabling low-emission, contactless logistics across business, retail, and hospitality facilities. These pilots align with Dubai's D33 Economic Agenda and 2040 Urban Master Plan, reinforcing DIEZ's zones as a testbed for innovative mobility solutions.



Knowledge Exchange and Global Recognition

Alongside these initiatives, DIEZ continued to support sustainable infrastructure through knowledge exchange and collaboration in 2025. DSO hosted the DOERS Summit, welcoming over 4,000 participants from 115 countries, with a dedicated ESG and Net Zero track.

DIEZ's progress was further recognized on the global stage when DSO was named an SDG Model Zone Partner by the Global Alliance of Special Economic Zones (GASEZ). This acknowledgement reflected the zone's leadership in renewable energy deployment, sustainable infrastructure integration, ESG-driven innovation, and its contributions to shaping ESG frameworks across global economic-zone networks.

Looking Ahead

Through these efforts, we strengthened the long-term performance of our built environment and advanced infrastructure that is efficient, resilient, and aligned with Dubai's ESG direction. The progress made throughout 2024 and 2025 establishes a solid foundation for expanding sustainable development practices in the years ahead.



RESOURCE EFFICIENCY

Our Approach to Resource Efficiency

Our approach to resource efficiency is centered on reducing consumption, improving operational performance, and designing systems that make better use of energy, water and materials. Across DIEZ, we evaluate resource use from the earliest stages of planning so that efficiency becomes part of every decision. This helps us limit avoidable waste, streamline operations, and extend the lifespan of key assets.

Energy Consumption

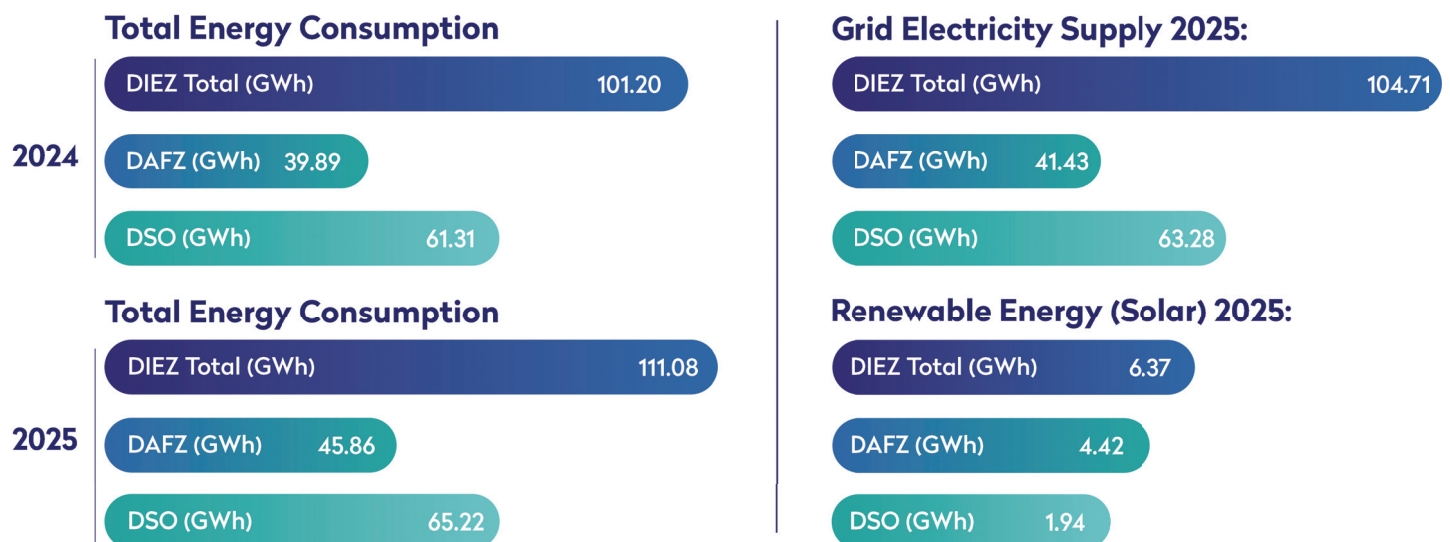
Electricity consumption across DIEZ's economic zones increased in 2025 compared with the previous year, primarily due to the expansion of the operational asset portfolio and the commissioning of additional premises, including Technohub 3 and LIU7. As these facilities became operational during 2025, electricity demand increased alongside higher utilization across DAFZ and DSO. Total electricity consumption across the two zones reached 111.08 GWh in 2025, compared with 101.20 GWh in 2024, representing an increase of approximately 10%.

DSO continues to account for the larger share of electricity consumption due to the scale of its mixed-use infrastructure and technology facilities. In 2025, DSO represented approximately 59% of total electricity consumption, while DAFZ accounted for 41%.

In addition to grid electricity supply, DIEZ generates renewable energy through on-site solar installations across selected facilities. In 2025, renewable electricity generation accounted for approximately 6% of total electricity consumption, contributing 6.37 GWh to DIEZ's energy mix. While grid electricity remains the primary energy source, the growing contribution of solar generation supports DIEZ's efforts to gradually diversify its energy mix and reduce operational carbon intensity.



Energy Consumption by Source



Water Consumption

Water consumption across DIEZ is primarily associated with building operations, district cooling systems, irrigation of landscaped areas, and tenant-related activities. In 2024, total water consumption across DAFZ and DSO reached 570,138 m³, with DAFZ accounting for 57% of usage due to irrigation and operational requirements across airport-adjacent infrastructure.

In 2025, total water consumption declined to 525,244 m³, representing a 8% reduction compared with 2024. The decrease reflects ongoing efficiency measures and operational optimization across DIEZ facilities. While consumption declined in DAFZ, DSO recorded a moderate increase, primarily due to higher facility utilization and the commissioning of additional premises, including Technohub 3 and LIU7, which were not fully operational in 2024.

As part of DIEZ's efforts to decrease overall water consumption, DIEZ directed focus towards improving water efficiency by reducing potable-water use and increasing reliance on treated wastewater across its developments. At DCC¹ green building strategies reduced indoor water use by 50%, while 100% of irrigation demand was met using treated sewage effluent, significantly lowering potable-water consumption.



¹ While DCC projects are highlighted for completeness, environmental performance metrics in this report focus on assets under DIEZ operational control.

Waste Generation

Waste generation across DIEZ is driven primarily by tenant activity, commercial operations, and facility management services. In 2024, total waste generated and directed to disposal reached 15,865.15 metric tonnes, with DSO accounting for the majority due to the scale of its mixed-use developments and tenant community.

In 2025, waste generation increased to 21,414.00 metric tonnes, primarily reflecting the expansion of DIEZ's operational footprint and the commissioning of additional premises, including Technohub 3 and LIU7. As these facilities became operational during 2025, waste generation increased alongside higher occupancy and operational activity across both economic zones. DSO represented approximately 67% of total waste generated, while DAFZ accounted for 33%, consistent with differences in tenant density and infrastructure scale.

Waste Generated and Directed to Disposal



Energy Efficiency

DIEZ focused on energy-efficiency initiatives aimed at reducing electricity demand, improving cooling-system performance, and optimizing HVAC operations across its assets.

Cooling efficiency was a major area of progress in 2024, particularly at Dubai Digital Park, where we advanced the Demand Flow optimization program to improve the performance of the district cooling plant. The system uses high-accuracy sensors and variable-frequency drives to continuously adjust water flow, temperature and pressure setpoints in real time, ensuring chillers, pumps and fans operate within their optimal efficiency range. During 2024, the enhanced control strategy delivered annual electricity savings of approximately 1.8 million kWh at the Dubai Digital Park district cooling plant, avoiding 758 tonnes of CO₂ emissions.

DIEZ continued to improve operational energy efficiency through targeted system upgrades and retrofits across its assets. At DSO Headquarters, upgrades to Building Management System (BMS) controls delivered annual electricity savings of 342,057 kWh for the building, resulting in associated annual cost savings of approximately AED 150,505.

Additional efficiency improvements were implemented through upgrades to cooling infrastructure and system components. At the DAFZ Main Chiller Yard, conventional drives in cooling towers were replaced with EnduraDrive variable-frequency drives, delivering annual electricity savings of 24,099 kWh for the cooling tower installation and associated annual cost savings of approximately AED 10,844.

Old Cooling Towers

225,460
kWh/year



24,099
kWh saved
annually

EnduraDrive Cooling Towers



201,361
kWh/year

In 2024, DIEZ and its developers conducted lifecycle-cost assessments for major AC equipment, selecting systems with higher efficiency profiles. Fresh-air optimization systems such as enVerid were installed, and new VFD chillers were specified to enhance energy performance. In parallel, AirSeal technology was introduced to address leakage in air-distribution systems, targeting energy savings of up to 40% by addressing inefficiencies that are commonly found in duct networks.

10,706 kWh
electrical savings across 6 months,
30,531 kWh
thermal load reduction

Further improvements were achieved through duct sealing and airflow optimization measures using AeroSeal technology across selected Fresh Air Handling Units (FAHUs). Over a six-month monitoring period (June–December 2024), improvements in airflow distribution and thermal performance were measured. Electrical consumption across two FAHUs decreased from 14,739.50 kWh to 4,033.01 kWh, representing a 73% reduction in electricity consumption and delivering energy savings of 10,706 kWh over the monitoring period.

In parallel, thermal load requirements were reduced from 58,690.17 kWh to 28,159.50 kWh, representing a 52% reduction in cooling demand and achieving a thermal energy reduction of 30,531 kWh over the same period. These combined improvements generated cost savings of approximately AED 18,557 over the six-month monitoring period, with a projected payback period of approximately 1.8 years.

Lighting-efficiency improvements were also implemented across several DIEZ facilities. In 2024, approximately 7,500 lighting fixtures across selected assets were upgraded from 40W to 18W fixtures, delivering annual electricity savings of approximately 46,200 kWh from the upgraded lighting systems.

Additional lighting upgrades were implemented at DSO Headquarters, where basement lighting systems were replaced with high-efficiency fixtures and enhanced lighting controls. This upgrade reduced electricity consumption by more than 621,000 kWh annually for the facility, while also lowering maintenance requirements and operating costs.

5,000
lights upgraded
~518,000 kWh
annual reduction

In 2025, DIEZ further scaled its lighting-efficiency initiatives by replacing approximately 5,000 fluorescent light fixtures with LED 60×60 panels across operational facilities. Based on a 12-hour daily operating profile, electricity consumption decreased from 907,200 kWh per year under fluorescent lighting to 388,800 kWh per year with LED panels, representing a 57% reduction in electricity use and yielding projected annual electricity savings of approximately 518,000 kWh across the upgraded lighting installations.

Building on these achievements, DIEZ plans to further strengthen its energy efficiency efforts in 2026 through a series of targeted improvement initiatives. Planned actions include the replacement of aged air conditioning units with higher-efficiency systems, continued upgrades and optimization of Building Management System (BMS) controls to enhance operational performance, and the expansion of lighting retrofit programs through the replacement of conventional fixtures with energy-efficient LED lighting. These initiatives are expected to further reduce energy consumption, improve asset performance, and support DIEZ's long-term decarbonization and operational efficiency objectives.

Data Center Efficiency

DIEZ implemented targeted data-center efficiency measures to reduce energy demand, improve resilience, and optimize space utilization. One of the most impactful initiatives in 2024 was a comprehensive data-center revamp, demonstrating how focused redesign can significantly reduce operational load while strengthening long-term performance. The project streamlined the facility's technical backbone by reducing generators from three to two, cutting cooling units from six to three, and lowering UPS battery capacity by 52%, from roughly 520 kW to 250 kW. This consolidation freed up nearly half of the existing space, allowing 85 sqm of data-center area and 90 sqm for a new Network Operations Centre, and created a more compact and maintainable configuration.

Operational performance improved immediately, with annual running costs decreasing from AED 1.54 million to AED 1.08 million, supported by approximately AED 460,000 in yearly savings across electricity, maintenance and ancillary systems. These improvements were achieved with a one-time project investment of AED 349,500, reinforcing the financial viability of efficiency-driven upgrades.



Green Building Design and Indoor Environmental Quality

DIEZ integrated green-building principles into design and operations to improve energy performance, water efficiency, waste management, and indoor environmental quality. At DCC, LEED-aligned design measures delivered over a 10% reduction in energy use compared with the ASHRAE baseline, the industry standard developed by the American Society of Heating, Refrigerating and Air-Conditioning Engineers that sets minimum energy-efficiency requirements for buildings. These gains were enabled through high-performance glazing, efficient LED lighting, EC-motor fan coil units, and district-cooling refrigerant practices.

Waste-diversion measures during construction and operation helped redirect 75% of waste away from landfill, while indoor environmental quality strategies, such as MERV-13 filters, CO₂ monitoring and low-emitting materials, created healthier, more comfortable spaces for tenants.

Digital Transformation and Paperless Operations

DIEZ accelerated digital service delivery in 2024, transitioning most core services to paperless workflows and reducing reliance on physical documentation and in-person visits. Departments including Lease, Licensing, Government Services, and Inspection & Compliance adopted secure digital processes supported by online platforms and electronic signatures.

Client communications, compliance notices, and invoices are now issued electronically, while digital platforms such as the Power Hub and Community App provide users with convenient access to information and services. Enhancements such as these have contributed to reducing manual handling, minimizing document storage requirements, and decreasing the need for physical visits to customer service centers.

The transition delivered measurable resource savings. More than 3,000 documents were signed electronically, avoiding over 150,000 printed pages and preventing approximately 1.2 metric tonnes of CO₂ emissions. Paper usage for client communication was reduced by close to 100%, and physical document filing declined by approximately 90%.

Licensing and commercial documentation also shifted to digital issuance. While a limited number of legal documents still require traditional handling, DIEZ is progressing toward full automation by Q1 2026, embedding digital ESG into daily operations.

3,000+
documents signed electronically

1.2 tCO₂e
avoided

150k
printed pages avoided

Circular Economy and Community Initiatives

DIEZ reinforced resource efficiency through circular-economy practices and community engagement initiatives. Waste reduction drives encouraged responsible disposal and recycling among tenants and staff, particularly around plastic use and single-use materials. Circular material exchanges through platforms like “The Surpluss” enabled material reuse across the zones.

Moreover, community-focused climate initiatives, such as the Sparklo initiative, encouraged plastic waste reduction in DAFZ through the introduction of a bottle-recycling machine. The initiative promoted responsible recycling practices, increased awareness of plastic waste reduction, and supported DIEZ's broader efforts to foster environmental stewardship across its communities.



Looking Ahead

DIEZ will continue to build on the 2024-2025 resource-efficiency baseline by scaling proven energy, water, and material-efficiency measures across its assets. The focus will remain on reducing resource intensity through system optimization, digital solutions, and lifecycle-based planning, while expanding circular practices and paperless operations. Through continuous monitoring and collaboration with partners, DIEZ aims to further improve operational efficiency and support the UAE's broader ESG objectives.

CLIMATE CHANGE

Our Approach to Climate Change

At DIEZ, we approach climate change as a practical challenge requiring measurable action. Throughout 2024, we implemented initiatives to reduce emissions, expand renewable energy generation capacity, and strengthen climate awareness among employees, tenants and community. Our focus remains on integrating climate considerations into daily decision-making, improving infrastructure performance, enhancing operational efficiency and enabling our zones to operate more sustainably. These efforts support Dubai's wider ESG ambitions and contribute to the UAE's long-term climate resilience goals.



GHG Inventory and Baseline

In 2024, DIEZ conducted a consolidated assessment of greenhouse gas (GHG) emissions across operations under its direct operational control. This inventory includes DAFZ and DSO, while DCC is excluded from the reporting boundary as utility consumption is not directly managed or paid for by DIEZ.

This assessment established a baseline for Scope 1 and Scope 2 emissions. Scope 1 includes direct emissions from DIEZ-owned or controlled sources, primarily fugitive emissions associated with refrigerant use and fire suppression systems. Scope 2 reflects indirect emissions from purchased grid electricity across DAFZ and DSO.

DIEZ's total emissions increased from 44,447 tCO₂e in 2024 to 48,332 tCO₂e in 2025, representing a year-on-year increase of 8.7%. This increase is primarily driven by Scope 1 emissions, which rose significantly from 2,281 tCO₂e in 2024 to 5,975 tCO₂e in 2025. The increase in Scope 1 emissions is largely attributable to improved data availability and expanded coverage of refrigerant inventories across assets, particularly within DSO.

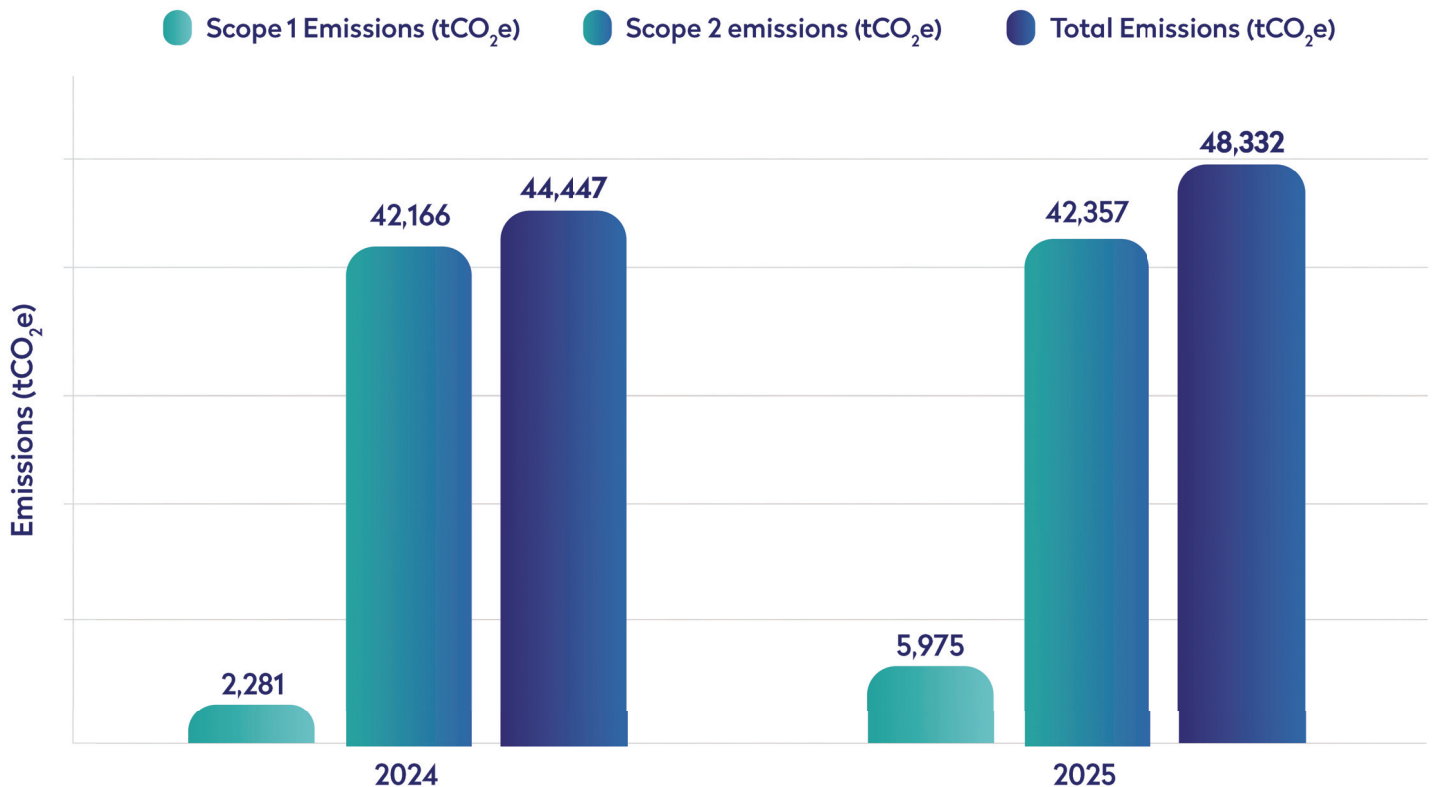
Scope 2 emissions remained relatively stable, increasing marginally from 42,166 tCO₂e in 2024 to 42,357 tCO₂e in 2025. This reflects a consistent grid emission factor and relatively stable electricity consumption across operations, indicating that electricity-related emissions continue to be the dominant contributor to DIEZ's overall emissions profile.

From a methodological perspective, Scope 1 fugitive emissions were calculated in accordance with the GHG Protocol using refrigerant-specific global warming potentials based on IPCC AR6 (100-year time horizon). Moreover, the 2024 refills for refrigerants are assumed considering the total refill data available. This was then distributed per gas, based on the actual data per gas available for 2025.

Scope 2 emissions were calculated using a location-based approach based on purchased grid electricity consumption and the DEWA 2024 emission factor for electricity (0.4045 tCO₂e/MWh).

Overall, the emissions profile highlights that while electricity consumption remains the primary driver of emissions, refrigerant-related emissions represent a key source of variability and a priority area for improvement. Strengthening refrigerant management practices, including enhanced tracking, leak detection, and transition to lower global warming potential alternatives, will be critical to managing future emissions growth.

Scope 3 categories remain under development and are planned to be incorporated in a future phase of DIEZ's emissions reporting framework



DIEZ includes both refrigerant use and fire-suppression systems within its Scope 1 GHG emissions boundary, reflecting its approach to capturing fugitive emission sources across managed assets.

Refrigerants, primarily associated with HVAC and cooling systems, recorded a significant increase from 1,363.7 kg in 2024 to 3,572.2 kg in 2025. This rise is largely attributable to improved asset coverage and inventory tracking, as well as the inclusion of additional systems within the reporting boundary. The majority of refrigerant holdings remain concentrated in Dubai Silicon Oasis (DSO) (3,472.2 kg in 2025), with limited quantities in Dubai Airport Freezone (DAFZ) (100.0 kg), reflecting the relative scale and operational footprint of each zone.

Fire-suppression systems across DIEZ-managed assets continued to show stable inventory levels, with a moderate increase in total units. Dry powder extinguishers increased from 2,590 in 2024 to 2,647 in 2025, while CO₂ extinguishers rose from 3,209 to 3,357 over the same period. The distribution of assets remains consistent, with DSO accounting for the majority of units, in line with its larger asset base.

Refill activity declined in 2025, with 45 kg of dry powder and 20 kg of CO₂ refilled, compared to 110 kg and 21 kg, respectively, in 2024. This reduction may indicate lower maintenance requirements or improved equipment condition and lifecycle management across assets. Overall, these systems are actively monitored as part of DIEZ's ongoing efforts to manage and track Scope 1 fugitive emissions.

Indicator	DIEZ Total (2024)	DAFZ (2024)	DSO (2024)	DIEZ Total (2025)	DAFZ (2025)	DSO (2025)
Refrigerants (kg) (all types)	1363.7	0	1363.7	3,572.2	100.0	3,472.2
Total Inventory of Dry Powder Fire Extinguishers (number of cylinders)	2590	810	1780	2,647	810	1,837
Total Inventory of CO ₂ Fire Extinguisher (number of cylinders)	3209	850	2359	3,357	850	2,507
Refilled Quantity of Dry Powder Fire Extinguishers (Kg)	110	0	110	45	0	45
Refilled Quantity of CO ₂ Fire Extinguishers (Kg)	21	0	21	20	0	20

This baseline enables DIEZ to quantify the impact of initiatives such as the Techno Hub solar installation and other operational efficiency projects, while aligning our operations with national climate and energy objectives and provides a reference point for future emissions reduction planning.

Emissions Reduction

Solar Energy Generation

DIEZ continues to expand on-site solar generation as part of its efforts to reduce reliance on grid electricity and support the transition toward lower-carbon operations. Solar photovoltaic systems have been progressively deployed across facilities in DAFZ and DSO since 2017, enabling renewable electricity generation directly within the economic zones.



Solar generation has increased significantly over time, reflecting the expansion of installed capacity and improved operational performance of existing systems. In 2025, total solar electricity generation across DAFZ and DSO reached 6,367,673 kWh, representing the highest annual production recorded since the program began. While DAFZ continues to account for the larger share of solar generation, reflecting earlier deployment of solar systems, DSO has experienced the fastest growth in recent years, with generation increasing from 798,982 kWh in 2023 to 1,943,310 kWh in 2025.

Since the introduction of solar installations in 2017, DIEZ has generated a cumulative 31,788,774 kWh of renewable electricity across the two zones. Total installed solar capacity currently stands at approximately 5,056 kW, providing a growing foundation for renewable electricity generation and contributing to the gradual diversification of DIEZ's energy mix.

Solar Electricity Generation

Year	DAFZ (kWh)	DSO (kWh)	DIEZ Total (kWh)
2017	17,313	28,681	45,994
2018	418,401	96,453	514,854
2019	1,308,116	164,481	1,472,597
2020	3,277,086	473,610	3,750,696
2021	3,894,047	514,413	4,408,460
2022	3,799,141	597,583	4,396,724
2023	4,495,133	798,982	5,294,115
2024	4,414,702	1,122,961	5,537,663
2025	4,424,363	1,943,310	6,367,673
Cumulative Production	26,048,302	5,740,473	31,788,774

Installed Solar Capacity

Location **DAFZ** Installed Capacity (kW) **3,141**

Location **DSO** Installed Capacity (kW) **1,915**

Total DIEZ Installed Solar Capacity 5,056_{KW}

Note: Installed solar capacity excludes DCC.

Techno Hub Solar Developments

As part of its transition toward cleaner and more resilient energy systems, between 2024 and 2025 DIEZ expanded on-site solar generation at the Techno Hub precinct at Dubai Silicon Oasis. Photovoltaic systems were integrated into existing car-park shade structures, increasing renewable capacity without expanding building footprints or disrupting operations. The program commenced with Techno Hub 3 in 2024 and expanded to Techno Hubs 4 and 5 in 2025.

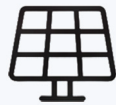
Techno Hub Solar Developments



Year
completed



Solar capacity
installed



Number of solar
panels installed



Expected electricity
generated in first year



Estimated
payback period



Estimated carbon
emissions avoided



Expected electricity generated
over system lifetime

Techno Hub 3



2024



461.97 kWp



783 panels



697,427 kWh



19,160,792 kWh



9,960 tCO₂



4.8 years

Techno Hub 4



2025



493.4 kWp



765 panels



774,477 kWh



7,222,810 kWh



3,394 tCO₂



2.3 years

Techno Hub 5



2025



461.8 kWp



716 panels



723,821 kWh



6,212,413 kWh

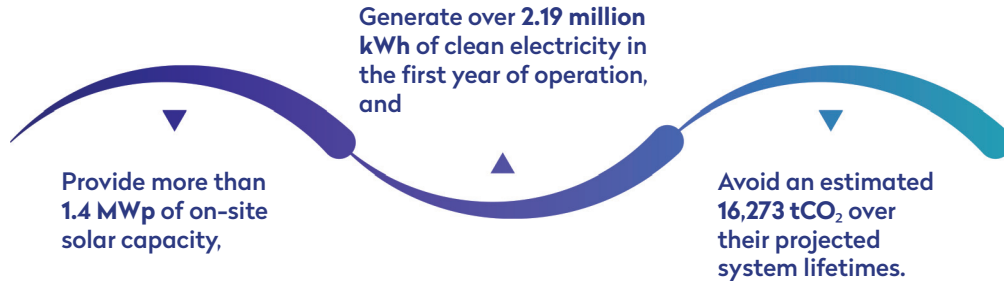


2,919 tCO₂



3.4 years

Collectively, these projects significantly advance DIEZ's renewable energy footprint, reducing reliance on grid-supplied electricity, and supporting measurable carbon reductions. They are expected to:



Through these deployments, DIEZ demonstrates its ability to replicate solar solutions efficiently across multiple assets, further embedding clean energy into our operational infrastructure and supporting national ESG objectives.

Phase 2 Solar Program

Alongside the Techno Hub precinct solar deployments, Phase 2 of DIEZ's Solar Program advanced across DCC¹ to strengthen on-site generation and reduce reliance on grid-supplied electricity. Launched in 2024 in collaboration with DEWA, the program was delivered by the DIEZ Engineering team, with approximately 20 DIEZ staff and technical partners actively involved in planning, coordination, and implementation. By the end of 2024, solar installations were completed across 21 facilities. In 2025, seven further facilities were completed, bringing the total number of solar-equipped buildings to 28. Key allocations across DCC included:

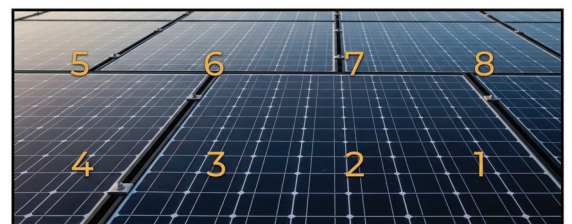
- **Building E:** 2,874 kW installed
- **Building F:** approximately 40% of 5,988 kW installed

This represents a combined installed capacity of approximately 8,862 kW. Electrical installations and metering planning have been completed, with remaining panel installations scheduled for April 2026, supporting improved energy resilience and long-term efficiency objectives at DIEZ.

28 facilities
completed

8,862 kW
installed capacity

SOLAR PV DISTRIBUTION - DC-E



¹ While DCC projects are highlighted for completeness, environmental performance metrics in this report focus on assets under DIEZ operational control.

Environmentally Focused Licensing

DIEZ continued to strengthen its climate response by expanding the presence of companies operating in environmentally focused sectors. Through the Green Industries Study, DIEZ identified opportunities to attract businesses aligned with clean manufacturing, pollution control, and environmental technologies. In 2024, DIEZ issued several new license to companies supporting the development and deployment of clean manufacturing technologies, pollution control solutions, and environmental technology innovation. These additions contribute to the development of a climate-aligned business ecosystem, supporting low-carbon growth and sustainable industrial development across DIEZ's economic zones.

Looking Ahead

Together, these efforts strengthened our ability to manage emissions in a measurable way. With a clearer baseline, expanded renewable energy capacity, and a growing ecosystem of climate-aligned businesses, DIEZ is well positioned to achieve deeper emissions reductions in the coming years. Our future focus will be to broaden the use of clean energy technologies and continue to enhance the efficiency of our assets. As our zones evolve, our commitment remains consistent: to operate responsibly, reduce our footprint, and contribute to a more resilient and sustainable economic landscape.



CHAPTER 5

OUR SOCIAL RESPONSIBILITY



Customer Satisfaction



Health & Safety



Employee Wellbeing & Talent Attraction



Localization



DIEZ's social responsibility agenda is driven by a commitment to people, safety, and shared value. It focuses on enhancing customer service experiences, safeguarding people and communities, investing in employee growth and wellbeing, and contributing meaningfully to national economic and workforce development. Through these priorities, we continuously aim to strengthen trust with stakeholders, promote inclusive and sustainable workplaces, and contribute to long-term social and economic value across our zones.

CUSTOMER SATISFACTION

Customer satisfaction is central to DIEZ's social responsibility agenda and underpins how services are designed, delivered, and continuously improved across DAFZ, DSO, and DCC. By focusing on accessibility, responsiveness, digital enablement, and long-term relationship building, DIEZ aims to create a supportive business environment that enables clients to operate efficiently, grow sustainably, and feel connected to the wider community.



Data-Driven Service Improvement and Customer Insights

To strengthen service accuracy and personalization, DIEZ implemented the Customer Data Enrichment Project across DAFZ and DSO. Reflecting DIEZ's continued focus on enhancing customer data quality, data quality reached 96% in DAFZ and 94% in DSO by the end of 2025 across key customer attributes. The enhanced quality of customer data improved communication reliability, reduced customer inquiries, and enabled more informed, data-driven decision-making across departments.

Customer satisfaction research further supported insight-led improvements. The Customer Satisfaction Survey 2024, published in February 2025, engaged more than 1,000 stakeholders, including residents and business partners across DAFZ and DSO. The survey assessed perceptions of wellbeing and ESG, focusing on safety, accessibility, environmental quality, and social infrastructure. Findings from the survey are now informing targeted service enhancements and reinforcing DIEZ's commitment to evidence-based decision-making.

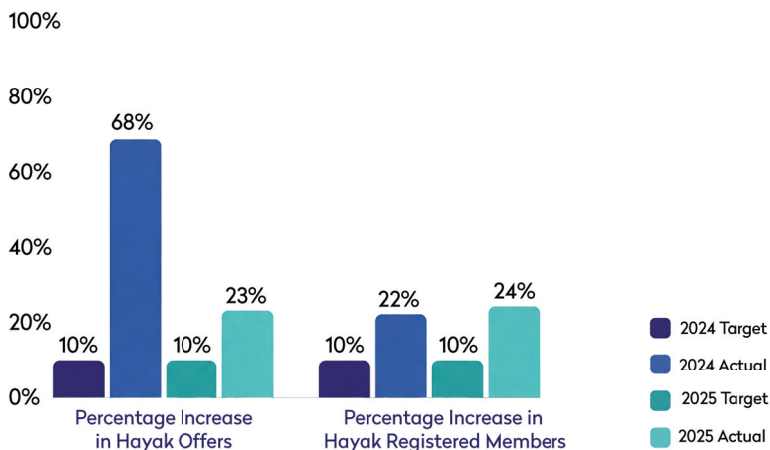
In 2025, DIEZ expanded this insight-led approach through additional research initiatives led by the Business Intelligence & Analytics function, including a Quality-of-Life Study, Customer Satisfaction Research, a People Engagement Study, and a biennial Community Survey assessing brand awareness, perception, and CSR impact. Together, these initiatives support continuous service improvement and long-term stakeholder satisfaction.

Enhancing Customer Experience Through Loyalty and Engagement

In 2024, DIEZ advanced a range of initiatives focused on improving accessibility, convenience, and service responsiveness. At DAFZ, the Hayak Loyalty Program enhanced the daily experience of employees working within client companies by offering discounts across hospitality, retail, food, and travel sectors. More than 2,000 users benefited from the program, contributing to improved employee satisfaction and a stronger sense of belonging within the free zone community.

The program exceeded its growth targets in 2024, with a 68% increase in partner offers and a 22% increase in registered members, well above the 10% target for both indicators. In recognition of its positive social and business impact, Hayak received the 2024 Business Impact Award from Westford University College, reinforcing its role in delivering shared value to customers and the wider community.

Building on this strong performance, the program continued to expand in 2025, achieving a 23% increase in partner offers and a 24% increase in registered members, both exceeding the annual target of 10%. While the pace of growth in partner offers moderated compared to 2024, this reflected the substantial expansion achieved during the program's initial growth phase, with 2025 focusing on strengthening and enriching the existing partner ecosystem. The continued growth in both partner offers and membership demonstrates sustained user engagement and the program's expanding value proposition.



Digital Service Accessibility and Responsiveness

To improve service accessibility and reduce response times, DIEZ introduced a 24/7 AI-enabled Chatbot across the DAFZ website and client portal in 2024. The chatbot supported 8,625 conversations during the year enabling clients to receive immediate assistance and reducing reliance on traditional service channels. This digital enhancement contributed to faster resolution times, improved customer convenience, and greater service continuity outside standard working hours.

In 2025, DIEZ strengthened its customer intelligence capabilities through a Customer Behavior Tracking Initiative. Lead activity was analyzed to better understand engagement patterns, with disqualified leads reviewed and categorized as hot, cold, or frozen based on interaction levels.

To strengthen feedback loops, a structured survey form was introduced and sent once a lead was either qualified or disqualified. This enabled DIEZ to assess satisfaction with the onboarding and qualification process and identify areas for service improvement. These initiatives enhanced data-driven engagement strategies and supported continuous refinement of customer experience.

Hello! I am Reem, Your Virtual Assistant!



Relationship Management and Stakeholder Engagement

Strengthening long-term relationships with customers remains a core priority for DIEZ. In 2024, the Client Anniversary Initiative recognized approximately 70 companies celebrating 15, 20, and 25 years of partnership within DAFZ. Through milestone recognition and personalized engagement, the initiative acknowledged clients' long-term contributions to the economic zones and reinforced trusted relationships.

Leadership engagement also remained a key component of DIEZ's customer relationship approach. Throughout 2024 and 2025, DIEZ leadership conducted regular client visits to strengthen direct communication with customers, reinforce long-term partnerships, and better understand customer needs and priorities.



In parallel, DIEZ expanded its international outreach and client engagement efforts in 2025 through participation in more than 40 regional and global industry events across the Middle East, Europe, Asia, Africa, and North America. Led by the Business Development & Asset Management team, these engagements enhanced global visibility, supported knowledge exchange, and strengthened relationships with existing and prospective clients across key sectors.

DIEZ also participated in and supported the DOERS Summit, collaborating closely with the Corporate Marketing team. Support included providing details of invited companies and facilitating the participation of retail companies to enhance event impact and sector representation.



Simplifying Customer Processes Through Digital Transformation and Governance Improvements

DIEZ continued to enhance customer satisfaction by simplifying processes and reducing administrative burden through digital and regulatory initiatives. The introduction of Virtual Stakeholders Meetings enabled change manager requests to be completed entirely online, eliminating the need for physical attendance and reducing processing times, paperwork, and travel-related emissions.

In 2025, further improvements were introduced through Instant Certification via UAE Pass, audit financial report data automation with Digital Dubai, and progress toward unified attestations. These initiatives reduced manual steps and improved accuracy and efficiency. The implementation of the Dubai Unified License (DUL) and the integration of General Directorate of Residency and Foreigners Affairs (GDRFA) services further streamlined interactions between free zones and government entities, strengthening the business ecosystem by enhancing regulatory efficiency and inter-agency coordination.



Partnerships and Ecosystem Development

Strategic partnerships played a key role in enhancing customer value and expanding access to business ecosystems. In 2024, DSO signed a Commercial Cooperation Agreement with the French Business Council, strengthening engagement with the French business community and creating new opportunities for SMEs, startups, and multinational companies. The partnership supports incubation, international promotion, event hosting, and deeper collaboration between French enterprises and DSO's innovation ecosystem.

DIEZ also collaborated with the Dubai Land Department to support PropTech innovation, business setup facilitation, and knowledge exchange through joint programs and technology adoption initiatives, including AI and blockchain applications. These partnerships contribute to strengthening the innovation ecosystem and expanding customer access to business support services and infrastructure.

In addition, DIEZ strengthened its innovation ecosystem through strategic collaboration with the MIT Enterprise Forum Pan Arab, supporting entrepreneurship development within DSO. The program provided early-stage startups with mentoring, business development support, and exposure to regional innovation networks, enabling participants to refine their business models and enhance market readiness. Through this collaboration, DIEZ reinforced DSO's positioning as a regional hub for technology-driven startups and emerging enterprises while advancing knowledge exchange and ecosystem connectivity.



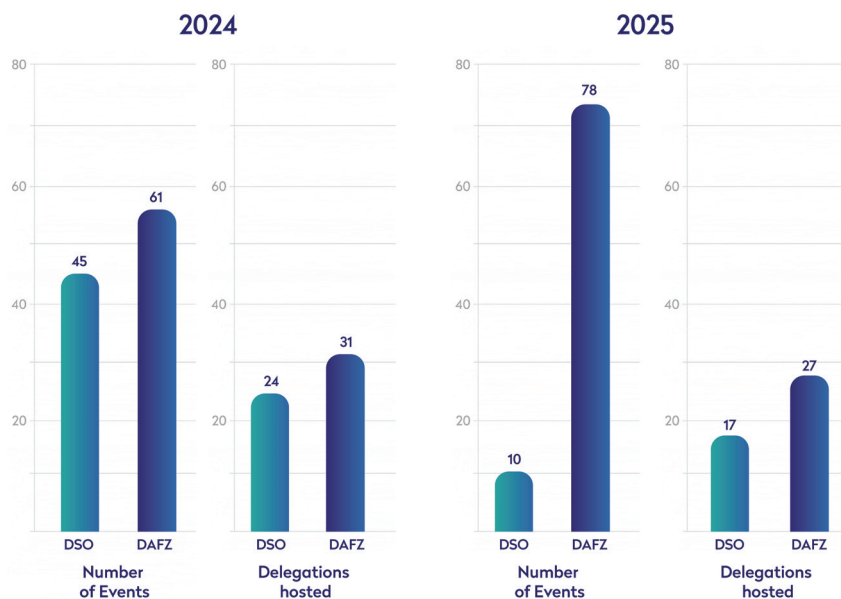
Communication, Events, and Community Engagement

In 2024 and 2025, DIEZ's economic zones, DAFZ and DSO, expanded their community engagement efforts through a diverse portfolio of events delivered across both zones. In 2024, DSO hosted 45 events, while DAFZ hosted 61 events, demonstrating strong participation and an increasingly engaged business community. In 2025, community engagement activities continued across both zones, with DSO hosting 10 events and DAFZ delivering 78 events, reflecting sustained engagement efforts and expanded outreach activities within the business ecosystem.

At DSO, events continued to focus on fostering innovation, knowledge exchange, and business collaboration. These included Industry of the Future events, general business and networking events, corporate community initiatives, and international participation events, contributing to positioning DIEZ as a hub for future-focused industries and global connectivity.

In parallel, DAFZ delivered a wide range of community-oriented and culturally driven events aimed at strengthening engagement across its business community. These included wellness initiatives, cultural celebrations such as Chinese New Year and Iftar gatherings, and participation in major international exhibitions such as Gulfood.

In addition to events, DIEZ maintained strong engagement through delegation hosting, welcoming 55 delegations across both DSO and DAFZ in 2024, and a total of 44 delegations in 2025. This reflects DIEZ's continued role as a gateway for global business and a platform for strategic collaboration.



Operational Excellence and Service Reliability

Operational efficiency remains a critical driver of customer satisfaction. In 2024, the Leasing, Licensing & Government Relations department met or exceeded performance targets across key services, including license renewals, amendments, lease clearances, immigration transactions, and dispute resolution. High accuracy, fast turnaround times, and strong closure rates for improvement actions reinforced customer confidence in DIEZ's reliability and responsiveness.

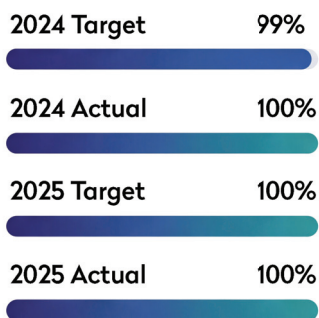
Service integration with strategic government partners further enhanced customer experience through digital workflows related to aviation NOC renewals, Chamber certification issuance, and establishment card processing. These integrations reduced manual documentation, minimized travel requirements, improved accuracy, and contributed to higher customer satisfaction through more accessible and efficient services.

Performance remained consistently strong in 2025, with 100% compliance achieved across all core service timelines, including license renewals, amendments, and lease clearances. Immigration transaction processing continued to outperform targets at 98% within two days, while medical fitness appointment scheduling maintained 100% compliance, reflecting continued efficiency in customer-facing services.

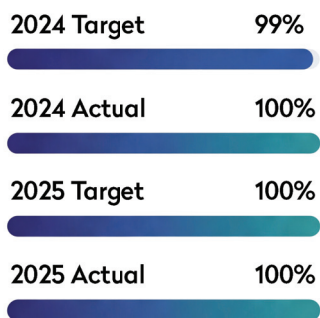
Improvement action closure rates remained strong at 94%, exceeding the target despite being slightly below 2024 levels. This reflects DIEZ's continued commitment to timely implementation of improvement actions while maintaining operational reliability amid increased service volumes and operational complexity.



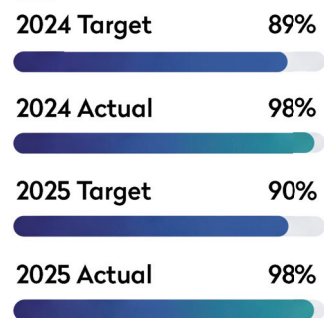
License renewal documents reviewed in 1 day



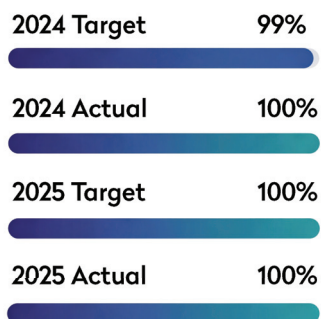
Lease clearances within 3 days



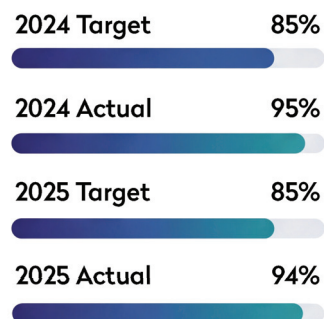
Immigration transactions processed within 2 days



License amendments approved in 2 days



Improvement actions from inspections closed



Looking ahead, DIEZ will build on this foundation by expanding loyalty initiatives, advancing system integrations, strengthening research-driven insights, and tailoring services more precisely to customer expectations, reinforcing our ambition to enhance satisfaction, strengthen retention, and support the long-term success of our clients.

HEALTH & SAFETY

Health & Safety Governance and Management Framework

DIEZ operates a comprehensive health and safety management framework that is embedded across its business units and economic zones. The framework is guided by international occupational health and safety management principles and applicable national and local regulatory requirements. The framework governs how risks are identified, managed, and mitigated to protect employees, customers, tenants, contractors, and visitors. This structured approach ensures consistent application of safety standards and reinforces organizational accountability.

Close coordination between the Property Management and Health, Safety & Environment (HSE) teams supports effective implementation of this framework. Defined roles, inspection protocols, and escalation pathways enable proactive risk management and continuous improvement across all managed facilities.



Safe Working Environments and Occupational Health

DIEZ ensures safe and healthy working environments across all DIEZ-managed offices and facilities through structured occupational safety controls. These controls cover ergonomics, safe lifting practices, use of personal protective equipment, electrical safety, and general workplace wellbeing, reducing the likelihood of injuries and supporting employee health.

Routine workplace inspections are conducted to verify compliance with safety requirements. First Aid arrangements are regularly reviewed, First Aid boxes are maintained in line with municipal guidelines, and trained First Aiders are available on site, ensuring readiness to respond to medical incidents and supporting employee confidence in workplace safety.

Emergency Preparedness and Response Readiness

Emergency preparedness at DIEZ is guided by a structured framework designed to enhance response readiness and operational resilience. Regular fire drills, evacuation route inspections, and building-level emergency action plans are implemented to reinforce procedural awareness and preparedness across facilities.

Emergency plans, informed by risk assessments and reviewed annually or following significant incidents, address a range of scenarios including fire, severe weather, water leakages, chemical spills, and infrastructure disruptions. Dedicated Fire Warden training and mandatory health and safety induction for all new joiners, including interns and temporary staff, ensure role clarity and response capability. Refresher training for Fire Wardens and First Aiders is conducted in line with certification validity, reinforcing sustained readiness.

Construction, Contractor, and Site Safety

DIEZ oversees health and safety performance across all construction activities within its jurisdictions. Contractors are required to submit approved HSE plans and appoint qualified Safety Officers before commencing work, ensuring safety risks are addressed from the planning stage.

Inspections are conducted throughout construction phases to verify compliance with approved methodologies and regulatory requirements. Any non-conformities identified are formally documented and tracked until improvement actions are fully implemented, safeguarding workers and minimizing risks to surrounding communities.

Safety risks associated with dormant or abandoned construction sites are managed through defined procedures and cross-functional assessments. These measures help identify hazards, implement improvement actions, and prevent negative impacts on neighboring businesses, public areas, and infrastructure.



Community, Public Health, and Retail Safety

DIEZ extends health and safety oversight beyond internal operations to public-facing establishments operating within its economic zones. Hygiene standards and operational compliance are assessed in retail outlets, food establishments, groceries, and healthcare-related facilities, supporting public health and consumer safety.

Safety and order in shared public spaces were further strengthened in 2025 through updated Outdoor Seating Area Guidelines. The revised requirements introduced clearer and more stringent controls to address non-compliance, reduce disturbances, and improve safety for tenants, customers, and visitors.



Environmental, Facility, and Operational Controls

DIEZ manages environmental and operational safety risks through coordinated controls across its communities. Property Management teams oversee waste diversion and recycling programs, energy monitoring, and water efficiency initiatives, while HSE teams maintain environmental registers and conduct inspections to monitor compliance and mitigate environmental impacts.

Additional safety oversight includes noise management, swimming pool safety, pest control, water tank cleaning, and safety certifications for residential and commercial buildings. Quarterly reporting ensures that facility managers maintain compliance with regulatory and operational requirements and that risks are identified early.

Incident Reporting, Investigation, and Feedback

DIEZ requires all health, safety, and environmental incidents to be reported to the HSE Section. Incidents are investigated in coordination with Security teams and, where necessary, external authorities such as emergency medical services and police to ensure appropriate response and accountability.

Investigations focus on identifying root causes and implementing preventive measures to reduce the likelihood of recurrence. Where unsafe conditions are identified, work may be temporarily halted until improvement actions are completed, reinforcing a prevention-focused safety culture.

Safety-related complaints or concerns raised by tenants, customers, or visitors are promptly investigated. Coordination between HSE and relevant operational teams ensures timely resolution and transparent communication, reinforcing trust and confidence within the community.



Workforce Protection and Safety Performance

DIEZ provides comprehensive health insurance coverage for all permanent employees, including benefits for work-related injury treatment and recovery. Across 2022, 2023, 2024, and 2025, 100% of the workforce was covered under the health and safety management system, ensuring consistent protection and support.

100%
workforce coverage

Safety performance outcomes over the past four years reflect the effectiveness of DIEZ's preventive measures and safety culture. No work-related fatalities or high-consequence injuries were recorded between 2022 and 2025, reinforcing DIEZ's continued commitment to maintaining safe working environments across its operations.

Safety & Wellbeing Indicators

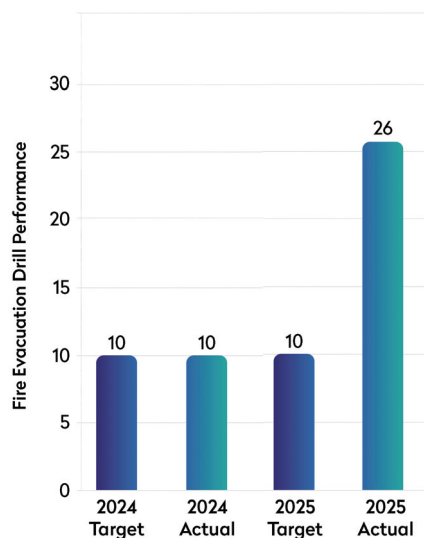


Emergency Preparedness and Fire Evacuation Drills

Emergency preparedness remains a key component of DIEZ's health and safety framework. Regular fire evacuation drills are conducted across facilities to reinforce emergency response readiness, increase procedural awareness, and ensure effective coordination during potential emergency situations.

In both 2024 and 2025, DIEZ met and exceeded its annual targets for fire evacuation drills conducted per area. While 10 drills were completed in 2024 in line with the annual target, the number increased significantly to 26 drills in 2025, demonstrating enhanced focus on preparedness, awareness, and proactive safety management across operations.

Fire Evacuation Drill Performance



EMPLOYEE WELLBEING & TALENT ATTRACTION

People Strategy and Workplace Culture

Employee wellbeing and talent ESG are central to the people strategy of DIEZ. The strategy recognizes that fairness and continuous development are essential to building a high-performing and sustainable organization. The human resources framework focuses on creating a positive work environment that supports engagement, productivity, and long-term retention, while fostering a culture of respect, collaboration, and accountability.

This approach is supported by a comprehensive set of HR policies covering performance management, learning and development, recruitment and onboarding, employee conduct, grievance management, wellbeing, and business travel safety. Together, these policies provide clarity, consistency, and protection throughout the employee lifecycle.

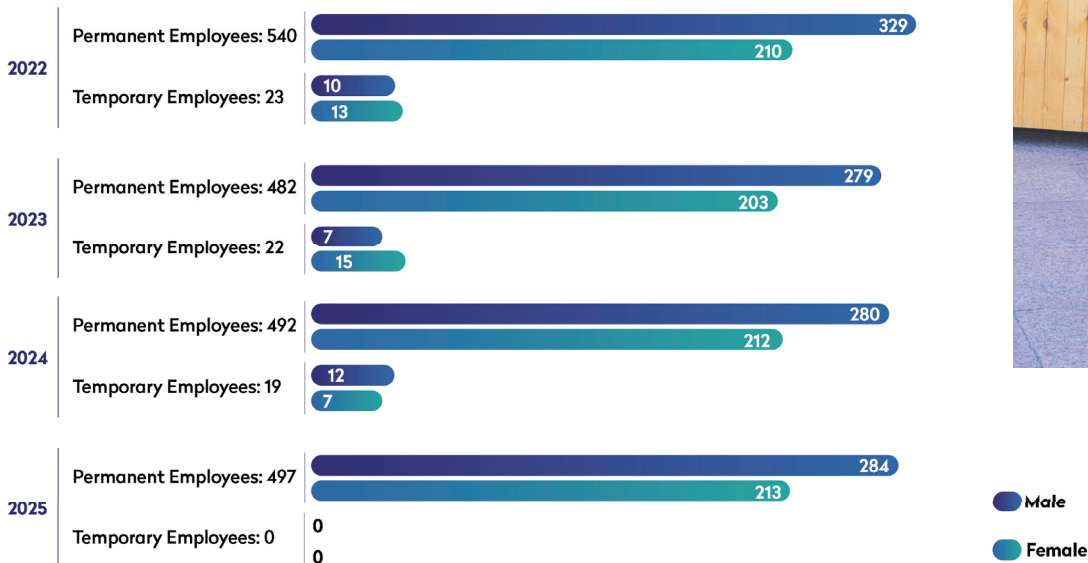


Workforce Composition and Stability

DIEZ maintains a stable and diverse workforce, reflecting its ability to attract and retain skilled talent across technical, professional, and leadership roles. Workforce composition over the past three years demonstrates balanced representation and continuity, supporting knowledge retention and operational resilience.

In addition to permanent employees, temporary roles are used selectively to support operational flexibility, while maintaining consistent HR standards and access to wellbeing and support mechanisms.

Workforce Overview



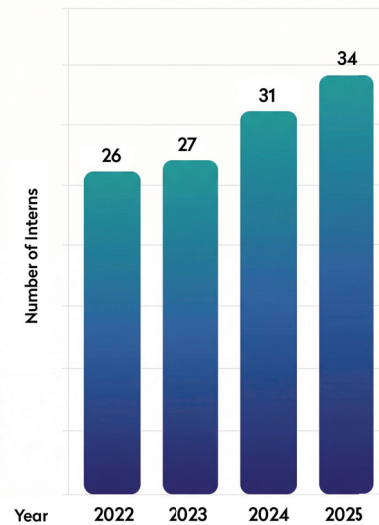
Early Career Development and Internship Programs

DIEZ invests in early-career development as a key talent attraction and workforce ESG lever. Internship opportunities provide students and fresh graduates with meaningful exposure to real business operations, supporting skills development and professional readiness.

Intern participation has demonstrated steady growth, increasing from 26 interns in 2022 to 34 in 2025, representing a nearly 31% increase over the four-year period. This trend reflects sustained demand and reinforces DIEZ's positioning as an employer committed to developing future talent.

Intern Participation

The Internship Training Program further strengthens this approach by pairing interns with experienced employees who act as mentors. In 2024, 11 employees supported interns through structured mentoring and on-the-job guidance. This model promotes knowledge transfer while strengthening coaching and leadership capabilities among employees.



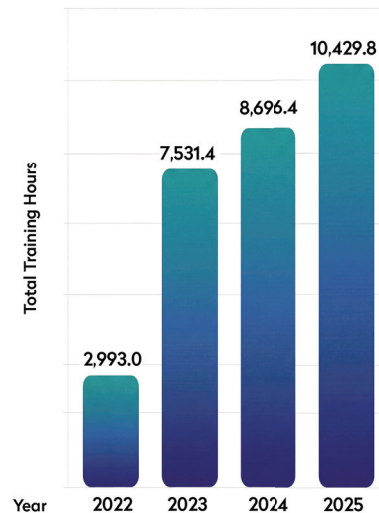
Learning, Training, and Skills Development

DIEZ continuously invests in employee capability building through structured training and development programs. Total annual training hours increased significantly between 2022 and 2025, reflecting sustained investment in technical skills, leadership development, and soft-skill enhancement.

Annual Training Hours

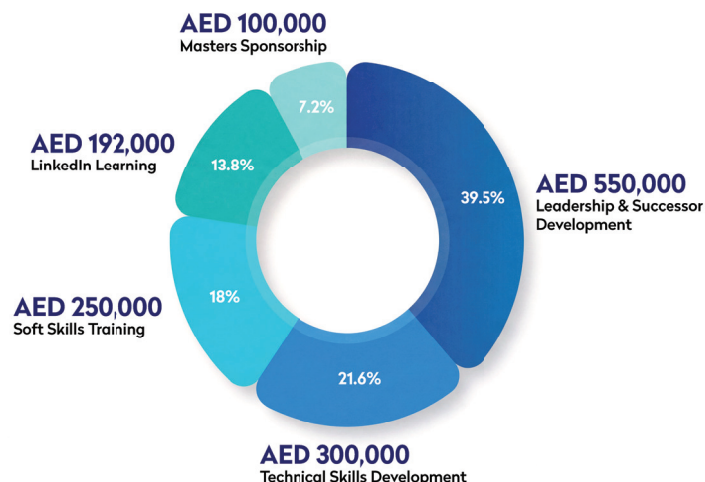
In 2025, the learning ecosystem was further strengthened through an expanded training budget allocated to leadership development, technical training, soft skills, digital learning platforms, and postgraduate sponsorships. This investment supports long-term workforce capability, succession planning, and organizational resilience.

The 2025 Training Calendar introduced a structured learning journey informed by a Learning Needs Analysis. Key focus areas included AI and digital capabilities, customer experience, communication and collaboration, Microsoft Office skills, and exposure opportunities through conferences and exhibitions.



Training Investment and Budget Allocation

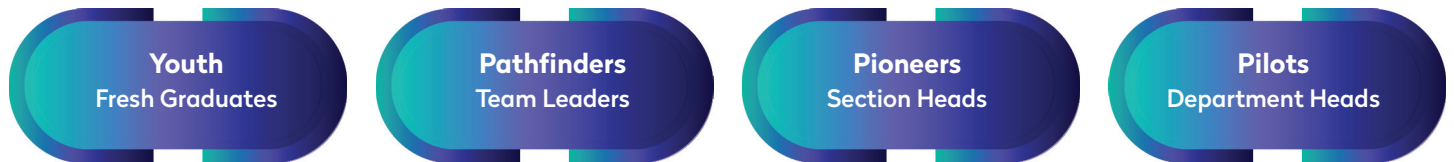
In 2025, DIEZ allocated a comprehensive training budget structured across leadership, technical capability, and continuous learning platforms:



This represents an average investment of approximately AED 2,500 per employee, reinforcing DIEZ's long-term commitment to workforce capability and internal succession planning.

Leadership Development and Career Pathways

DIEZ strengthened its leadership pipeline through a structured National Development Career Path designed to support progression from early-career roles through to leadership positions. The model defines clear stages and development pathways aligned with increasing responsibility and leadership maturity:



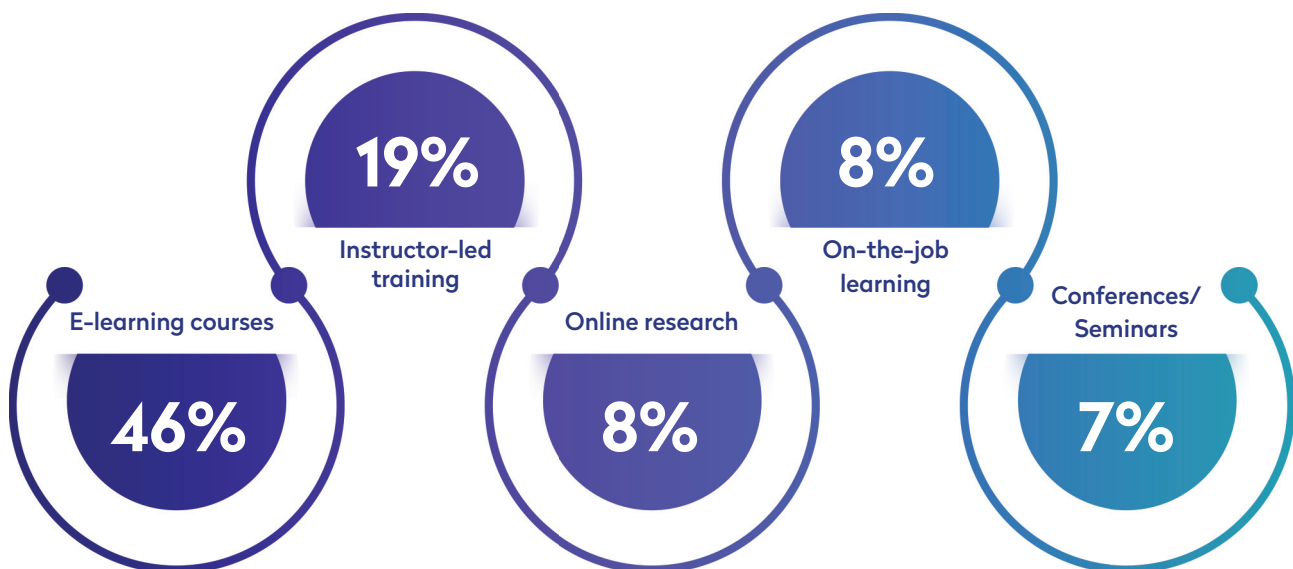
Progression toward Unit Heads

This tiered framework supports internal mobility, succession planning, and the development of future leaders from within the organization.

Learning Needs Analysis and Data-Driven Planning

The 2025 Learning Plan was informed by a structured Learning Needs Analysis derived from performance development planning. The assessment captured 917 learning requirement entries across the organization, enabling DIEZ to prioritize training topics and delivery formats based on employee needs and operational requirements.

Training demand distribution indicates a strong preference for blended and digital formats:

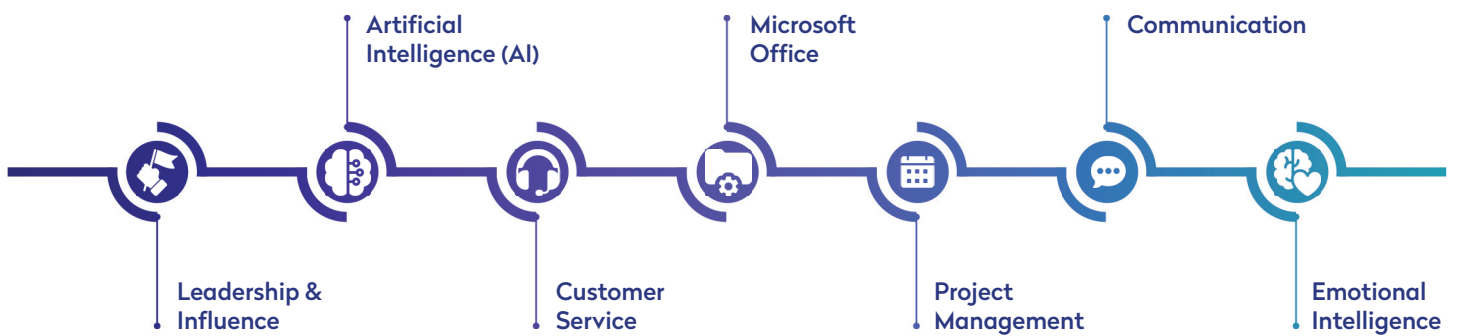


Remaining allocations include benchmarking, networking, and job shadowing.

This structured needs analysis ensures that training investments respond directly to organizational capability gaps, operational priorities, and employee development goals.



Furthermore, based on organizational requirements and performance development planning insights, DIEZ identified the following priority soft skill areas for 2025:



These priority areas reflect DIEZ's focus on digital transformation, customer-centricity, operational effectiveness, and leadership pipeline strengthening.

Employee Engagement and Communication

DIEZ promotes engagement and awareness through initiatives that encourage participation, learning, and open communication. The QUIZ ME UP initiative, launched to increase understanding of HR policies, uses a monthly interactive quiz format to make learning accessible and engaging.

In 2024, more than 415 employees participated across 12 quizzes, strengthening policy awareness, collaboration, and shared understanding of workplace expectations. Due to its success, the initiative continued in 2025 with the same structure and frequency.

HR Harmony further supports engagement by strengthening communication between HR and line managers. Ongoing sessions enable managers to discuss policy updates, employee-related matters, and strategic feedback, improving consistency in people management and enhancing leadership effectiveness.

Onboarding and Early-Stage Employee Support

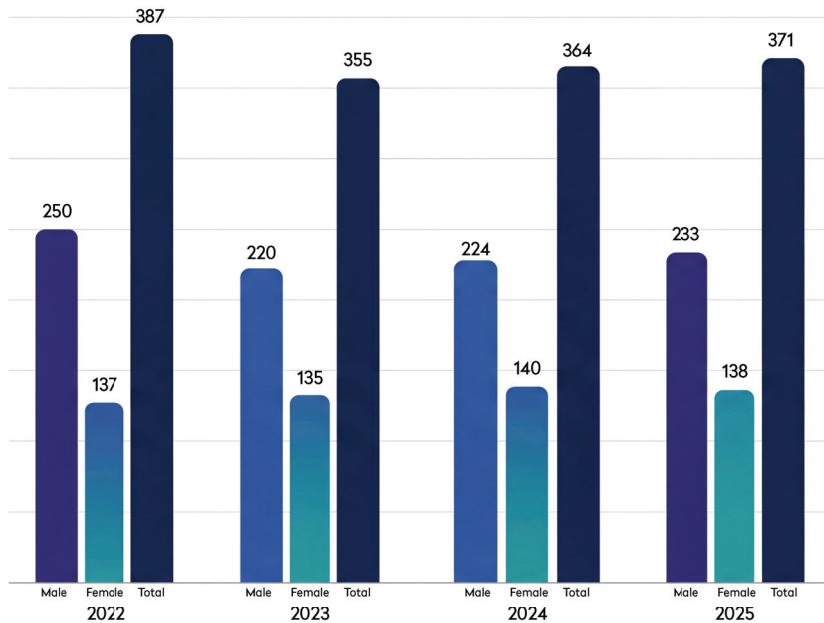
DIEZ prioritizes positive onboarding experiences to support early engagement and retention. The Nawartona program was introduced to create an open dialogue between HR and new joiners, enabling timely support and clarification during the probation period.

Approximately 50 employees participated in the program, supporting faster integration, building trust, and improving confidence during the early months of employment. The Freezone Tour complements this initiative by providing new joiners with firsthand exposure to DIEZ's business units and integrated economic zones.

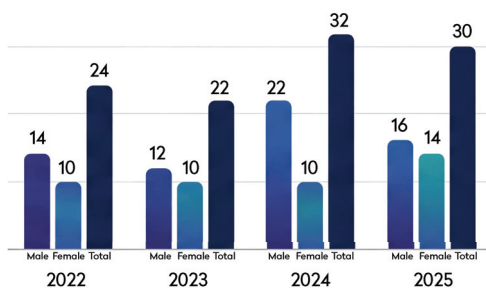
Parental Support and Work-Life Balance

DIEZ supports work-life balance through parental leave policies that protect employee wellbeing and retention. Over the past three years, the organization achieved a 100% retention rate among employees returning from maternity or paternity leave, demonstrating strong reintegration practices and a supportive workplace culture.

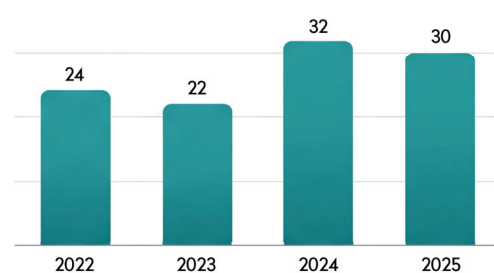
Employees Entitled



Employees Who Availed Leave



Employees Retained After Return



HR Operational Performance and Workforce Outcomes

DIEZ monitors key human capital indicators to assess workforce stability and employee development. In 2024, employee turnover reached 5%, remaining below the established target of 6%. In 2025, employee turnover improved to 4%, reflecting stronger workforce retention compared to the previous year and remaining broadly aligned with the revised target of 4%, demonstrating DIEZ's continued ability to attract and retain talent.

Employee development also continued to strengthen. Following an 88% implementation rate in 2024, exceeding the target of 84%, the implementation of development plans increased to 95% in 2025, surpassing the revised target of 85%. This year-on-year improvement reflects DIEZ's ongoing commitment to developing employee capabilities and supporting long-term workforce growth.

HR Operational Performance Indicators

Employee Turnover (%)

2024 Target



6%

2024 Actual



5%

2025 Target



4%

2025 Actual



4%

Implementation of Development Plans (%)

2024 Target



84%

2024 Actual



88%

2025 Target



85%

2025 Actual



95%

Rewards, Recognition, and Employee Protection

The employee rewards and recognition framework at Dubai Integrated Economic zones authority (DIEZ) was enhanced in 2025 through the introduction of a digital recognition system powered by the Empuls by Xoxoday platform. The system enables peer-to-peer and manager-led recognition through value-driven awards, supported by a transparent points-based model redeemable for rewards.

Employee protection and wellbeing are reinforced through structured conduct, grievance, and support mechanisms. The Disciplinary and Grievance Management Policy ensures fair and consistent handling of workplace concerns, while the Business Travel Policy supports employee safety, transparency, and work-life balance during business travel. Updates introduced in 2025 strengthened policy clarity and promoted consistent organizational application.



LOCALIZATION

Localization Approach and National Economic Contribution

Localization is a core component of the ESG and workforce strategy of Dubai Integrated Economic Zones Authority (DIEZ). DIEZ's localization approach reflects its commitment to supporting national talent development, strengthening the UAE labor market, and contributing to long-term economic growth. Localization principles are embedded across workforce planning, procurement practices, regulatory enablement, and partnerships, ensuring that DIEZ's activities generate tangible social and economic value within the UAE.

This approach aligns with national development priorities and supports the integration of Emirati talent and local enterprises into high-value economic activity. By combining workforce localization with economic localization, DIEZ aims to contribute not only to employment outcomes but also to sustainable business growth and private sector participation.

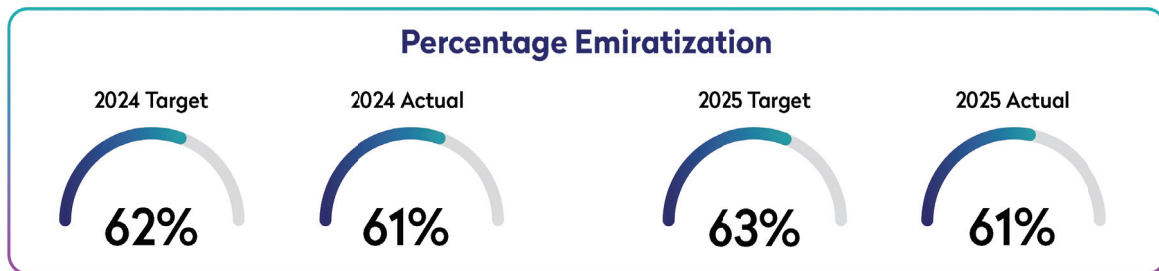


Emiratization and Workforce Development

DIEZ prioritizes the recruitment, development, and retention of UAE Nationals across key roles and functions. Emiratization levels remained strong in 2024 at 61%, just under the 62% internal target and aligning with national expectations for public sector and strategic entities.

In 2025, Emiratization reached 61% against a target of 63%, remaining broadly in line with the previous year and demonstrating DIEZ's continued focus on strengthening UAE National representation across its workforce.

Emiratization Indicators



Efforts to retain Emirati talent focus on structured career development, engagement initiatives, and supportive workplace policies. In 2024, UAE National employee turnover stood at 1%, providing a baseline for measuring future performance.

In 2025, UAE National employee turnover reached 4%, remaining below the established target of 5%. While turnover increased compared to the 2024 baseline, performance remained within the target threshold, reflecting DIEZ's continued success in retaining Emirati talent in a dynamic labour market.

UAE National Employee Turnover



These outcomes demonstrate DIEZ's ability to attract Emirati talent and provide an environment that supports long-term career growth and stability.

Economic Localization Through Procurement Practices

DIEZ extends its localization impact beyond direct employment by supporting local enterprises through procurement and contracting practices. Preference is given to suppliers operating within the UAE, enabling local businesses to benefit from DIEZ's operational growth and service requirements.

In 2024, engagement with UAE-based SMEs exceeded expectations, with nearly 17% of total procurement spend directed to SME companies. This performance significantly surpassed the annual target and reflects the organization's commitment to strengthening the local supply chain.



Procurement and Contract Management policies reinforce this approach by explicitly prioritizing suppliers located within the UAE. Additional preference is granted to suppliers registered with the Mohammed Bin Rashid Establishment for SME Development, provided they meet minimum technical and commercial requirements. These measures ensure fair competition while supporting local business growth.

Governance and Policy Framework Supporting Localization

DIEZ embeds localization objectives within its governance and policy frameworks to ensure consistent application across operations. Workforce planning, recruitment, and development policies support the attraction and progression of Emirati talent, while procurement policies formalize commitments to engaging local suppliers.

By integrating localization into formal governance mechanisms, DIEZ strengthens accountability and ensures that national development priorities are considered in decision-making processes across departments.

Integration of Free Zone Businesses with the Mainland Economy

DIEZ advanced economic localization in 2025 by enabling stronger integration between free zone businesses and the wider Dubai economy. Through Dubai-wide regulatory initiatives introduced by the Dubai Free Zones Council (DFZC) and relevant government authorities, barriers for companies seeking to operate beyond their primary free zone jurisdictions were reduced.

The Dubai Freezone One Passport and the Dubai Free Zone Mainland Operating Permit simplified access to the mainland market and reduced the need for separate legal entities. These initiatives support business expansion, increase local economic participation, and encourage deeper engagement between free zone companies and the domestic market.



Partnerships Supporting Emirati Talent and Innovation

DIEZ strengthened its localization impact through partnerships that promote innovation, entrepreneurship, and youth engagement. A memorandum of understanding with the Emirates Inventors Association supports initiatives that encourage creative thinking, product development, and community-based innovation.

To support the growth of local entrepreneurship, DSO signed a Memorandum of Understanding (MoU) with the Ministry of Education. The collaboration aims to facilitate the registration of Emirati entrepreneurs and young innovators in the Dubai Technology Entrepreneur Campus (Dtec), providing access to business support services, innovation infrastructure, and a collaborative entrepreneurial ecosystem.

Supporting Emiratization Beyond the Organization

DIEZ extends its localization efforts beyond its own workforce by supporting Emiratization initiatives within free zone companies. Awareness sessions, career fairs, and engagement activities were conducted to connect employers with Emirati job seekers and promote alignment with national employment objectives.

These initiatives support private sector participation in Emiratization and contribute to broader national workforce development goals, reinforcing DIEZ's role as an enabler of inclusive economic growth.



CHAPTER 6

OUR GOVERNANCE PRACTICES



Corporate Governance

Regulatory Compliance



Effective governance at DIEZ is built on clear accountability, sound decision-making processes, and robust control environments. Our governance framework emphasizes clearly defined roles and authorities, disciplined financial and risk oversight, regulatory compliance, and responsible management of data and digital systems. By strengthening these governance foundations, DIEZ promotes transparency, enhances leadership decision-making, safeguards assets and information, and supports long term organizational resilience. This approach reinforces stakeholder confidence, ensures alignment with regulatory requirements, and supports sustainable organizational performance while strengthening trust with regulators, customers, and other stakeholders across all areas of operations.

CORPORATE GOVERNANCE

Governance Structure and Mandate Framework

DIEZ's corporate governance framework is anchored in defined mandates, which establish the purpose, scope, and accountability of each Sector, Department, Office, and Section across the organization. These mandates are formalized through approved Functional Descriptions, which set out roles, responsibilities, key activities, and stakeholder interfaces, ensuring clarity of ownership and minimizing overlap or gaps in accountability. Mandates are operationalized through a hierarchy of policies, processes, and procedures, developed and governed under DIEZ's Integrated Management System and Document Governance framework.

All of our governance documents are subject to defined ownership, approval under the Delegation of Authority, version control, and periodic review to ensure continued relevance and alignment with organizational priorities. This integrated mandates-and-policy structure enables consistent execution, strengthens internal controls, and ensures that DIEZ's operations remain aligned with strategic objectives, regulatory requirements, and recognized governance best practices.

Delegation of Authority and Working Groups

Our governance framework is reinforced through a defined Delegation of Authority (DoA) structure, which establishes transparent decision-making thresholds across strategic, financial, and operational activities. The DoA framework ensures that decisions are made at the appropriate level, balancing empowerment with accountability, while maintaining robust internal controls.

The DoA framework is complemented by formal Working Groups, which include:



These groups enable cross-functional collaboration on strategic initiatives and complex decisions, operating under defined governance principles, with documented mandates, quorum requirements, and effectiveness assessments, ensuring disciplined oversight and collective accountability in decision-making.

Digital Service Governance and Cybersecurity

Digital governance demonstrated strong performance in 2024, reflecting the maturity of DIEZ's service management and control environment. Incident and service request management exceeded annual targets, with 99% of incident tickets and 93% of service requests resolved, underscoring the reliability and responsiveness of core digital operations. Incident response performance remained consistently strong, with 100% of incidents responded to within two hours.

Cybersecurity governance performance also remained robust throughout the year. We achieved 100% compliance with cybersecurity incident response SLAs, supported by clearly defined escalation protocols and effective coordination across digital and security teams.

Digital Governance and Service Management

As digital operations expand, DIEZ continues to embed governance discipline across service management, cybersecurity, and data integrity. In 2024, DIEZ achieved strong operational performance across digital services:

99%

of incident tickets resolved

93%

of service requests resolved

100%

of incidents responded to within two hours

These results reflect the maturity of our service management environment and our commitment to operational reliability.

Data Governance and Digital Maturity

Beyond system reliability, DIEZ recognizes that governance effectiveness increasingly depends on high-quality data and digital risk management. In 2024, DIEZ achieved a 98% Dubai Cyber Index score, significantly exceeding the target of 80% and reflecting strong maturity in digital risk management and cyber governance practices.

98%

Dubai Cyber Index score

98%
Data Quality Index

DIEZ strengthened data accountability across critical business domains, achieving a 98% Data Quality Index across priority datasets, surpassing the annual target of 90%. We further reinforced governance enablement by completing 1,520 business glossary definitions, significantly exceeding the annual target of 800 and strengthening consistency in enterprise-wide data management.

Strategy Mobilization and Performance

To support effective strategy execution, we implemented a Strategy Mobilization initiative, designed to review progress against strategic objectives and key results on a quarterly basis. The initiative enables management to assess performance, identify emerging risks or misalignments, and take timely decisions to ensure that strategy is implemented across DIEZ and its Business Units.



Independent Assurance and Enterprise Risk Management

Independent assurance and enterprise risk oversight remain central to DIEZ's corporate governance framework. The Internal Audit & Enterprise Risk Management Office (IAERMO) performs two complementary roles: independent assurance through Internal Audit and forward-looking risk oversight through Enterprise Risk Management (ERM).

Internal Audit provides independent and objective assurance on the adequacy and effectiveness of governance, risk management, and internal control processes. In 2024, the function maintained strong discipline in the follow-up of audit observations, with 80% of high and medium-risk audit observations addressed within defined timelines, meeting the annual target. During the year, 65% of planned assurance engagements were completed, reflecting prioritization of high-risk areas and resource capacity considerations. In 2025, performance for follow up of audit observations increased to 87%, furthering enhancing risk management controls.

In 2025, Internal Audit continued strengthening its risk-based assurance approach. 90% of the approved audit plan was executed, while maintaining systematic monitoring of management action plans to ensure timely closure of audit findings and continuous improvement in control environments.

In 2025, the Internal Audit function underwent an independent External Quality Assessment conducted by the UAE Internal Auditors Association. The assessment concluded that the function "Generally Conforms" with the applicable professional standards, the highest rating awarded under the assessment methodology. This demonstrates DIEZ Internal Audit's commitment to continuous improvement, professionalism, the adoption of leading practices, and conformance with the Global Internal Audit Standards.

ERM supports proactive decision-making through structured risk identification, assessment, mitigation and monitoring across DIEZ. The framework integrates both operational and strategic perspectives to ensure a comprehensive view of enterprise risks. Key risks and mitigation priorities are regularly reviewed and escalated to the Enterprise Risk Management Committee (ERMC) and leadership committees, enabling timely oversight and informed decision-making.

During 2024, 95% of significant corporate risks were escalated to the ERMC in a timely manner, reinforcing proactive risk oversight. In 2025, 100% of significant corporate risks were escalated to ERMC, reaching full implementation of the ERM framework across DIEZ, strengthening risk transparency, accountability, and integration with strategic planning processes.



Financial Governance and Liquidity Management

In 2024, DIEZ strengthened its financial governance framework through the launch of the Accounts Receivable & Collection (ARC) Policy, designed to improve cash flow management, mitigate credit risk, and standardize receivables processes across the organization. The policy was developed through active engagement with Accounts Receivable & Collection staff, ensuring operational practicality and shared ownership during the preparation phase. Following its rollout across Shared Services departments, the policy was successfully implemented, with receivables and collection activities conducted in accordance with defined procedures.

The ARC Policy contributed to reduced credit risk exposure, enhanced operational efficiency through standardized processes, and improved legal protection in the event of disputes.

Together with strengthened receivables governance, maintaining financial resilience remained a core priority for DIEZ. In 2024, DIEZ ensured the continuous availability of liquidity across all operational accounts to support uninterrupted day-to-day operations. This was reflected in zero payment rejections due to insufficient funds, against a tolerance threshold of 0.1, demonstrating the effectiveness of liquidity planning, cash flow forecasting, and treasury monitoring controls.

Strategy Execution and Organizational Alignment

Strategic alignment and disciplined planning remain a core component of DIEZ's governance and organizational effectiveness approach. Throughout 2024 and 2025, the Strategy & Organizational Transformation function continued to strengthen the integration between corporate strategy, operational execution, and organizational governance across all Organizational Units.

Across both reporting years, all Organizational Units achieved 100% approval of Objectives and Key Results (OKRs) and 100% approval of Business Plans, demonstrating sustained alignment between strategic priorities and departmental execution. Operational Performance Indicators (OPIs) also showed continued improvement, increasing from 95% approved Organizational Units in 2024 to 100% in 2025, fully achieving the annual target and reinforcing performance management maturity across the organization.

Governance and organizational effectiveness were further supported through continuous structural and procedural enhancement initiatives. All functions were updated to reflect organizational changes in both years, while all identified processes within the approved scope were finalized, exceeding the 2024 target and maintaining full completion in 2025.

DIEZ also continued progressing its policy governance enhancement efforts through the review and update of priority policies and procedures. Completion rates increased from 79% in 2024 to 88% in 2025, reflecting ongoing efforts to strengthen policy currency, standardization, and governance effectiveness.

Enterprise GRC Implementation

In 2024, DIEZ advanced its corporate governance maturity through the implementation of an enterprise Governance, Risk, and Compliance (GRC) platform for Information Security. Launched in 2024, the solution centralized the management of Information Security Regulation (ISR) compliance across 33 departments, enabling consistent tracking of controls, evidence, and remediation actions. The implementation of the compliance module within a six-month timeframe resulted in a 60% reduction in manual effort and significantly improved reporting accuracy through automated compliance dashboards.

Security Brand Monitoring and Digital Trust

Recognizing the importance of digital trust and reputational risk management, DIEZ also launched a Security Brand Monitoring initiative in 2024 to monitor its digital footprint across the surface web, social media, and the dark web. Implemented in collaboration with a specialized cybersecurity vendor, the initiative enabled early detection of phishing campaigns, impersonation attempts, and other digital threats targeting the DIEZ brand. Between the first and third quarter of 2024, the program strengthened DIEZ's cybersecurity posture by enabling proactive threat identification and response before incidents could escalate.

REGULATORY COMPLIANCE

Regulatory Compliance Framework

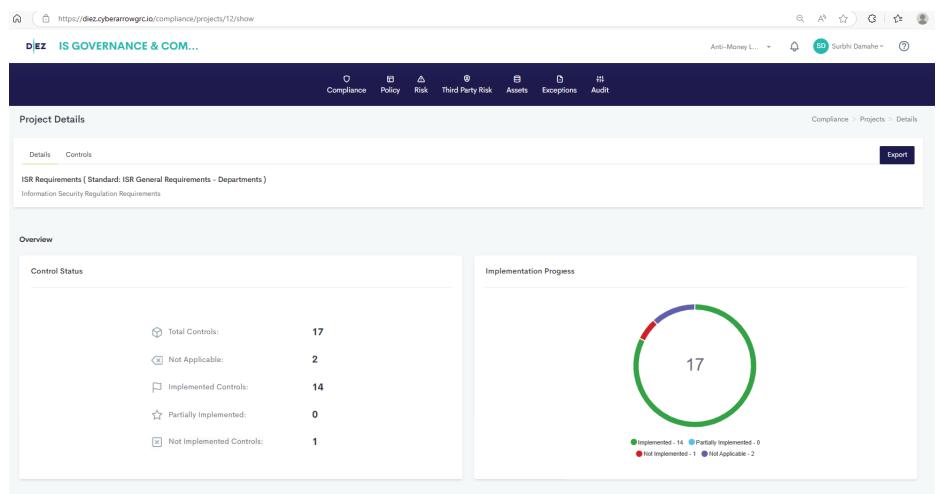
Regulatory compliance remains a foundational element of DIEZ's governance framework, underpinning the organization's commitment to integrity, transparency, and responsible management across all operations. In 2024, DIEZ continued to strengthen its compliance systems, ensuring full alignment with applicable regulatory requirements across financial management, anti-money laundering, taxation, liquidity management, and digital governance.

Anti-Money Laundering (AML) Compliance

DIEZ maintained a robust anti-money laundering (AML) and ultimate beneficial ownership (UBO) compliance framework throughout 2024, overseen by the Anti-Money Laundering Compliance Office. The organization achieved 100% coverage across all customer risk categories, including high-risk, medium-high, medium, and low-risk classifications, as determined by the approved risk assessment tool.

DIEZ's AML and counter-terrorist financing framework is underpinned by a formally established Anti-Money Laundering Compliance Office (AMLCO), operating under a Board-approved Anti-Money Laundering

& Counter Terrorist Financing Policy. The policy defines a comprehensive governance structure aligned with UAE federal legislation and FATF recommendations, and applies across DIEZ, its business units, and registered companies. Oversight is reinforced through a clearly articulated three lines of defense model, supported by defined roles for senior management, the AMLCO Head, compliance teams, and supervision and enforcement functions.



Regulatory Engagement and MoE Inspections

DIEZ continued to demonstrate strong engagement with external regulators, particularly through inspections conducted by the Ministry of Economy (MoE) for Designated Non-Financial Businesses and Professions (DNFBPs).

In 2024, DIEZ significantly exceeded its annual target by completing 88 inspection-related actions against a requirement of 18, reflecting a proactive and responsive approach to regulatory collaboration. In 2025, the number of required inspection actions increased to 53, all of which were fully completed within the stipulated timelines. This shift indicates a transition toward a more structured and scaled inspection framework, while maintaining full compliance with regulatory expectations.

Operational Responsiveness within the AML Framework

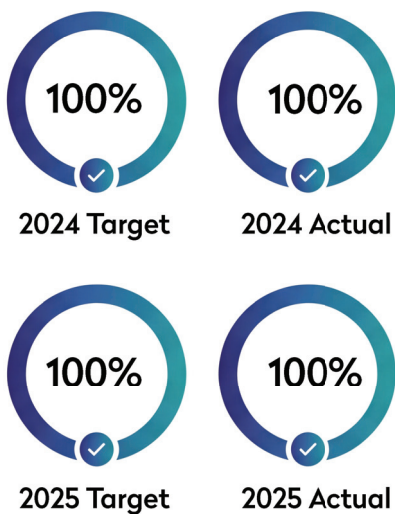
Operational responsiveness within the AML framework remained strong across both years. Delta alerts, triggered by changes in customer risk profiles, transaction behavior, or due diligence information, continue to serve as a key mechanism for identifying emerging AML risks.

In 2024, DIEZ exceeded its KPI by achieving 100% closure of delta alerts within one working day, outperforming the 95% target. In 2025, while the target was recalibrated to 90%, DIEZ maintained a high level of performance, achieving a 97% timely closure rate. Although slightly lower than the previous year's outcome, performance remained above target and reflects sustained operational efficiency alongside evolving thresholds and increasing volumes.

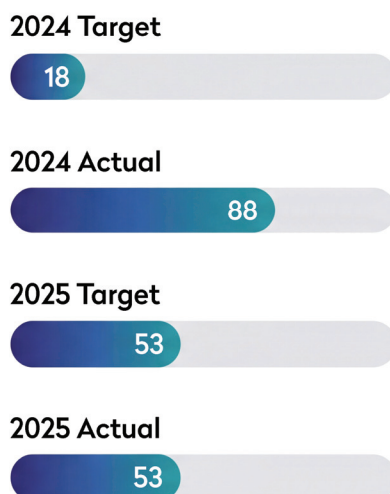
Overall, DIEZ maintained full AML and UBO inspection coverage at 100% across both 2024 and 2025, demonstrating consistency in compliance execution. Year-on-year trends highlight a shift from overperformance against lower regulatory requirements in 2024 to full alignment with expanded and more structured regulatory expectations in 2025, while sustaining strong operational performance in AML monitoring and alert management.

AML Compliance Performance

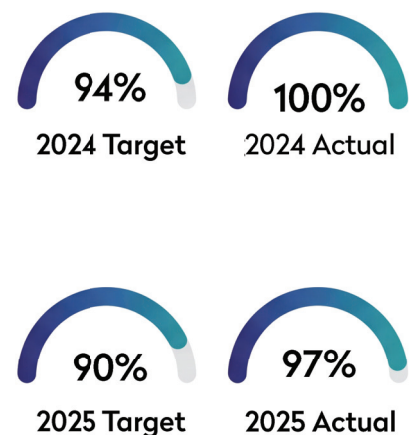
AML/UBO Inspection Coverage



MoE DNFBP Inspection Requirements Completed



Delta Alerts Closed Within 1 Working Day



Tax Compliance

Tax compliance remains a critical component of DIEZ's regulatory obligations. In 2024, the Financial Management function ensured 100% on-time filing of VAT returns through the Federal Tax Authority (FTA) portal, with all submissions completed on or before their statutory due dates. This performance reflects strong internal controls, effective coordination between finance and tax functions, and DIEZ's continued commitment to full compliance with UAE tax regulations.

100% on-time filing
of VAT returns through
the FTA portal

36% improvement
in ISR compliance performance

9% target
ISR Cyber Index
score of 5

Information Security Regulatory Compliance

Recognizing the growing importance of digital governance and information security, DIEZ continued to strengthen compliance within its digital operations. In 2024, the Data & Digital Governance Office achieved a 36% reduction in Information Security Regulation (ISR) non-compliance points identified in audits, significantly exceeding the annual target of 9%. In parallel, the Information Security Regulation (ISR) Cyber Index score reached 5, exceeding the minimum required score of 4, and reflecting sustained compliance with regulatory requirements and strengthened cyber risk management practices.

CHAPTER 7

APPENDICES



PARTNERSHIPS

Strategic partnerships and collaborations play an important role in advancing DIEZ's ESG ambitions, innovation ecosystem, and long-term economic impact. Throughout 2024 and 2025, DIEZ continued to work closely with government entities, international organizations, academic institutions, technology providers, and business ecosystem partners to support sustainable infrastructure development, digital transformation, entrepreneurship, smart mobility, customer experience enhancement, and talent development. These partnerships contribute to strengthening DIEZ's position as an integrated and future-focused economic ecosystem aligned with Dubai's and the UAE's broader economic and ESG priorities.

- **Investment Corporation of Dubai (ICD)**

Strategic alignment and coordination supporting Dubai's broader economic and ESG priorities.

- **Massachusetts Institute of Technology (MIT)**

Collaboration through the MITdesignX Dubai Accelerator to support startups and innovation in climate technology, urban systems, mobility, and sustainable infrastructure.

- **MIT Enterprise Forum Pan Arab**

Partnership supporting entrepreneurship development, startup mentoring, and innovation ecosystem growth within DSO.

- **Schneider Electric**

Collaboration on smart and energy-efficient infrastructure initiatives, including Techno Hub solar integration and The NEST smart building project.

- **Rochester Institute of Technology – Dubai (RIT Dubai)**

Partnership supporting innovation and research through the development of the 3D-printed masjid initiative in DSO.

- **Emirates Inventors Association**

Memorandum of understanding supporting innovation, entrepreneurship, and engagement of Emirati inventors and innovators.

- **Ministry of Education**

Collaboration supporting innovation initiatives, youth engagement, and business registration facilitation.

- **Dubai Electricity and Water Authority (DEWA)**

Partnership supporting solar energy deployment, utility infrastructure enhancements, energy efficiency initiatives, and climate resilience projects.

- **Dubai Municipality**

Collaboration supporting wastewater reuse, stormwater management, and environmental infrastructure resilience initiatives.

- **Dubai Land Department**

Partnership supporting PropTech innovation, AI and blockchain applications, and business setup facilitation initiatives.

- **Dubai Roads and Transport Authority (RTA)**

Collaboration supporting autonomous mobility pilots and metro infrastructure integration works.

- **Dubai Civil Aviation Authority (DCAA)**
Regulatory collaboration supporting drone delivery pilot approvals within DSO.
- **General Directorate of Residency and Foreigners Affairs (GDRFA)**
Integration partnership supporting streamlined government services and enhanced digital customer processes.
- **Digital Dubai**
Collaboration supporting digital transformation and automation of audit financial reporting processes.
- **Federal Tax Authority (FTA)**
Coordination supporting VAT compliance and timely tax filing obligations.
- **Ministry of Economy (MoE)**
Regulatory collaboration supporting AML, DNFBP inspections, and compliance oversight activities.
- **French Business Council**
Commercial Cooperation Agreement supporting SMEs, startups, international promotion, and collaboration with the French business community.
- **Talabat**
Collaboration supporting the autonomous “Talabots” delivery pilot within DSO communities.
- **QuikBot Technologies**
Strategic partnership supporting the pilot deployment of AI-powered autonomous final-mile delivery robots at Dubai Digital Park.
- **Keeta**
Collaboration supporting BVLOS drone delivery pilots and future low-carbon logistics solutions.
- **Westford University College**
Collaboration through the recognition of the Hayak Loyalty Program with the 2024 Business Impact Award.
- **The Surpluss**
Collaboration supporting circular material exchange and reuse initiatives across DIEZ communities.
- **Global Alliance of Special Economic Zones (GASEZ)**
Collaboration and recognition platform through which DSO was named an SDG Model Zone Partner.
- **Sparklo**
Partnership supporting plastic waste reduction and recycling initiatives through smart recycling technology.
- **Dubai 10X Initiative**
Initiative under which Tradeling was incubated to support digital trade and innovation.
- **Program to Enable Drone Transportation**
Collaboration supporting drone testing corridors and future mobility innovation within DSO.

AWARDS & CERTIFICATIONS

DIEZ continued to strengthen its regional and international positioning through industry recognitions and certifications that reflect its commitment to ESG, innovation, digital transformation, and smart infrastructure development. During 2024 and 2025, DIEZ, received multiple recognitions and certifications that reinforce the organization's progress in advancing ESG integration, future-ready infrastructure, and customer-centric innovation across its economic zones.

- **WiredScore Platinum Certification**

The NEST building in DSO achieved WiredScore Platinum certification, recognizing excellence in digital connectivity and smart building infrastructure.

- **SmartScore Platinum Certification**

The NEST building in DSO achieved SmartScore Platinum certification for integrating AI, automation, digital twin technology, and smart building systems to enhance operational efficiency and ESG performance.

- **SDG Model Zone Partner Recognition – Global Alliance of Special Economic Zones (GASEZ)**

DSO was recognized as an SDG Model Zone Partner for its leadership in renewable energy deployment, sustainable infrastructure integration, and ESG-driven innovation.

- **Business Impact Award 2024 – Westford University College**

The Hayak Loyalty Program received the 2024 Business Impact Award in recognition of its positive social and business impact within the DAFZ community.

- **GCC Government HR Team of the Year**

DIEZ's HR Team was recognized as the GCC Government HR Team of the Year for its success in driving innovative HR programs that foster collaboration, knowledge sharing, and organizational excellence. The award reflects the team's dedication, professionalism, and collective contribution to advancing HR excellence and strengthening organizational performance.

- **LEED Certifications**

As of 2025, 25 buildings across DIEZ achieved LEED certification, recognizing sustainable building design, energy efficiency, water conservation, and enhanced indoor environmental quality.

ACRONYMS AND ABBREVIATIONS

Acronym / Abbreviation	Full Term
AC	Air Conditioning
AED	United Arab Emirates Dirham
AI	Artificial Intelligence
AML	Anti-Money Laundering
AMLCO	Anti-Money Laundering Compliance Office
ARC	Accounts Receivable & Collection
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
B2B	Business-to-Business
BMS	Building Management System
BU	Business Unit
BVLOS	Beyond Visual Line of Sight
CO ₂	Carbon Dioxide
CSR	Corporate Social Responsibility
D33	Dubai Economic Agenda D33
DAFZ	Dubai Airport Freezone
DCAA	Dubai Civil Aviation Authority
DCC	Dubai CommerCity
DDP	Dubai Digital Park
DEWA	Dubai Electricity and Water Authority



DFM	Dubai Financial Market
DIES	Dubai Integrated Energy Strategy
DIEZ	Dubai Integrated Economic Zones Authority
DSO	Dubai Silicon Oasis
DXB	Dubai International Airport
EC	Executive Chairman
ERG	Environmental Resources Group
ERM	Enterprise Risk Management
ERMC	Enterprise Risk Management Committee
ESGC	Environment, Social, and Governance Committee
ESG	Environmental, Social, and Governance
FAHU	Fresh Air Handling Unit
FATF	Financial Action Task Force
FTA	Federal Tax Authority
FZCO	Free Zone Company
GASEZ	Global Alliance of Special Economic Zones
GDH	Gulf Data Hub
GDRFA	General Directorate of Residency and Foreigners Affairs
GHG	Greenhouse Gas
GITEX	Gulf Information Technology Exhibition
GRC	Governance, Risk, and Compliance
GRI	Global Reporting Initiative



H.H.	His Highness
HR	Human Resources
HSE	Health, Safety & Environment
HTMC	Halal Trade and Marketing Center
HVAC	Heating, Ventilation, and Air Conditioning
IAERMO	Internal Audit & Enterprise Risk Management Office
ICD	Investment Corporation of Dubai
IoT	Internet of Things
IPCC	Intergovernmental Panel on Climate Change
ISR	Information Security Regulation
KPI	Key Performance Indicator
kW	Kilowatt
kWh	Kilowatt-hour
kWp	Kilowatt-peak
LEED	Leadership in Energy and Environmental Design
LIU	Light Industrial Unit
MENA	Middle East and North Africa
MEP	Mechanical, Electrical, and Plumbing
MIT	Massachusetts Institute of Technology
MoE	Ministry of Economy
MW	Megawatt
MWp	Megawatt-peak



NOC	No Objection Certificate
ODS	Ozone-Depleting Substances
OPI	Operational Performance Indicator
OKR	Objectives and Key Results
Q1	Quarter 1
Q&A	Questions and Answers
R&D	Research and Development
RIT Dubai	Rochester Institute of Technology – Dubai
RTA	Roads and Transport Authority
SDG	Sustainable Development Goal
SLA	Service Level Agreement
SME	Small and Medium-sized Enterprise
SO _x	Sulfur Oxides
tCO ₂	Tonnes of Carbon Dioxide
UAE	United Arab Emirates
UN SDGs	United Nations Sustainable Development Goals
UPS	Uninterruptible Power Supply
UBO	Ultimate Beneficial Ownership
VAT	Value Added Tax
VFD	Variable Frequency Drive
YoY	Year-on-Year

GRI CONTENT INDEX

Statement of use	Dubai Integrated Economic Zones Authority (DIEZ) has reported the information cited in this GRI Content Index for the period 1 January 2024 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	7–10
	2-2 Entities included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
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	2-5 External assurance	Not Disclosed
	2-6 Activities, value chain and other business relationships	7–11
	2-7 Employees	55
	2-8 Workers who are not employees	55
	2-9 Governance structure and composition	17
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	2-13 Delegation of responsibility for managing impacts	17
	2-14 Role of the highest governance body in sustainability reporting	17



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	2-17 Collective knowledge of the highest governance body	17–18
	2-18 Evaluation of the performance of the highest governance body	68–69
	2-19 Remuneration policies	60
	2-20 Process to determine remuneration	60
	2-21 Annual total compensation ratio	Not Disclosed
	2-22 Statement on sustainable development strategy	5
	2-23 Policy commitments	12, 18
	2-24 Embedding policy commitments	17–18
	2-25 Processes to remediate negative impacts	53
	2-26 Mechanisms for seeking advice and raising concerns	21, 53, 60
	2-27 Compliance with laws and regulations	70–72
	2-28 Membership associations	31–32, 48
	2-29 Approach to stakeholder engagement	21
	2-30 Collective bargaining agreements	Not Disclosed
GRI 3: Material Topics 2021	3-1 Process to determine material topics	19
	3-2 List of material topics	20
	3-3 Management of material topics	12, 18
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	7–11, 27–31
	203-2 Significant indirect economic impacts	7–11, 61–64



GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	62–63
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	70–71
	205-2 Communication and training about anti-corruption policies and procedures	70
	205-3 Confirmed incidents of corruption and actions taken	Not Disclosed
GRI 206: Anti- competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not Disclosed
GRI 207: Tax 2019	207-1 Approach to tax	72
	207-2 Tax governance, control, and risk management	72
	207-3 Stakeholder engagement and management of concerns related to tax	Not Disclosed
	207-4 Country-by-country reporting	Not Disclosed
GRI 302: Energy 2016	302-1 Energy consumption within the organization	32–33
	302-2 Energy consumption outside of the organization	Not Disclosed
	302-3 Energy intensity	Not Disclosed
	302-4 Reduction of energy consumption	34–37
	302-5 Reductions in energy requirements of products and services	29–36
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	30, 33, 36
	303-2 Management of water discharge-related impacts	30–31
	303-3 Water withdrawal	33



GRI 303: Water and Effluents 2018	303-4 Water discharge	30, 36
	303-5 Water consumption	33
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	37–39
	305-2 Energy indirect (Scope 2) GHG emissions	37–38
	305-3 Other indirect (Scope 3) GHG emissions	Not Disclosed
	305-4 GHG emissions intensity	32–41
	305-5 Reduction of GHG emissions	34–43
	305-6 Emissions of ozone-depleting substances (ODS)	38–39
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not Disclosed
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	34, 37
	306-2 Management of significant waste-related impacts	36–37
	306-3 Waste generated	34
	306-4 Waste diverted from disposal	36–37
	306-5 Waste directed to disposal	34
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	55, 59–61
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53, 60
	401-3 Parental leave	59
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	51
	403-2 Hazard identification, risk assessment, and incident investigation	51–53



GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	51, 53
	403-4 Worker participation, consultation, and communication on occupational health and safety	51–54
	403-5 Worker training on occupational health and safety	51
	403-6 Promotion of worker health	51–53
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	52
	403-8 Workers covered by an occupational health and safety management system	53–54
	403-9 Work-related injuries	53–54
	403-10 Work-related ill health	51–53
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	56
	404-2 Programs for upgrading employee skills and transition assistance programs	56–59
	404-3 Percentage of employees receiving regular performance and career development reviews	57–61
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	55
	405-2 Ratio of basic salary and remuneration of women to men	Not Disclosed
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	53–54



GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	49–50, 64
	413-2 Operations with significant actual and potential negative impacts on local communities	Not Disclosed
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	45–51
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Not Disclosed