TOWARDS NET ZERO

ADNH SUSTAINABILITY REPORT 2025

Presented by:
Abu Dhabi National Hotels

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About This Report

A Strategic Account of Responsible Growth in 2025

The 2025 Sustainability Report of Abu Dhabi National Hotels (ADNH) transparently details our performance across environmental, social, and governance (ESG) dimensions. More than compliance, it reflects our commitment to long-term value, operational excellence, and leadership in the UAE's hospitality sector.

This year, ADNH has advanced from intent to action, anchored in our ESG 2030 roadmap and aligned with the UAE's Net-Zero 2050 vision. We delivered progress across decarbonization, resource efficiency, community investment, governance, and digital transformation.

The report covers ADNH and its subsidiaries' ESG performance across hotels, catering, transport, tourism, and facility management, highlighting data from January to December 2025.

It is structured around three pillars:

Environmental Stewardship – Advancing energy efficiency, lowering carbon intensity, enhancing waste and water management, and driving innovation in sustainable operations.

Social Responsibility – Strengthening employee engagement, promoting diversity and inclusion, supporting local communities, and ensuring health and well-being across our workforce.

Governance Excellence – Reinforcing transparency, ethical conduct, and responsible leadership across all levels of the organization.

As we continue to expand our footprint and impact, we remain committed to reporting with integrity, consistency, and a strategic outlook. This report also reflects our transition to enhanced ESG disclosure standards in line with national and global expectations.

Park Hyatt Abu Dhabi Hotels & Villas

Message from
The Vice Chairman & Managing Director



H.E. Sheikh Ahmed Mohamed Al Dhaheri
Vice Chairman & Managing Director

Charting a Bolder Course for a Sustainable Future

2025 has been a defining year for Abu Dhabi National Hotels, not just in what we achieved, but in how we reimagined our role as a catalyst for responsible growth within the region's hospitality and services industry. Amid an evolving global landscape and rising expectations, we have chosen to lead with vision, conviction, and measurable action.

Rather than view sustainability as a destination, we see it as a guiding framework for innovation, resilience, and long-term value creation. Our initiatives in 2025 were shaped by this philosophy, from accelerating energy-saving investments and low-carbon operations to deepening our contributions to community development and inclusive employment. These actions are not just aligned with our ESG 2030 strategy; they are redefining how we measure success as a diversified hospitality group.

As the UAE advances its Net-Zero by 2050 vision, ADNH is proud to be among the private sector leaders embracing this national mission. We are operationalizing climate strategies, integrating technology for resource optimization, and fostering partnerships that amplify our collective impact. This report demonstrates our continued transition from ambition to execution, from policy to performance.

I would like to express my deep appreciation to our partners, clients, and shareholders for their enduring trust. To our employees across all subsidiaries, you are the backbone of our progress and the ambassadors of our values. Together, we are not only adapting to change but shaping a legacy of responsible hospitality for the generations to come.

"We see sustainability not as a destination, but as a guiding framework for innovation, resilience, and long-term value creation."

CEO Foreword

Purpose-Driven Progress, Powered by People and Performance

In a year shaped by global transition and heightened accountability, Abu Dhabi National Hotels (ADNH) pursued purposeful expansion while strengthening its capabilities across the Group. Guided by responsible leadership and a commitment to operational excellence, we continued to evolve our portfolio, elevate performance, and enhance the value we deliver to our guests, partners, and communities.

This year, ADNH advanced major initiatives that reinforced our long-term vision. ADNH Catering completed the full acquisition of Food Nation Catering, expanding our presence in the education sector and supporting community nourishment. We also enriched our luxury hospitality offering through a new collaboration with Marriott International, introducing The Luxury Collection's Nasim Al Bahr in Ras Al Khaimah, an exceptional beachfront retreat that celebrates the natural beauty of the Arabian Gulf while offering carefully curated, culturally inspired experiences. Officially launched in November 2025, Nasim Al Bahr brings a refined sense of place to the emirate, elevating the landscape of luxury travel in the UAE.

Regionally, our footprint grew through the establishment of MFive Services in Bahrain in partnership with Gulf Hotels Group and Metro Global. This collaboration enhances our ability to deliver integrated hospitality solutions across the GCC. ADNH Catering also strengthened its operational presence in the Kingdom of Saudi Arabia by increasing its equity shareholding and assuming full management of Compass Arabia, enabling greater operational efficiency and service leadership in a key regional market.

Equally important to our growth is the continued investment in our people and partnerships. Our collaboration with the Abu Dhabi Hospitality Academy Les Roches reflects our commitment to developing world-class talent and creating a long-term pathway for both our employees and future national talent. We also entered into a 10-year sponsorship agreement with Ghantoot Racing & Polo Club, aligning ADNH with an iconic institution that embodies the UAE's heritage, discipline, and pursuit of excellence.

Aligned with our ESG 2030 Strategy and the UAE's Net Zero 2050 vision, we continued to advance sustainability initiatives across our operations. In 2025, our focus was on completing and optimizing our energy-efficiency projects, enhancing resource management, reducing emissions, and strengthening operational performance across our hotels. These efforts reaffirm our belief that environmental stewardship is not an option; it is a responsibility and a business imperative.

As we look ahead, we remain focused on expanding impact, reducing emissions, empowering our people, supporting the UAE's economic diversification, and enhancing the guest experience across our operations. ESG is no longer a parallel pillar; it is a foundation for value creation at every level of our business.

"Our impact is not measured by what we achieve alone, but by what we elevate together. Through every action and every partnership, we are shaping a more resilient, inclusive, and sustainable future for our people, our communities, and the industry we serve."

I thank our associates, clients, partners, and shareholders for their continued trust. Together, we are setting new standards for responsible hospitality and redefining what success means in this decade of change.

Forbes Middle East

TOP 100

Travel and Tourism Leaders 2025

Awarded to Mr. Khalid Anib for visionary leadership in hospitality



Mr. Khalid Anib
Chief Executive Officer, ADNH

About ADNH

Legacy, Leadership, and a Commitment to Responsible Growth

Established in 1976, Abu Dhabi National Hotels (ADNH) has grown into one of the UAE's leading hospitality groups, managing a diverse portfolio spanning hotel ownership and management, catering, transport, tourism, and facilities management.

With nearly five decades of operational excellence, ADNH is recognized for its strategic foresight, trusted service, and strong partnerships with world-renowned operators including Marriott International, Kempinski Hotels, Radisson Hotel Group, Hyatt and Accor.

In 2025, ADNH continued advancing its ESG commitments by integrating sustainability principles across all business lines, prioritizing energy efficiency, talent development, and community impact. This progress reflects our long-standing belief that sustainable practices are essential to long-term value creation and the continued growth of the UAE's hospitality sector.

Our Vision

To be the UAE's most trusted and sustainable hospitality group empowering people, enriching communities, and leading innovation in service delivery.

Our Mission

Dedicated to crafting unforgettable guest experiences across our diverse portfolio of hotels and businesses, our mission goes beyond to ensure a secure, pristine, efficient, and meticulously maintained environment for both our valued guests and dedicated employees. We are committed to strategizing and executing professional services that drive operational excellence and support long-term success, both today and into the future.



Kempinski Central Avenue Hotel

49	12	01	04	3,650	09	05	22,342
Years	Owned Hotels	Owned Luxury Development	Managed Hotels	Guest Rooms	Businesses	Joint Ventures & Associates	Employees

ADNH Historical Timeline 1976-2025

Legacy of Excellence. Future of Responsibility

Where it all began

1976

ADNH was founded with a portfolio of two hotels: Radisson Blu Hotel & Resort Abu Dhabi and Radisson Blu Hotel & Resort Al Ain

1979

Opening of Le Meridien Abu Dhabi and Sheraton Abu Dhabi Hotel & Resort

1986

Sunshine Travel & Tours established

1988

Al Ghazal Transport became the first luxury transportation company in the Emirate

1991

Al Diar Hotels launched; first management contract signed

2001

ADNH Compass formed with Compass Group PLC (UK)

2009

Expansion into Dubai with Sofitel JBR

2011

Park Hyatt Abu Dhabi Hotel & Villas added

2013

Ritz-Carlton and Venetian Village added

2019

Dome Hotels LLC created; five additional hotels in Dubai added

2022

National Facility Management Company added

2023

New entities: ADNM RAK, ADNMC Dubai, ADNMC Abu Dhabi

2024

Compass share in ADNH Catering acquired; listed on ADX; 50% stake in M Five Cleaning

2025

ADNH Catering's acquisition of Food Nation Catering; the launch of Nasim Al Bahr in Ras Al Khaimah; the establishment of MFive Services in Bahrain; and ADNH Catering's full management of Compass Arabia

Where the journey continues

ADNH Hospitality Portfolio & Luxury Developments

ADNH's hospitality portfolio and luxury development reflect a legacy of excellence and a forward-looking approach to destination ownership and management. Across the UAE, we steward a diversified collection of owned and managed hotels alongside premium residential development, combining iconic locations, world-class service, and sustainable operations. Each asset represents our commitment to guest experience, trusted brand partnerships, and environmental leadership.

Ownership and Management Framework

Hotels & Luxury Development owned by ADNH and managed by leading international brands

Hotels owned and operated by ADNH under franchise agreements

Managed assets operated under the Al Diar Hotels brand and other partnerships



Owned Hotels:

Abu Dhabi

1. The Ritz-Carlton Abu Dhabi, Grand Canal
2. Park Hyatt Abu Dhabi Hotel & Villas
3. Radisson Blu Hotel & Resort Abu Dhabi Corniche
4. Sheraton Abu Dhabi Hotel & Resort
5. Le Meridien Abu Dhabi

Al Ain

6. Radisson Blu Al Ain Hotel

Dubai

7. Sofitel Jumeirah Beach Resort
8. Kempinski The Boulevard
9. Kempinski Central Avenue
10. Hotel Boulevard, Autograph Collection
11. The Heritage Hotel, Autograph Collection
12. JW Marriott Hotel Marina

Owned Luxury Development:

Ras Al-Khaimah

13. Nasim Al Bahr Residences- New Addition to ADNH Luxury Portfolio (Project under construction)

Managed Hotels:

14. Al Diar Dana Hotel, Abu Dhabi
15. Al Diar Mina Hotel, Abu Dhabi
16. Al Diar Sawa Hotel Apartments, Abu Dhabi
17. Radisson Blu Hotel, Ajman

NASIM AL BAHR RESIDENCES AL MARJAN ISLAND
THE RITZ-CARLTON ABU DHABI, GRAND CANAL
PARK HYATT ABU DHABI HOTEL AND VILLAS
Radisson BLU HOTEL & RESORT ABU DHABI, CORNICHE
SHERATON Abu Dhabi Hotel & Resort
Le MERIDIEN ABU DHABI
Radisson BLU HOTEL & RESORT, AL AIN
SOFITEL DUBAI JUMEIRAH BEACH
Kempinski Central Avenue DUBAI
Kempinski The Boulevard DUBAI
The HERITAGE Hotel DUBAI
AUTOGRAPH COLLECTION HOTELS
Al Diar Dana Hotel ABU DHABI
Al Diar Mina Hotel ABU DHABI
Al Diar Sawa Hotel Apartments ABU DHABI
Radisson BLU HOTEL, AJMAN
JW MARRIOTT MARINA
HOTEL BOULEVARD DUBAI

ADNH Subsidiaries, Joint Ventures & Associates

Diverse Operations. Shared Vision.

Subsidiary Companies

1) Sunshine Travel & Tours
2) Al Ghazal Transport LLC
3) Dome Hotels LLC
4) National Facility Management Company LLC
5) ADNM RAK Investment LLC OPC. – RAK Branch
6) ADNMC Hotel Management LLC – Dubai
7) ADNMC Sole Proprietorship LLC – Abu Dhabi
8) ADNH Catering PLC
9) Em Sherif Café West Bay LLC

Joint Ventures & Associates

1) High Spirits LLC
2) M Five Cleaning Services LLC
3) Overseas Tourists Investments Co Ltd
4) Prime Concept Café & Restaurant LLC
5) Abu Dhabi Tourism Investment Co

2025 ESG Performance Highlights

ENVIRONMENTAL

↓2%
reduction in **GHG emission intensity** per economic output compared to 2024

Recorded a **1% reduction in Scope 1 emissions** and a **2% reduction in Scope 2 emissions** compared to the 2024 baseline.

4 hotel properties completed **energy optimization projects**, including: Thermodynamic solar energy & air source heat pumps in Abu Dhabi hotels (Ritz Carlton, Le Meridien, Radisson Blu), chiller plant retrofits (Le Meridien, Radisson Blu) & BMS installations (Le Meridien, Sheraton, Radisson Blu).

Achieved a **4.7% waste diversion rate** across hotel operations, driven by increased recycling volumes.

SOCIAL

70,000+ students
supported daily via Food Nation school catering program

193,607.70 hours of employee training delivered across all subsidiaries

Continued **100% adherence** to labor rights, DEI, and fair wage policies

Conducted **multiple health and wellness initiatives** including preventive health screenings, mental wellbeing awareness sessions, and workplace safety campaigns.

Improved **employee retention and internal mobility** as part of talent development strategy.

GOVERNANCE

100%
of property-level scorecards **now include ESG KPIs**

Four quarterly **financial disclosures** published in compliance with Abu Dhabi Securities Exchange (ADX) listing standards.

ESG performance reporting aligned with national and global frameworks including the ADX ESG Index and UAE Net Zero 2050 roadmap.

Established a structured, group-wide ESG reporting and oversight framework across hotels and subsidiaries.

Reinforced group-wide policies on ethics, anti-corruption, procurement transparency, and sustainable sourcing.



Expanding Community Impact Through Nutrition

In 2025, ADNH Catering completed the full acquisition of Food Nation Catering Services LLC, a chef-led school catering provider serving over 70,000 students across three Emirates, including the Western Region of Abu Dhabi. The operation is supported by a workforce of over 300 professionals.

This integration strengthens ADNH's commitment to community nourishment, youth well-being, and sustainable growth within the education sector. Food Nation's decade-long track record and proven operational capabilities provide a strong foundation for expanding school-focused services under the ADNH Catering platform.

Following the transition, teams aligned operational practices and food safety standards to ensure consistent service delivery, supporting the continued provision of nutritious meals that contribute positively to student health and educational development.

Elevating Our Luxury Portfolio in 2025

In March 2025, ADNH signed a strategic agreement with Marriott International to introduce The Luxury Collection brand to Ras Al Khaimah through the Nasim Al Bahr project, marking a new chapter in ADNH's premium hospitality expansion.

This milestone reflects ADNH's ongoing commitment to enriching the UAE's tourism landscape through world-class partnerships and destination development. The addition of The Luxury Collection reinforces our portfolio's strength in the high-end segment and complements national efforts to position Ras Al Khaimah as a leading leisure destination.

The collaboration underscores ADNH's long-standing strategy of aligning with globally recognized hospitality brands to deliver distinctive guest experiences and strengthen leadership in the luxury segment.

The project brings together ADNH's operational excellence with Marriott's iconic brand heritage, setting a new benchmark for upscale hospitality in the Emirate.





ADNH Catering Expands to 50% Equity in Compass Arabia

ADNH Catering increased its equity shareholding to 50% and assumed full operational management of Compass Arabia Limited, further solidifying its presence in the Kingdom of Saudi Arabia.

This enhanced level of management oversight enables ADNH Catering to apply its established operational standards, quality systems, and international best practices across Compass Arabia's operations. The expanded platform supports the delivery of large-scale, high-quality food service solutions across key sectors, including education, healthcare, industrial catering, and government institutions.

The transition also contributes to improved service consistency, stronger food safety compliance, and greater operational efficiency, while enabling continued innovation in menu development and service delivery. Through closer collaboration with local stakeholders, ADNH Catering is better positioned to respond to the evolving needs of communities and institutions across the Kingdom.

Strengthening Our Regional Service Capabilities

ADNH expanded its GCC presence through a strategic partnership with Gulf Hotel Group and Metro Global, leading to the formation of MFive Services in Bahrain.

This collaboration marks a significant step in enhancing ADNH's regional service portfolio, combining technical expertise, operational excellence, and strong local market knowledge.

MFive Services strengthens ADNH's position in the integrated facilities management sector, enabling the delivery of comprehensive, high-quality solutions across hospitality, real estate, commercial, and mixed-use developments. The partnership also lays the groundwork for long-term expansion in the northern GCC, reinforcing ADNH's ambition to build a wider, more resilient regional network of service capabilities.





Investing in UAE Hospitality Talent

ADNH partnered with the Abu Dhabi Hospitality Academy Les Roches to advance world-class hospitality education and cultivate the next generation of industry leaders in the UAE. This collaboration reflects ADNH's commitment to empowering local talent through globally recognized academic standards, practical training pathways, and immersive learning experiences that prepare students for real-world industry demands.

Through this partnership, future hospitality professionals will benefit from enhanced curriculum development, industry-driven training modules, and exposure to international best practices. The initiative also supports the UAE's long-term tourism growth strategy by preparing a workforce capable of delivering exceptional guest experiences across luxury hotels, resorts, and upcoming ADNH developments.

Beyond technical training, the partnership fosters leadership development, innovation, and continuous learning, strengthening the overall talent pipeline for the hospitality sector and contributing to the nation's broader human capital advancement.

Championing UAE Heritage & Community Engagement

ADNH entered a landmark 10-year sponsorship agreement with Ghantoot Racing & Polo Club (GRPC), uniting two icons of UAE heritage, tradition, and hospitality excellence. As one of the main sponsors for all GRPC events and championships, ADNH will play an integral role in supporting the nation's premier polo and equestrian destination.

This long-term collaboration reflects the natural synergy between the elegance of polo and ADNH's luxury hospitality offerings, reinforcing the Group's commitment to promoting cultural continuity, community well-being, and the preservation of Emirati equestrian traditions. The partnership enhances ADNH's presence across the UAE's sports and leisure sectors and strengthens engagement with local communities and heritage audiences.

Through its support of GRPC's prestigious events, ADNH contributes to showcasing the UAE's sporting heritage while elevating world-class guest experiences across its hotel portfolio. Senior leaders from both organizations highlighted the partnership as a meaningful step toward enhancing Abu Dhabi's cultural landscape and advancing shared values of excellence, tradition, and hospitality.



2025 Financial Performance

Strengthening Group Growth Across Core Segments

Abu Dhabi National Hotels (ADNH) recorded total revenue of AED 3.5 billion, reflecting a 21% year-on-year increase, driven by improved performance across its diversified portfolio, including hospitality, catering, transport, and facility services.

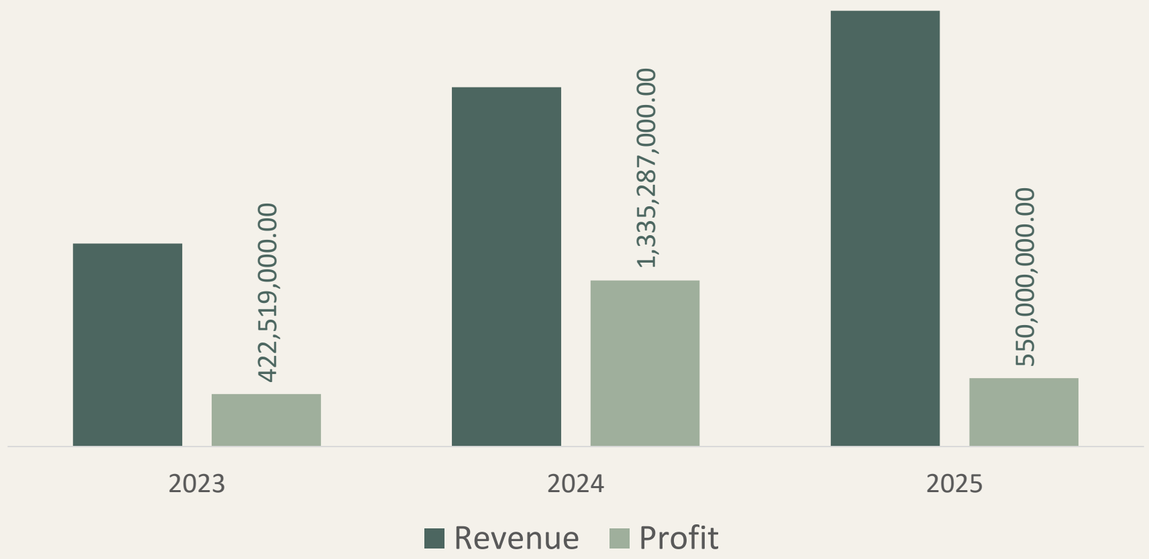
Net profit for the year amounted to AED 550 million, representing a 59% year-on-year decrease, primarily reflecting the impact of strategic investments, regional expansion initiatives, and integration-related costs incurred during the year. These investments were undertaken to strengthen the Group's operating platform, expand its geographic footprint, and enhance long-term growth capacity.

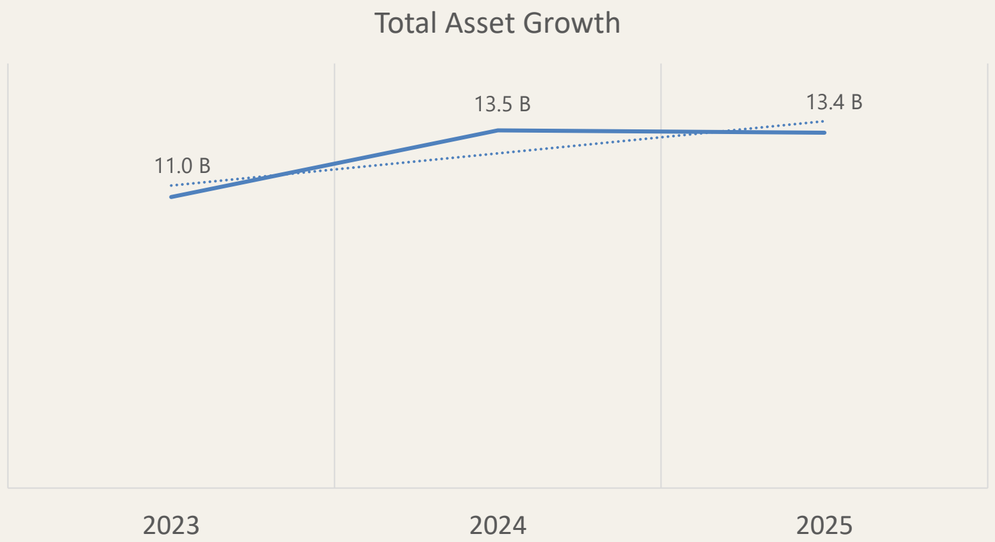
Total assets stood at AED 13.4 billion, remaining broadly stable year-on-year and underscoring ADNH's strong asset base and disciplined balance-sheet management despite continued capital deployment across priority growth areas.

During the year, ADNH expanded its regional operations, including the establishment of MFive Services in Bahrain and the transition to full operational management of Compass Arabia in the Kingdom of Saudi Arabia. While these initiatives involved upfront costs in the short term, they are expected to support improved operational efficiency, scalability, and service leadership across key GCC markets.

Supported by a resilient portfolio and prudent capital management, ADNH remains well-positioned to sustain revenue growth, strengthen operational performance, and deliver long-term value for shareholders and stakeholders.

Total Revenue	AED 3.5 B ↑ 21% YoY
Net Profit	AED 550 M ↓ 59% YoY
Total Asset	AED 13.4 B ↓ 1% YoY





ESG Performance Across ADNH Hotels and Subsidiary Companies

FEATURES	2023	2024	2025
Electricity Consumption /Megawatt-hour	136,768.47 MWH	142,001.78 MWH	140,268.76 MWH
LPG Consumption/Liters	6,800,881.86 L	7,709,362.07 L	7,254,833.74 L
NG Consumption/m3 (Cubic Meter)	309,273.64 m^3	664,834.86 m^3	1,126,937.91 m^3
Fuel Consumption/Mega-Liters	19.23 ML	18.91 ML	18.53 ML
Total Water Consumption/m3 (Cubic Meter)	1,579,450.26 m^3	1,736,980.94 m^3	1,710,178.95 m^3

FEATURES	2023	2024	2025
Number of top-class UAE national talent training in ADNH hotels and subsidiaries through full-time /part-time job	38 UAE nationals engaged: 34 full-time employees and 4 Khebraty (part-time) trainees	39 UAE nationals engaged: 35 full-time employees and 4 Khebraty (part-time) trainees	96 UAE nationals engaged: 76 full-time employees and 20 Khebraty (part-time) trainees
Total number of employees/associates across ADNH group (Full time)	22,593	23,083	22,342
Total number of accidents in relation to total workforce	61	98	67
Percentage of accidents in relation to total workforce	0.15%	0.27%	0.16%
Training hours provided in ADNH Group	158,232.16	189,263.45	193,607.70

FEATURES	2023	2024	2025
Conducting ISO awareness trainings	✓	✓	✓
To upkeep ISO 14001 certification	✓	✓	✓
Engaging our hotels teams in ESG practices & development through guidance & trainings	✓	✓	✓

Stakeholder Engagement

Collaborating to Build a Sustainable Future

At ADNH, stakeholder engagement is the cornerstone of our ESG journey. Throughout the reporting year, we continued to foster transparent and impactful collaborations with both internal and external partners to ensure that our sustainability strategy aligns with the needs of people, planet, and business.

Our approach is two-fold:

- Engage our people and partners internally to drive operational excellence and ESG integration.
- Collaborate with external stakeholders to meet evolving expectations, strengthen community impact, and foster sustainable growth.

Internal Stakeholders

Our leadership, teams, and partners drive ESG performance at every level of our operations ensuring shared accountability, progress, and innovation.

Group	ESG Role
Management & Leadership	Define ESG vision, oversee execution, monitor progress
Team Members	Implement ESG practices daily across hotels, catering, transport, tourism, FM, security
Regional & International Operators	Share global best practices, co-develop sustainability programs
Shareholders & Partners	Advocate for sustainable value creation and long-term growth



Stakeholder Engagement

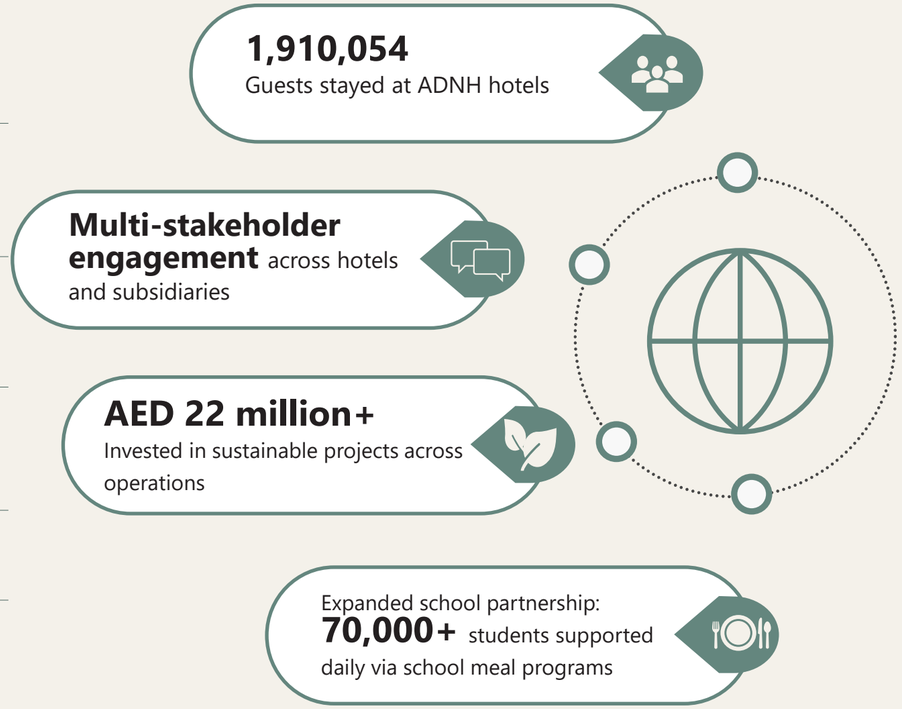
Collaborating to Build a Sustainable Future

External Stakeholders

We believe that sustainable growth is achieved through collaboration not isolation. Our external stakeholders are essential partners in shaping a resilient, responsible, and inclusive business model.

Over the course of the year, we deepened our engagement with key external groups, including guests, suppliers, government bodies, investors, and communities. By aligning our sustainability goals with broader social and environmental priorities, we ensure that ADNH's ESG strategy delivers shared value, enhancing trust, supporting national goals, and strengthening stakeholder relationships.

Group	Key Engagement Focus
Guests	Sustainability practices in hospitality, green stay options, and wellness programs.
Investors	Transparent ESG disclosures, risk management, and long-term value creation.
Regulators & Government	Compliance with UAE environmental and labor laws, Net Zero 2050 alignment.
Vendors & Suppliers	Sustainable procurement, ESG risk screening.
Local Communities	CSR programs, education support, food security, and community development.



Materiality Assessment

Materiality Assessment Priorities with Stakeholder Expectations

At ADNH, we view materiality analysis as a critical tool for sustainability management, enabling us to identify, prioritize, and act on the ESG issues that matter most to our business and stakeholders.

During the reporting period, we advanced this process to ensure alignment with both current operational realities and future strategic risks. We expanded our engagement across employees, management, guests, partners, regulators, and community members, using surveys, interviews, and operational data reviews to validate our ESG focus areas.

Our methodology involves more than listing concerns, it integrates:

- 100% mapping of our hotels and subsidiaries against external social and environmental risk indicators.
- Ongoing stakeholder consultations to capture emerging expectations and validate priorities.
- Regular gap assessments against international standards, investor expectations, government guidelines, and industry benchmarks to guide our ESG program development.
- Alignment with UAE national strategies and global frameworks, ensuring our sustainability agenda supports broader climate and social commitments.

By combining qualitative insights with quantitative data, we ensure that our materiality matrix is a living framework, responsive to evolving risks and opportunities while staying true to ADNH's purpose.

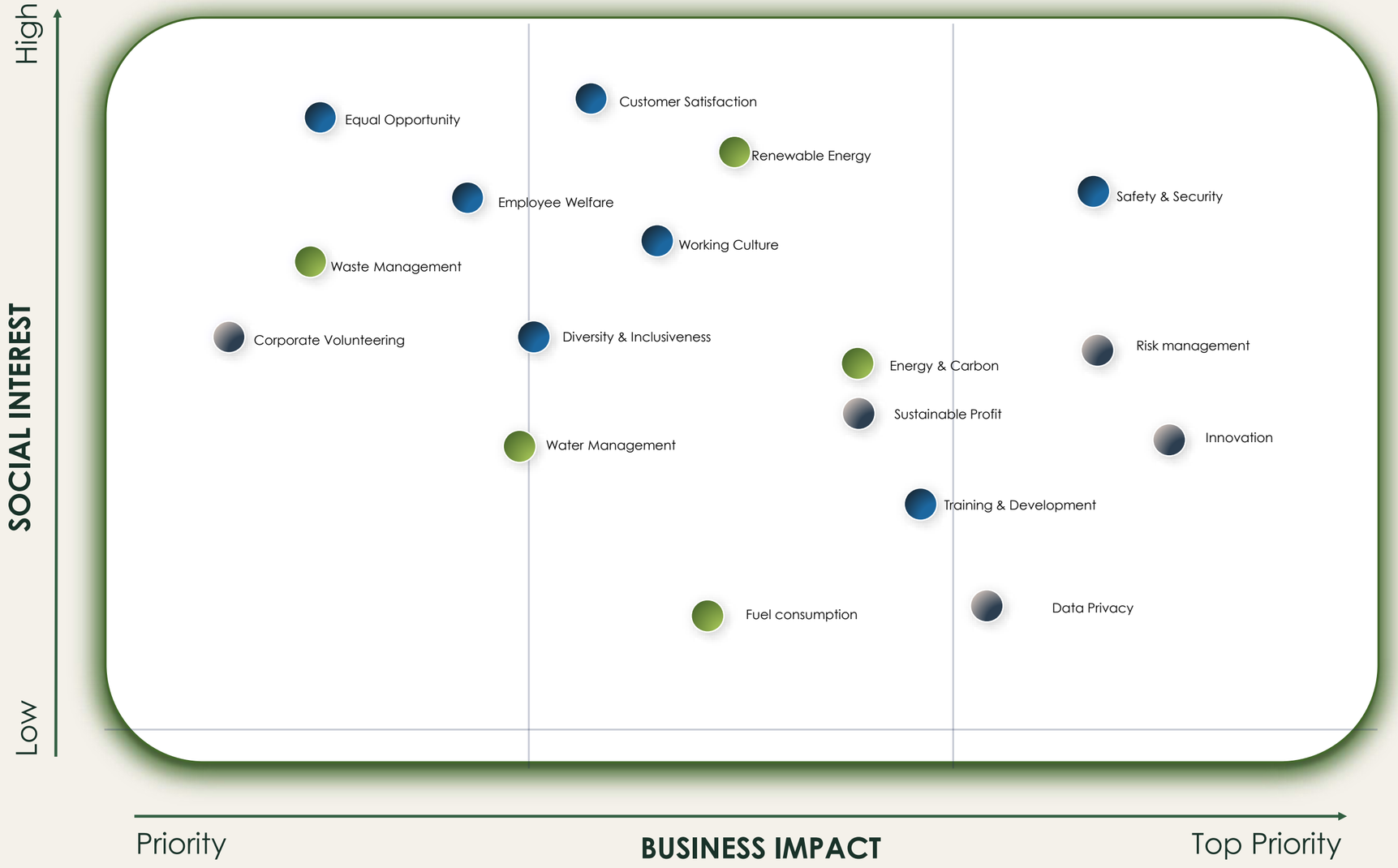


"Sustainability is not just about what we do, but about what matters most to those we serve and impact."

SDGs: 12 | 13 | 16 | 17 | GRI: 102, 103 | ESG (ADX): E7, E8, E9, G7, G8

2025 Materiality Matrix:

Prioritizing What Matters Most



Based on this assessment, 17 topics specific to our business includes issues that we intend to manage, measure, and report.

Environment
- Energy and Carbon
- Water Management
- Waste Management
- Fuel Waste Management
- Renewable Energy

Social
- Customer Satisfaction
- Employee Welfare
- Safety and Security
- Working Culture
- Training and Development
- Diversity & Inclusiveness
- Equal Opportunity

Governance
- Sustainable Profit
- Risk Management
- Innovation
- Data Privacy
- Corporate Volunteering

OUR APPROACH TO SUSTAINABILITY

Commitment to Net-Zero and Responsible Growth

THE GLOBAL GOALS

SDGs: 6 | 7 | 12 | 13 | 17 | GRI: 102, 103 | ESG (ADX): E7, E8, E10, G7, G8

In alignment with the UAE's Net-Zero by 2050 initiative, ADNH remains committed to integrating sustainability into the core of our business model. In 2025, we continued to expand our ESG integration across all business units, with a focus on long-term climate action, operational efficiency, and stakeholder collaboration.

Our 2025 Sustainability Priorities:

Track & Measure SDG Impact

Continued monitoring of our contributions toward the Sustainable Development Goals, with transparent reporting across environmental, social, and governance pillars.

Promote Circular Practices

Driving "Reduce, Reuse, Recycle" initiatives across our properties, focusing on minimizing waste, conserving water and energy, and maximizing resource efficiency.

Green Certifications

Actively pursuing Green Key Certification and similar eco-labels across our hospitality portfolio, incorporating low-toxicity materials, energy-saving technologies, and sustainable procurement standards.

Stakeholder Communication

Regularly sharing our sustainability programs with guests, employees, partners, and communities to foster shared accountability and collective action.

Low-Carbon Transport and Mobility

ADNH's transport division continues its shift to greener mobility solutions, expanding electric, hybrid, and natural gas vehicle fleets. We also recycle used parts, tyres, and oils to reduce environmental impact.

ADNH ESG COMMITMENT

Embedding Sustainability at the Heart of Hospitality

Environmental

Protecting Resources for Tomorrow

Environmental stewardship is central to how the Group operates. Green initiatives continue to expand across hotels and subsidiaries, ranging from energy optimization and water conservation to responsible procurement and waste reduction. Ongoing innovation and investment support solutions that reduce environmental impact while enhancing the guest experience.

Social

People First, Always

Our people are at the core of our success. We prioritize employee well-being, guest satisfaction, and community engagement. Through training, inclusion programs, and partnerships that uplift local communities, we are creating a workplace and hospitality environment that nurtures growth, respect, and shared value.

Governance

Integrity Drives our Growth

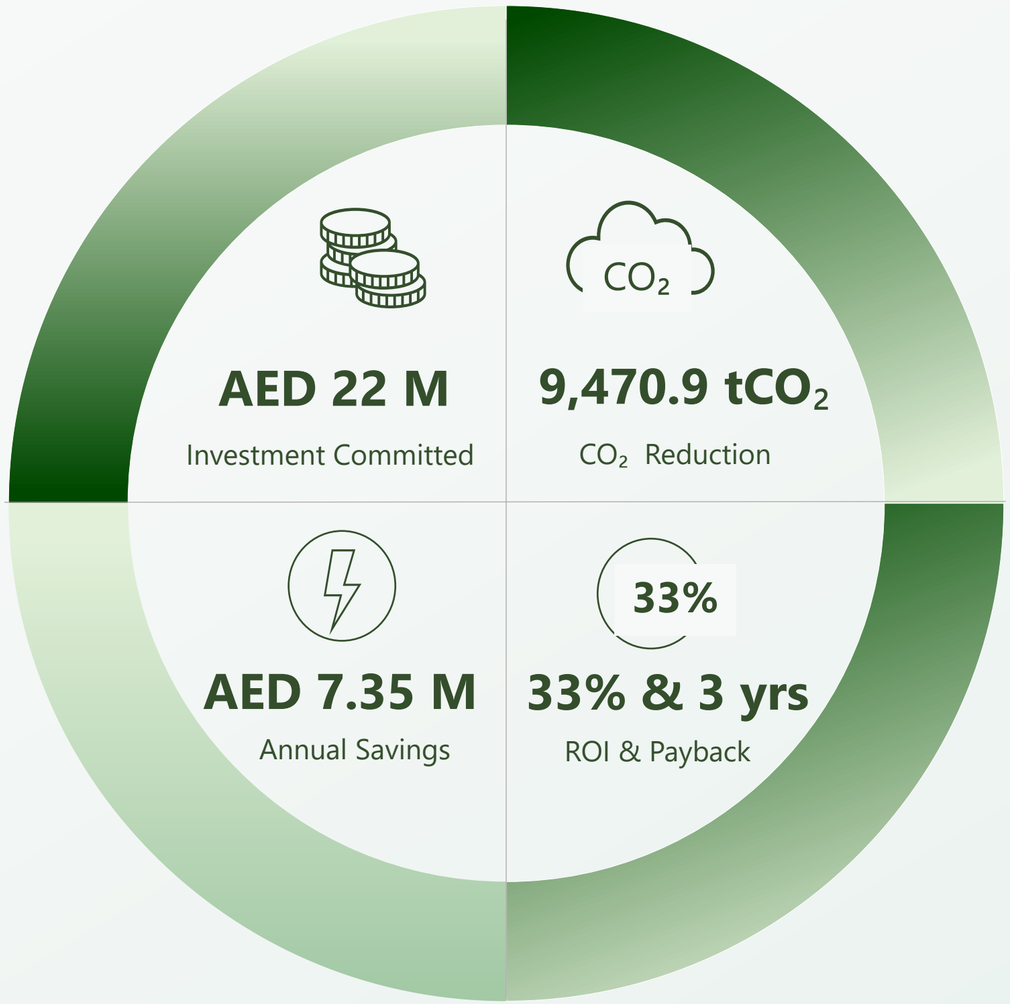
Strong governance is the foundation of our sustainability journey. ESG principles are integrated across our policies, risk management, and decision-making processes. By aligning with international frameworks and UAE national strategies, we ensure transparent, ethical, and responsible business conduct at every level.

Kempinski Central Avenue

2025 Energy Efficiency Investments and Impact Tracker

Accelerating Sustainability with Measurable Impact

UAE NET ZERO 2050



The suggested projects have taken into consideration the sustainability goals of ADNH. It contributes to the following Sustainable Development Goals (SDGs):



SDGs: 7 | 11 | 12 | 13 | GRI: 302, 305 | ESG (ADX): E1, E3, E4, E10

Impact Summary

Metric	Value
Investment	AED 22,370,736
Annual Savings	AED 7,351,789.61
ROI	33%
Payback	3 Years
CO_2 Reduction	9,470,853 kg

The above figures are based on site surveys, historical energy figures analysis, energy studies, and quotations. The supporting documents are attached in the appendix of this report for each project.

ADNH has moved beyond project identification to implementation. We launched multiple energy-saving initiatives across our portfolio, many of which are already underway and nearing completion.

Simultaneously, we continue to explore additional opportunities to expand our sustainability pipeline, ensuring all future projects align with ADNH's long-term environmental strategy and the UAE's Net-Zero 2050 vision.

Energy Saving Projects – Portfolio Implementation Overview

PROJECT DESCRIPTION	LOCATION/ HOTEL	BUDGET (AED)	PROJECT STATUS	GOAL
Thermodynamic System for Hot Water Generation	Le Meridien Abu Dhabi, Radisson Blu Abu Dhabi, Ritz Carlton Abu Dhabi	3,829,500	**Completed**	To reduce emissions of Scope 1 & 2 by using renewable energy source to replace the existing LPG Boilers and electrical heaters.
Sequencing AHUs and Installing VFDs	Radisson Blu Abu Dhabi, Le Meridien Abu Dhabi, Ritz Carlton Abu Dhabi	1,473,500	**Completed**	Replacing the old, air-cooled chillers and its circulation pumps with high efficiency new chillers and pumps reducing energy consumption, as well as reducing the overall carbon footprint. Moreover, the installation of new building management system with VFDs of the AHUs for full optimization of energy consumption in AC system.
Building Management System (Including Chiller Plant Manager)	Sheraton Abu Dhabi, Radisson Blu Abu Dhabi, Le Meridien Abu Dhabi	3,900,000	**Completed**	
Retrofitting the Chiller Plant (Chillers and Pumps)	Radisson Blu Abu Dhabi, Le Meridien Abu Dhabi	4,400,000	**Completed**	
Replacing Shower Heads to Energy Efficient Type	Sheraton Abu Dhabi, Radisson Blu Abu Dhabi, Le Meridien Abu Dhabi, Ritz Carlton Abu Dhabi, Park Hyatt Abu Dhabi, Sofitel JBR, Kempinski Central Avenue, Kempinski The Boulevard, Autograph Collection Hotels, JW Marriott Hotel	1,467,925	**Tendering**	Reduce water consumption and subsequently reducing water wastage, energy wastage to heat and cool the water, and as well reducing the overall carbon footprint.
Installing In-Room Energy Management System	Sheraton Abu Dhabi, Radisson Blu Abu Dhabi, Le Meridien Abu Dhabi, Ritz Carlton Abu Dhabi, Park Hyatt Abu Dhabi	3,863,700	**Tendering**	New GRMS to regulate energy usage and prevent wastage on lighting system and air conditioning of unoccupied guest rooms.
Optimize the Oversized Chilled Water System	Ritz Carlton Abu Dhabi	700,000	**Completed**	Enhancing chilled water system by balancing the water flow through each AC reduces energy waste by over water pumping to the system.
Swimming Pool Heat Pumps	Park Hyatt Abu Dhabi	399,500	**Completed**	Heating and cooling system of the swimming pools with high efficiency heat pump to reduce energy waste.
Kitchen Hood Optimization	Kempinski Central Avenue, Kempinski The Boulevard, Autograph Collection Hotels	1,477,811	**Ongoing**	control the kitchen extract fan and volume of extracted air through hood which in return reduce volume of treated extracted air and energy required to treat and cool that volume of air.
Hot Water Heat Pumps	The Heritage Hotel, Autograph Collection	118,800	**Completed**	Heating and cooling system of the swimming pools with high efficiency heat pump to reduce energy waste.
High efficiency Solar Photovoltaic system	JW Marriott Hotel Marina-Dubai	740,000	**Tendering**	Target to reduce electrical consumption by installing a high efficiency Solar Photovoltaic system, a renewable source of energy.

Driving Sustainability Through Digital Transformation

Efficiency. Innovation. Environmental Responsibility.

Digital transformation is not just about improving productivity it's about operating smarter, more responsibly, and with a lighter environmental footprint.

Paperless & Automated Operations

- Group-wide adoption of digital documentation and electronic workflows
- Automated support services and financial transactions
- Centralized cloud-based systems for HR, finance, and procurement

Smart Facilities & Asset Management

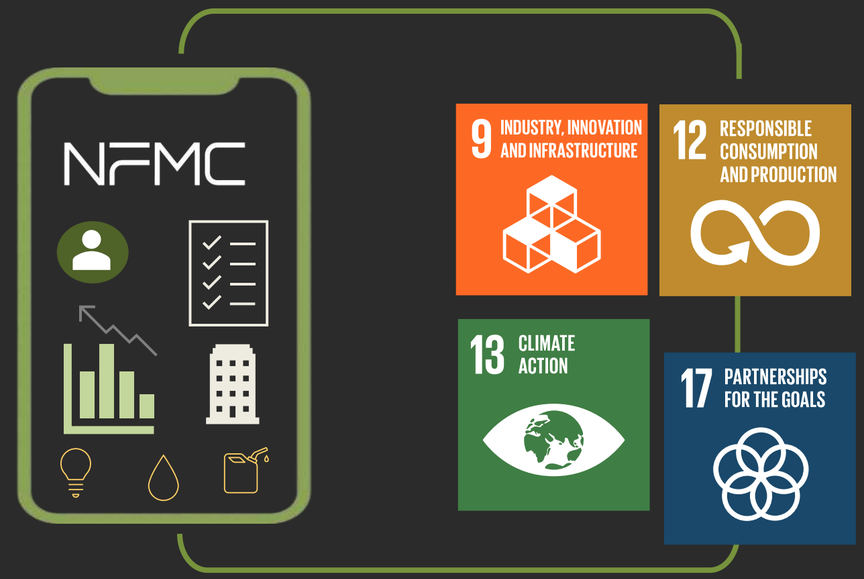
- Real-time tracking of maintenance and asset lifecycle
- Digital platforms for preventive maintenance planning
- Mobile applications for service requests and client engagement

Sustainable Guest Experience

- Fully digital check-in and check-out processes
- E-invoicing, QR code menus, and paperless guest communications
- Reduced plastic and paper usage through digital service solutions

ADNH continued to modernize processes across all divisions, advancing sustainability while enhancing service delivery and operational resilience. This approach aligns with the UAE's Net Zero 2050 Strategy and supports the global call for responsible business transformation, ensuring progress across:

- Operational Efficiency
- Environmental Stewardship
- Long-term Value Creation



SDGs: 9 | 12 | 13 | 17 | GRI: 102, 103 | ESG (ADX): E7, E8, E10, G7, G8

From Digital Innovation to Environmental Impact

Smarter Operations. Greener Outcomes

Our digital transformation is not just about innovation, it's about creating smarter, greener outcomes. By streamlining operations, reducing paper usage, optimizing maintenance, and enhancing guest services through technology, we lower our environmental impact while improving efficiency.

Digital Transformation

Operational Efficiency

Sustainable Impact

The following section presents how these initiatives translate into measurable environmental performance across ADNH Group

GHG Emissions 2025

13 CLIMATE ACTION

E1. GHG Emissions
GRI 305: Emissions 2016

GHG Emissions Generated Across ADNH Group

Total GHG Emissions

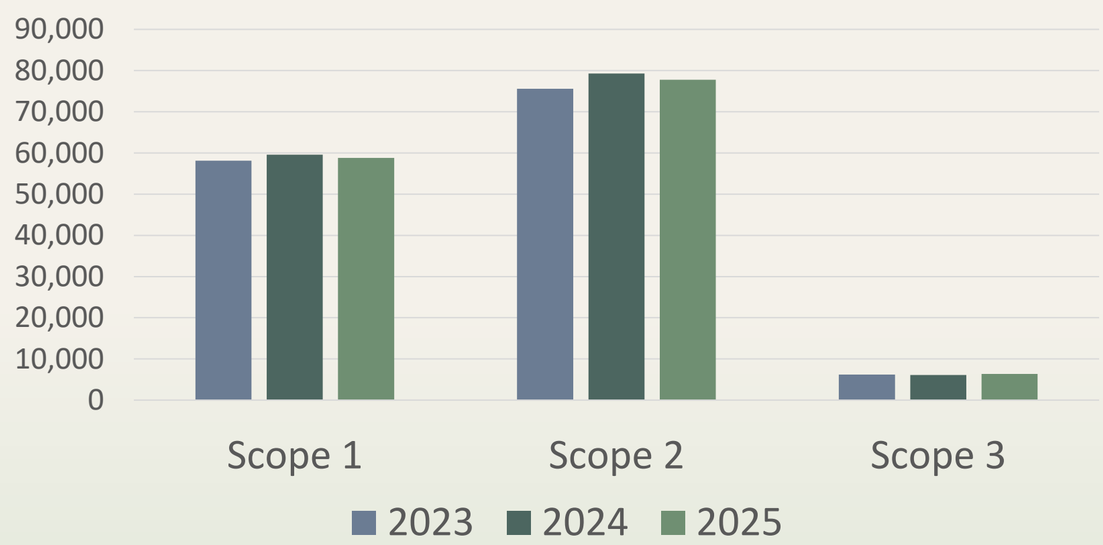
142,943 tCO2e

		% YoY Change
Scope 1 (Direct)	**58,793.93 tCO2e**	▼ -1%
Scope 2 (Indirect)	**77,767.16 tCO2e**	▼ -2%
Scope 3 (Other Indirect)	**6,381.90 tCO2e**	▲ 4%

▲ High priority action needed
▲ Moderate increase but manageable
▲ Minor increase, monitor closely
▼ Environmental Success

GHG Emissions Generated Across ADNH Group /tCO2e

Type of Energy	2023	2024	2025	ADX ESG Indicators
LPG+ NG+ Fuel	58,103.74	59,554.92	58,793.93	Direct (Scope 1)
Electricity+ District Cooling	75,591.04	79,286.81	77,767.16	Indirect (Scope 2)
LPG+ NG+ Fuel+ Electricity+ District Cooling (Leased Outlets)	6,217.16	6,118.82	6,381.90	Other Indirect (Scope 3)



As ADNH grows, so does our responsibility. We are committed to managing greenhouse gases (GHG) emissions alongside our business expansion, ensuring future reduction pathways are embedded into our strategy.

E2. Emissions Intensity
GRI 305: Emissions 2016

GHG Emissions Intensity & Operational Efficiency

GHG Emission Intensity

Estimated atmospheric emissions produced as result of the company's consumption of energy

	2023	2024	2025
Revenues (AED'000)	1,631,156	2,887,613	3,503,183
***Scope 1** tCO_2e/AED'000 of revenue earned	0.036	0.021	0.017
***Scope 2** tCO_2e/AED'000 of revenue earned	0.046	0.027	0.023
***Scope 3** tCO_2e/AED'000 of revenue earned	0.004	0.0021	0.0018

CO_2 Scope 1 — ↓ 19% reduction

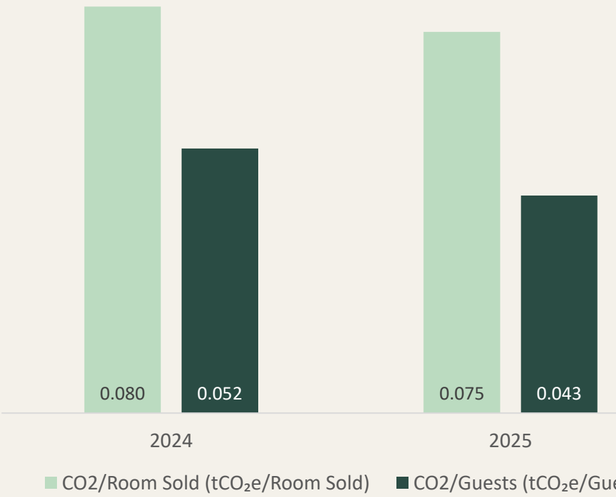
CO_2 Scope 2 — ↓ 17% reduction

CO_2 Scope 3 — ↓ 14% reduction

✓

Despite higher revenue, emission intensity declined due to operational efficiency.

Hotel-Specific CO_2 Intensity



↓ 6% reduction
Emissions Per Room

↓ 18% reduction
Emissions Per Guest


The Heritage Hotel, Autograph Collection

Room Occupancy ↑ 4% increase

Guest Volume ↑ 19% increase

ADNH welcomed 1.91 million guests and recorded 1.09 million rooms sold, while reducing carbon intensity per revenue and per room sold, demonstrating that business growth and sustainability can go hand in hand.

Energy Usage & Intensity Tracker 2025

Managing Growth with Smarter Energy Use



Despite expanded operations, ADNH continues to reduce energy intensity per unit of revenue, reflecting operational efficiency and environmental stewardship.

Total Direct Energy Consumption
(Fuel, LPG, NG)

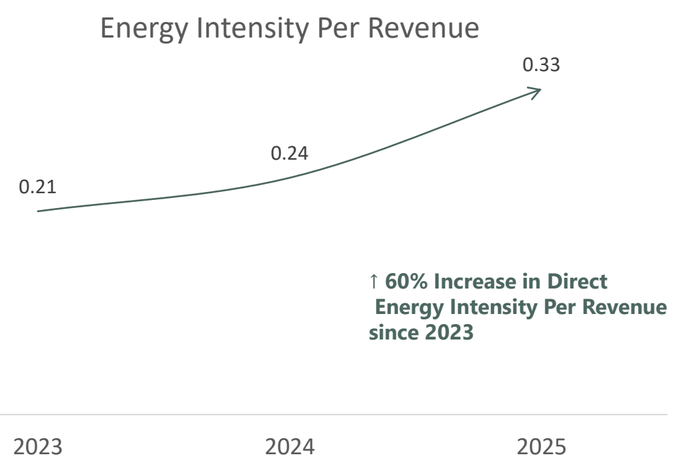
Year	Megaliters (ML)	Gigajoules (GJ)
2023	335.31	931,024.36
2024	691.46	955,056.53
2025	1,152.72	944,827.07

Total Indirect Energy Consumption
(Electricity, District Cooling)

Year	Megawatt-hour (MWh)	Gigajoules (GJ)
2023	254,975.24	917,910.87
2024	273,290.43	983,845.54
2025	264,074.04	950,666.54

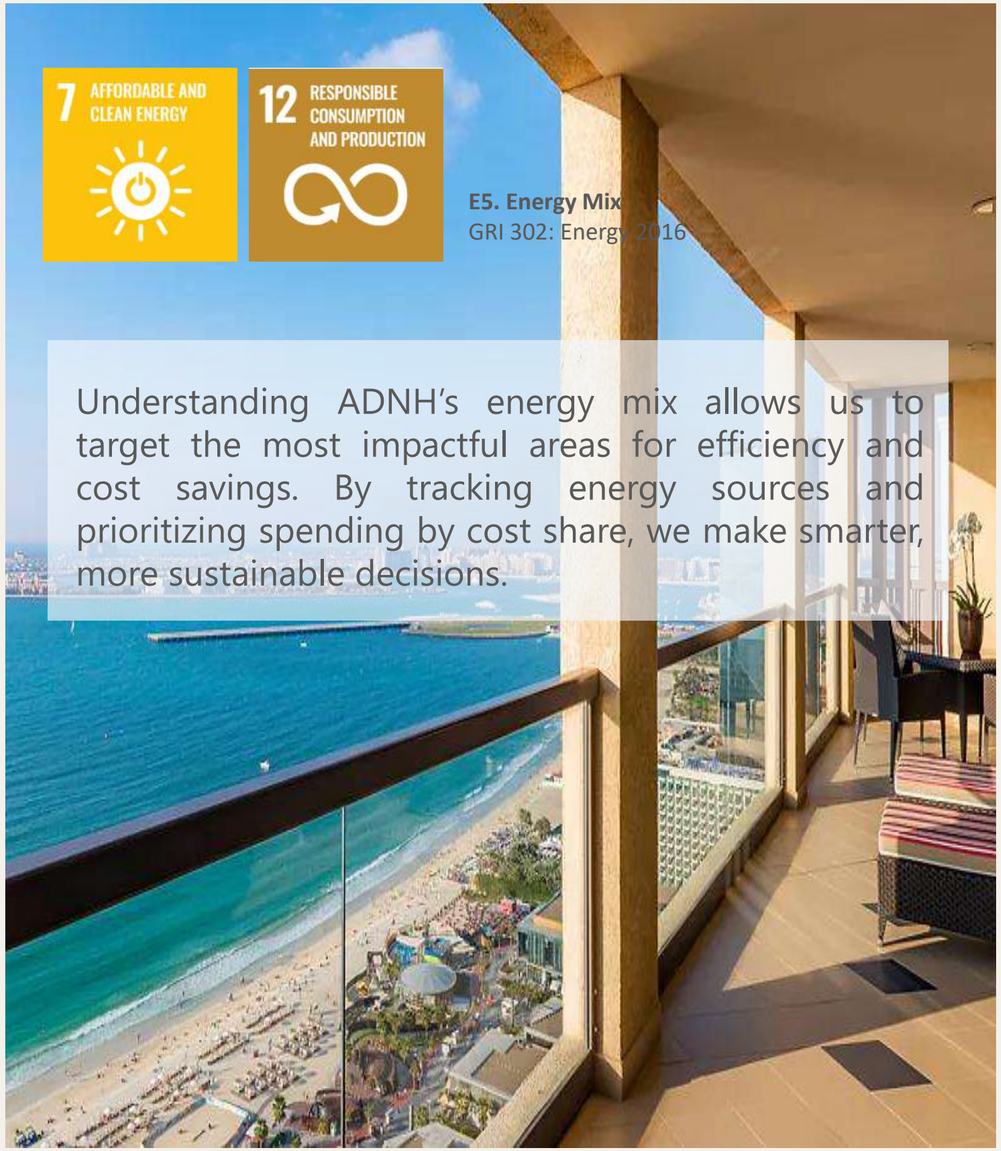
Total Direct Energy Consumption Intensity Per Economic Output (Revenue)
(Liters/AED Revenue)

2023	2024	2025
0.21	0.24	0.33



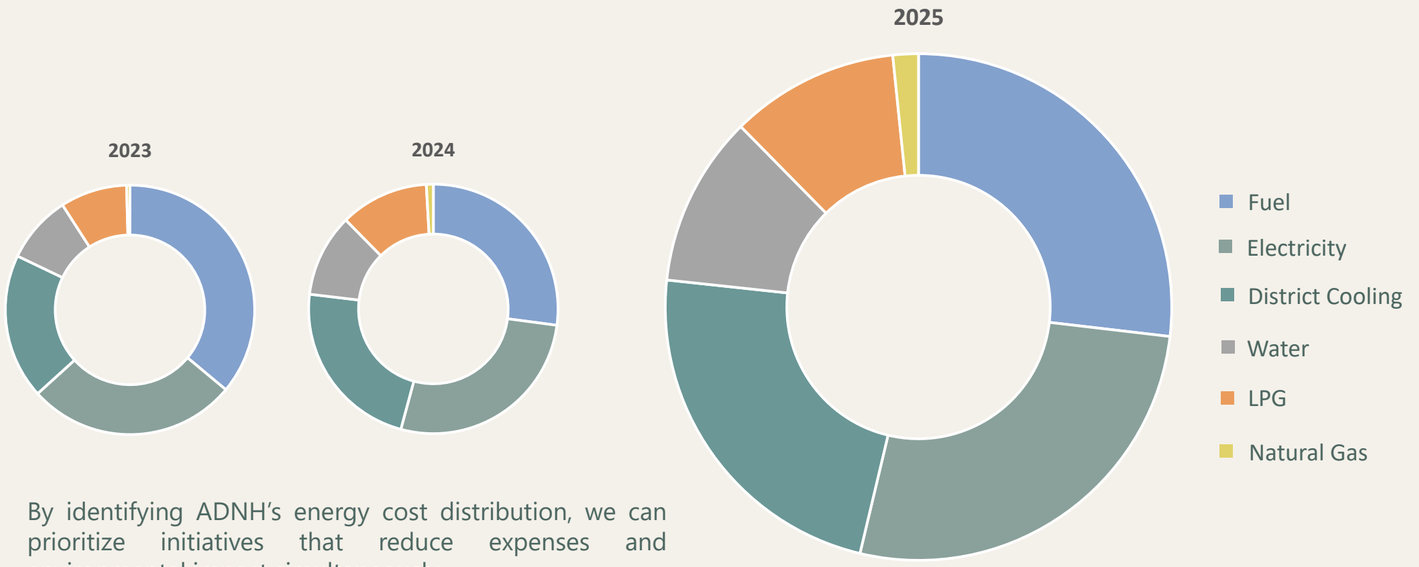
Energy Mix & Utility Cost Analysis

Optimizing Energy Use for Long-Term Efficiency



Sofitel JBR Dubai

Utility	Priority	2023	2024	2025	Trend
Fuel	1	36%	34%	31%	▼
Electricity	2	27%	25%	25%	▪
District Cooling	3	19%	21%	22%	▲
Water	4	9%	10%	10%	▪
LPG	5	9%	10%	10%	▪
Natural Gas (NG)	6	–	1%	2%	▲



By identifying ADNH's energy cost distribution, we can prioritize initiatives that reduce expenses and environmental impact simultaneously.

Water Usage/Consumption Overview 2025

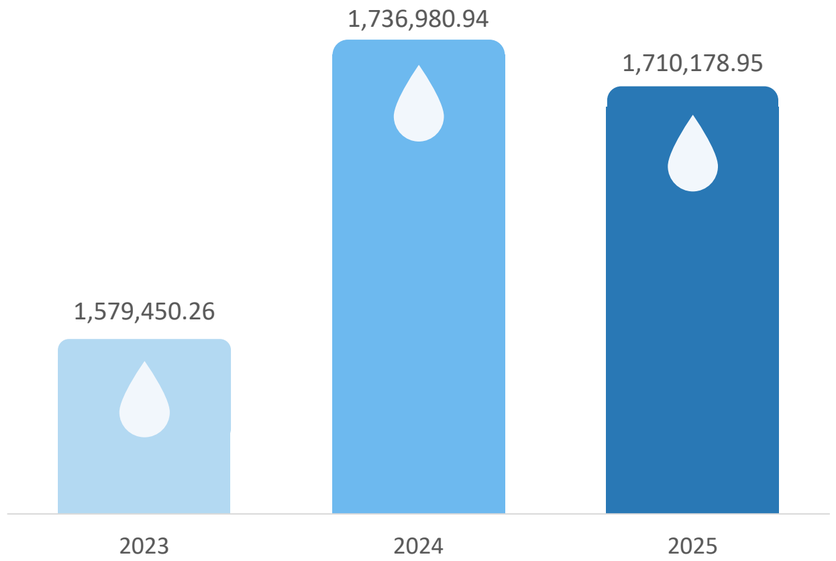
Tracking Sustainable Water Management across ADNH

E6. Water Usage
GRI 303: Water and Effluents 2018

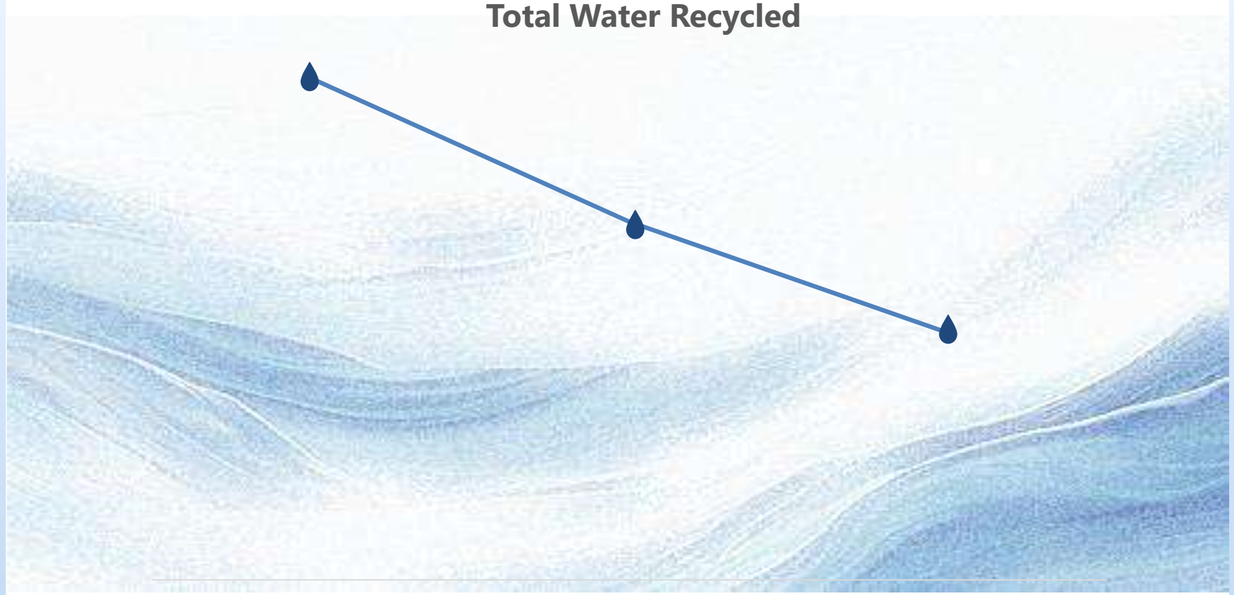
6 CLEAN WATER AND SANITATION

Environmental Performance

Total Water Consumed



Total Water Recycled



For the purpose of this disclosure, reclaimed water includes recycled and reused water streams generated from on-site treatment processes and operational reuse practices. ADNH currently does not operate standalone wastewater reclamation plants across its subsidiaries.

Total water consumption declined compared to the previous year, reflecting the impact of targeted efficiency measures implemented across ADNH's portfolio. This improvement was achieved despite sustained occupancy levels and ongoing operational activity across hotels and subsidiaries.

The reduction underscores the effectiveness of water conservation initiatives, including optimized landscaping irrigation, improved kitchen and laundry operations, enhanced preventive maintenance practices, and the wider adoption of smart irrigation systems and low-flow fixtures. In parallel, staff awareness and engagement campaigns continued to reinforce responsible water use at the operational level.

These collective actions demonstrate ADNH's commitment to responsible water stewardship, embedding efficiency into daily operations while maintaining service quality and supporting long-term environmental sustainability.

Non-GHG Environmental Intensity

Water Consumption/Total Revenue (Within Organization)

	2023	2024	2025
Revenues (AED'000)	1,631,156	2,887,613	3,503,183
Water Consumption m^3/AED'000 of revenue earned	0.97	0.60	↓ 0.49

Continuous improvement in water efficiency despite revenue growth.

Innovating for a Greener Tomorrow

ADNH's energy efficiency projects deliver real savings for the environment and business.

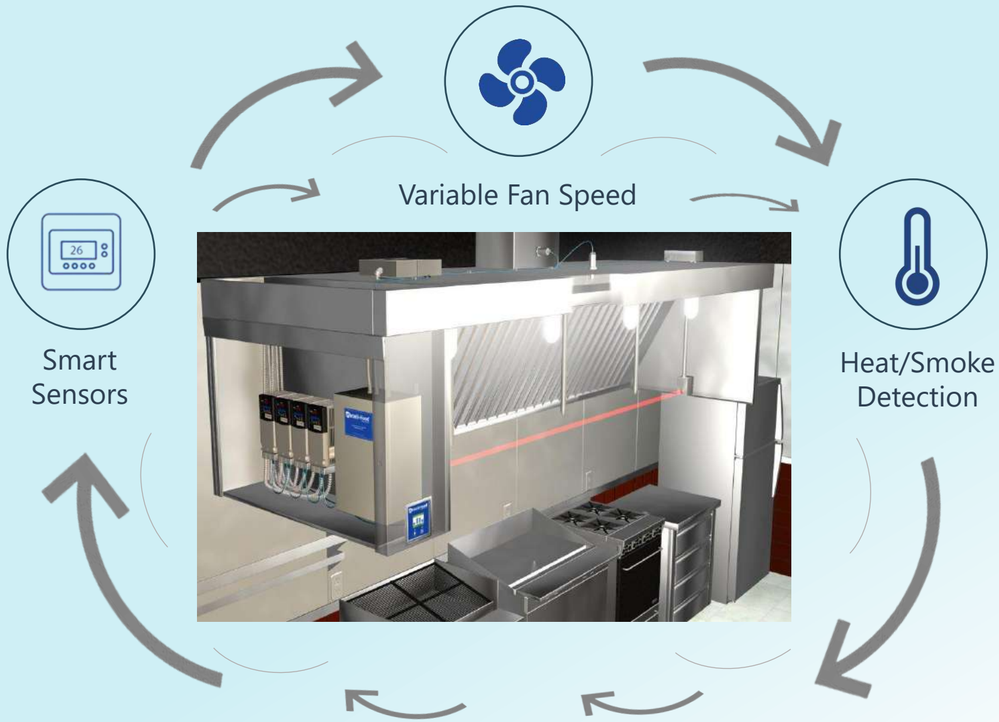
Abu Dhabi National Hotels شـركـة أبـوظبـي الـوطنيـة للفـنادق







This section highlights how ADNH's green innovations are helping achieve UAE Net-Zero goals.



Properties Covered

- Kempinski Central Avenue Hotel
- Kempinski The Boulevard
- The Heritage Hotel, Autograph Collection
- Hotel Boulevard, Autograph Collection

Case Study 1: Kitchen Hood Optimization System

Smarter Kitchens, Cleaner Air

The existing kitchen hoods were previously connected directly to Variable Frequency Drives (VFDs) and operated at full speed continuously throughout the day, regardless of actual kitchen activity. Through the implementation of an optimization system, the operation of these hoods is now intelligently managed based on real-time demand. The system reduces the operational hours and dynamically adjusts the VFD speed according to the actual heat and smoke levels generated during cooking. This results in significant energy savings and supports our broader environmental sustainability goals.

Key Environmental Impact

	Impact Area	Benefits
	Energy Efficiency	Up to 20-25% reduction in kitchen exhaust energy use
	HVAC System Optimization	Improved system balance and reduced overall cooling demand
	Indoor air Quality & Guest Comfort	Enhanced air quality and more comfortable F&B environments

Case Study 2: Thermodynamic Solar Energy & Heat Pump System



Thermodynamic Solar Installation – Ritz Carlton Abu Dhabi (2025)

THE RITZ-CARLTON ABU DHABI, GRAND CANAL	✔	Completed
Le MERIDIEN ABU DHABI	✔	Completed
Radisson BLU HOTEL & RESORT ABU DHABI, CORNICHE	✔	Completed

The installation of thermodynamic solar energy systems and air source heat pumps across key hotel assets supports ADNH's strategy for clean energy transition. These low-maintenance systems reduce electricity consumption, eliminate the need for frequent cleaning, and significantly cut operational costs.

The thermodynamic system stands out as a more cost-efficient alternative compared to conventional energy systems, delivering long-term savings with lower operational and maintenance costs.

System Type	Energy Savings	Maintenance	Benefit
Electrical System	90-92%	Low	High savings
Boiler System	80-85%	Low	Less emissions
Solar Thermodynamic Unit	25-30%	Low	Long Lifespan

By integrating hybrid renewable technologies like thermodynamic solar and heat pump systems, ADNH achieves meaningful energy cost reductions while supporting long-term decarbonization of its hotel operations.



IMPACT SUMMARY

Eco Heat Pump

Smart heating technology

Sustainable Energy

Renewable power source

Lower Emissions

Carbon reduction

Park Hyatt Abu Dhabi and Heritage Hotel, Autograph Collection switched to eco-heat pumps for pool operations lowering CO_2 emissions while enhancing guest comfort.

Case Study 3: Eco-Friendly Pool Heating

To support ADNH's Net Zero ambitions, the objective of this project is to reduce energy consumption, lower operational carbon footprint, and improve efficiency across selected properties. By replacing conventional heating systems with eco-friendly heat pumps, we aim to achieve measurable energy savings while enhancing guest comfort.

This retrofit utilizes advanced heat pump technology that draws on abundant local resources: sunlight, ambient heat, and airflow. The system is designed with smart controls and minimal mechanical complexity, resulting in reduced electricity consumption and significantly lower maintenance requirements. The solution was rolled out at Park Hyatt and Heritage Hotel, with ongoing implementation across other properties.



Eco Heat Pump System in Operation



Preliminary results show a noticeable drop in monthly energy use and a reduction in CO_2 emissions, demonstrating the effectiveness of this sustainable upgrade. Beyond environmental impact, the retrofit has also delivered operational efficiencies and cost savings, reinforcing ADNH's commitment to responsible, future-ready hospitality.

Case Study 4: Integrated HVAC Efficiency & Chiller Optimization

AHU Sequencing & VFDs Installation

Objective: Improve HVAC efficiency by replacing fixed-speed AHUs with VFD-controlled systems aligned to BMS logic.

Hotel: Sheraton Abu Dhabi, Radisson Abu Dhabi, Le Meridien Abu Dhabi, The Ritz-Carlton Grand Canal, Abu Dhabi

Benefits:

- Eliminates overcooling
- Improves guest comfort
- Reduces chilled water overproduction

BMS & Chiller Plant Manager

Objective: Centralize HVAC control via smart BMS with sensors, meters, and analytics.

Hotel: Sheraton Abu Dhabi, Radisson Abu Dhabi, Le Meridien Abu Dhabi

Upgrades:

- HVAC integration
- Energy & CO_2 monitoring
- Free cooling logic + leak detection
- Cloud-based fault detection

Chiller Plant Retrofitting

Objective: Replace aging chillers with VSD units for optimal cooling at reduced capacity.

Hotel: Radisson Abu Dhabi, Le Meridien Abu Dhabi

Expected Impact:

- Downsizing capacity with better performance
- Buy-back of scrapped equipment
- Reduced operational cost and maintenance

Efficiency Gain	Asset Modernization	Environmental Benefits
Up to 35-40% Energy Savings	Full HVAC Control + Monitoring	Reduced CO_2 + Improved Indoor Air Quality
Smart Scheduling & Demand	New Variable Speed Drive Chillers	Lower Maintenance Requirements

"Modernizing core HVAC systems across our hotels positions ADNH for long-term savings and sustainability leadership."

Case Study 5: Sustainable Energy Transition

LPG to NG Conversion

Partnering with ADNOC to Drive Cleaner Hospitality Operations

Park Hyatt Abu Dhabi Hotel & Villas

✅ Fully converted and fully operational

Sheraton Abu Dhabi Hotel & Resort

✅ 100% NG Operational

Le Meridien Abu Dhabi

⛔ Target Project Completion: End of 2025

Cleaner energy today, climate-ready hospitality tomorrow.

Case Study Highlight: Park Hyatt Abu Dhabi Hotel & Villas

- 2% CO_2 reduction despite higher guest volumes in 2025
- Maintained emissions performance under significantly higher operational demand
- Improved air quality and operational efficiency
- Supports long-term transition to renewable natural gas readiness

Impact of LPG to NG Transition

LPG consumption and CO2 emissions in year 2022 before transitioning to NG:

Property	LPG consumption /Liters	CO2 Emissions /tCO2e
Park Hyatt Abu Dhabi Hotel and Villas	491,163	817.79

NG consumption and CO2 emissions in year 2025 after fully transitioning to NG:

Property	NG consumption /m3	CO2 Emissions /tCO2e
Park Hyatt Abu Dhabi Hotel and Villas	364,644.24	728.19

Case Study 6: Circular Economy & Waste-to-Resource Solutions

Turning Waste into Value Across Hotels & Caterings

Used Cooking Oil Recycling to Biofuel

Used cooking oil generated from kitchen operations across ADNH hotels and ADNH Catering is systematically recovered and diverted from disposal. Through a strategic partnership with Neutral Fuels, the collected oil is converted into biodiesel, a lower-carbon fuel alternative used in vehicle operations.

Key Environmental Benefits

- Converts kitchen waste into renewable fuel
- Reduces landfill disposal of used cooking oil
- Supports lower-emission fuel alternatives
- Contributes to climate change mitigation efforts

Waste Management Performance

- Total Waste Generated: **10.9 M kg**
- Recycled Waste: **509,126 kg**
- Waste Sent to Landfill: **10.38 M kg**
- Waste Diversion Rate: ↑ **4.7%** (from 3.3% in 2024)



By repurposing used cooking oil, soap, and coffee grounds, ADNH hotels and catering operations are closing the loop on operational waste and advancing a practical circular economy.

Soap and Coffee Waste Repurposing Initiatives





Through the **Soap for Hope** initiative, used guest soap is repurposed into new hygiene products, reducing waste and supporting community well-being. This approach diverts waste while maximizing resource efficiency.

Used coffee grounds are transformed into **coffee briquettes**, contributing to waste diversion and the promotion of alternative energy solutions.





Soap for Hope and coffee briquettes implemented through a sustainability partnership with Diversey.

Sustainability at Every Sip

Reducing single-use plastics through responsible food & beverage practices

Across catering operations, ADNH Catering advanced plastic-free food and beverage practices by integrating compostable materials, reusable alternatives, and incentive-based initiatives across catering operations. These actions focused on reducing single-use plastics at the point of service while encouraging employees and guests to adopt more sustainable consumption habits through accessibility, awareness, and positive reinforcement. By reinforcing sustainability into everyday service moments, ADNH supports measurable waste reduction and long-term behavioral change.



Key Plastic-Free Catering Initiatives

Compostable & Biodegradable Service ware

ADNH Catering introduced compostable and biodegradable alternatives to replace single-use plastics, including Husk Café compostable hot drink cups and lids, Palmade biodegradable cutlery, and compostable materials for selected cold beverage service items.

Sustainable Catering Operations

Plastic-free beverage concepts and operational measures were implemented to reduce unnecessary single-use plastics across catering outlets and service areas.

Reusable-First Practices

Reusable tumblers and flasks were actively promoted across catering outlets, supported by discounts and incentives that encouraged sustainable daily habits among employees and guests.

Innovation & Partnerships

ADNH Catering partnered with ElephantSkin to introduce reusable gloves as an alternative to disposable plastic gloves. This innovation supports:

- Significant plastic waste and CO_2 reduction
- Enhanced hygiene and protection through antibacterial and antiviral treatment
- Alignment with evolving regulatory requirements related to single-use plastics





Green Key & Hotel Sustainability Initiatives

Reducing Waste, Plastics & Food Miles Across ADNH Hotels

6 CLEAN WATER AND SANITATION | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

Indicators: E6 | E7 | E8 | GRI 301, 306

Across ADNH's Green Key–certified hotels, targeted initiatives address plastic reduction, waste minimization, and responsible sourcing embedding sustainability into everyday hotel operations.

Plastic & Waste Reduction Initiatives

In-House Glass Bottle Refill Projects
Implemented at:

- The Ritz Carlton Abu Dhabi
- Park Hyatt Abu Dhabi
- Le Meridien Abu Dhabi
- Radisson Blu Abu Dhabi
- Sofitel Dubai JBR
- Kempinski Central Avenue
- Kempinski The Boulevard
- JW Marriott Hotel Marina
- The Heritage Hotel, Autograph
- Hotel Boulevard, Autograph Collection

Save Our Amenities- Bulk & Refillable Bathroom Amenities
Replacement of individual single-use toiletries with bulk or refillable amenity systems across multiple ADNH hotels, subject to brand standards and room category specifications.

Reusable & Compostable Alternatives

- ElephantSkin Reusable Gloves — Implemented across ADNH Catering and The Ritz-Carlton Abu Dhabi, reducing disposable glove usage by approximately 1.4 million pairs annually, equivalent to an estimated 4 tonnes of plastic waste avoided.
- Compostable cups, lids, straws, and biodegradable Palmade cutlery via ADNH Catering.

No To Styrofoam
Implemented across ADNH properties, eliminating the use of polystyrene (Styrofoam) food packaging in favor of reusable and eco-friendly alternatives.





JW Marriott Hotel Marina


Le Meridien Abu Dhabi






The Ritz-Carlton Grand Canal, Abu Dhabi


Radisson Blu Abu Dhabi

Hotel-Based Gardens & Fresh Ingredient Sourcing
On-site and hotel-managed gardens support fresh, pesticide-free ingredient sourcing, reduce food miles, and strengthen farm-to-table culinary practices across multiple properties, including:

- Vertical Farm – The Ritz-Carlton Abu Dhabi
- Rooftop Garden – Sofitel Dubai Jumeirah Beach
- Jardin du Chef – Le Méridien Abu Dhabi
- Organic Greens – Sheraton Abu Dhabi Hotel & Resort
- JW Indoor Garden – JW Marriott Hotel Marina

2.9M
Single-use Plastic Bottles Eliminated Annually

Green Key & Hotel Sustainability Initiatives

Certified Operations, Resource Efficiency & Low-Carbon Mobility

Environmental stewardship at ADNH extends beyond waste reduction to certified management systems, operational efficiency, and sustainable mobility solutions.

7 AFFORDABLE AND CLEAN ENERGY | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

Indicators: E1 | E3 | E4 | E5 | E7 | E8 | GRI 302, 303, 305

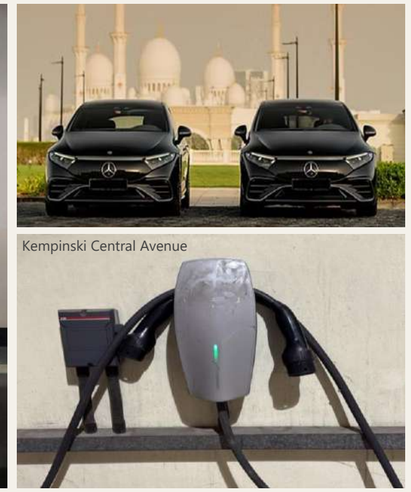












Green Key Certification

Green Key–certified ADNH hotels include Sheraton Abu Dhabi, Le Méridien Abu Dhabi, The Ritz-Carlton Abu Dhabi, Sofitel Dubai Jumeirah Beach, Kempinski Central Avenue, Kempinski The Boulevard, JW Marriott Hotel Marina, Hotel Boulevard, Autograph Collection, and The Heritage Hotel, Autograph Collection.

Green Key is an internationally recognized eco-label for hospitality.

Operational Resource Efficiency

- Smart energy and water management technologies
- Guest room recycling programs
- Linen and towel reuse initiatives to reduce water, energy, and detergent consumption

Low-Carbon Mobility

Electric Vehicle Charging Infrastructure & Green Transport Fleet

EV charging stations introduced at ADNH hotels, including Kempinski Central Avenue, Kempinski The Boulevard, JW Marriott Hotel Marina, Hotel Boulevard, Autograph Collection and The Heritage Hotel, Autograph Collection complement Al Ghazal Transport's electric Mercedes-Benz EQS fleet—advancing low-carbon mobility while maintaining ADNH's luxury service standards.

Our People, Our Strength

Empowering People, Driving Purpose

"Our progress toward Net Zero and the UAE Vision 2030 is enabled by our people. Across the Group, we recognize that sustainable success begins with a workplace that supports employee well-being, inclusion, Emiratization, continuous learning, and safety. These are not standalone initiatives, but core commitments that guide how we attract, develop, and care for our talent. By investing in our people, we strengthen our organization and contribute meaningfully to a more sustainable future."

Ziad Makhlouf
Vice President – Human Resources

Growing Together

Our People, Our Partners, Our Communities

Metric	2025 Update
22,342	Total Associates Across ADNH Group (Full time)
22	Total Part time Associates (Headcount)
18,496	Male Associates (Full time)
3,846	Female Associates (Full time)
67	Nationalities Represented
96 (0.4%)	Total number of Emiratis working full time & part time
193,606.70	Training & Development Hours
Commitment to Gender Pay Equality	**100%**

Our commitment to people is about more than numbers, it's about creating opportunities, nurturing growth, and building inclusive future.



Empowering people is at the heart of ADNH's sustainability journey.

Employee Turnover & Workforce Composition

Effective workforce planning supports operational resilience and service continuity across ADNH's diverse portfolio. Employee turnover is presented using year-on-year workforce movement, complemented by an overview of workforce composition including full time, part time, and contractor engagement across the Group.


Al Ghazal Transport


Sheraton Abu Dhabi


ADNH Catering


Radisson Blu Abu Dhabi

Employee Turnover – Year-on-Year Workforce Movement (%)

Workforce Category	2023 → 2024	2024 → 2025
Full-time employees	2% ↑	3% ↓
Part-time employees	24% ↑	39% ↓
Contractors/Consultants (Headcount)	27% ↓	37% ↑

A balanced workforce model supports talent stability while enabling operational flexibility across the Group.

40,733 Total Workforce Across ADNH Group
(Full-time, part-time & contractors/consultants)

Full-time
22,342 55% of total workforce

Part-time
22 0.05% of total workforce

Contractors/Consultants
18,369 45% of total workforce

Total workforce includes full-time employees, part-time employees and contractors/consultants.

8 DECENT WORK AND ECONOMIC GROWTH

S3. Employee Turnover
S5. Temporary Worker Ratio
GRI 102: General Disclosures 2016
GRI 401: Employment 2016

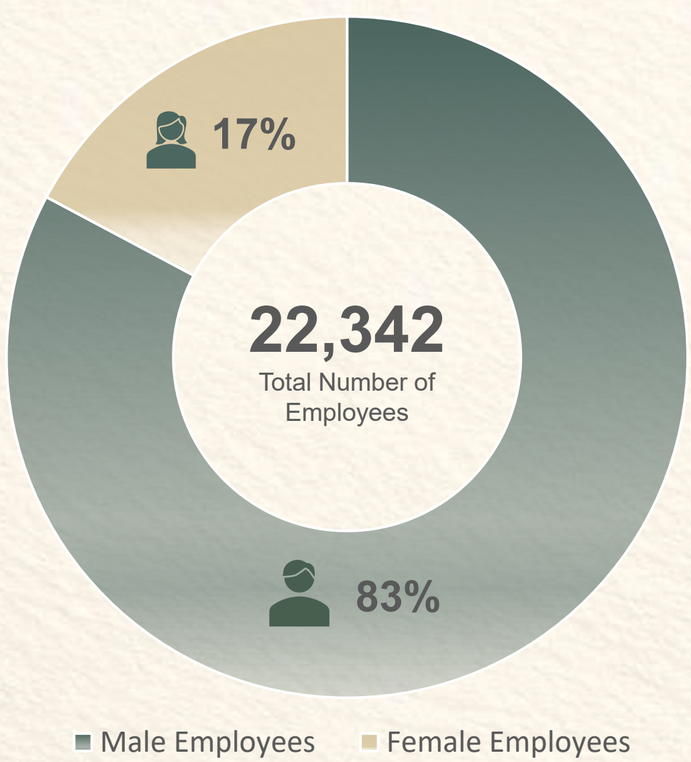
Gender Diversity in Our Workforce

S4. Gender Diversity
GRI 102: General Disclosures 2016
GRI 405: Diversity & Equal Opportunity 2016

5 GENDER EQUALITY

Our commitment to fostering a diverse and inclusive workforce is reflected in the distribution of roles held by men and women across the enterprise, from entry-level positions to senior and executive management roles.


Kempinski Central Avenue & Kempinski The Boulevard



Entry & Mid-Level Positions

83%
18,333 Male
17%
3,779 Female

Senior & Executive Level Positions

71%
163 Male
29%
67 Female



Supporting Communities & Driving Local Economies

Social Performance – Economic & Social Impact

Driven by purpose, our operations are a catalyst for community uplift and economic resilience. In 2025 alone, over AED 2.95 billion was circulated into local economies through wages, services, and infrastructure investments creating impact that extends far beyond the hospitality sector.

Through purposeful spending, ADNH contributes to economic empowerment and social wellbeing in every community we serve.

Impact Summary

Employee Wages & Benefits

Competitive pay and inclusive benefits enhance employee wellbeing and help circulate income back into local economies.

Operating Costs

Operational spending sustains a network of industries, SMEs, and service providers critical to local development.

Payment to Stakeholders

Reliable payments support sustainable growth for vendors, contractors, and business partners across the supply chain.

Community Reinvestment Highlights:

- Operational Contribution: Business spending fuels regional development and empowers local value chains.
- Community Programs: Reinvestments in education, local hiring, and wellbeing initiatives enhance lives across our footprint.

Emiratization & National Talent Development

ADNH continued to advance it Emiratization agenda as part of its social sustainability and human capital development strategy. Leadership engagement focused on strengthening the participation, development, and progression of UAE nationals across the Group.

Structured workforce planning and targeted development initiatives support long-term career pathways for Emirati employees, aligned with national priorities and organization growth objectives.



Leadership engagement session focused on advancing ADNH Emiratization strategy and workforce planning initiatives.

96
Total Emirati Employees

76 (79%)
Full-time

20 (21%)
Part-time

0.4%
of Total Workforce

S11. Nationalization
GRI 401: Employment 2016
GRI 404: Training & Education 2016

Case Study 1: Caring for Our People

Social Performance

Promoting physical, mental, and emotional wellbeing across ADNH

Across ADNH, employee wellbeing is integrated into daily operations. During the year, our hotels and subsidiaries implemented structured health, wellness, and preventive care initiatives designed to support physical, mental, and emotional wellbeing, contributing to a resilient and engaged workforce.


Al Diar Dana



ADNH Catering


ADNH Catering


ADNH Catering


Radisson Blu Abu Dhabi



Sheraton Abu Dhabi

Activities Implemented in 2025:

- Breast Cancer Awareness and Screening Initiatives
- Flu Vaccine Drive
- Mental Wellness & Stress Management Workshops
- World Heart Day
- 50-hour Yoga Instructor Training Program
  - 28 certified employee instructors
  - 230+ participants engaged
- Preventive Health, Eye and Dental Check Ups

This initiative is part of ADNH's group-wide wellbeing programs rolled out across hotels and subsidiaries in 2025.

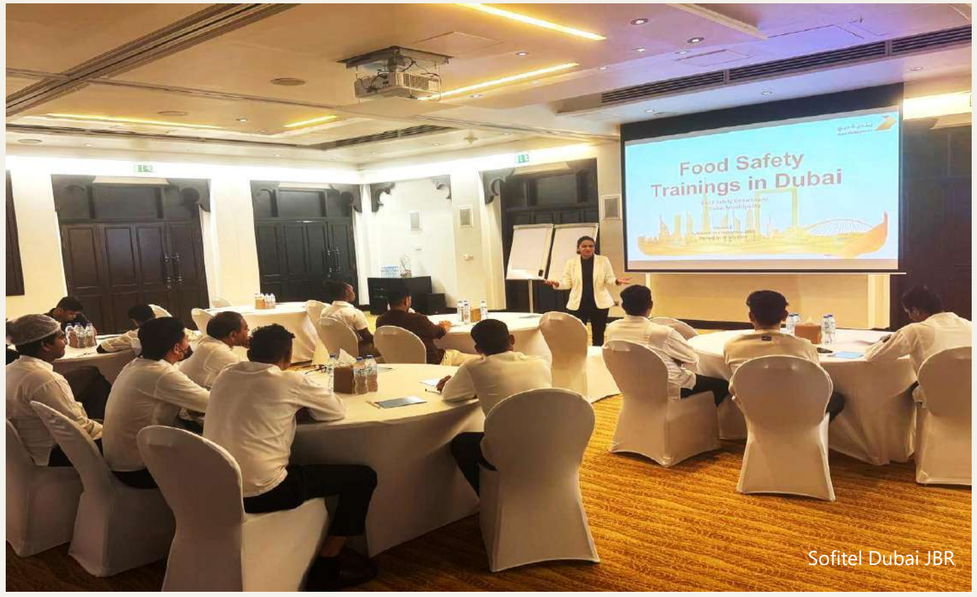
S8. Decent Work & Economic Growth
GRI 403: Occupational Health & Safety 2018

Employee wellbeing is foundational to productivity, engagement, and long-term organizational resilience.

Case Study 2: Investing in Talent, Building Future Leaders

Continuous learning and capability development across ADNH

Social Performance



Sofitel Dubai JBR


Radisson Blu Abu Dhabi

Developing talent is central to ADNH's long-term success and service excellence. In 2025, structured learning and development initiatives supported employees across hotels and subsidiaries, strengthening technical skills, leadership capabilities, and professional growth. By investing in continuous learning, ADNH enhances workforce readiness, supports internal mobility, and builds a resilient pipeline of future leaders aligned with organizational priorities.

Learning & Upskilling

- 193,606.70 training hours delivered across hotels and subsidiaries
- Technical and operation training supporting service quality and efficiency

Professional & Service Excellence

- Customer service excellence and hospitality standards training
- Sustainability awareness and responsible business practice training

Leadership Development

- Leadership and supervisory development programs
- Focus on building leadership capability and succession readiness

Career Growth & Internal Mobility

- Strengthen pathways for internal progression
- Enhanced leadership readiness across properties and functions

GRI 404:
Training & Education 2016

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

Case Study 3: Safety at the Core of Our Operations

Social Performance

Building a zero-harm culture through prevention, training, and compliance

20 MILLION
Manhours Worked

Without a Single
Lost Time Injury (LTI)

Achievement by **ADNH Catering** during the reporting period.

Group-wide Health & Safety Initiatives

Health and safety are fundamental to operational excellence and workforce wellbeing. The hotels and subsidiaries across the group continued to strengthen a proactive safety culture through structured training, preventive programs, and strict compliance with occupational health and safety standards. This approach supports safe working environments across diverse operations and reinforces shared responsibility for safety at all levels of the organization.



Fire & Workplace Safety

- Basic Fire Safety Training & Emergency Preparedness
- Ramadan Safety Awareness



Road & Driving Safety

- Driving Safety and Traffic Awareness
- Road Safety Campaigns focused on driving in adverse weather conditions



Food Safety & Hygiene Excellence

- HSE &Food Safety Pledge reinforcing shared responsibility
- World Food Safety Day
- Food Safety Training

S7: Injury Rate
GRI 403: Occupational Health & Safety 2018

3 GOOD HEALTH AND WELL-BEING

8 DECENT WORK AND ECONOMIC GROWTH

A strong safety culture is essential to protecting lives, ensuring compliance, and sustaining long-term operational resilience.

Case Study 4: Diversity, Equity & Inclusion

Celebrating Diversity & Fostering Belonging

Social Performance

Why It Matters

Diversity, equity, and inclusion are fundamental to ADNH's people-first culture. With a highly multicultural workforce, fostering an environment grounded in respect, fairness, and belonging strengthens employee engagement, collaboration, and trust across the organization. By embracing different perspectives, experiences, and identities, ADNH creates a workplace where individuals feel valued and empowered to contribute meaningfully, supporting long-term organizational resilience and sustainable growth.

Our Approach

ADNH promotes inclusion by fostering respect, fairness, and equal opportunity across workplace practices and employee engagement initiatives. Cultural diversity is actively recognized through internal celebrations, inclusive activities, and employee-led initiatives that encourage mutual understanding and connection across teams.

Through consistent engagement, leadership support, and inclusive workplace practices, ADNH aims to ensure that diversity is not only represented but genuinely valued across all hotels and subsidiaries.

In Practice

✓ **National & Cultural Day Celebrations**
UAE National Day, Flag Day, Commemoration Day, and employee-represented national and cultural observances that honor identity, heritage, and shared values across the workforce.

✓ **Multicultural & Religious Observances**
Inclusive recognition of employee-represented cultural and religious occasions such as Ramadan, Eid, Diwali, Christmas, and national heritage days, promoting respect, cultural understanding, and a sense of belonging across a diverse workforce.

✓ **Gender Equity & Inclusion Awareness**
Gender equity is supported through awareness initiatives including International Women's Day alongside the reinforcement of fair recruitment, promotion, and development practices, and increased visibility of women in leadership roles, fostering an inclusive and equitable workplace culture.

✓ **Inclusive Workplace Initiatives**
Inclusive workplace initiatives focused on respectful conduct, cultural awareness, and inclusive behaviors, reinforced through employee satisfaction surveys that provide employees with a voice and support ongoing improvement of workplace culture.



ADNH Head Office associates commemorating UAE National Day, celebrating national identity, unity, & shared values across a diverse workforce.



Kempinski Central Avenue, Kempinski The Boulevard & Sofitel Dubai JBR associates celebrating Philippines Independence Day, Russia Day and Morocco Day recognizing cultural heritage & promoting multicultural understanding & inclusion.



ADNH Catering marking International Women's Day 2025, aligned with the Year of Growth, through an empowerment session led by senior leadership, reinforcing personal development, reflection, & women's leadership visibility.



Radisson Blu Abu Dhabi associates successfully completed the Diversity, Equity, and Inclusion (DEI) course, reinforcing our commitment to fostering an inclusive, respectful, and equitable workplace across our operations.

A multicultural workforce united by respect, inclusion, and shared values across ADNH subsidiaries.

Social Case Study 5

Engaging Our People Through Recognition & Dialogue

Connecting teams, fostering collaboration, and strengthening leadership dialogue across our hotel group

Engagement Beyond the Workplace

Employee engagement extends beyond daily operations through initiatives that bring teams together across properties, functions, and leadership levels. There interactions strengthen relationships, encourage collaboration, and foster a shared organizational identity across ADNH's diverse portfolio.

Platforms for Connection & Dialogue

Engagement is enabled through structured platforms that promote:

- Two-way communication between employees and leadership
- Recognition of employee contribution and service
- Cross-property interaction and shared experiences

Leadership presence and accessibility play a key role in reinforcing transparency, trust, and alignment across the organization.

GRI 102: General Disclosures 2016

People Initiatives in Action

> Recognition & Appreciation

- Associate Appreciation Week
- Departmental & Professional Recognition Days (including Human Resources International Day, Stewarding Day, Housekeeping Day, etc.)

> Leadership Interaction

- Townhall meetings and celebration
- Quarterly Talks with the General Manager

> Cross-Hotel Connection

- Inter-hotel sports activities (basketball, volleyball, cricket) fostering teamwork and collaboration

> Knowledge & Leadership Exchange

- ADNH promotes continuous learning and collaboration through subsidiary-led knowledge and leadership exchange initiatives, including leadership familiarization visits and cross-property associate support. These programs enhance professional exposure, operational resilience, and best-practice sharing across the group.

These engagement initiatives strengthen trust, encourage collaboration, and reinforce leadership accountability, supporting a connected, and informed, and resilient workforce.



The NFMC Dubai team conducted a familiarization visit to three Abu Dhabi hotels: **The Ritz-Carlton Abu Dhabi**, **Le Meridien Abu Dhabi**, and **Radisson Blu Hotel & Resort Abu Dhabi,** to enhance operational understanding and cross-property collaboration.



Inter-property basketball tournament fostering teamwork and connection, with Radisson Blu Hotel & Resort Abu Dhabi declared Champion of this year's competition.

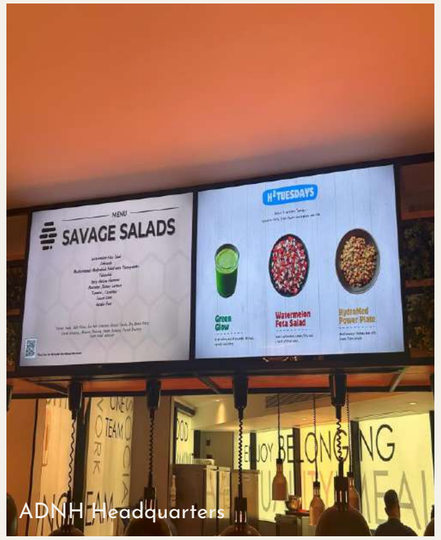
Case Study 6: Nutrition and Wellbeing at the Workplace

As part of our ongoing commitment to employee wellbeing, inclusivity, and transparency, ADNH has launched a comprehensive, nutrition-focused initiative across our staff cafeterias. This program is designed to empower employees to make informed food choices by providing clear nutritional information, including calorie counts and allergen details, for every dish served. By fostering a healthier dining environment and promoting awareness around balanced eating habits, we aim to support the overall physical and mental wellness of our workforce while reinforcing our values of openness and care for our people.

Detailed nutritional information for each meal, including calories and allergen content.

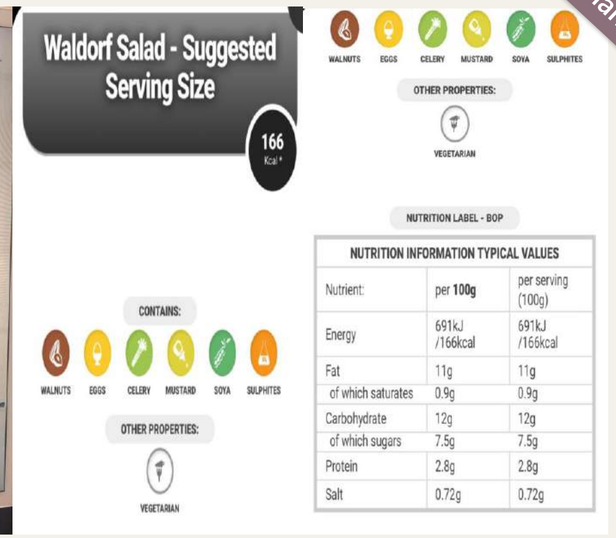
QR codes placed in the dining areas, enabling employees to scan and instantly access meal details.

Meals designed to support diverse dietary preferences and health goals.



ADNH Headquarters







Hotel Boulevard, Autograph Collection



The Heritage Hotel, Autograph Collection



Kempinski The Boulevard Hotel

This initiative fosters a wellbeing-centered and inclusive dining experience, empowering our employees to make conscious food choices that align with their personal health objectives, dietary preferences, and cultural considerations. It reflects our commitment to creating a supportive environment where every individual's nutritional needs and wellness goals are respected and accommodated.

3 GOOD HEALTH AND WELL-BEING

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

S8: Global Health & Safety
GRI 403: Occupational Health & Safety 2018

Case Study 7: Giving Back to Society

SDGs: 3 | 10 | 11 | GRI: 203, 413 | ESG (ADX): S12

Celebrating Diversity & Fostering Belonging

Community engagement is a core component of ADNH's social responsibility approach. In 2025, hotels and subsidiaries actively participated in outreach initiatives that support People of Determination, promoted social inclusion, and encouraged employee-led volunteering. Through partnerships with community organizations and purpose-driven programs, ADNH extends its impact beyond hospitality operations, strengthening social bonds, empathy, and meaningful connections within the communities it serves.

Community Engagement Highlights

People of Determination & Inclusive Outreach

ADNH supported inclusive community engagement through visits and activities at **Senses Residential & Day Care for Special Needs**, creating meaningful interactions that foster empathy, inclusion, and shared experiences. These initiatives reflected our commitment to supporting People of Determination through care, understanding, and respectful engagement.

Employee Volunteering & Purpose-Driven Program

Employee-led volunteering remained a key pillar of ADNH's community outreach in 2025. Through **Accor Purpose Week 2025, Sofitel Jumeirah Beach Residence** engaged employees in purpose-driven initiatives promoting social awareness & community care, including Mother's Day outreach during which the Accor Purpose Box donation initiative was introduced to encourage collective participation and meaningful social impact.

Health & Social Wellness Initiatives

ADNH contributed to community health and wellbeing through **blood donation campaigns** supporting national healthcare needs. These activities promoted care, connection, and social wellbeing beyond the workplace.

Community Partnership & Awareness

Through partnerships with community organizations, including Emirates Environmental Group (EEG), Make-A-Wish UAE, and Malabes Al Khair, a charitable clothing donation initiative, ADNH supported initiatives that combined environmental awareness, charitable giving, and social compassion. Global awareness programs such as World of Care (Global Day of Gratitude) further reinforced community connection and shared responsibility beyond hospitality operations.



Dubai Cluster Hotels & Sofitel Dubai JBR


Sofitel Dubai JBR



Al Ghazal Transport



Dubai Cluster Hotels & Sofitel Dubai JBR

Park Hyatt Abu Dhabi

Community engagement strengthens social inclusion and reflects ADNH's responsibility to contribute positively beyond hospitality operations.

Case Study 8: Community Action for Environmental Stewardship

Community participation plays an important role in advancing environmental awareness and stewardship. ADNH hotels and subsidiaries actively supported national and local environmental initiatives that promote responsible behaviour, collective action, and respect for natural ecosystems. These initiatives reflect a shared commitment to protecting the environment through awareness, participation, and community collaboration.

Community-Led Environmental Initiatives

Monthly Public Beach Clean-Up – Saadiyat Island

Employees from Park Hyatt Abu Dhabi actively participated in monthly public beach clean-up initiatives at Saadiyat Island, supporting marine conservation and environmental stewardship. These activities helped protect coastal ecosystems while reinforcing responsible environmental behaviour and community participation in areas where ADNH operates.

Clean UAE Drive Participation

In December 2025, ADNH hotels including Radisson Blu Abu Dhabi, Sheraton Abu Dhabi, Le Méridien Abu Dhabi, and The Ritz-Carlton Abu Dhabi participated in the Clean UAE Drive, a nationwide environmental campaign promoting cleanliness, civic responsibility, and environmental care. Employee participation reflected a shared commitment to maintaining public spaces and supporting national environmental initiatives through collective action.

Earth Hour Participation

Employees collectively supported Earth Hour, joining a global awareness initiative that encourages energy conservation and climate action. Through participation in this worldwide movement, ADNH reinforced the importance of mindful energy use and collective responsibility in addressing climate change and environmental sustainability.



ADNH's Abu Dhabi Cluster Hotels



Collective community action strengthens environmental awareness and reinforces responsibility for protecting natural ecosystems.

S12: Community Investment
GRI 304: Biodiversity 2016
GRI 413: Local Communities

Responsible Sourcing & Value Chain Social Responsibility

Extending responsibility, human rights, and sustainability across our value chain

S10: Human Rights
G5: Ethics & Prevention of Corruption
GRI 204: Procurement Practices 2016
GRI 414: Supplier Social Assessment 2016



Responsible Sourcing Program

ADNH recognizes that its social responsibility extends beyond its own operations and into the wider value chain. Through responsible sourcing practices, supplier engagement, and structured programs, ADNH works to promote ethical conduct, respect for human rights, environmental stewardship, and social wellbeing across its network of suppliers, contractors, and partners. These efforts support long-term resilience, transparency, and shared accountability throughout the value chain.

ADNH's responsible sourcing approach focuses on managing social and environmental risks across the supply chain, with particular emphasis on:

Responsible Sourcing Program

Suppliers & Partners

- Human rights and fair labor practices
- Animal welfare and ethical sourcing standards

Procurement & Standards

- Ethical conduct and anti-corruption
- Public health, safety, and food safety

Operations

- Waste reduction and responsible resource use

Communities & Environment

- Climate change & environmental responsibility
- Deforestation & biodiversity protection

Community Investment in Supplier Locations

Beyond compliance, ADNH encourages positive impact within supplier and partner communities by supporting initiatives that contribute to:

- Community wellbeing and social development
- Environmental protection and responsible use
- Local economic resilience and long-term partnership value

This approach strengthens relationships across the value chain and helps create shared value for both communities and businesses.

Responsible sourcing reinforces ethical conduct, protects human rights, and extends social accountability beyond ADNH's direct operations.

Governance & Ethical Business Practices

Accountability, Integrity, and Transparency in Action

Strong governance is fundamental to building trust, safeguarding stakeholder interests, and enabling long-term value creation.

At ADNH, our governance framework is grounded in ethical conduct, transparent oversight, and clear accountability across all levels of organization, supporting responsible decision-making and sustainable business performance.

Accountability

Integrity

Transparency

Business Ethics & ESG Reporting

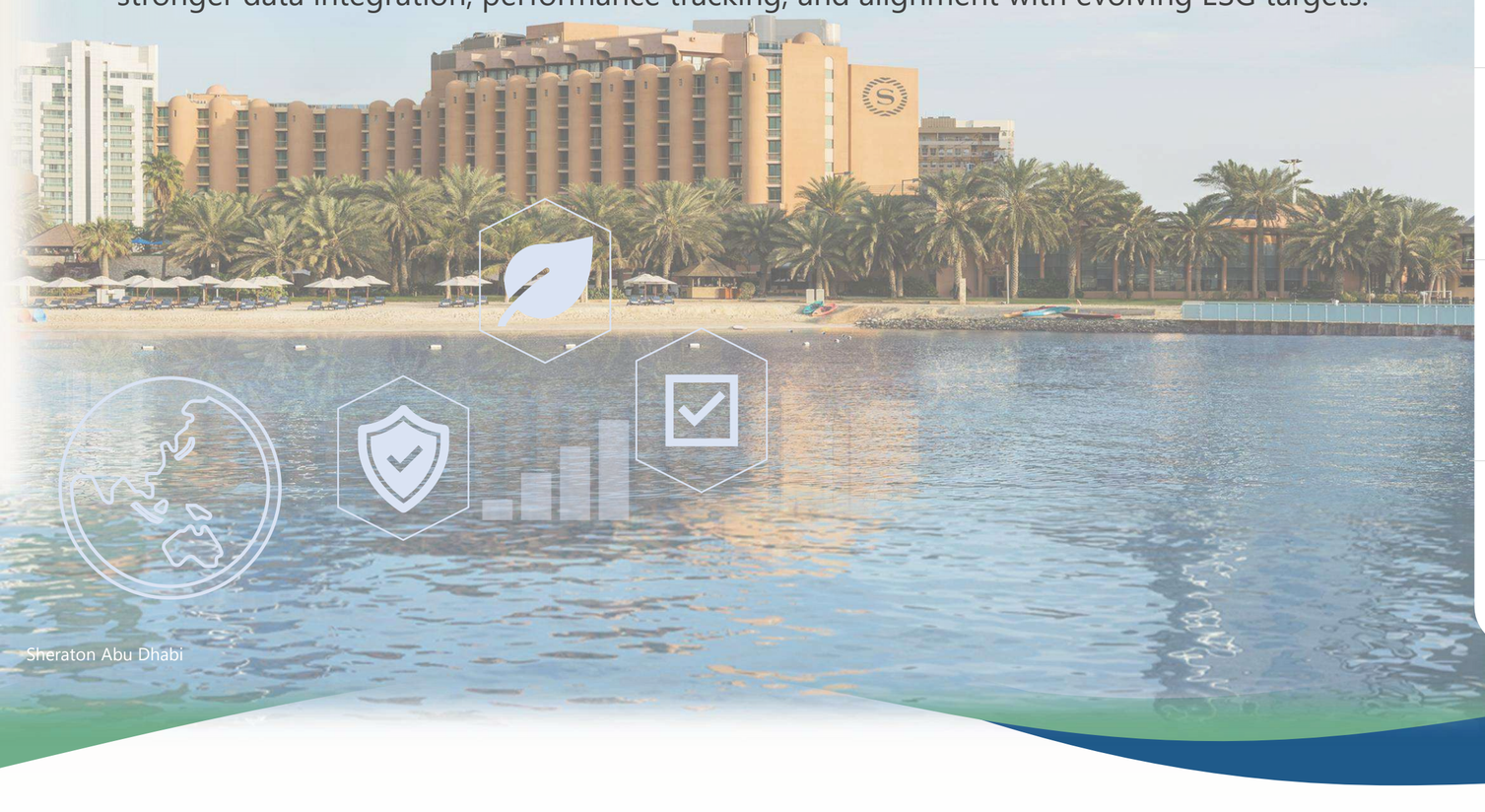
G7: Sustainability Reporting
G8: Disclosure Practices
GRI 102: General Disclosures 2016
GRI 103: Management Approach 2016

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Structured oversight for transparency and accountability

Sustainability governance at ADNH is operationalized through a structured, group-wide ESG reporting framework. Hotels and subsidiaries align under unified environmental, social, and governance objectives, reporting performance regularly to ensure transparency, accuracy, and continuous improvement.

In 2025, ADNH is enhancing its Environmental Management System (EMS) to support stronger data integration, performance tracking, and alignment with evolving ESG targets.



Sheraton Abu Dhabi

Sustainability Pledge & Operational Oversight

- Annual sustainability objectives set and tracked across all properties
- Environmental Management Teams in place at each hotel
- Monthly energy and water consumption consolidated centrally to support annual ESG reporting
- Continuous validation and improvement of ESG data quality

Policies, Leadership & Oversight

Structured oversight for transparency and accountability

G5: Ethics & Prevention of Corruption
G6: Risk Management & Internal Controls
GRI 102: General Disclosures 2016
GRI 103: Management Approach 2016

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Our ESG Leadership

- Dedicated ESG task force comprising senior leadership and functional representatives, including EHS managers and officers, providing strategic direction and cross-functional coordination
- Responsible for strategy development, performance monitoring, and setting of group-wide sustainability objectives
- Performance and progress regularly reviewed and escalated to the CEO and Executive Leadership Team



The Ritz-Carlton Abu Dhabi Grand Canal

Integrated ESG Management

Environmental, social, and governance practices are implemented through a unified management framework applied consistently across all hotels and subsidiaries.

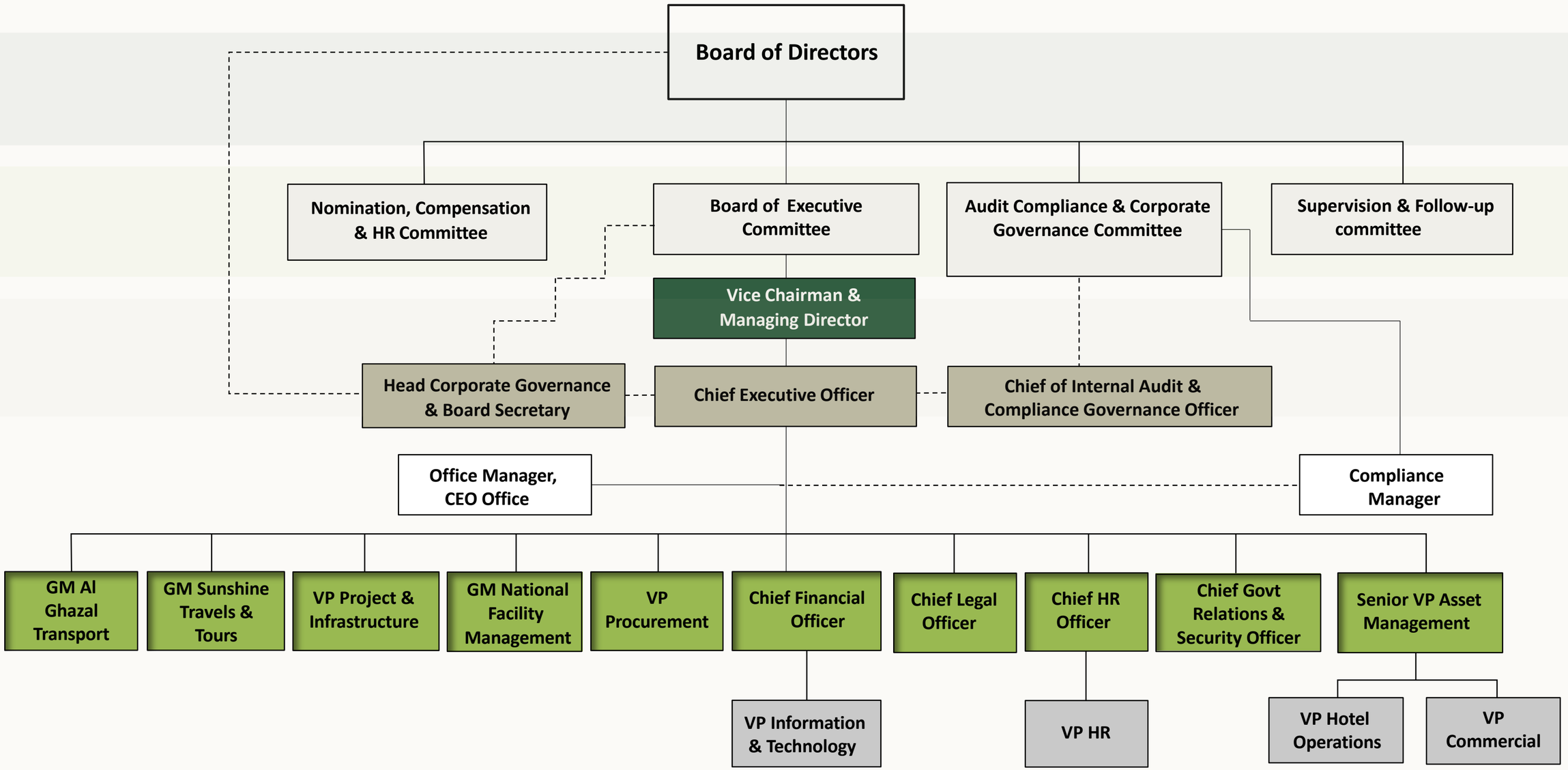
Policies & Oversight

- Environmental Policy (2025)
- Code of Business Conduct & Ethics
- Supplier & Partner Guidelines

Evaluating & Managing ESG Risks

- Board-level oversight led by the Audit Committee
- Coordination with Finance & Investment Committee
- Regular identification, monitoring, and mitigation of ESG risks

Governance – Corporate Structure



Governance – Board of Directors

At ADNH, effective governance is overseen by a Board that provides independent oversight, strategic direction, and accountability, supporting long-term sustainable growth. ADNH's governance framework is led by a nine-member Board of Directors responsible for providing independent oversight, strategic guidance, and accountability.

Board Composition Highlights

Board Structure

Total Board of Directors:

9

Total Committees:

4

75%

25%

Gender Diversity

♂ **7** (78%)

♀ **2** (22%)

Independence & Representation

100% UAE Nationals

- **66.6%** Independent Members
- The CEO cannot serve as a Board Member and, therefore, cannot hold the position of Board Chair.

Our Commitment to Transparent ESG Governance

Effective ESG governance is strengthen through continuous stakeholder engagement. ADNH integrates structured dialogue, materiality reviews, and board-level oversight to ensure ESG risks and opportunities reflect stakeholder priorities and business strategy.

2025 ESG Engagement Model

- Strategic Stakeholder Mapping
- Annual Materiality Assessments
- Multiple Dialogue Channels (surveys, forums, working groups)
- Board & Executive Oversight
- Continuous Feedback Integration into Policies & Programs

Governance Case Study 1

ESG Governance Integration

Driving ESG from the Ground Up

Effective ESG governance is driven by defined structures and accountability across the organization.

During the year, ADNH strengthened ESG execution by embedding sustainability metrics into leadership scorecards, appointing ESG focal points across hotels and subsidiaries, and implementing regular reporting mechanisms to support transparency, accountability, and continuous improvement.

Key Actions Implemented

- ESG KPIs integrated into 100% of leadership at all levels of the organization
- General Managers and ESG Focal Points trained on ESG requirements
- Monthly ESG reporting and performance dashboards implemented across hotels and subsidiaries

ESG considerations are reflected in daily management practices, ensuring accountability and consistent execution across the group.

Strengthening Transparency

Ethical conduct and compliance form the foundation of ADNH's governance framework. Over the year, the organization reinforced its commitment to transparency through reinforced policies, comprehensive employee training, and enhanced supplier onboarding processes that incorporate ESG risk consideration.



Kempinski Central Avenue & The Boulevard

2025 Actions

- Refreshed Code of Business Conduct & Ethics
- 100% employee ethics and compliance training completed
- Supplier onboarding processes enhanced to include ESG risk screening





A strong ethics and compliance framework safeguards trust and supports responsible business conduct.

Governance Best Practices & Shareholder Protections

Building Trust Through Responsible Leadership

Board Independence

Non-executive and Independent Members

Succession Planning

Reviewed annually

Shareholder Rights

Transparent reporting and Annual General Meetings

Ethics & Compliance

Whistleblower protections in place

Risk Management

Ongoing ESG and cyber risk monitoring



Kempinski The Boulevard

Sustainability in Daily Operations

Resource Efficiency & Environmental Controls

Daily Operational Practices:

- Energy and water monitoring by Engineering/FM teams
- Preventive maintenance for HVAC, lighting, and equipment efficiency
- Waste segregation, recycling, and food waste reduction programs

People, Health & Workplace Wellbeing

Workplace practices focus on:

- Ongoing health, wellness, and preventive care initiatives
- Safe working environments and regular H&S training
- Inclusive workplace practices and employee engagement

Sustainability at ADNH is integrated into daily decision-making, operational practices, and workplace culture, ensuring consistent performance, accountability, and long-term value creation across the group.

Responsible Consumption & Procurement

Standard practices across the group include:

- Sustainable and local sourcing practices
- Supplier ESG screening and responsible sourcing criteria
- Reduction of single-use plastics and environmentally preferred materials

Sustainable Guest & Tenant Engagement

Ongoing initiatives:

- Linen and towel reuse programs
- Refillable amenities and plastic-free initiatives
- Guest awareness messaging on sustainability choices

Governance, Data & Continuous Improvement

Group-wide management practices include:

- Regular ESG data collection and performance tracking
- Compliance with internal policies and international standards
- Continuous review of risks, controls, and improvement opportunities



JW Marriott Hotel Marina

Future-Ready Sustainability Roadmap

Looking ahead, ADNH continues to identify, assess, and prepare sustainability initiatives that enhance environmental performance, operational efficiency, and climate resilience across its portfolio. Informed by data insights, technical feasibility studies, and evolving regulatory and industry expectations, these planned and emerging projects represent the next phase of ADNH's sustainability journey, supporting long-term value creation, responding growth, and continuous improvement.

Planned & Emerging Initiatives

EV Charging Infrastructure Rollout

Expanding EV charging across ADNH hotels in Abu Dhabi to support-low-emission mobility and cleaner transportation.

Food Digester Projects

Reducing organic waste sent to landfill and advancing circular waste management solutions.

Solar PV Feasibility Assessments

Evaluation on-site renewable energy opportunities to support future decarbonization pathways.

Smart Irrigation Expansion

Optimizing landscape water use through automated and data-driven irrigation systems.

Low-Consumption Shower & Tap Upgrades

Reducing water and energy demand through efficient bathroom fixture replacements.

Upgrade from Single-Glazed to Double-Glazed Systems

Improving thermal insulation to reduce cooling demand and enhance efficiency.

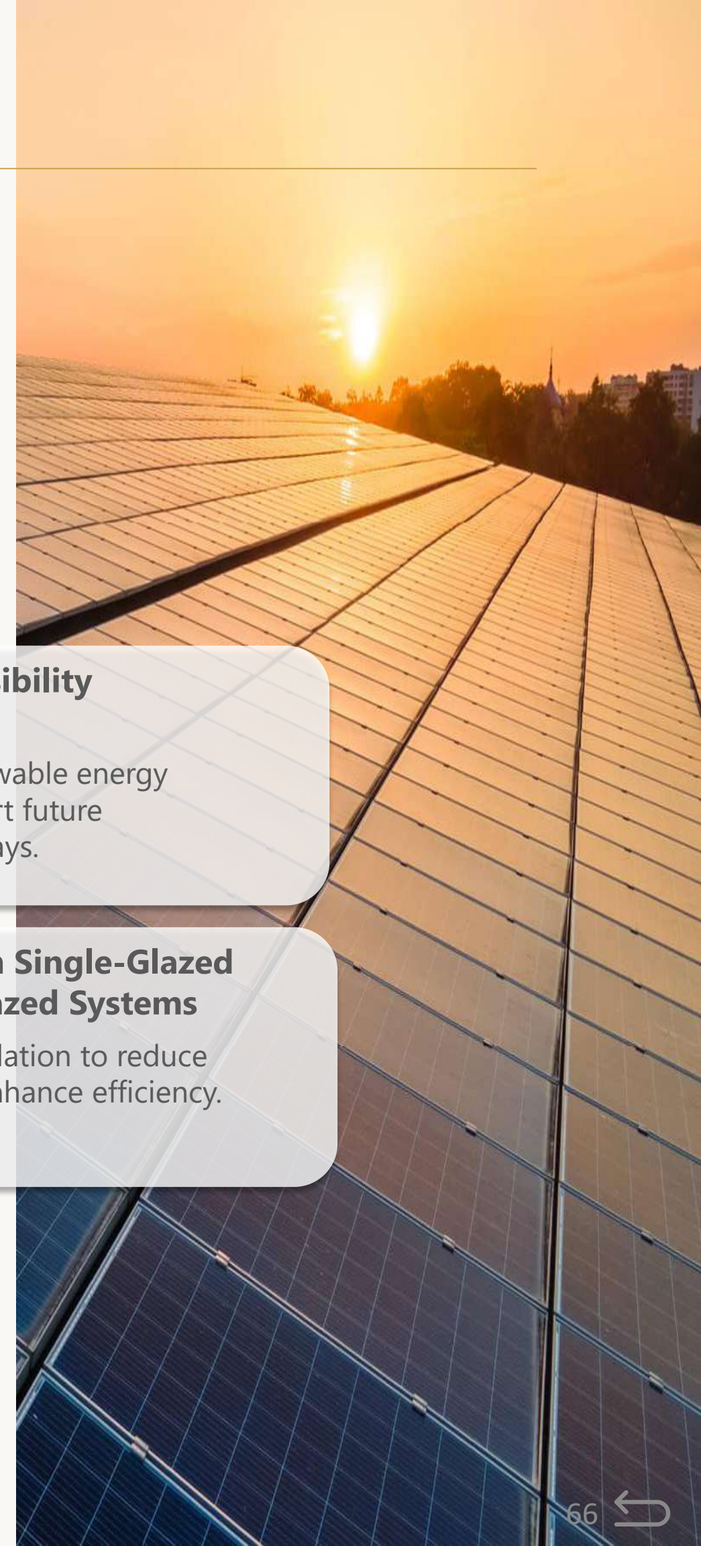
Boiler Optimization & Anti Scaling Program

Enhancing boiler efficiency, extending equipment life, and reducing energy and water losses.

Thermodynamic System (Phase 2)

Expanding thermodynamic solutions to support hot water production for operations.

Planned Initiatives are subject to technical feasibility, site readiness, and phased implementation.



Our ESG Journey Continues

2025 has been a year of progress, action, and integration. Guided by strong governance, empowered people and responsible environmental practices, ADNH remains committed to advancing sustainable hospitality and creating long-term value for all stakeholders.

Purpose-Driven Growth. People-Centered Impact. Planet Positive Hospitality.

ADX ESG Index

ENVIRONMENTAL DISCLOSURES :			
E-1 GHG EMISSIONS:			
E1.1) Total amount in CO2 equivalents, for Scope 1	GRI 305: Emissions 2016	SDG 13: Climate Action	Page 26
E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable)	GRI 305: Emissions 2016	SDG 13: Climate Action	Page 26
E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)	GRI 305: Emissions 2016	SDG 13: Climate Action	Page 26
E2 - EMISSIONS INTENSITY			
E2.1) Total GHG emissions per output scaling factor	GRI 305: Emissions 2016	SDG 13: Climate Action	Page 27
E2.2) Total non-GHG emissions per output scaling factor	GRI 305: Emissions 2016	SDG 13: Climate Action	Page 30
E3 - ENERGY USAGE			
E3.1) Total amount of energy directly consumed	GRI 302: Energy 2016	SDG 12: Responsible Consumption	Page 28
E3.2) Total amount of energy indirectly consumed	GRI 302: Energy 2016	SDG 12: Responsible Consumption	Page 28
E4 - ENERGY INTENSITY			
Total direct energy usage per output scaling factor	GRI 302: Energy 2016	SDG 12: Responsible Consumption	Page 28
E5 - ENERGY MIX			
Percentage: Energy usage by generation type	GRI 302: Energy 2016	SDG 12: Responsible Consumption	Page 29
E6 - WATER USAGE			
E6.1) Total amount of water consumed	GRI 303: Water & Effluents 2018	SDG 6: Clean Water & Sanitation	Page 30
E6.2) Total amount of water reclaimed	GRI 303: Water & Effluents 2018	SDG 6: Clean Water & Sanitation	Page 30

ADX ESG Index

E7- ENVIRONMETAL OPERATIONS			
E7.1) Does your company follow a formal Environmental Policy? Yes/No	GRI 103: Management Approach 2016		Yes
E7.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No	GRI 103: Management Approach 2016		Yes
E7.3) Does your company use a recognized energy management system?	GRI 103: Management Approach 2016		Yes, ISO - 14001 Energy Management Systems, Green Key Certificate
E8 - ENVIRONMENTAL OVERSIGHT			
Does your Management Team oversee and/or manage sustainability issues? Yes/No	GRI 102 : General Disclosures 2016		Yes
E9 - ENVIRONMENTAL OVERSIGHT			
Does your Board oversee and/ or manage sustainability issues? Yes/No	GRI 102 : General Disclosures 2016		Yes
E10 - CLIMATE RISK MITIGATION			
Total amount invested, annually, in climate-related infrastructure, resilience, and product development.		SDG 13: Climate Action	Page 22
SOCIAL DISCLOSURES :			
S1 - CEO PAY RATIO			
S1.1) Ratio: CEO total compensation to median Full Time Equivalent (FTE) total compensation	GRI 102 : General Disclosures 2016	SDG 10: Reduced Inequalities	The CEO pay ratio is as per the industry standards.
S1.2) Does your company report this metric in the regulatory filings? Yes/No	GRI 102 : General Disclosures 2016	SDG 10: Reduced Inequalities	Yes

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S2 - GENDER PAY RATIO			
Ratio: Median male compensation to median female compensation	GRI 405: Diversity & Equal Opportunity 2016	SDG 5: Gender Equality	ADNH provides equal compensations to males and females
S3 - EMPLOYEE TURNOVER			
S3.1) Percentage: Year-over-year change for full-time employees	GRI 401: Employment 2016	SDG 8: Decent Work and Economic Growth	Page 43
S3.2) Percentage: Year-over year change for part-time employees	GRI 401: Employment 2016	SDG 8: Decent Work and Economic Growth	Page 43
S3.3) Percentage: Year-over year change for contractors/consultants	GRI 401: Employment 2016	SDG 8: Decent Work and Economic Growth	Page 43
S4 - GENDER DIVERSITY			
S4.1) Percentage: Total enterprise headcount held by men and women	GRI 102 : General Disclosures 2016 GRI 405: Diversity & Equal Opportunity 2016	SDG 5: Gender Equality	Page 44
S4.2) Percentage: Entry- and mid-level positions held by men and women	GRI 102 : General Disclosures 2016 GRI 405: Diversity & Equal Opportunity 2016	SDG 5: Gender Equality	Page 44
S4.3) Percentage: Senior- and executive level positions held by men and women	GRI 102 : General Disclosures 2016 GRI 405: Diversity & Equal Opportunity 2016	SDG 5: Gender Equality	Page 44
S5 - TEMPORARY WORKER RATIO			
S5.1) Percentage: Total enterprise headcount held by part-time employees	GRI 102 : General Disclosures 2016	SDG 8: Decent Work and Economic Growth	Page 43

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S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	GRI 102 : General Disclosures 2016	SDG 8: Decent Work and Economic Growth	Page 43
S6 - NON- DISCRIMINATION			
Does your company follow non-discrimination policy? Yes/No	GRI 103: Management Approach 2016	SDG 10: Reduced Inequalities	Yes
S7 - INJURY RATE			
Percentage: Frequency of injury events relative to total workforce time	GRI 403: Occupational Health & Safety 2018	SDG 3: Good Health & Well-Being	Page 15
S8 - GLOBAL HEALTH & SAFETY			
Does your company follow an occupational health and/or global health & safety policy? Yes/No	GRI 103: Management Approach 2016	SDG 3: Good Health & Well-Being	Yes
S9 - CHILD & FORCED LABOR			
S9.1) Does your company follow a child and/or forced labor policy? Yes/No	GRI 103: Management Approach 2016	SDG 8: Decent Work & Economic Growth	Yes
S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No	GRI 103: Management Approach 2016	SDG 8: Decent Work & Economic Growth	Yes
S10 - HUMAN RIGHTS			
S10.1) Does your company follow a human rights policy? Yes/No	GRI 103: Management Approach 2016	SDG 10: Reduced Inequalities	Yes

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S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No	GRI 103: Management Approach 2016	SDG 10: Reduced Inequalities	Yes
S11 - NATIONALISATION			
Percentage of national employees	GRI 401: Employment 2016 GRI 404: Training & Education 2016	SDG 8: Decent Work & Economic Growth	Page 46
S12 - COMMUNITY INVESTMENT			
Amount invested in the community, as a percentage of company revenues.	GRI 413: Local Communities 2016	SDG 8: Decent Work & Economic Growth	Data under development
GOVERNANCE DISCLOSURES :			
G1 - BOARD DIVERSITY			
G1.1) Percentage: Total board seats occupied by men and women	GRI 413 : Local Communities 2016	SDG 5: Gender Equality	Page 60
G1.2) Percentage: Committee chairs occupied by men and women	GRI 413 : Local Communities 2016	SDG 5: Gender Equality	Page 60
G2- BOARD INDEPENDENCE			
G2.1) Does company prohibit CEO from serving as board chair? Yes/No			Yes
G2.2) Percentage: Total board seats occupied by independent board members			Page 60
G3 - INCENTIVIZED PAY			
Are executives formally incentivized to perform on sustainability			Yes

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	G4 - SUPPLIER CODE OF CONDUCT		
	G4.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No	SDG 12:Responsible Consumption	Yes
	G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	SDG 12:Responsible Consumption	100%
	G5 - ETHICS & PREVENTION OF CORRUPTION		
	G5.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No	SDG 16: Peace, Justice & Strong Institutions	Yes
	G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?		100%
	G6 - DATA PRIVACY		
	G6.1) Does your company follow a Data Privacy policy? Yes/No		Yes
	G6.2) Has your company taken steps to comply with GDPR rules? Yes/No		Yes
	G7 - SUSTAINABILITY REPORTING		
	Does your company publish a sustainability report? Yes/No		Yes
	G8 - DISCLOSURE PRACTICES		
	G8.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No		Yes

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G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No		Yes
G8.3) Does your company sets targets to report progress on the UN Sustainable Development Goals (SDGs)? Yes/No		Yes
G9 – External Assurance		
G9.1) Are your sustainability disclosures assured or verified by a third-party audit firm? Yes/No	GRI 103: Management Approach 2016 is to be used in combination with the topic specific standards	No, we choose to have an internal assurance

Disclaimer: Variations between current and prior-year sustainability data may arise from continuous improvements in data governance, expanded reporting scope, and increased data granularity across Group entities. ADNH remains committed to enhancing the quality and transparency of its ESG reporting on an ongoing basis.

Looking ahead with responsibility, resilience, and purpose.

adnh.com
Tel. +971 2 4447228
Fax. +971 2 4448495
Email. info@adnh.com

Abu Dhabi National Hotels
P.O. Box 46806
Abu Dhabi
United Arab Emirates