



MÜDON

Responsible Business Report 2024

Imagining Tomorrow, Today

About Our Responsible Business Report

Modon Holding P.S.C. (hereinafter referred to as “Modon”) is an international holding company with our base of operations in Abu Dhabi, United Arab Emirates (UAE). Modon is proud to publish our inaugural Responsible Business Report, a reflection of our commitment to sustainability reporting, transparency, and long-term value creation. This report captures our evolutionary journey as a holding group, highlighting key milestones, sustainability priorities, and our vision for the future.

We champion responsible business practices, recognising Modon's lasting legacy and the long-term implications of our decisions on the environment, society, and the economy. This report highlights our strategic approach and progress in integrating sustainability into our core operations and serves as a foundation for future reporting efforts. This report showcases our dedication to accountability and transparency, ensuring that our lasting impact is measurable and meaningful. It sets the foundation for continuous improvement, ensuring that we stay at the forefront of responsible business practices.

Scope and Reporting Boundary

This report covers data collected from the period from 1 January 2024 to 31 December 2024, providing an overview of our sustainability performance and key initiatives. It focuses on how we are addressing Modon's sustainability performance across our business areas, including Real Estate Development, Asset Management, Hospitality and Events, Catering and Tourism. The information and data disclosed in this report is representative of our corporate performance during the reporting period, using an operational control approach, unless specifically disclosed for our business areas.

Reporting Framework and Standards

Sustainability reporting frameworks provide a vital roadmap enhancing performance and supporting organisations to effectively navigate the complex reporting landscape. This report has been developed with reference to the Global Reporting Initiative (GRI) Standards 2021, aligning with international best practices for sustainability reporting. The GRI Standards provide an international sustainability reporting framework for organisations to report on their economic, environmental, and social impacts.

Forward-Looking Statements

This report contains certain forward-looking statements, which are based on current expectations, projections, and assumptions regarding future events, performance, and strategies of Modon. These statements may include terms such as “aim,” “target,” “plan,” “commitment,” “expect,” “believe,” and other expressions that indicate future performance or intentions.

Such forward-looking statements are inherently subject to risks, uncertainties, and assumptions that are beyond the control of Modon. Readers are cautioned not to place undue reliance on these forward-looking statements and to consider them in light of the inherent uncertainties and assumptions.



Welcome from Group CEO

It is with great pride that I present Modon’s inaugural Responsible Business Report, marking a pivotal milestone in our journey of growth, transformation, and integration. This report reflects our commitment to operating as a responsible business, integrating sustainability and governance practices into our strategy and operations with the aim of making a positive impact across all key areas of our business.

Uniting under a single vision, the integration of several successful institutions – chiefly Q Holding, Modon Properties and ADNEC Group – to form Modon Holding marked the beginning of a new chapter: to be at the forefront of urban innovation and shaping intelligent, connected living in any geography we choose to invest and operate in. Our business model brings together real estate development, asset management, hospitality, events, catering and tourism to deliver integrated, future-ready destinations.

Our focus from day one has been to ensure that sustainability, cultural preservation, and innovation are embedded across our diversified portfolio. Guided by Abu Dhabi’s vision for progress, our global developments are designed to connect people and foster vibrant communities, respecting the heritage of the communities we operate in. We believe that development must go hand in hand with environmental stewardship, community engagement, and responsible governance.

Governance remains the foundation of our responsible business approach. In 2024, we re-formed Modon’s Board of Directors, bringing together experienced leaders whose expertise will guide our strategic direction. We also formalised our ESG governance structure with the establishment of the ESG steering group, ensuring that environmental, social, and governance priorities are embedded across all areas of our business. As a responsible corporate steward, our responsibility extends beyond compliance – creating long-term value for our people, partners, and communities, contributing to Abu Dhabi’s knowledge economy, and aligning with the UAE’s Net Zero and Vision 2050 goals.

Looking ahead, we will continue to build on this strong foundation, leveraging our portfolio to drive innovation, deliver world-class experiences, and shape sustainable, smart cities of the future. None of this would be possible without the trust of our stakeholders and the dedication of our people. I extend my sincere gratitude and invite you to join us as we embark on the next chapter of our journey.



Bill O'Regan
Group Chief Executive Officer

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Introduction to Modon



Modon Holding

Modon was established to become an economic growth enabler and drive shareholder value. Our growth is strategically positioned to extend across international waters, where we leverage strategic partnerships and collaborations to build a more diversified and sustainable portfolio and global investments.

As a city developer and operator, we aim to support long-term prosperity. Our diverse and growing portfolio includes some of the region’s most ambitious and transformative projects, from Hudayriyat Island in the UAE to Ras El Hekma in Egypt.

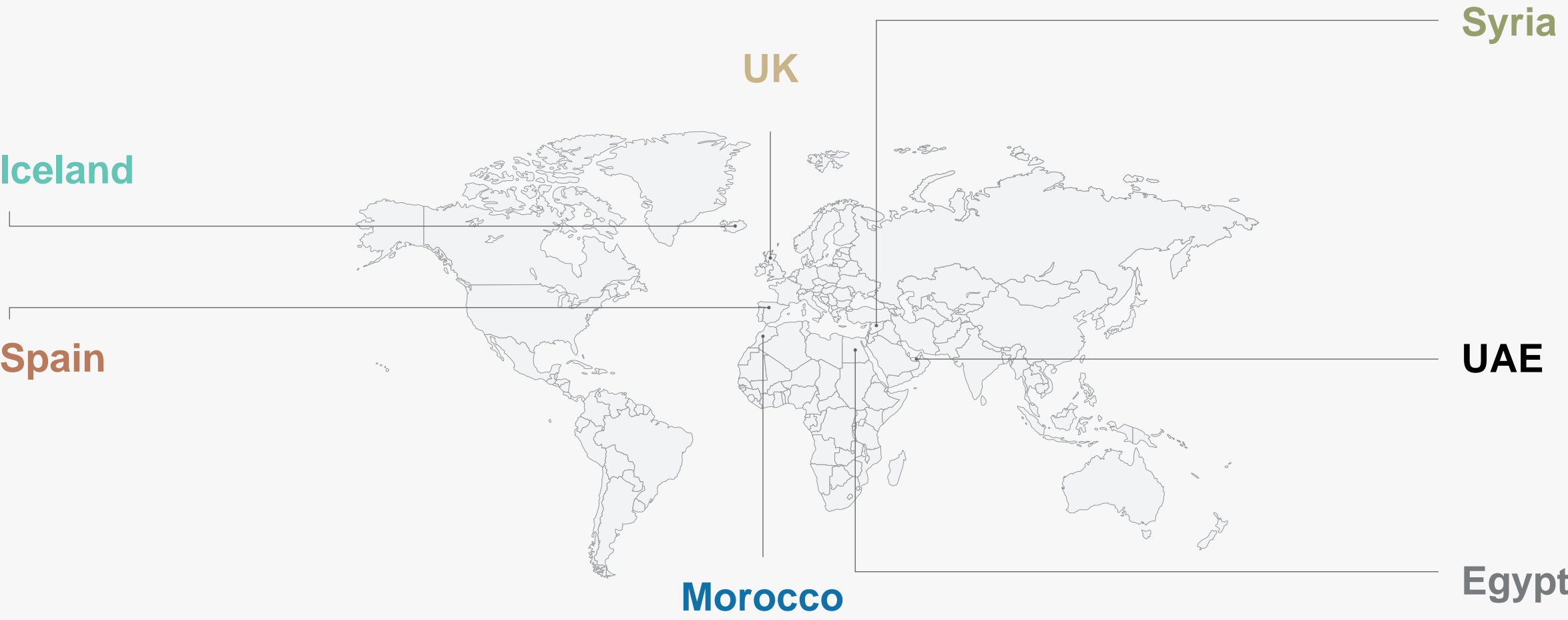
Modon’s differentiator is our unique approach to urban living, with business priorities that focus on real estate development, asset management, hospitality, and events, catering and tourism, each playing a distinctive yet interconnected role. We curate cities that are consciously designed, customer-centric, and future-ready.

Our commitment to responsible business practices across operations ensures that our developments are aligned with sustainability principles, ethical governance, oversight, and transparency. We are proactively addressing environmental and social considerations by embedding smart technologies and resource efficiencies that enable resilient cities and communities.

Our Geographical Presence

Modon brings expertise across real estate, infrastructure, hospitality, events, tourism and international investments, strengthening our ability to lead large-scale master planning, city operations, and destination development.

Today, we operate across multiple continents with the goal of delivering future-ready cities and vibrant urban experiences that seamlessly integrate sustainability, culture, and innovation. Our growing global footprint reflects our commitment to shaping the future of urban living while reinforcing Abu Dhabi’s position on the world stage.



Strategic Foundation

Our Vision

To be at the forefront of urban innovation, shaping the future of intelligent, connected living.

Our Mission

We create iconic designs and experiences for living, leisure and business that continuously surpass expectations for our customers. Through accelerated strategic investment, collaboration and innovation we drive opportunities and embrace new technologies that set the future benchmark for intelligent, connected living.

Our Values

Vibrant

We are creative, operating with style, meaning and purpose, enhancing daily life, and investing in iconic projects where everyone can thrive.

Transformative

We push boundaries and embrace ground-breaking solutions, creating spaces that redefine modern living. From cutting-edge designs to forward-thinking concepts, innovation shapes every aspect of our business.

Impactful

We make a positive impact on the people and places we interact with, driving lasting economic and social impact to advance societies.

Sustainable

We are redefining the way we live, work and play through the delivery of long-term growth and economic resilience. We drive sustainability by managing all resources intelligently to ensure a brighter future.

Committed

With unwavering determination, we deliver on our promises, adopting the highest standards of professionalism and always achieving exceptional results.

Strategic Objectives



Develop

Cities of the Future

At Modon, we're shaping the cities of tomorrow, not just building neighborhoods. Our connected communities merge smart infrastructure, sustainable design, and resilient mobility to create exceptional living experiences. Rooted in cultural heritage and inspired by nature, our vision combines conscious design with advanced technology to optimize resources and enrich everyday life.



Provide

World-Class Experiences

Human experience is central to every Modon destination, curated through hospitality, sport, leisure, retail, and events. We're redefining world-class experiences by creating immersive journeys that make our developments the top choice to invest, live, and visit. Our diverse portfolio offers seamless, memorable moments by blending intelligent service and culturally rich environments that engage and inspire at every touchpoint.



Drive

Accelerated Growth

Our growth strategy is bold and borderless, driven by strategic acquisitions, joint ventures, and global investments, underpinned by strong governance and capital discipline. By diversifying across the value chain, we're building resilient, recurring revenue streams for sustainable growth. Ambitious yet calculated, we fast-track expansion through high-impact partnerships and targeted acquisitions, scaling our presence locally and globally.



Be

An Economic Enabler

We are driving economic transformation across our markets, from contributing 4% to Abu Dhabi's non-oil economy by 2030 to shaping vibrant ecosystems in Egypt, the UK, Spain, and Iceland. Our developments fuel business growth, strengthen communities, and boost regional economies by generating major economic value, creating jobs, and delivering billions in government revenue.

Key ESG Highlights

1st

real estate developer to incorporate the use of green steel in the UAE

600,000+

single-use plastic water bottles were removed from our hotels

700+

Arabian oryx were protected from extinction, making it the largest herd in the world

8+ km

of hotel island coastline designated for marine life protection

2,100+

participants at ‘Hudayriyat Corporate Games’ hosted by Modon

3,200+

students reached and educated on the environmental protection of the ocean

31,800+ litres

of drinking-quality water produced using site office air-to-water system

Zero

single-use plastic bottle procurement initiative across Modon corporate offices

58%

of employees in our Emiratisation programme are female

1st

global congress hosted at ADNEC to receive The PLEDGE’s “Zero Food Waste to Landfill” certification

100%

clean energy powers ADNEC Centre Abu Dhabi, the first MICE venue in the Middle East

Zero

single-use plastic bottle procurement initiative across Modon corporate offices

31%

of senior management positions are held by women

70%

baseline requirement for all Estidama projects to divert construction waste from landfill

2,800+ kg

of dates harvested across our hotel date farms

35,900+ kg

of food waste diverted from landfill through compost machines

2,100+ kg

of produce grown across our hotels

28,000+

jobs created in Abu Dhabi

100%

recycled modular flooring partnership to be optimised across events

Connected Living

Modon is creating seamlessly orchestrated journeys, redefining the way people interact with their surroundings by integrating innovation, sustainability, and intelligent urban experiences. As both a developer and operator, we are enabling conscious living, where communities are designed to support evolving lifestyle preferences and economic vibrancy.

Our developments go beyond conventional real estate, providing diverse, authentically Modon experiences that offer dynamic urban lifestyles that are embedded in responsible design principles. We recognise that decisions made today have far-reaching environmental, social, and economic impacts. By prioritising responsible business practices, our developments are designed to be dynamic, resilient, and adaptable to future growth.

Modon is creating cities of the future that are rooted in our customer-centric approach, and we recognise the evolving customer expectations for conscious and sustainable living. Thus, we are focused on building sustainable destinations that operate efficiently and inspire our customers through conscious living – a harmonious blend of nature and tradition. This is influenced by connecting the past to the future, incorporating timeless traditions within modern smart cities.

We are incorporating sustainable initiatives that will support smart infrastructure, energy-efficient solutions, and low-carbon mobility, reflecting global best practices while addressing local needs. By incorporating responsible urban development practices, we are constructing cities that leave lasting legacies and align with the evolving preferences of current and future generations.

Our international developments and investments are a strategic move to propel Abu Dhabi’s urban innovation onto the global stage.



Conscious

Connected to heritage and culture

Creating balance and harmony with nature, ancient wisdom, and tradition, connecting the past to the future, and incorporating timeless traditions within modern smart cities



Sustainable

Connected to the environment

Creating and enabling sustainable living and lifestyle choices that allow our investors, residents, and visitors to enjoy and promote mindful, conscious living



Vibrant

Connected to Modon’s lifestyle offerings

Inspiring and enabling our customers to make the most of their lives by developing diverse, dynamic communities offering effortless access for all



Intelligent

Connected to the community

Embracing technological innovation to design and deliver intelligent infrastructure paired with smart services that enable seamless, customised lifestyle experiences



Connected Living

Our values combine to set a new benchmark in prime, future-proofed living, lending our communities a competitive edge as global populations grow

Responsible Business



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Our Approach to Responsible Business

Responsible business is more than a commitment, it is embedded in how we develop, operate, and grow. As we shape the cities of tomorrow, we recognise the opportunities and responsibilities that come with our role. We stand as a forward-thinking and impact-driven organisation, balancing expansion with accountability, ambition with sustainability, and progress with purpose.

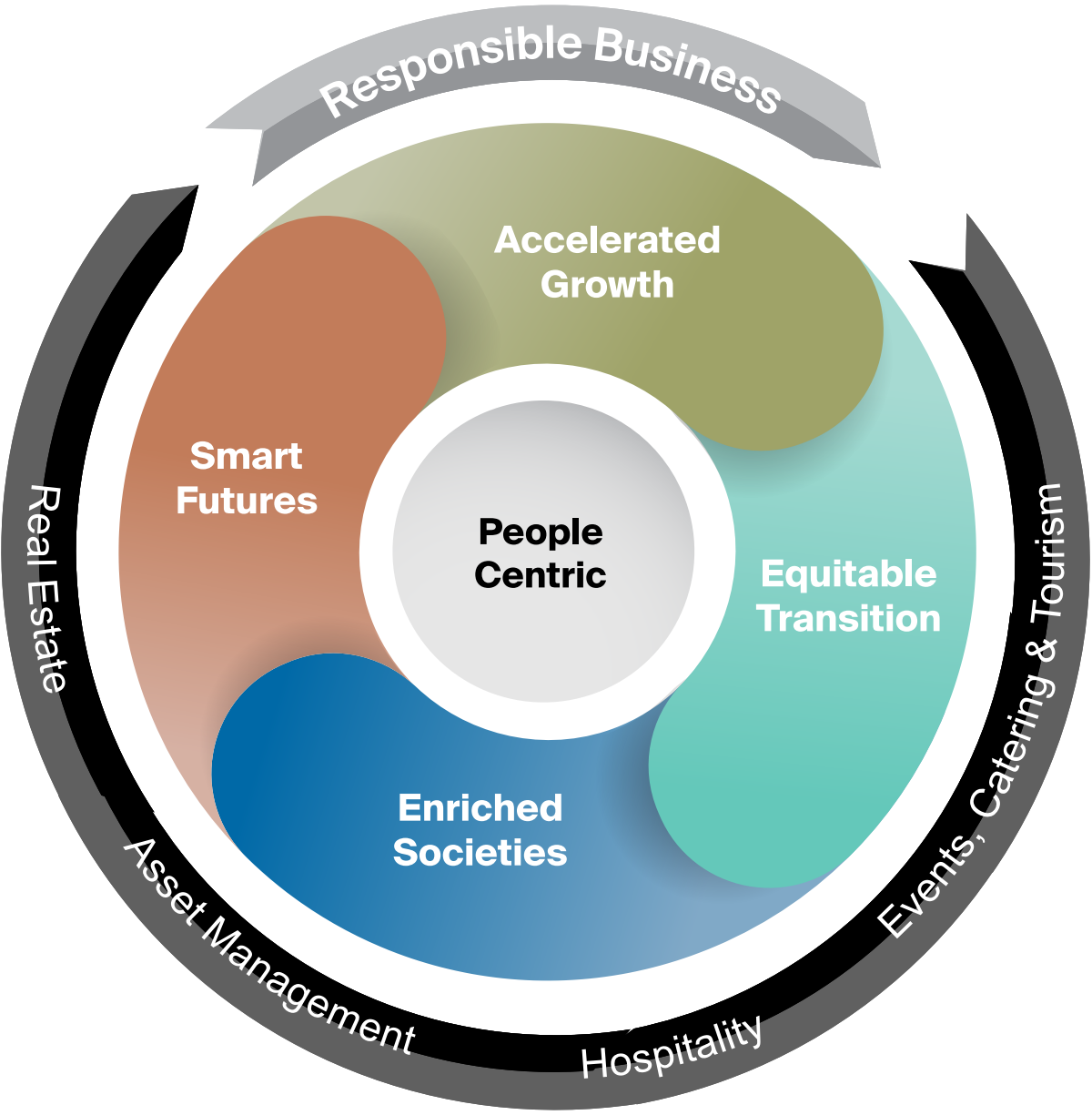
To guide us, we have established a comprehensive Environmental, Social, and Governance (ESG) Framework, which is aligned with our corporate strategy, values, and governance ensuring our projects, investments, and partnerships are aligned. Driven by a dedicated Group function

that integrates Sustainability, Corporate Social Responsibility (CSR), and Health, Safety, Environment (HSE) under one centralised team. This holistic structure allows us to prioritise, advance, and embed responsible practices across Modon with consistency and impact.

Our ESG Framework, underpinned by our purpose, is structured around five core pillars: Accelerated Growth, Equitable Transition, People Centric, Enriched Societies, and Smart Futures. These pillars guide our decision-making, ensuring that sustainability and responsible business practices support our core beliefs in sustainable growth, innovation, and positive social impact.

Our ESG Framework

PURPOSE			
Inspiring sustainable transformation through connected living and conscious design; positively impacting the communities in which we operate within.			
PRINCIPLES			
Acting as a responsible business operating with the highest level of integrity	1	Harnessing the power of people	2
Driving change through solutions, innovations and technology	3	Advocating for sustainability across partnerships and engagements	4



“Through Modon’s implementation and integration of responsible business practices within our governance, strategies and operations, we are shaping a future that balances economic growth with conscious decisions, building legacies for generations to come.”

Linda Sweeney – Group Director Sustainability, ESG, CSR and HSE

ESG Framework Pillars

Accelerated Growth

Underpins our ambition to drive economic prosperity, while fostering sustainable expansion.

- Shaping large-scale urban landscapes that ensure responsible and inclusive growth
- Delivering long-term value across residential, commercial, and retail assets, reinforcing economic impact, corporate governance and responsible investments
- Attracting tourism through curated experiences rooted in natural landscapes and cultural identity
- Attracting global investment and positioning Abu Dhabi as a vibrant economic and cultural hub

Smart Futures

Drives our vision for innovation-led growth, embedding intelligence and sustainability across all aspects of our business.

- Leveraging technology to enhance experiences and drive operational efficiencies
- Procuring of green materials to positively transition supply chain impact
- Embedding innovation through Research and Development (R&D), smart solutions, and Artificial Intelligence (AI)
- Establishing partnerships to reduce impact and maximise industry symbiosis
- Integrating responsible business practices into our governance and strategies



Equitable Transition

Ensures that our expansion and investments are aligned with sustainability goals, enabling a low-carbon and resource-efficient future.

- Actively incorporating green building certifications and waste reduction efforts to minimise environmental footprint
- Integrating decarbonisation solutions, energy transition initiatives, and circular economy practices to reduce climate impact
- Prioritising energy-efficient infrastructure, water conservation, and responsible resource management
- Embedding sustainable procurement practices across all operations

Enriched Societies

Underscores our role as a responsible corporate steward, enhancing social and environmental cohesion and cultural identity across our communities.

- Delivering financial support through strategic partnerships and outreach programmes
- Establishing employee volunteering programmes that give back to communities
- Preserving and incorporating local culture and heritage
- Promoting health and wellness through events and initiatives

Materiality

Defining Priorities for a Conscious Future

Our materiality assessment ensures that we focus on the most significant ESG issues; those that matter most to our stakeholders and are critical to our long-term success. By aligning with global standards and proactively engaging stakeholders, we embed sustainability priorities that drive value creation and positive impact, both locally and globally.

Our Approach to Materiality

- **Material topics identification:** Determining relevant topics based on insights from leading global and regional sustainability frameworks. This also included a review of segment-level materiality assessments and industry peers, ensuring alignment with best practices.
- **Impact evaluation:** Analysing the ESG impacts of our operations, services, and developments to ensure conscious decision-making.
- **Prioritisation framework:** Mapping topics based on stakeholder expectations and Modon's strategic priorities, supported by peer benchmarking and market analysis.
- **Market importance and business impact:** Adopting a dual-lens approach that evaluates topics for their relevance to Modon's long-term strategy and their influence across the real estate and infrastructure sectors.
- **Materiality scoring:** Applying a structured, transparent scoring methodology to rank each topic's importance, categorised as Low, Medium, or High based on its relative impact and relevance.




Our Stakeholder Engagement Process

Engaging with our stakeholders is crucial to Modon's responsible business approach. We prioritise open dialogue and collaboration to ensure diverse perspectives inform our strategies and priorities.

In 2024, we conducted focused internal interviews across our Group and segments to validate the selection of identified material topics, and to understand how they are being addressed, measured, and integrated into our sustainability initiatives. This bottom-up approach ensured that this report reflects on-the-ground realities and incorporates the insights of our employees.

Our Material Topics

Through this process, we have identified eight high-priority, twelve medium-priority, and eight low-priority ESG topics that drive our responsible business strategy:

5 ESG Pillars	17 Material Topic
 Accelerated Growth	Corporate Governance and Leadership
	Ethics, Compliance, and Integrity
	Customer Relationship and Satisfaction
	Climate Change
	Energy Efficiency
 Equitable Transition	Waste Management
	Water Management
	Biodiversity
	Sustainable Development
 People Centric	Sustainable Supply Chain and Procurement
	Employee Welfare and Development
	Health and Safety
	Human Rights
 Enriched Societies	Community Engagement
	Stakeholder Engagement
 Smart Futures	Risk Management and Cybersecurity
	Innovation and Digital Transformation

Our Governance

Corporate Governance Structure

Governance is the cornerstone of delivering on our responsible business commitments.

Modon’s Board of Directors is comprised of prominent leaders from across Abu Dhabi’s key sectors and brings together a wealth of experience and understanding of the emirate’s strategic priorities. The Board members are also active champions of ESG, ensuring that our considerations are integral to our long-term vision.

H.E. Jassem Mohammed Bu Ataba Al Zaabi
Chairman

H.E. Sheikh Abdulla Bin Mohammed Bin Butti Al Hamed
Vice Chairman

H.E. Mohamed Ali Al Shorafa
Board Member

H.E. Dr. Ahmed Mubarak Al Mazrouei
Board Member

H.E. Mariam Bint Mohammed Saeed Hareb Almheiri
Board Member

H.E. Abdulla Al Sahi
Group Managing Director and Board Member

Mr. Hamad Abdulla Al Hammadi
Board Member

Mr. Greg Fewer
Board Member

Dr. Karim Bennis
Board Member

Mr. Bill O’Regan
Group Chief Executive Officer

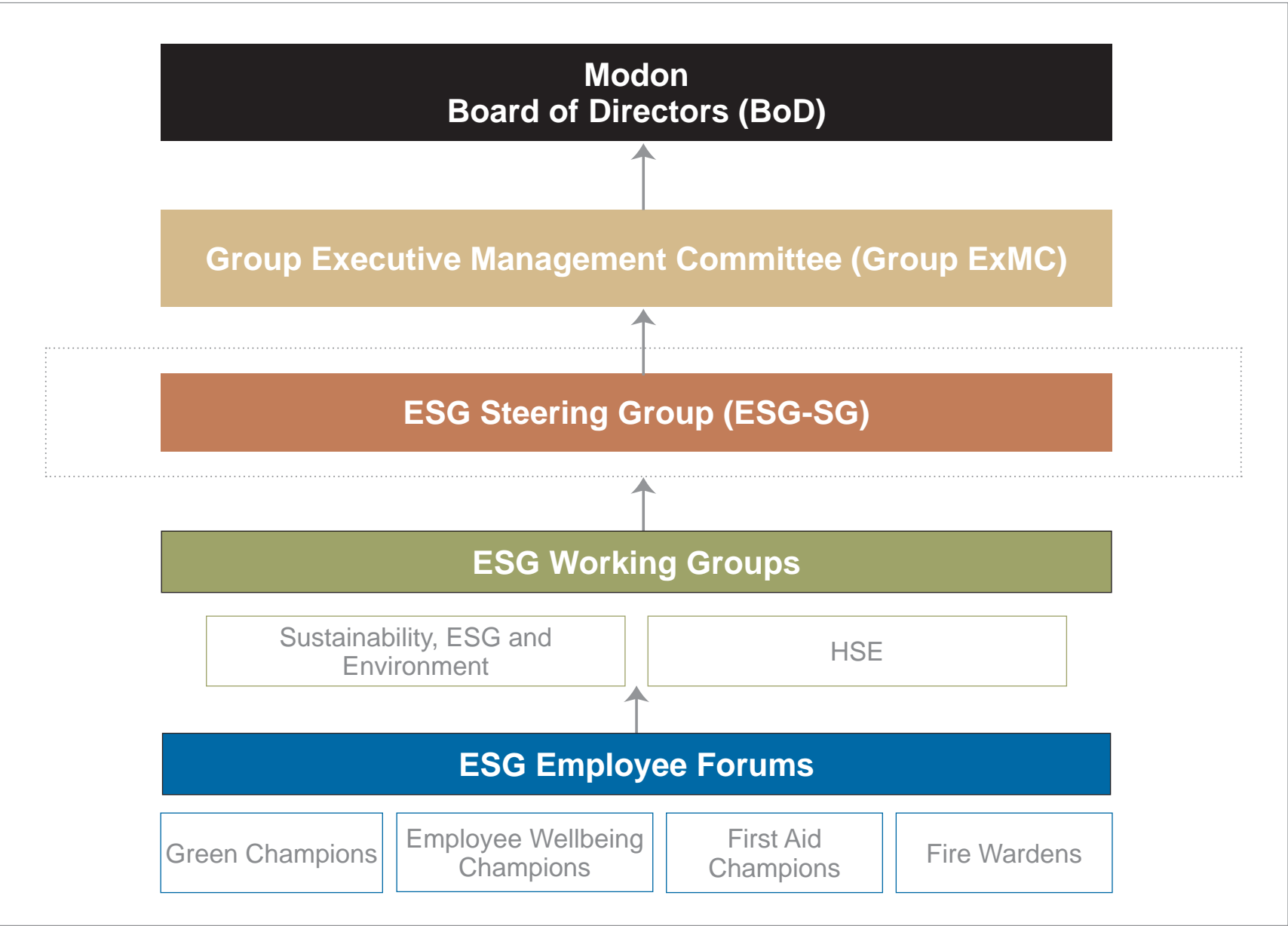
ESG Steering Group

We have established the ESG Steering Group (ESG-SG) to further strengthen our governance and operationalise our ESG Framework. The ESG-SG consists of a cross-segment leadership body comprising segment CEOs, Executive Management, and key functional leads.

Chaired by our Group Chief Operating Officer (GCOO), the ESG-SG ensures that key priorities are embedded across all areas of our business. The ESG-SG reports directly to Group Executive Management Committee (Group ExMC), ensuring ESG performance is systematically monitored and elevated as part of Modon’s wider governance framework.

Our GCOO is also a member of our Group ExMC, which is chaired by our Group Chief Executive Officer, allowing ESG priorities and strategic insights to be communicated directly to the Board, the most senior level of governance.

Our ESG-SG members play a crucial role in facilitating company-wide dialogue and collaboration, creating a platform for sharing best practices, identifying opportunities, and addressing challenges. This approach will empower each segment to actively contribute to building the foundation for delivering measurable, transparent, and impactful sustainability outcomes.



Our Group Policies

A key milestone in our governance journey was the refresh of our key ESG policies, which provide a robust framework for embedding responsible business practices across our operations, supporting compliance while fostering a culture of accountability.

1. ESG Policy:

Establishes the overarching principles that govern our approach to ESG considerations. It supports responsible business growth while mitigating ESG risks across Modon, safeguarding the wellbeing of our employees, clients, contractors, and third parties.

2. Health, Safety, Environmental Policy:

Underscores our commitment to protecting the health and safety of all individuals involved in or affected by our operations, including employees, contractors, third parties, the public, and relevant stakeholders; while promoting environmental protection and conservation.

3. CSR and Volunteering Policy:

Articulates our commitment to CSR and outlines a structured approach to CSR and volunteering activities. It emphasises our commitment to creating impact for our stakeholders, employees, and society, aligning our efforts with national and global initiatives.

Whistleblowing

Our success depends on our reputation and alignment with high standards of responsible conduct. Therefore, we have adopted a zero-tolerance approach to fraud, bribery, corruption, conflicts of interest, money laundering and anti-competitive behaviour.

We encourage our employees and stakeholders to make use of the whistleblowing reporting mechanism we have established to solicit information about potential fraud and violations of our Code of Conduct. If they become aware of any instances of fraud, or believe a situation may involve or lead to a violation of the Code of Conduct or the Fraud Control Standard, they are able to report this through our reporting form on our company website or the Modon Ethics Line: modonethicsline@modon.com.

Aligning with Global Commitments

As we grow our presence internationally, we recognise the importance of adhering to global sustainability frameworks and best practices. This includes understanding diverse regulatory landscapes, respecting local cultures, and integrating international standards applicable to the regions in which we operate.

Sustainable Development Goals (SDGs)

The UN SDGs play an instrumental role in driving global progress toward a more sustainable and inclusive future. While we acknowledge the interconnectedness of all 17 SDGs and their collective contribution, we have identified key goals that are relevant to our business activities and where we can make the most significant impact.

We aim to contribute meaningfully to the global sustainability agenda by focusing our efforts on:



Aligning with National Commitments

We recognise our responsibility to contribute to Abu Dhabi’s economic diversification, environmental protection, and social development.

The UAE has demonstrated global leadership in sustainability, with 2024 marked as the extended UAE Year of Sustainability. We remain committed to advancing UAE national mandates and continue to support broader federal and emirate level agendas.

National Mandates

‘We the UAE 2031’	Abu Dhabi Economic Vision 2030	In-Country Value (ICV) Program	UAE Gender Balance Council Strategy 2026
Net Zero by 2050 Strategy	Abu Dhabi Climate Change Strategy	UAE Energy Strategy 2050	Green Agenda 2030

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People and Culture

Our People

At Modon, our people are at the centre of our transformation, driving innovation, shaping communities, and ensuring the success of our ambitious growth strategy. Our focus was to optimise and leverage existing talent to support our expanded mandate. This approach led to significant internal mobility, with the aim of maximising retention by either promoting, repositioning or moving our people into new roles. This movement within the organisation reinforced career progression and ensured that the right expertise was placed in roles relevant to Modon’s future success.

A structured engagement plan was implemented, including Group-wide people events, virtual town halls, targeted policy sessions, and employee and leadership offsites to ensure employees remained informed, supported, and engaged. A standardised Group People & Culture policy was successfully rolled out across across the Group, promoting parity and consistency in employee management throughout the organisation.

Gender Diversity

7,223

Modon employees

17%

employees are female

58%

Emiratis are women



We held our first virtual town hall following the merger, during which more than 1,000 employees heard directly from leadership, who set our strategic approach. Modon has built a culture that fosters collaboration, engagement, and shared purpose through various initiatives, working forums, recognition programmes and employee development.

As we expand our presence both locally and globally, we remain committed to fostering an environment where talent thrives, collaboration flourishes, and every employee plays a role in shaping our shared vision.

Diverse Talent

We are committed to building a high-performing, future-ready workforce where capability, opportunity, and fairness drive our talent strategy. Our recruitment and selection process ensures that candidates are evaluated solely on their skills, experience, and suitability for the role, with clear policies in place that prevent discrimination.

We maintain a consistent global standard for people practices and governance, creating a recognisable and integrated entity that balances international best practices with local market realities. This approach enables the seamless integration of new entities, streamline operations, and a unified culture across all geographies.

To support our employees, we continue to enhance attractive benefits such as education, airfare allowances, health coverage, life insurance, parental leave, and flexible working initiatives, creating a more inclusive and supportive work environment. These efforts aim to attract and retain our top talent while meeting all applicable regulatory requirements.

Modon is committed to ethical labour practices and strictly complies with all labour laws and regulations. We have robust policies and procedures in place to prevent child and forced labour, including thorough due diligence in our recruitment processes, clear employment contracts, and adherence to fair working conditions.



Employee Programmes

Modon actively supports career progression, skills development, and long-term employability through structured talent programmes that contribute to both our workforce and the broader economic landscape of the countries in which we operate.

Emiratisation remains a core focus, aligning with the UAE’s national vision to develop local talent and future leaders. Modon actively recruits, develops, and retains Emirati professionals, offering structured career pathways that enable long-term professional growth. Our graduate programme, designed exclusively for Emirati nationals, is a key initiative in this effort.



Modon also offers an internship programme to provide valuable work experience, helping to build a strong, skilled talent pipeline for the future. These programmes support our talent pipeline by providing early-career professionals with practical, hands-on experience in a dynamic and fast-evolving organisation. These group-wide initiatives ensure consistency in learning experiences while allowing each core business activity to contribute to talent development within its specialised domain.

Our comprehensive roadmap for 2025 includes leadership development, management training, and specialised programmes for high-performing contractors and third parties. We are enhancing our e-learning platform to support continuous professional growth, providing employees with accessible, on-demand training content tailored to job families and sectors. A Training Needs Analysis (TNA) will be conducted to further refine our approach, ensuring that both technical competencies and leadership skills are developed to meet the needs of our evolving business.

Employee Wellbeing

We recognise that employee well-being is fundamental to fostering a thriving, high-performing organisation. Our commitment to responsible, people-centric growth includes investing in holistic wellness initiatives that support the physical, mental, and emotional health of our workforce.

These include sports-focused activities such as corporate sports days and partnerships, mental health support through psychologist-led sessions, health awareness campaigns, preventative screenings, and access to wellness resources throughout the year. A unified, Group-wide wellness calendar ensures consistency across all our operations, providing every employee with the same level of support regardless of role or location.

Hudayriyat Corporate Games

Modon facilitated the first-ever Hudayriyat Corporate Games, an initiative by ADQ designed to champion employee fitness, teamwork, and engagement. The event marked a significant step in fostering a culture of resilience, collaboration, and wellbeing across our organisation.

A total of 152 Modon employees participated across 21 sports, achieving an impressive second-place finish out of 22 companies. This initiative encouraged employees to step outside their routines and build camaraderie while reinforcing Modon’s commitment to supporting active, healthy lifestyles.



National Holidays and UAE Flag Day Celebrations

Strengthening belonging and cultural pride across the workforce, Modon employees collectively celebrated important national occasions, such as UAE Flag Day and Eid Al Etihad. The internal communications and celebratory activities provided the opportunity for our employees to express appreciation for UAE’s heritage and reaffirmed our continued commitment to contributing to the nation’s vision and prosperity.



Occupational Health and Safety

The health, safety, and wellbeing of our employees, contractors, and stakeholders remain a fundamental priority. As a responsible business, we are committed to fostering a culture of safety across all our business activities, ensuring compliance with regulatory requirements. We embed best practices in risk management and operational excellence throughout our operations.

Our approach extends beyond compliance to creating a proactive safety culture that prioritises awareness, prevention, and continuous improvement. This includes implementing robust health and safety management systems that align with industry best practices and international standards, ensuring a safe working environment across our projects and managed assets.

Across our wider portfolio, we continue to strengthen our safety frameworks, investing in training, audits, and monitoring mechanisms to enhance workplace safety and minimise incidents. By championing a strong safety-first mindset, Modon ensures that our developments, facilities, and operations provide secure, healthy, and productive environments for all.

Health & Safety Training

25 Modon employees trained in emergency first aid & fire warden training.

7 Third party contractors trained in emergency first aid & fire warden training.



Giving Back

Social Investment

Enriching societies is central to our mission of building vibrant, inclusive, and sustainable communities. We focus on delivering social, economic, and cultural value by aligning our CSR and social impact efforts with national priorities.

Our approach to community investment is multifaceted. We focus on promoting sports and wellbeing to foster healthy lifestyles and stronger social bonds. Outreach programmes are designed to empower youth and support skills development, ensuring the next generation is equipped for future success. We invest in environmental awareness through education and community-led events, encouraging sustainable behaviours at the grassroots level. At the same time, we celebrate and preserve the UAE’s rich cultural and heritage assets while supporting enterprise and innovation to stimulate inclusive economic growth.

In 2024, Modon delivered a series of impactful community initiatives, engaging thousands of residents and contributing to Abu Dhabi’s vision of an inclusive, resilient society.

Pink October

We organised the fifth edition of our annual awareness campaign, focused on promoting Breast Cancer Awareness, encouraging early detection, and supporting community wellbeing. This campaign helped spread positivity, start conversations, and encourage action on this important health issue. We highlighted the importance of wellness and proactive healthcare through various activities, educational sessions, and community events.



Hudayriyat Women’s Cycling Series 2024

We hosted the Hudayriyat Women’s Cycling Series 2024, welcoming female cyclists of all levels to compete for a prize pool of over AED 50,000. Held from 20 October to 8 December at Hudayriyat Cycling Track, the series featured four races with varying distances and themes to encourage inclusion.

The 30 km opener race on 20 October raised awareness for breast cancer prevention as part of our Pink October initiative. The 40km second race on 3 November focused on motivation and inclusion. The 50 km third race on 17 November on creativity and the 60 km on 8 December celebrating the achievement of taking place in the series, setting goals and completing these.

The series concluded with an award ceremony at Abu Dhabi Cycling Club Plaza, bringing together key stakeholders in women’s sports. The event supported women in cycling, whether for fitness, community engagement, or professional development; a community ride option with shorter distances was also available to ensure the event was more inclusive.



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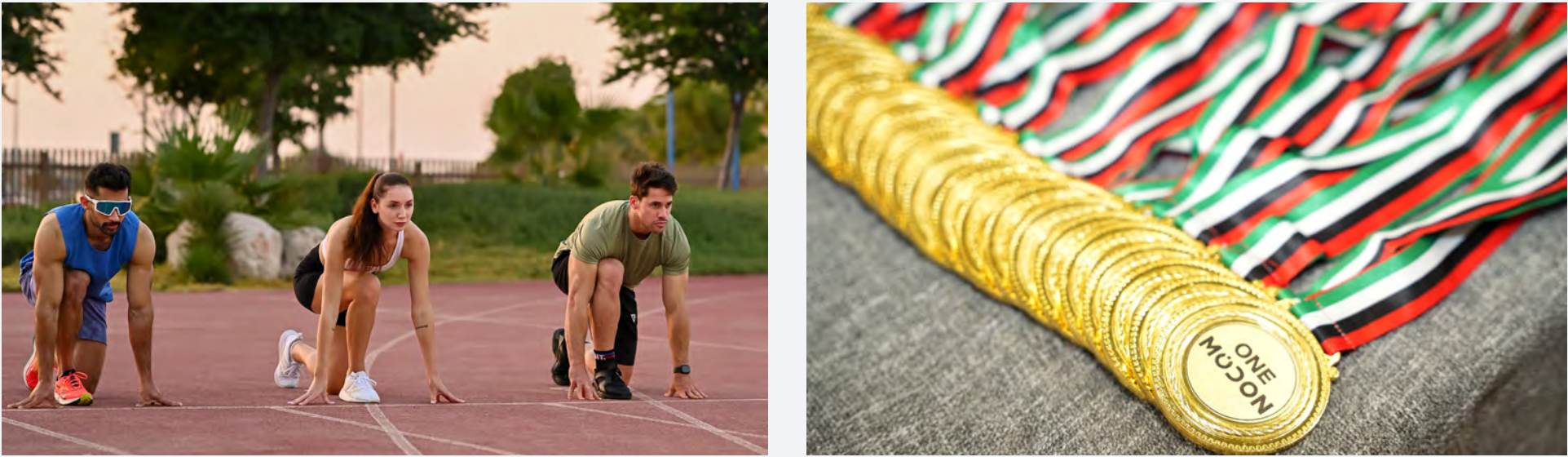
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- Giving Back

Beyond the Sunset Series

Following a successful first edition, we brought back the Beyond the Sunset series to Hudayriyat Island, offering more sports events to encourage fitness and participation among Abu Dhabi’s residents and visitors. Held every Saturday from 18 May to 8 June, the series supported year-round athletic activities and promoted an active outdoor lifestyle.

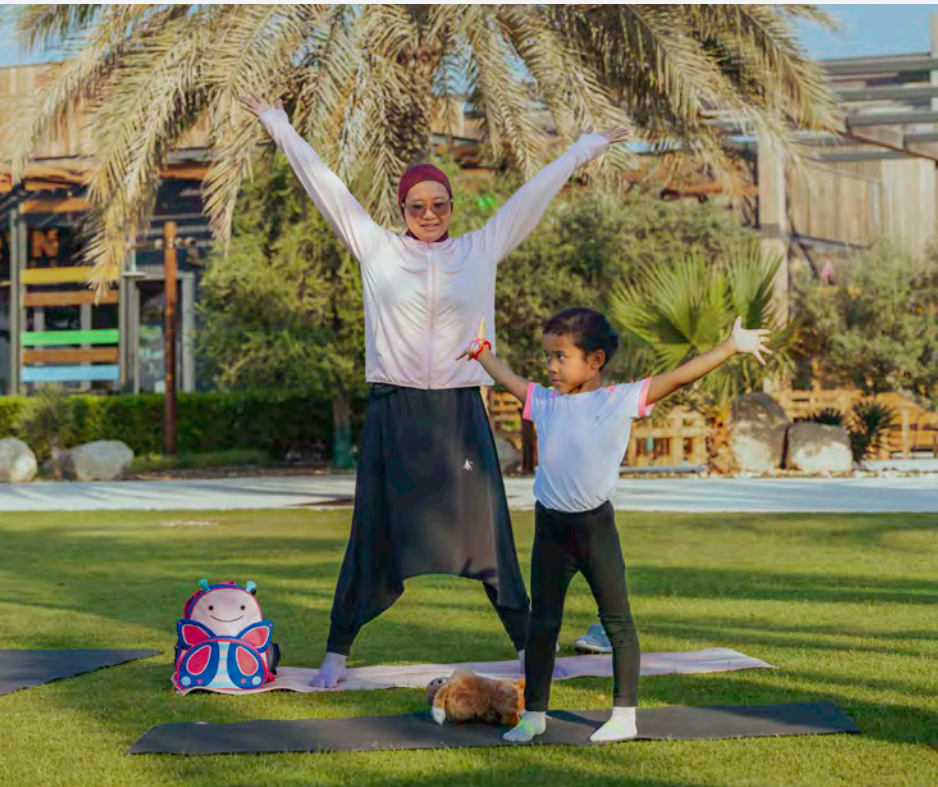
Last year, ‘RIDE Beyond the Sunset’ and ‘RUN Beyond the Sunset’ brought together 682 participants from 46 nationalities. This year, we expanded the lineup to include running, swimming, skating, and cycling, creating a unique experience against the sunset backdrop.

With a prize pool of AED 60,000, selected event winners received cash prizes and gift vouchers, while all participants took home event T-shirts and medals.



Early Childhood Week Event

As part of Abu Dhabi Early Childhood Week, an initiative led by the Abu Dhabi Early Childhood Authority, we hosted a series of fitness and wellness activities at 321 Sports. These activities were designed to support children’s physical development through fun and engaging experiences for families. The sessions included Kids’ Functional Training, combining bodyweight exercises and cardio to build strength and stamina; Track Activity, focusing on balance and coordination to develop essential movement skills; and Fitness Games, featuring an interactive obstacle course that encouraged teamwork and perseverance. Overall, this provided families with opportunities to connect while promoting healthy habits and active lifestyles from an early age.



Fostering a Culture of Volunteerism

We view giving back to the community as both a responsibility and an opportunity to build meaningful connections and foster a culture of compassion and engagement among our employees. We believe that volunteering strengthens community bonds, enhances employee engagement, and contributes positively to personal fulfilment.

Guided by our CSR and Volunteering Policy, we have established clear guidelines to ensure our volunteering efforts align closely with Modon’s values and strategic goals, including community investment, environmental stewardship, community outreach programmes and employee engagement. To support the policy, we provide all employees with one day of paid annual leave dedicated to approved volunteering activities.



Strengthening Local Economies

We recognise the UAE’s National In-Country Value (ICV) Program as a key driver of community enrichment and economic resilience. By channeling government and corporate spending towards local industries, the program strengthens local manufacturing, supports Emirati businesses, and creates employment opportunities, contributing directly to Abu Dhabi’s sustainable development.

Advancing ICV is integral to our broader strategy. Accordingly, we conducted in-depth market research to benchmark best practices and identify key opportunities, ensuring our approach is both effective and aligned with national priorities. These insights have shaped strategic discussions at the leadership-level, guiding our commitment to maximising local economic impact.

To implement this, we embedded ICV certification requirements into our vendor registration and pre-qualification processes. Vendors with valid ICV certificates receive a 5% bonus score, incentivising local investment and supplier engagement. Our integration of ICV into the tendering process is well underway, reinforcing our dedication to supporting Emirati talent, empowering local businesses, and driving ethical, sustainable growth across the UAE.

Partnerships for Enriched Societies

Through collaborations, we aim to amplify our positive social impact, stimulate economic growth, enhance community wellbeing, and reinforce Abu Dhabi’s position as a thriving global destination.



Social Impact

3,200+ students reached and educated on the environmental protection of the ocean | **57** educational visits conducted

Abu Dhabi Fishermen Cooperative Society

Our partnership with the Abu Dhabi Fishermen Cooperative Society showcases Modon’s commitment to supporting local economies and preserving cultural heritage. Under our Asset Management business activity, we collaborated with the Cooperative to oversee the whole fish supply chain for the newly renovated fish market.

Importantly, the partnership extends to community engagement. We host weekly educational visits for local schools at the fish market, where students learn about marine ecosystems, responsible fishing practices, and Abu Dhabi’s rich fishing traditions. This initiative strengthens ties with the local community and fosters cultural appreciation and environmental awareness among future generations.

Way Forward

Cultural transformation is an ongoing journey and we will continue to focus on targeted initiatives that reinforce our values, enhance leadership alignment, and drive engagement across all levels of the organisation. Through structured leadership development, cross-functional collaboration, and recognition programmes, we aim to create a work environment where talent thrives, innovation flourishes, and employees feel truly connected to Modon’s mission.

Modon launched our ‘People and Culture Club’, an initiative designed to bring together HR representatives from across the Group on a quarterly basis to engage, collaborate, share best practices and reinforce our shared mission.

A key initiative in 2025 will be the launch of Modon’s Group-wide Employee Engagement Survey. This will provide employees with a valuable platform to share their thoughts, experiences, and feedback on critical aspects of workplace engagement, including job satisfaction, leadership effectiveness, and the overall work environment. Town halls, quarterly pulse checks, and recognition programmes will remain vital tools for fostering transparency, alignment, and connection across our organisation.

Looking ahead, Modon’s People & Culture strategy will continue evolving to support our broader transformation journey. With a strong foundation in place, our focus will be to deepen cultural alignment, enhance employee experiences, and ensure that talent, engagement, and wellbeing remain central to Modon’s long-term success.

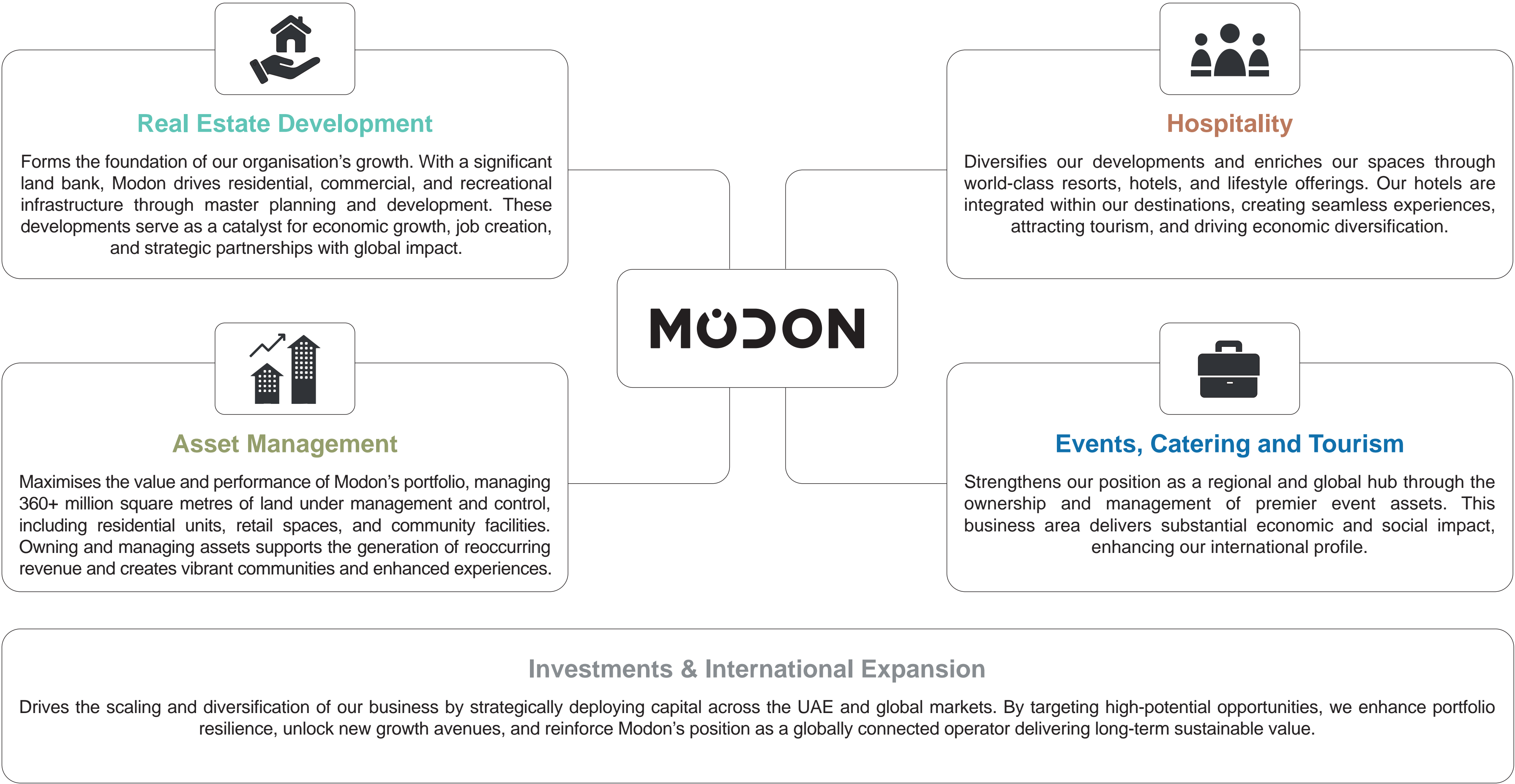


Our Business Segments



A Connected Ecosystem

Our integrated approach is built on 5 core, interconnected business areas – Real Estate Development, Asset Management, Hospitality, and Events, Catering and Tourism, while all being underpinned by Investments & International Expansion. Together which form a cohesive and dynamic ecosystem, driving our vision. Together, these business areas deliver integrated urban experiences that promote sustainable growth, social wellbeing, and value creation.



Real Estate Development

Real Estate Development lies as the strategic backbone of Modon's Vision and Mission. By prioritising conscious design, inclusive urban planning, and smart city integration, our approach is centred on developing future-ready ecosystems that are designed to balance residential, commercial, leisure, and culture. Modon is creating cities of the future that will set new benchmarks and standards for the future of smart urban and connected living.

Impact and Scale

2.5+ million
people to live within our communities

360+ million
sqm of land under management and control

Contribution to UAE

Modon has a key role in advancing developments that will support goals for economic diversification and attracting foreign direct investment in the real estate sector of UAE.

Forward-looking master planning and sustainable urban development are helping position Abu Dhabi as a global leader in smart, inclusive city-building. From luxury residences to affordable housing and mixed-use districts, our developments are designed to meet the evolving needs of diverse communities while driving national progress.

Our portfolio within Abu Dhabi spans some of the emirate's most iconic and strategically located areas, including Hudayriyat Island, Mina Zayed, Al Reem Island, Al Raha Beach, and Saadiyat Island – positioning Modon at the centre of shaping Abu Dhabi's urban future.



Contribution on an International Scale

Modon's International Real Estate developments are expanding its impact outside of UAE, in alignment with Abu Dhabi's international ambitions. Through our portfolio partnership with ADQ, Modon is the master developer of Ras El Hekma, a transformative coastal destination in North coast Egypt and our flagship international project.

The development demonstrates Modon's capability to shape coastal regions into vibrant, globally connected destinations. It will feature integrated residential communities tailored to international markets, premium hospitality offerings such as waterfront resorts and equestrian facilities, commercial zones that stimulate tourism and investment, and infrastructure designed around conscious urban planning principles to support long-term economic value.

This landmark development, inspired by Mediterranean urban landscapes, will deliver world-class residential, tourism, and commercial zones, creating a new model for integrated urban living and marking one of the largest foreign direct investments into Egypt.

Through large-scale projects in the UAE, Egypt, and beyond, Modon is transforming land into dynamic destinations. Enabled by strategic investment, strong partnerships, and a focus on sustainable growth, our developments are designed to be resilient, adaptable, and aligned with both national and global priorities.

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Conscious Design

Our commitment to conscious design ensures that our cities are adaptable and future-ready, integrating the latest advancements while remaining responsive to consumer demands. We focus on creating meaningful, people-centric environments that foster wellbeing, social cohesion, and sustainability.

Our conscious design considerations include nature-integrated architecture, combining nature-inspired design with integrated landscaping to ensure a strong connection to the natural environment. This supports biodiversity and enhances climate resilience through the use of native vegetation, green corridors, and fruit-bearing trees that reflect the ecological identity of the region

Mobility enabling walkable and bikeable communities with shaded walkways, safe pedestrian networks, and infrastructure that encourages movement and wellness. Sustainable and efficient built form approach leveraging passive design strategies, low-impact lighting, and efficient spatial layouts to minimise energy use, urban heat island effect, and enhance comfort and liveability.

To ensure consistency and measurable outcomes, we are formalising an internal design approach that will inform our development process. This will complement our existing sustainability frameworks, enabling us to track performance, create spaces that are both modern while honouring cultural integrity,



Smart Cities

Modon's smart city vision is built around a unified, connected ecosystem that empowers residents and businesses through seamless digital experiences. From 'My Device' to 'My Home', 'My Community', 'My Modon', and 'My City', we are enabling a continuous journey that connects people, services, and infrastructure. Our objective is not only to embed intelligent systems but to orchestrate a citywide network that enables our customers to live more responsibly, move more freely, experience more effortlessly, and feel satisfied, happy, and safe and secure.

This focuses on embedding intelligent urban systems that optimise resources, improve operational efficiency, and enhance quality of life. Leveraging advanced technologies, we are exploring digital twins for efficient city planning and real-time management. AI-driven decision-making to optimise transportation networks, energy consumption, and infrastructure deployment. Real-time monitoring systems to track and manage key urban indicators such as traffic flow, air quality, and resource use.

Resource optimisation is central to this vision, with a particular focus on water and energy management. Examples of integrated design features include. Smart irrigation systems equipped with weather stations, flow meters, and soil sensors to significantly reduce water consumption. Xeriscaping techniques, incorporating drought-resistant landscaping to minimise water use and strengthen environmental resilience.



Inclusive Communities

Our developments are designed to be inclusive, accessible, and supportive of both residents and the workforce that sustains them, ensuring liveability, wellbeing, and long-term economic sustainability.

We integrate diverse, equitable housing options and essential services to foster socially cohesive, thriving communities. Our people-first approach focuses on social infrastructure integration, embedding schools, healthcare facilities, recreational centres, and retail hubs to create self-sufficient, complete communities. Inclusive housing options, offering a balanced mix of affordable, mid-range, and luxury residences to promote socioeconomic diversity.

To promote social resilience and wellbeing, our designs will consider universal accessibility principles across public spaces and amenities. Seamless connectivity will also be prioritised through pedestrian-friendly layouts, cycling infrastructure, and integrated public transport networks, promoting micro-mobility, supporting active lifestyles, and enhancing inclusive access for all.

Embedding a Culture of Safety in Real Estate Development

HSE is fundamental to every stage of our real estate development process. We view safety not as a regulatory requirement but as a critical responsibility in creating sustainable, secure environments for our employees, contractors, and the wider community.

Our approach is firmly aligned with Abu Dhabi’s regulatory framework, including Decree No. 42 of 2009, and adheres to Occupational Safety and Health Abu Dhabi (OSHAD) requirements as well as ISO 45001 standards. This ensures we maintain industry-leading practices in risk management, compliance, and operational excellence across all our developments.

Risk management is integral to our HSE Strategy. Contractors are subject to strict protocols, and our contractor management process ensures every contractor fully understands the required HSE standards, demonstrates a commitment to applying these across our projects, and possess a proven track record of compliance in both previous and ongoing engagements.

84,000

Internal safety training hours
by contractors

28,000

External safety training hours
by contractors

0

work-related injuries or ill
health cases.

This includes adherence to workforce welfare standards, ensuring safe accommodations and facilities are provided for all workers. It also mandates the provision of protective equipment and the delivery of continuous safety training to reinforce best practices. In addition, strict compliance with proactive safety measures is required to help prevent incidents and injuries across all project sites.

We monitor key safety indicators, including safe man-hours, incident frequency, and Lost Time Injury Frequency Rate (LTIFR), which tracks lost-time injuries per million hours worked. In 2024, Modon Real Estate achieved a strong LTIFR of 0.068, well below the annual target of <0.1 demonstrating our commitment to safe workplaces. Each incident is thoroughly investigated, with corrective actions applied to prevent recurrence and improve safety outcomes.



Strategic Partnerships

Partnerships are a critical enabler of our ambitions, supporting Modon’s ability to scale responsibly, innovate efficiently, and deliver on our sustainability objectives. Through collaboration, we gain access to advanced technologies, low-carbon materials, and value chain efficiencies that will enhance both the quality and resilience of our developments.

By aligning with industry leaders, manufacturers, and innovators, we are supporting local supply chains and accelerating the adoption of green building solutions. These partnerships allow us to drive operational efficiency, reduce environmental impact, and position Modon as a centre of smart, sustainable urban growth.

Emirates Steel Arkan Partnership

Modon has partnered with Emirates Steel Arkan (EmSteel) to become the strategic offtaker for green steel. This will be produced through EmSteel’s upcoming green hydrogen-powered demonstration project, the first of its kind in the MENA region.

The green steel will be used in the construction of future green buildings within Modon’s portfolio, aligning with our broader commitment to climate resilience and low-carbon development. Beyond environmental benefits, this partnership contributes to economic resilience by fostering innovation in materials, prioritising local sourcing, and creating skilled employment opportunities.



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Reem Island: A Vision for Community-Centred Living

Reem Island reflects Modon’s ambition to create inclusive, connected communities that enhance Abu Dhabi’s urban landscape. Just minutes from the city centre, the development features a diverse mix of apartments, villas, and townhouses, set within landscaped spaces and along accessible beachfronts.

With essential amenities such as schools, mosques, healthcare, retail, and community centres, Reem Island is designed to support daily life while fostering social connection.

A Holistic Destination

As it evolves, Reem Island will become a fully integrated urban district, supported by smart infrastructure and transport connectivity, strengthening its role as a natural extension of the capital and a destination for both residents and investors.



Hudayriyat: A Destination for Wellness, Sports, and Cultural Heritage

Hudayriyat Island is a flagship expression of Modon’s vision for a future-ready, people-centric development. Strategically located off Abu Dhabi’s coast, it blends wellness, sports, culture, and leisure into a vibrant mixed-use destination that supports the broader ambitions for urban diversification and liveability.

Anchored in active living and inclusive design, Hudayriyat is already home to world-class sports infrastructure, including the 321 Sports complex, Surf Abu Dhabi, Bal Al Nojourn hotel, and many more assets reinforcing Abu Dhabi’s position as a regional hub for wellness, elite training, and recreation.

Cultural Heritage

At the same time, the island preserves and celebrates its cultural identity through protected archaeological zones and the Cultural Heritage Walking Trail, which brings to life the legacy of Hudayriyat’s early inhabitants.

The trail offers interpretive experiences that highlight traditional pearl diving practices of the Bedouin community and the resilience of those who lived off the land and sea with minimal resources. These efforts ensure that the island remains deeply connected to its historical roots as it evolves.



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Ras El Hekma: A Coastal Destination

Positioned along Egypt’s Mediterranean coastline, Ras El Hekma is Modon’s landmark international project, combining luxury, sustainability, and economic opportunity.

Launch Highlights

Officially launched in October 2024 in the presence of the Presidents of the UAE and Egypt, the project marked a significant milestone with the signing of a strategic Memorandum of Understanding appointing Modon as the master developer. Since the launch, over 10 companies have been onboarded across key sectors including construction, hospitality, and infrastructure. A major highlight was the reveal of an immersive Experience Centre, a 2,500 sqm pavilion that showcases the masterplans scale and ambition of the development.

Sustainability-Driven Design

LEED for Cities and Communities Gold Certification is being pursued across all masterplan developments, reflecting Modon’s commitment to global sustainability standards. The development is incorporating sustainable infrastructure designed to optimise long-term operational efficiency. In parallel, natural coastal elements are being integrated throughout the planning and design process to preserve ecological balance and support environmental resilience.

Economic Impact

The development is focused on driving local job creation and fostering business growth, with a strong emphasis on empowering Egyptian industries. This is being achieved through targeted local procurement strategies and the formation of strategic partnerships that strengthen domestic capabilities and supply chains.

Reinforcing Modon’s role as a global developer, Ras El Hekma is a showcase of blending conscious design, economic impact, and sustainable urban living to create one of the Mediterranean’s most sought-after destinations.



Way Forward

As Modon continues to shape the future of urban development in the UAE and abroad, our focus remains on delivering long-term, sustainable growth. Our strategy focuses on meeting market needs and supporting national goals while exploring opportunities for international growth.

Our UAE portfolio, focused on delivering a diverse mix of ultra-luxury, high-end, and affordable residences to ensure inclusive, accessible living across the UAE, will be a key driver of job creation, with a target of generating 50,000 employment opportunities in the coming years. This will be supported through strategic contractor partnerships, workforce expansion, investment in upskilling programmes, and collaboration with technical institutions, creating roles across construction, hospitality, retail, and community services.

Internationally, Ras El Hekma stands as Modon’s flagship Egyptian development, showcasing our capability to deliver large-scale, transformative coastal destinations. Designed to accommodate over two million residents, the project is set to generate significant economic impact through the creation of 100,000 jobs by 2030, scaling to 750,000 by 2045 across tourism, hospitality, retail, and supporting sectors.

We are working towards implementing a robust supply chain strategy to support the scale and complexity of our developments. This includes working with our contractors to improve performance and forming joint ventures to improve supply chain resilience and expand local contractor participation. We are also increasing the use of sustainable building materials and adopting alternative construction methods, such as investing in pre-cast facilities, to reduce environmental impact and shorten project timelines.

Our procurement strategy will continue to prioritise local sourcing, helping to strengthen national economies and build long-term supplier relationships. We are working to improve labour welfare standards and promote ethical sourcing across all active markets.



Asset Management

Asset Management plays a vital role in supporting the long-term success of our communities. By managing our facilities with care, using smart technologies, and applying strong oversight, we ensure our spaces remain safe, functional, and welcoming. Our goal is to create environments that support daily life, strengthen the local economy, and reflect the cultural values of the places we serve.



Integrated Community Operations and Facility Management

Our Asset Management Strategy takes a comprehensive view of community operations, combining community management, facility maintenance, and strategic planning to deliver high-quality services across our portfolio. Our focus extends beyond infrastructure upkeep – it is about curating walkable, well-connected, and engaging communities where every resident, visitor, and business can flourish.

Our ISO 55001 and ISO 45001 accredited facility management (FM) systems ensure smooth day-to-day operations while embedding principles of responsible business throughout, which goes beyond technical service delivery and is centred on the wellbeing of people.

This involves delivering proactive maintenance and asset care, guided by regular asset condition surveys and benchmarking assessments aligned with international standards. Ensuring the safety, cleanliness, and functionality of public spaces, parks, recreational facilities, and essential community services. Implementing labour safety and welfare protocols, responsible procurement practices, and partnerships that adhere to rigorous ethical and human rights standards.

Embedding Sustainability and Responsible Operations

Sustainability plays an important role in Modon’s Asset Management Strategy. From day-to-day facility operations to long-term planning, our decisions are guided by environmental responsibility and resource efficiency.

Key initiatives include transitioning to renewable energy solutions and energy-efficient systems and progressively retrofitting existing assets to improve energy performance. Prioritising waste management protocols such as recycling, composting, and partnerships with circular economy solutions to repurpose, recycle and reuse waste materials. Implementing greywater recycling systems and advanced irrigation technologies to reduce water consumption. Adopting strategic procurement practices to maximise economies of scale, ethical sourcing, local supplier engagement, and ICV.

We maintain transparency and accountability across our assets through continuous data collection, internal audits, and performance reviews, driving continuous improvement and building stakeholder trust.



Embedding Cultural Heritage and Economic Vitality

Modon recognises that vibrant communities are those that honour their cultural roots while embracing economic growth. Our assets play a critical role in preserving Abu Dhabi's heritage, with dedicated efforts to revitalise traditional souks, public markets, and historically significant areas.

Revitalising Mina Zayed: Innovation Rooted in Heritage

Mina Zayed, historically one of Abu Dhabi's most iconic port districts, is being reimagined into a vibrant destination for commerce, culture, and innovation. Known today as MiZa, the area is emerging as a creative and economic hub, bringing together entrepreneurs, artists, and innovators in a neighbourhood that celebrates both heritage and progress.

Modon's revitalisation efforts are guided by a distinctive architectural language that honours the area's maritime and trading history. The redevelopment blends over four decades of tradition with contemporary design, reflected in key public spaces and retail corridors.

Sustainability is embedded into MiZa's development model, guided by principles of adaptive reuse, resource efficiency, and mindful trade. The project is actively working to align with UAE sustainability frameworks and applies a community-driven approach. Repurposed materials, preserved architectural elements, and walkable streets reinforce the commitment to conscious design while maintaining the authenticity of the site.

The redevelopment of MiZa strengthens supports local SMEs, attracts tourism, and contributes to Abu Dhabi's positioning as a global investment destination.



Connecting Heritage, Sustainability, and Community at the Fish Market

Nestled within Mina Zayed, the revitalised Fish Market is a landmark example of how cultural preservation, sustainability, and community vibrancy can coexist in modern urban spaces.

Reimagined as a contemporary marketplace, it reintroduces the authentic atmosphere of traditional seafood trading, offering residents and visitors a dynamic, family-friendly space that merges history with modern amenities. The market champions local sourcing and supports fishermen who blend time-honoured practices with sustainable methods.

Drawing on an average of 9,000 weekend visitors, the Fish Market has become a thriving social and economic hub, anchoring community interaction while strengthening Abu Dhabi's connection to its coastal heritage.

Sustainability Embedded in Operations

Environmental responsibility is integral to the market's operations. Our operations integrate advanced waste management solutions that transform fish waste into fertilisers and animal feed, recycling foam packaging, and reusing cooking oils, and smart energy management using a Building Management System (BMS) to optimise energy and water consumption, adjusting systems based on external conditions.

A Model for Cultural and Sustainable Urban Development

By seamlessly integrating heritage preservation, sustainability, education, and community engagement, the Mina Zayed Fish Market stands as a model for how traditional spaces can evolve Abu Dhabi's urban landscape while honouring its rich cultural roots.

Advancing Inclusivity, Wellbeing, and Access

Our assets are aligned with our broader commitment to inclusivity and community engagement. Our developments are purposefully designed to ensure accessibility and deliver equitable experiences for all members of society. To support this, we have conducted comprehensive assessments for POD across our portfolio and have begun embedding inclusive design features throughout our developments. This ensures that public spaces, recreational areas, and essential services are welcoming and accessible to individuals of all abilities.



Championing Inclusivity

Modon actively champions inclusivity, integrating accessible infrastructure, adaptive sports programmes, Special Olympics-certified facilities, and strategic partnerships that promote inclusivity.

Building on this commitment, Modon collaborates closely with local authorities to deliver inclusive and tailored sporting activities at 321 Sports. These include free programmes offered during off-peak hours to support low-income families and underserved youth, and dedicated initiatives for People of Determination (POD), certified by the Special Olympics, to ensure accessibility and impact.



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Surf Abu Dhabi: Where Performance Meets Purpose

As the UAE’s premier surfing destination, ‘Surf Abu Dhabi’ is the Middle East’s first and most advanced artificial wave facility, setting a new benchmark for high-performance surfing and ocean-based wellness experiences. By incorporating new wave technology and using natural seawater, it offers perfect, programmable waves for all skill levels, making it the only destination of its kind in the region.

It exemplifies our commitment to building vibrant, wellness-oriented communities while positioning the emirate as a leader in eco-tourism, ocean conservation, and lifestyle innovation. More than a sporting facility, Surf Abu Dhabi is a pathway to wellbeing, mindfulness, and community engagement, immersing visitors in an aquatic environment and strengthening their connection to nature.



Promoting Education and Ocean Awareness

Education and community engagement are central to Surf Abu Dhabi’s mission. Through dedicated programmes, Modon introduces residents, particularly youth, to surfing while teaching vital water safety skills and environmental awareness. Surf Abu Dhabi encourages active participation in preserving Abu Dhabi’s coastal environment.

Key initiatives include strict plastic-free policies favouring glass containers, compostable cups, and reusable materials. Rigorous waste segregation, recycling protocols, and partnerships with companies that transform plastic waste into retail apparel. Facility construction using reclaimed materials and the integration of energy-efficient infrastructure.

Ethical Partnerships and Conservation Initiatives

Modon collaborates with eco-friendly global brands that promote fair and sustainable practices and incorporate the use of environmentally sensitive materials. Partnerships with conservation organisations, including the World Surf League and Rising Tides, showcase Surf Abu Dhabi’s role in advancing conservation, restoration, and educational initiatives.

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321 Sports: Innovation Meets Performance

Located at the heart of Hudayriyat Leisure and Entertainment District, 321 Sports is Modon’s flagship sporting destination, designed to support athletes, enthusiasts, and the wider communities.

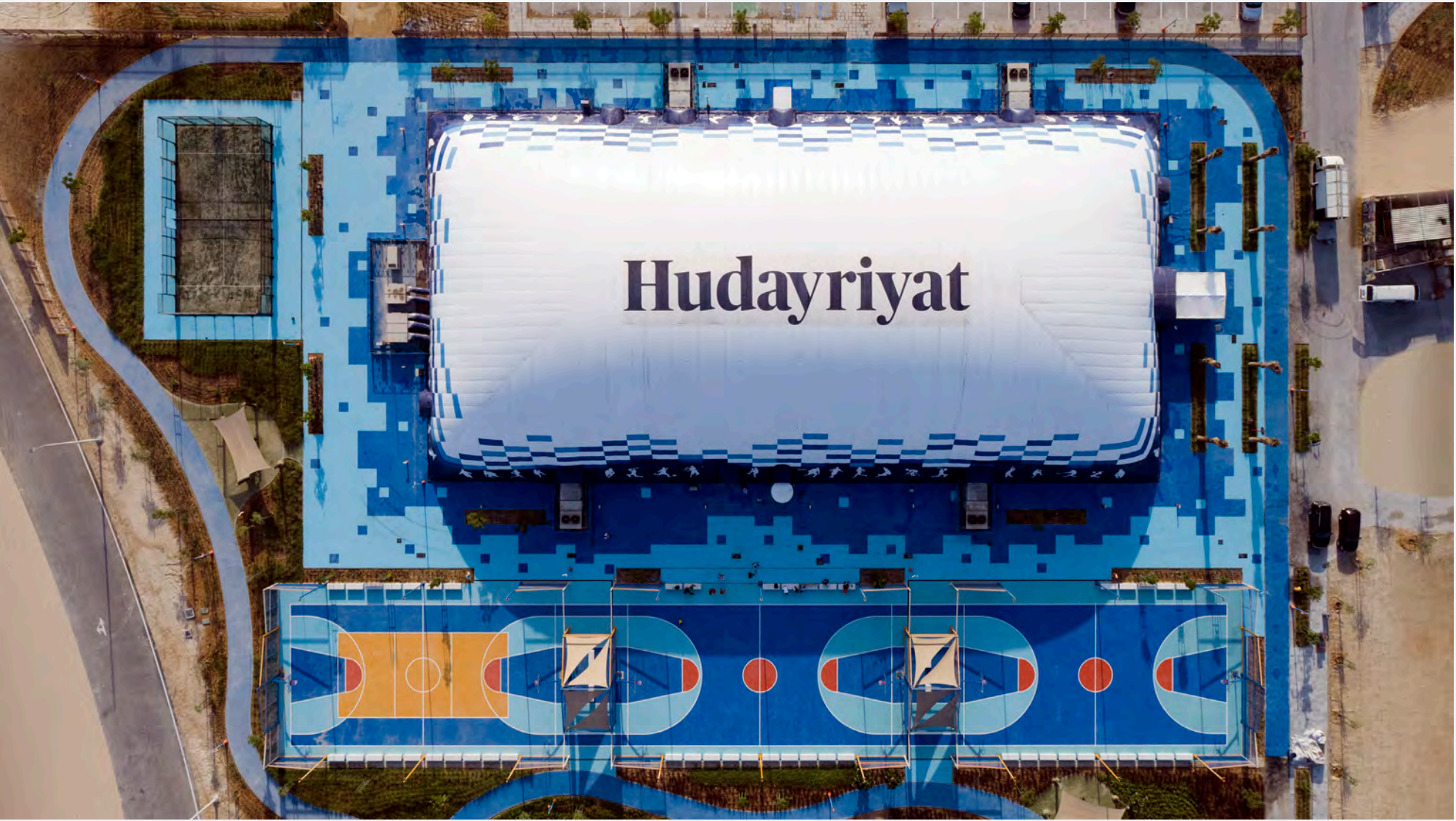
Developed in partnership with Ahdaaf Sports Management, our facilities aim to become the sports and wellness capital of the Middle East, offering a unique blend of world-class infrastructure, inclusive programmes, and sustainable operations.

High Performing and Inclusive Sports Ecosystem

321 Sports offers a comprehensive suite of sporting and wellness facilities that foster health, fitness, and community engagement. At its core is the MENA region’s largest indoor sports dome, enabling year-round events and competitions in a climate-controlled environment.

The 321 Hub features a gymnasium, yoga studios, sauna, swimming pool, and dedicated athlete amenities, supporting both casual users and professional athletes. Outdoor facilities include basketball, tennis, rugby, and cricket courts, as well as padel courts, athletics tracks, and jogging routes to accommodate a wide range of fitness activities.

Football is well-served with natural and artificial grass pitches catering to local teams and international academies. For cycling enthusiasts, 10km and 7km public loops are available, with a 30km elevated cycle track currently under development to expand the venue’s offering.



Youth Development and Wellbeing

321 Sports is committed to cultivating an inclusive and active sporting culture through a range of initiatives that promote equal access and meaningful community engagement. Tailored adaptive sports programmes support People of Determination (POD), while women’s participation is encouraged through dedicated events such as the Women’s Cycling Series.

In partnership with local academies, 321 Sports also offers youth sponsorships and mentorship opportunities to nurture grassroots talent. Broader wellbeing is addressed through mental health campaigns, corporate wellness events, and community fitness programmes. To ensure affordability and access, free entry during off-peak hours is provided to low-income families and underserved youth.

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Way Forward

As Modon continues to develop and optimise our asset management strategies, the focus remains on sustainable, efficient, and technologically advanced communities. A key goal will be to deliver cohesive, vibrant customer experiences that reflect the needs of residents, visitors, and businesses alike. Equally important is to create inclusive and well-connected communities that prioritise quality of life, wellness, accessibility, and heritage preservation.

To support this ambition, we will advance the use of intelligent infrastructure and digital systems across our portfolio. Command and control centres establishing centralised digital hubs that leverage data and AI-driven insights to optimise asset performance, improve resource allocation, and streamline service delivery. Smart asset management, deploying real-time monitoring, predictive maintenance, and automated controls to improve efficiency and reduce operational costs. Seamless user experience using smart technology to enhance urban mobility, reduce congestion, and improve the accessibility of essential services.

As we expand our portfolio, our sustainability efforts will remain essential to how we manage our assets. We will focus on implementing responsible, performance-driven measures that minimise environmental and social impact while maximising operational efficiency. This includes developing carbon reduction plans across asset operations and performance strategies in line with the UAE’s Net Zero 2050 agenda, as well as retrofitting existing infrastructure to meet modern sustainability standards, enhancing energy efficiency and reducing overall emissions.

In parallel, Modon will be integrating equestrian infrastructure as a meaningful extension of community development. Modon’s equestrian developments will be designed to celebrate heritage and promote wellbeing, offering spaces that reconnect communities with the Middle East’s rich equestrian traditions. This includes our international investment in La Zagaleta, a flagship residential estate in Spain’s Costa del Sol, marking a significant milestone in Modon’s global expansion. The estate combines equestrian, wellness, and sporting facilities, reinforcing our ambition to shape destination communities both locally and globally. Beyond their cultural significance, these facilities will provide inclusive, therapeutic, and sporting experiences that foster social connection and support active lifestyles.

Together, these initiatives reflect our ambition to shape communities that are operationally resilient, smart, socially responsive, and rooted in purpose.



Hospitality

The hospitality sector is undergoing a transformation, shaped by regulatory changes, evolving investor and financial requirements (covering financed emissions) and increasing guest expectations of environmental and social responsibility in the places they choose to stay. Modon views this as an opportunity to be recognised for our world-class hospitality offerings focused on our contributions to the environment and sustainable tourism development.

Hospitality plays an essential role in our broader business ecosystem. Our hotels are strategically positioned in urban mixed-use developments and more remote destinations where we are important economic contributors to local businesses, employment and conservation practices that benefit the local environment and biodiversity protection.

Impact and Scale

5

countries spanning
3 continents

28

hotels including fully owned
and joint ventures

7,560+

global keys



Our Global Reach

Our Hospitality portfolio spans several iconic destinations across the globe, including United Kingdom, Iceland, Egypt, Morocco and Abu Dhabi. We drive our sustainability initiatives via our wholly owned assets, as well as through our diverse partnerships in third party-operated assets, and within the properties we operate.

We believe in continuous improvement and making effective investments into upgrading and replacing systems and equipment. This helps reduce our carbon footprint and cuts down waste and water usage. As we expand our footprint, Modon's hotels will be designed as best-in-class and 'best-practice' both at the construction and operational stages.

Immersive Experiences

Modon Hospitality blends modern spaces with environmental and cultural heritage to create unique and immersive experiences. We integrate sustainability across our operations, with a focus on efficiencies, conservation, transformation, energy, waste reduction, and responsible procurement practices.

Our adherence to recognised industry standards and certifications enables us to benchmark progress and drive continuous improvement in our environmental and social performance.

Sir Bani Yas Island

Established as a Royal Nature Reserve in 1971 by the late Sheikh Zayed bin Sultan Al Nahyan, Sir Bani Yas Island reflects the UAE’s early efforts to support environmental protection, cultural heritage, and biodiversity preservation. Over the decades, Sheikh Zayed’s vision has transformed the island into a flourishing sanctuary, home to the Arabian Wildlife Park and numerous conservation initiatives.

Environmental Positive Impacts

63,433

single-use plastic bottles removed from circulation

700+

Arabian oryx roam freely”

599kg

ocean waste collected

8km

of coastline designated for marine life protection

Protecting Endangered Species and Biodiversity

Today, Sir Bani Yas Island is a thriving haven for over 11,000 animals representing 30 species, many classified as critically endangered or vulnerable by the International Union for Conservation of Nature (IUCN). Through focused conservation efforts, the island has become a regional benchmark for biodiversity protection and species rehabilitation.

A key milestone includes the successful reintroduction of the Arabian oryx, once extinct in the wild, through a breeding and relocation programme conducted in partnership with the Environment Agency, Abu Dhabi (EAD). In parallel, cheetahs, absent from the UAE since the 1960s, were reintroduced in 2009 and are currently undergoing rewilding within the Arabian Wildlife Park.

Beyond terrestrial efforts, marine biodiversity is also a focus. An 8-kilometre no-fishing zone has been established to provide critical breeding grounds for turtles, dolphins, and dugongs, while also safeguarding fragile seagrass habitats. The island’s birdlife sanctuary further enhances its ecological significance, offering a protected habitat for both indigenous and migratory bird species, and attracting birdwatchers and researchers from around the world.



Celebrating Culture and Heritage

Beyond its ecological importance, Sir Bani Yas Island plays a vital role in preserving the UAE’s cultural heritage. The discovery of the UAE’s only known ancient archaeology underscores its historical significance. This is showcased at the Sir Bani Yas Island Visitor Centre, connecting guests and visitors to the island’s unique cultural and archaeological legacy.

Responsible Tourism

Offering eco-friendly experiences that support conservation efforts. Operations across the island are designed to minimise environmental impact while enriching guest experiences. Visitors are encouraged to participate in conservation activities such as mangrove planting, wildlife safaris, and educational programmes, fostering a deeper appreciation for the environment.

34,000kg

food waste diverted from landfill

800kg

of dates harvested

98kg

of produce grown on site

54MW

renewable energy generated

Qasr Al Sarab

As one of the region’s most iconic desert resorts, Qasr Al Sarab Desert Resort exemplifies Modon’s commitment to wildlife conservation and environmental sustainability. Through innovative initiatives, the resort continues to set benchmarks for sustainable hospitality, preserving the delicate desert ecosystem while fostering meaningful connections with guests and local communities.

Advancing Conservation and Biodiversity Protection

In 2024, Qasr Al Sarab deepened its role in wildlife conservation by introducing a herd of Arabian oryx, in partnership with the EAD. This initiative supports breeding programmes and enhances biodiversity within the resort’s surroundings. Further conservation efforts include desert greening through planting native species to restore habitats and encourage the return of local fauna, such as birds and small mammals, and soil production initiatives to transform desert sand into fertile ground to support sustainable agriculture and native plant growth.

Environmental Positive Impacts

95%

single plastic bottle usage was reduced by compared to 2023

2,000kg

of dates harvested

2,077kg

of vegetables and herbs produced at our greenhouse

Guest Experience

Qasr Al Sarab actively encourages guests to adopt responsible practices through educational programmes focused on sustainability and conservation, carbon-neutral stay options and complimentary electric vehicle (EV) charging stations, and our Green Bed Programme, which invites guests to reduce water and energy usage through linen and towel reuse.



A Holistic Approach to Responsible Business

Beyond environmental initiatives, Qasr Al Sarab prioritises employee welfare, community partnerships, and ethical practices by partnering with local farms to source meals and contribute to food security, and promoting diversity, equity, and inclusion alongside robust employee training and career development programmes.

60,305kWh

of solar energy generated at Ezba

46,749m³

of water conserved

34,000kg

of food waste diverted through composting



The Reykjavik EDITION

Situated in Iceland, a country that utilises geothermal energy, The Reykjavik EDITION leverages this natural resource to champion responsible tourism and sustainable operations. The hotel sets a benchmark for sustainable luxury hospitality through renewable energy utilisation, waste reduction, and community-driven initiatives.

Harnessing Renewable Energies

Geothermal energy is used for heating and hot water, significantly reducing reliance on fossil fuels, allowing the hotel to participate in Renewable Energy Certificate (REC) purchases. This ensures it supports a low-carbon agenda while contributing to the country’s carbon neutrality goals.

Environmental Positive Impacts

30.4%

reduction in food waste in 2024.

92%

scored for ‘Gold Certification’ from ‘The Pledge’ on Food Waste

50%

reduction target for food waste by 2025



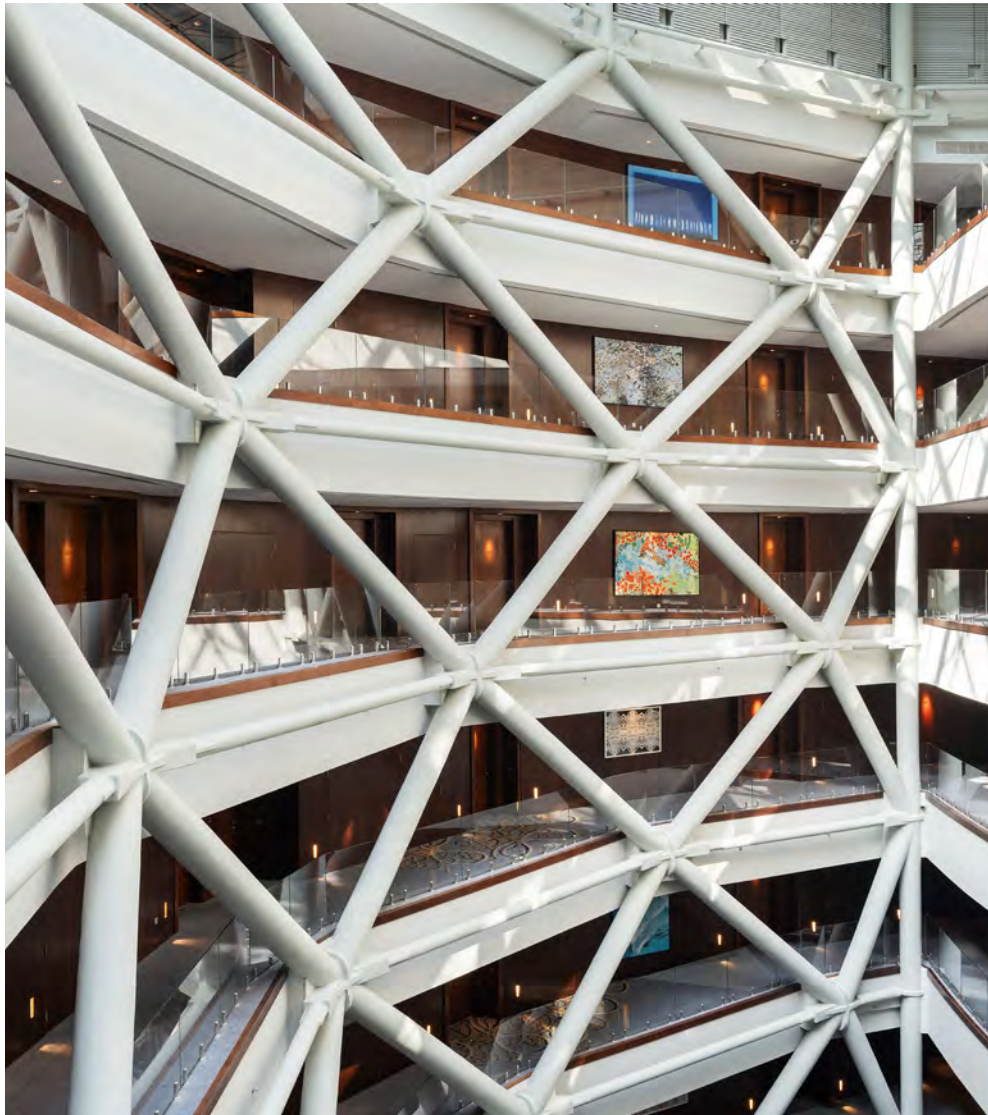
Advancing Circular Hospitality

Under its ‘Mission Zero’ initiative, The Reykjavik EDITION achieved a 30.4% reduction in food waste, surpassing its 25% target through improved culinary practices, operational efficiencies, and active staff and guest engagement. The hotel remains committed to a 50% reduction by 2025.

Its leadership was further recognised with a Gold Certification from ‘The Pledge’ on Food Waste, scoring 92%. In addition, the hotel holds the internationally recognised ‘Green Key’ eco-label, reaffirming its commitment to sustainable hospitality operations and global environmental standards.

Andaz Capital Gate Abu Dhabi

As a leader in sustainable hospitality in the UAE, Andaz Capital Gate Abu Dhabi exemplifies a strong commitment to ESG principles. The hotel prioritises energy efficiency, waste reduction, sustainable sourcing, and guest engagement. Its comprehensive approach reflects how luxury hospitality can drive meaningful environmental and social impact.



Building Efficiency and Energy Conservation Initiatives

Andaz Capital Gate Abu Dhabi has implemented several energy and resource efficiency initiatives to minimise its carbon footprint, such as the BMS, which optimises energy use across the hotel, ensuring operational efficiency, energy efficiency systems that cover 95% of hotel guest areas and 25% of stairways with energy-efficient lighting, significantly reducing energy consumption, eco-friendly guest experience through the use of recycled key cards, removal of single-use plastics, and biodegradable products, and our food waste management system, which measures and minimises food waste, lowering costs and CO₂ emissions.

Reusable Glasses

In partnership with ‘Woodly’, the hotel introduced reusable drinking glasses crafted from wood-based material. This initiative reduces single-use plastics and aligns with our commitment to supporting circular economy solutions, offering guests a sustainable alternative without compromising quality or experience.



Four Seasons Hotel Rabat at Kasr Al Bahr

The Four Seasons Hotel Rabat at Kasr Al Bahr is a landmark project that blends historical preservation with modern luxury. Originally built in the late 18th century as the summer residence of Sultan Moulay Slimane, the site stands as a symbol of Moroccan heritage. Recognising its cultural significance, Modon undertook an ambitious restoration, preserving the architectural integrity while transforming the property into a world-class hospitality destination.

Authentic Guest Experiences

Four Seasons Hotel Rabat invites visitors to explore Rabat’s rich history while enjoying modern hospitality. More than a luxury hotel, it provides a unique blend of historical significance, Moroccan design, and contemporary amenities, which positions it as a flagship destination for travellers seeking authentic and memorable experiences. The hotel’s evolution serves as a premier tourist hub, contributing to the city’s economic diversification and cultural prominence.

Heritage Preservation and Restoration

At the heart of the redevelopment was a commitment to honouring traditional Moroccan craftsmanship. Skilled artisans were engaged to restore intricate architectural details, ensuring authenticity and cultural continuity. Sustainability was equally integral to the project, with a strong emphasis on reusing existing structures and preserving original materials to minimise environmental impact.



Approach to Responsible Business Practices

Four Seasons Hotel Rabat integrates responsible business practices across operations, aligned to Modon's sustainability principles. Key initiatives include the use of energy and water efficient fixtures and appliances to optimise resource consumption. The property has implemented recycling programmes and actively minimises single-use waste. It also prioritises locally sourced food and materials to support the regional economy and reduce supply chain emissions. Additionally, Modon is further looking to collaborate with local organisations to contribute to Rabat’s broader social and economic development.

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Way Forward

Our vision is to establish the Modon Hospitality brand as a global leader in responsible luxury and lifestyle experiences. Through continual improvement across our hotels and through strategic acquisitions, brand development, and sustainability leadership, we will redefine our hospitality experiences while integrating sustainable practices.

To drive conscious design, our properties will align with globally recognised sustainability certifications through planning, design, construction, renovation, and operations. This will minimise our impacts, optimise operational performance, and align with Modon’s sustainability priorities.

A key enabler of our approach will be the introduction of our ‘Responsible Guest Experience Principles’, a framework that will ensure our customer interactions incorporate our sustainability objectives. This will create ethical, eco-conscious, and memorable experiences, embedding sustainability across numerous guest touchpoints.

To support our transformation, we are aligning with leading regulatory bodies and globally recognised organisations that guide responsible tourism and hospitality practices. By embedding these principles into the design, development, and operation of our assets, we aim to establish our hospitality portfolio as a benchmark for sustainable tourism. These include the Department of Culture and Tourism Abu Dhabi (DCT) Sustainability Guidelines, the World Travel and Tourism Council (WTTC) Sustainability Basics Framework, the Global Sustainable Tourism Council (GSTC) Standards, and the Sustainable Hospitality Alliance Pathway. These frameworks will guide our efforts to embed environmental and social responsibility across all aspects of our hotels.

Knowledge-sharing, internal collaboration and partnerships will be essential to our success. We will leverage leading practices across our existing properties, scale up innovations, and adapt technologies already deployed across Modon. By drawing on our collective expertise, we will drive change by leveraging the full capabilities of Modon’s broader ecosystem to deliver our hospitality ambitions while driving tourism.

Together, we are creating hospitality experiences that are unique, responsible, and incorporating culture, heritage and protecting the environment. Our hotels will deliver operational excellence and promote sustainability while enhancing Modon’s broader business mandate and vision.



Events, Catering and Tourism

Events, Catering and Tourism plays a strategic role in positioning Modon destinations as premier global hubs for business, tourism, entertainment, and large-scale international events. Led by ADNEC Group in Abu Dhabi, the business area includes flagship venues such as ADNEC Centre Abu Dhabi, Al Ain, Excel London and Business Design Centre London, which serve as dynamic platforms that generate economic activity and elevate the international profile of the cities in which they operate. To further enhance the visitor experience, ADNEC Group facilitates guest stays across its on-site hotels, both locally and internationally.

These assets collectively attract millions of visitors annually, stimulating a variety of sectors and enhancing the visibility of the cities in which they operate. Together, they form a core part of Modon’s strategy to deliver long-term growth through integrated, experience-led destinations.

These venues serve as powerful economic enablers, generating value beyond the event floor. Each event hosted benefits the wider economy, spurring demand for hotel stays especially across our on-site hotels, transportation, local retail, food and beverage (F&B), and cultural attractions. This ecosystem of impact supports job creation, stimulates small business growth, and elevates city-wide economic resilience. By attracting global audiences and high-profile events, Modon reinforces the competitiveness of our destinations, supporting foreign direct investment (FDI) while contributing meaningfully to long-term prosperity.

In 2024 alone, the business area contributed AED 8.566 billion in local economic impact, reflecting a 15.7% increase compared to the previous year. It also supported over 62,000 jobs, marking a 20.7% year-on-year rise.

Impact and Scale

5.4 million

Total Global Visitors

1,000+

Total Events Hosted

100%

clean energy powers ADNEC
Centre Abu Dhabi



Integrated Services Driving Impact

Events, Catering and Tourism also includes ADNEC Group’s business clusters that support venue operations and client experiences. ADNEC Services delivers integrated event and non-event solutions across the ecosystem, while ADNEC F&B curates high-quality, innovative culinary offerings. ADNEC Media cluster supports Abu Dhabi’s position as a regional media and film hub, anchored in the city’s media free zone.

Recognised Leadership in Sustainability

ADNEC Group’s environmental commitment was honoured through the Sheikh Hamdan bin Zayed Environmental Award, winning the Environmental Performance category. This recognition, awarded by the EAD, validates their contributions as a regional sustainability leader.

Our Catering business area launched an on-site food composting system at its aviation facility, installing two WasteMaster machines with a combined capacity of 1.2 tonnes per day. These machines accelerate decomposition by using charged oxygen molecules to break down organic material, reducing the mass of food waste by up to 80%. The resulting nutrient-rich, pathogen-free compost is supplied to local farms, many of which grow produce that eventually returns to our kitchens.



Connecting People

These diverse venues, global forums, and immersive events serve as powerful platforms for cultural exchange, social impact, and community enrichment. They create spaces connecting international and local audiences to the rich culture, heritage, and identity of their respective countries.

At the community level, our venues actively support national events and charitable initiatives. From offering discounted or free services for socially significant events to partnering on CSR programmes that promote inclusion and wellbeing, our Events, Catering and Tourism portfolio plays a pivotal role in strengthening community ties and delivering long-lasting social value.

The tourism offering also plays a vital role in strengthening cultural identity and global understanding. Through initiatives such as the Desert Camp, curated in collaboration with local communities, guests are immersed in Emirati traditions and authentic experiences, from falconry to stargazing, while benefiting from low-impact, solar-powered operations.

ADNEC Centre Abu Dhabi

A leading regional platform for innovation and sustainability, ADNEC Centre Abu Dhabi launched a comprehensive Net Zero Transition Plan. As a result, it became the first and the largest venue in the Middle East to operate entirely on clean energy, through a landmark partnership with Emirates Water and Electricity Company (EWEC).

Environmental Innovation

The venue continues to lead by example through innovation in sustainable practices. In partnership with Terrax, the venue introduced TerraTile, a 100% recycled modular flooring solution replacing conventional MDF and plywood flooring, allowing for improved health and safety by reducing custom fabrication, integrated cable management systems reducing material usage, and circular material reuse from event build-up waste.

Waste Management and Circularity

Waste minimisation and circularity are embedded across venue operations. A key milestone was achieved during the ICCA Congress 2024, where the event became the first global congress to receive The PLEDGE’s ‘Zero Food Waste to Landfill’ certification, diverting over 1,970 kg of food waste and redistributing 735 meals through ne’ma, the UAE’s national food loss initiative, and redirected to bolster food security.



Liquid Food Composting

A liquid food composter processes up to 70,000 kg of kitchen and surplus food waste annually. This system breaks down food into grey water, which is currently returned to the sewage network. This approach significantly reduces carbon footprint by avoiding composting-related emissions and the large space and water requirements associated with aerobic composting.

Resource Efficiency

Innovative systems have been implemented across the venue to optimise water and energy use. Smart heating, ventilation and cooling (HVAC) technologies, automated lighting, and predictive analytics are integrated into a central BMS to enhance efficiency and occupant comfort. Additionally, air-to-water dispensers extract humidity to produce clean drinking water, reducing reliance on bottled water and minimising packaging waste.

A comprehensive approach to materials management has led to a venue-wide elimination of single-use plastics across all food and beverage operations. Replacements include biodegradable packaging and reusable alternatives.

Community Activation and Well-being

Abu Dhabi Summer Sports (ADSS) 2024 transformed the capital into a leading indoor summer destination, welcoming over 109,000 visitors across 71 days. The event achieved a daily footfall averaging 1,540 guests, reflecting growing community demand for accessible, high-quality indoor sports. Spanning 33,894 SQM, the venue hosted 12 core sports on professional courts, alongside kids’ zones, summer camps, wellness areas, and 54 community-focused events and competitions. Accessible to all ages, ADSS is more than a sports event, it’s a celebration of movement, health, and community in the heart of Abu Dhabi.

Excel London

As one of Europe’s premier international event and exhibition venues, Excel London continues to advance its commitment to environmental and social sustainability.

Inclusive and Impact-Driven Experiences

A new ‘Accessibility Governance Forum’ and a Disability taskforce was established to guide the venue’s accessibility improvements through website and venue audits, workshops, and strategic recommendations. This initiative will inform the development of a comprehensive accessibility roadmap and manifesto, ensuring the venue meets the highest inclusion standards in the industry.

In parallel, Excel London introduced an IMPACT Programme toolkit (developed in partnership with the non-profit #Meet4Impact) to help event organisers create meaningful legacy projects for the community. This toolkit guides organisers in planning social value initiatives around their events, from stakeholder engagement and project planning to measuring outcomes, so that exhibitions and conferences at Excel can leave lasting benefits in the local community.

Carbon-Conscious Hospitality

A new carbon labelling initiative, launched in partnership with ‘Levy’ and sustainability platform ‘Foodsteps’, enables guests and organisers to make informed dining choices. By calculating the lifecycle emissions of all meals, Excel now provides menu items with clear A–E grading and colour-coded carbon scores. This transparent approach supports climate-conscious decision-making and reinforces Excel’s commitment to sustainable hospitality experiences.



Decarbonisation and Clean Energy

The venue is advancing its Net Zero Transition Plan in line with the Science Based Targets initiative (SBTi) and broader climate commitments. Developed in partnership with Planet Mark, the strategy targets decarbonisation through the procurement of 100% renewable electricity, a multi-phase rooftop solar PV installation, and a full transition of plant machinery to electric and biofuel alternatives. Investments in energy-efficient lighting and smart HVAC controls continue to enhance operational performance, while improved Scope 3 reporting supports more accurate emissions tracking and data-driven decision-making.

Enhancing Biodiversity and the Built Environment

The venue is actively enhancing biodiversity through collaborations with local academic institutions and landscaping experts. These partnerships support native planting schemes and habitat restoration efforts that align with ecological best practices. Biodiversity planning is integrated into site management to promote long-term environmental value and support urban nature within a dense metropolitan setting.

Effective Waste Management

A strategic partnership with local waste management leader ‘Bywaters’ enabled a significant transformation of Excel’s operations. The collaboration introduced enhanced at-source waste segregation, regular on-site training, and improved performance monitoring, reinforcing the venue’s dedication to circular waste practices and regulatory excellence.

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Way Forward

Looking ahead, Modon will continue to enhance the integration of our Events, Catering and Tourism assets within our broader sustainability vision. These business areas have already demonstrated strong momentum and innovation, and the next phase will focus on building stronger alignment with Group-wide sustainability priorities. This evolution will leverage shared expertise, enhance cross-segment collaboration, and drive greater impact at scale.

This includes expanding measurement frameworks, identifying opportunities for greater internal collaboration, and re-establishing baselines. As part of this integration, ADNEC Group and Excel London will work to re-baseline their Net Zero strategies, cross-validate emissions factors, and align their reporting structures with Modon’s approach. Our alignment to the net zero agenda is supported by a 15-year power purchase agreement (PPA) project which will be awarded during the World Future Energy Summit in 2025. Under this agreement, a 5 MWp solar photovoltaic system will be installed across 21,620 m² of rooftop space at ADNEC Centre Abu Dhabi. The system will supply 30% of the venue’s annual electricity needs and reduce carbon emissions by nearly 6,000 metric tonnes per year.

Cross-segment innovation and scaling of impact will be central to this journey. Building on successful initiatives, we will explore opportunities to scale solutions like TerraTile, which is currently under planning and development to be implemented at ADNEC Group, and across Modon’s broader community and event spaces. Similarly, the compost generated through ADNEC Group’s WasteMaster systems can be repurposed across our Real Estate Development portfolio to support sustainable landscaping. The EWEC clean energy partnership will also serve as a blueprint for future renewables collaboration across wider Modon assets.

As key pillars of our Events, Catering and Tourism business, these assets will continue to lead by example, reinforcing our purpose to inspire sustainable transformation through connected living and conscious design, positively impacting the communities in which we operate.

To learn more about ADNEC Group sustainability performance, please refer to the ADNEC Group: <https://www.adnecgroup.ae/who-we-are>

To learn more about Excel London sustainability performance, please refer to Excel London: <https://www.excel.london/visitor/sustainability-and-legacy>



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A Year of Transition

As we reflect on the past year, 2024 marked a defining chapter for Modon, a year where ambition met execution. We strengthened our core operations, enhanced governance structures, embedding newly established functions and optimised capabilities laying the foundations to deliver on the full potential of Modon’s mandate.

We have formalised our ESG Steering Group, developed our ESG Framework, and embedded ESG KPIs within our corporate scorecard, setting a clear direction for our responsible business practices. New strategic partnerships were established, milestone projects were launched, and our operational capabilities scaled across both national and international platforms.

As we move forward, our focus will be to strengthen our business integration while scaling the impact of our ESG Framework. We will continue to grow and position Modon as a global player through conscious design, responsible procurement, customer experiences, and responsible investments. Our ability to shape the future of urban development will be defined by how effectively we integrate sustainability, smart technology, and social and environmental impacts across our portfolio and communities.



2025 ESG Priorities

As we move forward, our focus will be to strengthen our business integration while scaling the impact of our ESG Framework. Through our focus on conscious design, responsible procurement, strategic partnerships, and innovation, we will continue working to position Modon as a global player.

Advancing Our Net Zero Ambition

A key priority for 2025 is implementing a Group-wide Net Zero strategy. In line with the UAE’s Climate Change Law, we are developing a credible, data-driven decarbonisation roadmap. This will be built on the experience and expertise of our team across the Group, aligned with international best practices and tailored to reflect the scope and scale of our diversified operations. This cross-segment approach ensures that our path to Net Zero is scalable and aligned with national commitments.

Foundation for Clean Energy Transition

We recognise that clean energy will play a central role in our future. As we look ahead, we will develop a Group-wide approach to clean energy that will guide the adoption of clean energy solutions across our portfolio. This will prioritise high-consumption areas, explore synergies, and unlock long-term environmental and economic value.

Embedding Sustainability Into Design

Sustainable design is vital to building future-ready environments. We are introducing comprehensive sustainable design criteria across all our developments, ensuring every project, asset and space is aligned with global and regional green building standards and contributes to climate and well-being goals.

Reimagining Waste as a Resource

We aim to embrace circularity as a core principle across our cities. By partnering with specialised service providers, we seek to minimise waste and reduce landfill impact across our operations, transforming waste into a resource that generates both environmental and economic value.

Elevating Procurement Practices

We are enhancing our procurement model through a Group-wide responsible procurement strategy. Focusing on strategic sourcing, supplier onboarding, and ESG integration, we are driving greater transparency, collaboration, and sustainability across our supply chain.

Powering Progress Through Innovation

Innovation is a catalyst for our transformation. We are fostering a culture of continuous improvement by aligning our technology roadmap with business, customer and sustainability goals. We aim to embed AI in our operations, strengthen data platforms for ESG reporting and enhance digital resilience, all while advancing our smart city vision.

ESG Strategic Focus Areas

Our approach to responsible business is grounded in a clear ambition: to lead the development of sustainable, intelligent, and future-ready urban environments that align with national priorities and contribute to global agendas. Our focus will be on four strategic priorities, Conscious Design, Responsible Procurement, Strategic Partnerships, and Innovation, of which will enable us to shape resilient communities, advance sustainable growth, and elevate Abu Dhabi’s position on the global stage.



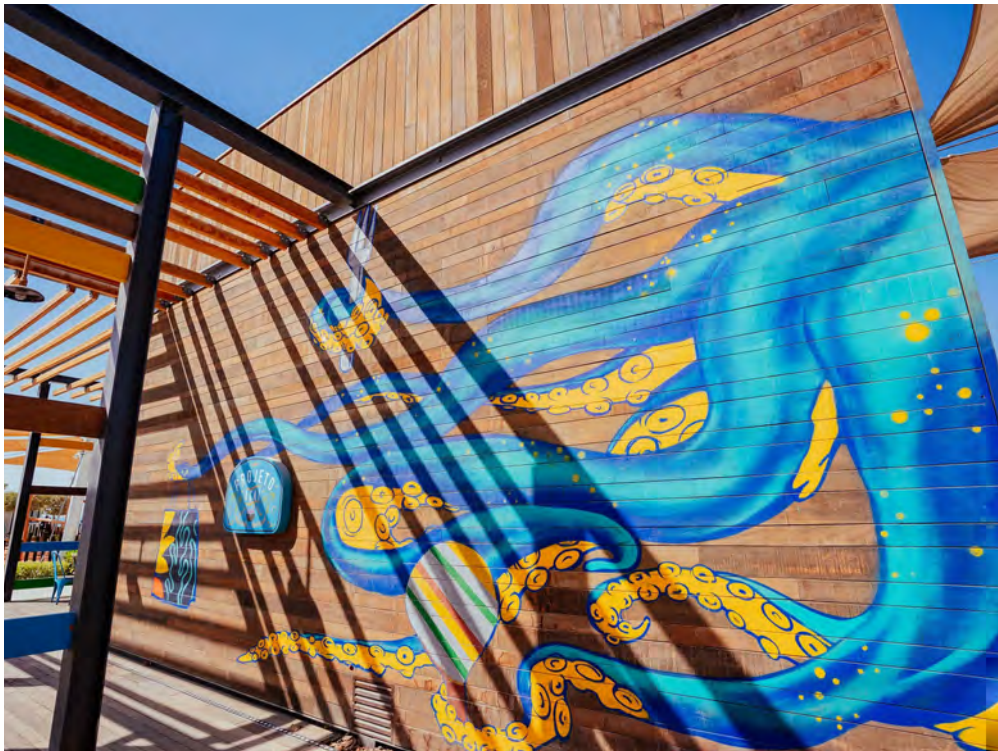
Conscious Design

Conscious design is the cornerstone of our responsible business approach. We integrate environmental sensitivity, cultural preservation, and human-centred principles into every development, creating places that honour heritage while embracing innovation. Our designs prioritise resource efficiency, biophilic elements, and inclusive accessibility – from nature integrated design, passive design strategies and efficient spatial layouts to minimise energy use and urban heat island effect. By embedding these principles from the earliest planning stages, we will ensure our developments remain adaptable, resilient, and meaningful to the communities they serve for generations to come.



Responsible Procurement

We are developing a responsible procurement strategy to embed sustainability and governance across our value chain. This will establish a standardised framework that enhances efficiency, promotes supplier accountability, and aligns with our ESG commitments. Key priorities include sourcing from local, ethical suppliers, implementing a structured vendor onboarding process with due diligence, and integrating ESG criteria into supplier evaluations and contracts. Through this approach, Modon aims to build a resilient, responsible supply chain that supports both risk mitigation and long-term sustainability goals.



Strategic Partnerships

Strategic partnerships amplify our positive impact across environmental, social, and economic dimensions. Through focused partnerships with government entities, specialised technology providers, and community organisations, we create powerful ecosystem synergies – whether advancing renewable energy adoption, preserving cultural heritage, or enhancing urban liveability. These partnerships enable us to address complex challenges more effectively than we could alone, driving system-level change that extends well beyond our direct operations.



Innovation

Innovation is the catalyst that transforms our responsible business vision into reality. We foster a culture of continuous improvement that challenges conventional thinking and explores emerging technologies. From AI-driven resource optimisation to material science breakthroughs, we have established cross-functional forums that bring together diverse perspectives to address our most pressing sustainability challenges.

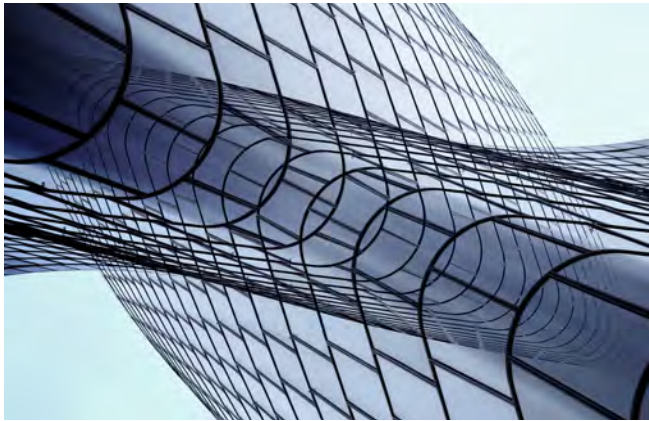
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The Power of Modon

Modon's strength lies in our integrated capabilities and strategy for sustainable growth. With segments linking city-scale real estate development, vibrant hospitality offerings, destination tourism, smart infrastructure, sports and leisure, and world-class venues, we are uniquely positioned to plan and deliver liveable, future-ready communities.

As one of the largest players in our market regionally, we have more than 360 million square metres of land under management and control. Operating across seven countries and three continents, we are at the forefront of urban innovation, transforming Abu Dhabi's global presence and shaping the future of intelligent, connected living.

The Power of Modon is in connecting our diversified portfolio, holistic approach, long-term vision, and commitment to responsible business. Our ambition for sustainable cities will drive positive social impact, prioritise the preservation of our environment, and elevate human experience, while unlocking opportunities locally and globally.



Appendix



Technical Data

Data Tables:

Number of employees broken down by gender	2024
Total number of females in the workforce	1,242
Total number of males in the workforce	5,981
Total number of employees in the workforce	7,223

Female representation in the workforce	2024
Percentage of women in the workforce	17.19%
Percentage of women in senior management positions	31.2 %
Percentage of women in middle management positions	0.79%

Total number of employees broken down by employee cadre	2024
Women in senior management positions	117
Women in middle management positions	57
Women in staff positions	1,068
Men in senior management positions	258
Men in middle management positions	213
Men in staff positions (professional, operational, and administrative)	5,510

Total number of employees broken down by age group	
Total number of female employees belonging to the age group 18-30	479
Total number of female employees belonging to the age group 30-50	705
Total number of female employees belonging to the age group 50+	58
Total number of male employees belonging to the age group 18-30	2,269
Total number of male employees belonging to the age group 30-50	3,347
Total number of male employees belonging to the age group 50+	365

Diversity of governance bodies and employees	2024
Total number of senior management and governance bodies members by age group	
Total number of senior management members belonging to the age group 18-30 years.	32
Total number of senior management and governance bodies members belonging to the age group 31-50 years.	270
Total number of senior management and governance bodies members belonging to the age group 50+ years.	89
Report the total number of senior management and governance bodies members by gender	
Total number of male senior management	272
Total number of male governance bodies members	7
Total number of female senior management	119
Total number of female governance bodies members.	1
Other indicators of diversity	
Countries of Origin of senior management and governance bodies members (diversity by nationality)	Top 5 nationalities of Senior Management and Governance Bodies: - United Kingdom -United Arab Emirates -Jordan -India -Australia
Senior management and governance bodies members with Special Needs	0

Ratio of basic salary and remuneration of female to male	2024
Ratio of the basic salary and remuneration of female to male for each employee category	
Ratio of female pay to male pay for senior management level	1:1
Ratio of female pay to male pay for middle management level	1:1
Ratio of female pay to male pay for Staff (Professional, Operational and Administrative)	1:1
Ratio of average female pay to average male pay	1:1
Emiratisation	2024
Total number of UAE National employees	290
Number of employed UAE National women	170
Proportion of senior management ¹ hired from the local community	2024
Number of senior managements at significant locations of operation that are hired from the local community.	375
Percentage of senior management at significant locations of operation that are hired from the local community.	5%

¹ Modon defines ‘senior management’ as employees at the level of Director and above.
Our geographical definition of ‘local’ refers to nationals working in the country of operations.
Significant locations of operation include all countries where Modon and its segments are active.

Total Turnover and New Hires - Direct employees	2024
Total turnover for part-time employees	0
Total number of part-time employees	6
Total turnover for contractors/consultants	61
Total number of contractors/consultants	365
Total number of employees who left the organisation	720
Part time employees turnover rate (%)	0 %
Full time employees turnover rate (%)	0.0997%
Contractors/ Consultants turnover rate (%)	0.167%
Total number of employees hired	2,314

Benefits provided to full-time employees that are not provided to temporary or part-time employees	2024
Number of full-time employees who are provided the benefit of life insurance	855
Number of full-time employees who are provided the benefit of health care	7,223 ²
Number of full-time employees who are provided the benefit of disability and invalidity coverage	1
Number of full-time employees who are provided the benefit of parental leave	3,474 ²
Number of full-time employees who are provided the benefit of retirement provisions	290 ³
Number of full-time employees who are provided the benefit of stock ownership	0

Parental leave	2024
Total number of females who are entitled for parental leave - maternity	444
Total number of males who are entitled for parental leave - paternity	3,030

² All Modon employees included.

³ Count of UAE nationals

Average hours of training per year per employee	2024
Average hours of training that the organisation has given to males	23.44
Average hours of training that the organisation has given to females	41.87
Average hours of training that the organisation has given to senior-management	11.33
Average hours of training that the organisation has given to middle-management	12.70
Average hours of training that the organisation has given to staff (Professional, Operational, and Administrative)	33.34

Percentage of employees receiving regular performance and career development reviews (Hours)	2024
All Employees	100%
Males that receive regular performance and career development reviews	65.31%
Females that receive regular performance and career development reviews	34.69%
Senior-management that receive regular performance and career development reviews	6.56%
Middle-management that receive regular performance and career development reviews	22.79%
Staff (Professional, Operational, and Administrative) that receive regular performance and career development reviews	70.66%

Note: As part of our performance management process, 100% of our workforce receives regular performance and career development reviews. The percentages presented in the table above reflect the distribution of reviews by workforce composition.

Employees - Health, Safety and Environment	2024
Total number of employee fatalities as a result of work-related injury.	0
Total number of high-consequence work-related injuries (excluding fatalities)	0
Total number of recordable work-related injuries to employees	0
Total number of work-related Lost Time Injuries ⁴	0
Total Number of Hours worked by Employees	14,120,000 Manhour

⁴ GRI does not require organisation's to specifically report on LTI. However, this has been included as it is a leading practice.

Contractors - Health, Safety and Environment	2024
Total number of fatalities as a result of work-related injury	0
Total number of high-consequence work-related injuries (excluding fatalities)	0
Total number of work-related Recordable Injuries (RI)	407 ⁵
Total number of work-related Lost Time Injuries (LTI)	0
Total number of hours worked by contractors	69,683,018 ⁶ Manhour
Total numbers of hours of safety training delivered	177,172 ⁷

Workers covered by an occupational health and safety management system*	2024
Number of all employees who are covered by the occupational health and safety system	All employees
Number of contractors (workers who are not employees but whose work and/or workplace is controlled by the organisation), who are covered by the occupational health and safety system	12,503

*The health and safety management system is audited internally only by a Second Party.

Work-related ill health	2024
(a) For All Employees	
Total number of fatalities as a result of work-related ill health to employees	0
Total number of cases of recordable work-related ill health to employees	0
(b) Contractors (For all workers who are not employees but whose work and/or workplace is controlled by the organisation)	
Total number of fatalities as a result of work-related ill health to contractors (workers who are not employees but whose work and/or workplace is controlled by the organisation)	0
Total number of cases of recordable work-related ill health to contractors (workers who are not employees but whose work and/or workplace is controlled by the organisation)	0

⁵ Total number of contractors work-related Recordable Injuries combines data from Modon Real Estate (IR = 170) and ADNEC (IR=237).

⁶ Total number of hours worked by contractors combines data from Modon Real Estate (32,340,904), Modon International Real Estate (Ras Al Hekma) (517,461), Modon Communities (Facility Management) (934,397) and from ADNEC (covers ADNEC Centre Abu Dhabi, ADNEC Food and Beverage, and ADNEC Media) (35,890,256).

⁷ Total numbers of hours of safety training delivered combines data from Modon Real Estate internal safety training hours (84,000) and external safety training hours (28,000), Modon International Real Estate (Ras Al Hekma) internal safety training hours (2,021), Modon Communities (Facility Management) internal safety training hours (5,692) and external safety training hours (759), and ADNEC internal safety training hours (only covers ADNEC Centre Abu Dhabi) (56,700).

GRI Index

Statement of use	Modon has reported the information cited in this GRI content index for the period 1 January 2024 – 31 December 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Location and Direct Answer

General Disclosures

GRI 2: General Disclosures 2021	2-1 Organisational details	Modon Holding P.S.C, is a private stock company listed on the ADX Growth Market. Our majority shareholders include ADQ (Abu Dhabi Developmental Holding Company) and IHC Group (International Holding Company). Our headquarters is located in Al Maryah Tower, Al Maryah Island, Abu Dhabi with an international footprint. Please refer to page 6 of the “Modon Holding” section in this report.
	2-2 Entities included in the organisation’s sustainability reporting	The report considers assets where Modon has operational control. It focuses on how we are addressing the Group’s sustainability material impacts of our business areas real estate development, asset management, hospitality, and events, catering and tourism. Please refer to page 2 of the “About this Report” section in this report
	2-3 Reporting period, frequency and contact point	At Modon, we report on an annual basis, covering the period from January 1 to December 31, 2024.
	2-6 Activities, value chain and other business relationships	Please refer to page 6 of the “Modon Holding” section in this report.
	2-7 Employees	As of the end of the reporting period, our total headcount was 7,223 employees, based on HR and payroll data as of the last day of the reporting month. This includes 1,242 females and 5,981 males. In the UAE, our permanent workforce included 1,069 female and 5,484 male employees. We also engaged 670 temporary workers, including 173 females and 497 males. In the UK, we had six zero hour contract employees through ADNEC, 5 females and 1 male. We do not employ part-time staff. Headcount includes all individuals, while full-time equivalent reflects actual working hours.
	2-8 Workers who are not employees	As of the end of the reporting period, we had 670 individuals working with us who are not direct employees but whose work is managed by the Group. These include outsourced staff, secondees, and consultants, typically supporting long-term business activities across various units.
	2-9 Governance structure and composition	Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.

	2-10 Nomination and selection of the highest governance body	Please refer to Annual Review.
	2-11 Chair of the highest governance body	H.E. Jassem Mohammed Bu Ataba Al Zaabi
	2-12 Role of the highest governance body in overseeing the management of impacts	Please refer to page 14 the “Our Governance” section in this report.
	2-13 Delegation of responsibility for managing impacts	Please refer to page 14 the “Our Governance” section in this report.
	2-14 Role of the highest governance body in sustainability reporting	Please refer to page 14 the “Our Governance” section in this report.
	2-15 Conflicts of interest	Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.
	2-16 Communication of critical concerns	Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.
	2-17 Collective knowledge of the highest governance body	Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.
	2-18 Evaluation of the performance of the highest governance body	Please refer to Annual Review.
	2-19 Remuneration policies	<p>Our remuneration policies include fixed pay, which consists of basic salary and other allowances. Additional benefits include education and airfare allowances. We do not offer sign-on bonuses or recruitment incentive payments.</p> <p>Termination payments follow company policy and include end-of-service gratuity and notice pay based on the employee’s grade. Any recoverable amounts are settled on the employee’s last working day, as per policy. Retirement benefits are provided in the form of a pension for UAE and GCC nationals.</p> <p>Remuneration is linked to both individual and company performance through our Short-Term Incentive (STI) policy, aligning compensation with progress against individual performance and company performance.</p>

	2-20 Process to determine remuneration	<p>Our remuneration policies are designed and approved through a structured process led by the Nomination and Remuneration Committee (NRC), a governing body appointed by the Board. The NRC is responsible for reviewing and approving the company’s overall remuneration policy.</p> <p>To support the development of our compensation and benefits framework, we engage remuneration consultants who are independent of the organisation, including its highest governance body and senior executives. These consultants provide external expertise to ensure the design of our framework aligns with market standards and supports our strategic goals.</p>
	2-21 Annual total compensation ratio	<p>The ratio of the annual total compensation for the highest-paid individual to the median annual total compensation of all other employees is 2%. The median compensation is calculated by excluding the highest-paid individual and includes compensation data for all remaining employees. The organisation’s salary range is broad and includes blue-collar staff.</p>
	2-22 Statement on sustainable development strategy	<p>Please refer to page 14 the “Our Governance” section in this report.</p>
	2-23 Policy commitments	<p>Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.</p>
	2-24 Embedding policy commitments	<p>Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.</p>
	2-25 Processes to remediate negative impacts	<p>Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.</p>
	2-26 Mechanisms for seeking advice and raising concerns	<p>Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.</p>
	2-27 Compliance with laws and regulations	<p>Please refer to page 14 the “Our Governance” section in this report.</p>
	2-28 Membership associations	<p>Please refer to page 6 the “Modon Holding” and and page 14 “Our Governance” sections in this report. For additional information, please refer to Annual Review.</p>
	2-29: Approach to stakeholder engagement	<p>Please refer to page 13 the “Materiality” section in this report.</p>

Material Topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	As part of our materiality process, we identify, evaluate, and prioritise ESG topics based on stakeholder importance and business impact. this includes material topics identification, impact evaluation, prioritisation framework, market importance and business impact, and materiality scoring, ensuring alignment with industry best practices and strategic objectives. For a detailed overview, please refer to page 13 the “Materiality” section in this report.
	3-2 list of material topics	Please refer to page 13 the “Materiality” section in this report.

Ethics, Compliance, and Integrity

GRI 3: Material Topics 2021	3-3 Management of material topics	We uphold a zero-tolerance approach to unethical conduct, embedding ethics, compliance, and integrity into our governance framework. Guided by our Code of Conduct and supported by Board oversight, we ensure ethical practices through clear policies, mandatory training, whistleblower protection, and internal controls. Our commitment extends across the value chain, reinforced by regular audits, compliance reviews, and a focus on transparency, fair employment, and regulatory alignment. Please refer to page 14 the “Our Governance” section in this report. For additional information, please refer to Annual Review.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Please refer to Annual Review.
	201-3 Defined benefit plan obligations and other retirement plans	Modon is aligned with the governmental requirements: National Pension Plan for UAE Nationals and End of Service benefits for all other nationalities.

GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	<p>We do not report entry-level wage ratios by gender compared to local minimum wage, as we follow a Group-wide Compensation and Benefits framework. Entry-level roles typically start at the Senior Assistant or Officer level, with compensation based on qualifications rather than minimum wage standards.</p> <p>For non-employees hired through third-party providers, we agree on a fixed contract value, while the provider sets individual wages. Where minimum wage rules apply, compliance is the provider's responsibility.</p> <p>In the UAE, there is no minimum wage for expatriates under labour law. For UAE Nationals, minimum salaries are based on education level. In other countries, we follow local labour laws. Where no minimum wage exists, we apply our internal framework to ensure fair pay. We define significant locations of operation as countries where Modon and its segments operate.</p>
	202-2: Proportion of senior management hired from the local community	<p>Please refer to “Appendix: Technical Data” section in this report.</p>
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	<p>Information currently being consolidated to enable future disclosure.</p>
	203-2 Significant indirect economic impacts	<p>Information currently being consolidated to enable future disclosure.</p>
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	<p>Information currently being consolidated to enable future disclosure.</p>
	205-2 Communication and training about anti-corruption policies and procedures	<p>Information currently being consolidated to enable future disclosure.</p>
	205-3 Confirmed incidents of corruption and actions taken	<p>Information currently being consolidated to enable future disclosure.</p>
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	<p>Information currently being consolidated to enable future disclosure.</p>

Energy Efficiency

GRI 3: Material Topics 2021	3-3 Management of material topics	Energy consumption and management is important for Modon across all our business areas. We have implemented several initiatives to manage and reduce energy consumption across our operations, while also developing our Net-Zero Strategy which will include our decarbonization roadmap.
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Information currently being consolidated to enable future disclosure.

Water Management

GRI 3: Material Topics 2021	3-3 Management of material topics	Water consumption and management is important for Modon across all our business areas. We have implemented several initiatives to manage and reduce water consumption across our operations.
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Information currently being consolidated to enable future disclosure.
	303-4 Water discharge	Information currently being consolidated to enable future disclosure.
	303-5 Water Consumption	Information currently being consolidated to enable future disclosure.

Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>Biodiversity protection and management is important for Modon across all our business areas. We currently undertake steps to asses, identify, preserve and reduce negative impacts to biodiversity species and habitats on or near our business assets or operations.</p> <p>Please refer to page 25 the “A Connected Ecosystem” section in this report.</p>
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information currently being consolidated to enable future disclosure.
	304-2 Significant impacts of activities, products and services on biodiversity	Information currently being consolidated to enable future disclosure.
	304-3 Habitats protected or restored	Please refer to page 38 the “Hospitality” section in this report
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information currently being consolidated to enable future disclosure.

Climate Change

GRI 3: Material Topics 2021	3-3 Management of material topics	Emission reduction and management is important for Modon across all our business areas. We are currently developing our Net Zero Strategy and will disclose related information in future disclosure.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Information currently being consolidated to enable future disclosure.
	305-2 Energy indirect (Scope 2) GHG emissions	Information currently being consolidated to enable future disclosure.
	305-3 Other indirect (Scope 3) GHG emissions	Information currently being consolidated to enable future disclosure.
	305-4 GHG emissions intensity	Information currently being consolidated to enable future disclosure.
	305-5 Reduction of GHG emissions	Information currently being consolidated to enable future disclosure.
	305-6 Emissions of ozone-depleting substances (ODS)	Information currently being consolidated to enable future disclosure.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information currently being consolidated to enable future disclosure.

Waste Management

GRI 3: Material Topics 2021	3-3 Management of material topics	<p>We actively manage multiple waste streams across all our business areas. Collection and disposal are carried out in line with building-level protocols, with support from Facility Management teams to ensure safe handling. Efforts to reduce single-use plastics are implemented across corporate offices and hospitality assets through initiatives.</p> <p>These practices are guided by Modon's ESG and HSE Policies, which jointly outline our approach to sustainable resource use, waste management and environmental protection.</p>
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Please refer to page 25 the “A Connected Ecosystem” section in this report.
	306-3 Waste generated	Information currently being consolidated to enable future disclosure.
	306-4 Waste diverted from disposal (recycled)	Information currently being consolidated to enable future disclosure.
	306-5 Waste directed to disposal (sent to landfill)	Information currently being consolidated to enable future disclosure.

Sustainable Supply Chain and Procurement

GRI 3: Material Topics 2021	3-3 Management of material topics	Procurement is a key enabler of Modon’s Responsible Business agenda, supporting value creation through strategic sourcing and alignment with national priorities such as the UAE’s In-Country Value (ICV) Programme. We recognise the importance of responsible sourcing in driving environmental and social performance across our value chain, and currently developing a responsible procurement strategy to improve our supply chain performance.
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Information currently being consolidated to enable future disclosure.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Information currently being consolidated to enable future disclosure.
	308-2 Negative environmental impacts in the supply chain and actions taken	Information currently being consolidated to enable future disclosure.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Information currently being consolidated to enable future disclosure.
	414-2 Negative social impacts in the supply chain and actions taken	Information currently being consolidated to enable future disclosure.

Employee Welfare and Development

GRI 3: Material Topics 2021	3-3 Management of material topics	Employment is central to our growth strategy and commitment to building a high-performing, inclusive workforce. We prioritise fair recruitment, internal mobility, and competitive compensation across all markets in which we operate. For more information, please refer to page 16 the “People and Culture” section in this report.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Please refer to “Appendix: Technical Data” section in this report.
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	Please refer to “Appendix: Technical Data” section in this report.
	401-3 Parental leave	Please refer to “Appendix: Technical Data” section in this report for the number of employees eligible for parental leave. Complete information is currently being consolidated to enable future disclosure.
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	4 weeks
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Please refer to “Appendix: Technical Data” section in this report.
	404-2 Programs for upgrading employee skills and transition assistance programs	Access to training programs focused on skill development and professional growth, tailored to various sectors and roles was provided. As part of our transition support, we introduced an Internship Program for UAE Nationals within our Real Estate Development business area to help build employability and support career transitions.
	404-3 Percentage of employees receiving regular performance and career development reviews	Please refer to “Appendix: Technical Data” section in this report.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Please refer to “Appendix: Technical Data” section in this report.
	405-2 Ratio of basic salary and remuneration of women to men	Please refer to “Appendix: Technical Data” section in this report.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents of discrimination were reported in 2024.

Health and Safety

GRI 3: Material Topics 2021	3-3 Management of material topics	<p>We employ a robust, risk-based approach aligned with applicable legal and regulatory requirements and industry best practices supported by continuous monitoring activities throughout our projects lifecycle.</p> <p>We achieved a combined total of 83 million employee and contractor man-hours without a lost-time injury (LTI) and recorded zero work-related fatalities. Safety training is systematically embedded at all organisational levels, reinforcing our commitment to the health and well-being of employees, contractors, customers, and the broader community.</p> <p>Please refer to “Appendix: Technical Data” section in this report.</p>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Please refer to page 16 the “People and Culture” section in this report
	403-5 Worker training on occupational health and safety	Please refer to “Appendix: Technical Data” section in this report.
	403-8 Workers covered by an occupational health and safety management system	All Modon employees and contractors operate under the comprehensive scope of our Health, Safety and Environment management system, ensuring consistent standards across our operations.
	403-9 Work-related injuries	Please refer to “Appendix: Technical Data” section in this report.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Information currently being consolidated to enable future disclosure.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Information currently being consolidated to enable future disclosure.

Human Rights

GRI 3: Material Topics 2021	3-3 Management of material topics	We are committed to upholding human rights and ethical labour practices across all operations and the supply chain. Our Code of Conduct, Group People & Culture Policy,, ESG Policy and Group Procurement Policy explicitly prohibit child and forced labour and support compliance with applicable labour laws and international standards.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Please refer to page 16 the “People and Culture” section in this report.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	No operations or suppliers were identified as being at significant risk of forced labor in 2024. Please refer to page 16 the “People and Culture” section in this report.

Community Engagement

GRI 3: Material Topics 2021	3-3 Management of material topics	We established clear guidelines to ensure our volunteering efforts align closely with Modon's values and strategic goals, including community investment, environmental stewardship, community outreach programmes and employee engagement. Our CSR and Volunteering Policy guides employee engagement, with dedicated paid leave for volunteering and partnerships.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Please refer to page 20 the “Giving Back” section in this report.

Risk Management and Cybersecurity

GRI 3: Material Topics 2021	3-3 Management of material topics	Our governance framework includes data protection policies, secure IT infrastructure, and compliance with relevant data privacy regulations. We implement access controls, encryption protocols, and regular security assessments to safeguard personal information across our platforms. Ongoing training and awareness initiatives ensure employees understand their roles in maintaining customer trust and data confidentiality.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information currently being consolidated to enable future disclosure.

ADX ESG Disclosures

Environment

Data	Metric	Report Reference
E1. Greenhouse Gas (GHG) Emissions	E1.1: Total amount in CO ₂ equivalents, for Scope 1	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
	E1.2: Total amount, in CO ₂ equivalents, for Scope 2	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
	E1.3: Total amount, in CO ₂ equivalents, for Scope 3	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
E2. Emissions Intensity	E2.1: Total GHG emissions per revenue	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
	E2.2: Total non-GHG emissions per output scaling factor	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
E3. Energy Usage	E3.1: Total amount of energy directly consumed	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
	E3.2: Total amount of energy indirectly consumed	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
E4. Energy Intensity	E4.1: Total direct energy usage per output scaling factor	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
E5. Energy Mix	E5.1: Energy usage by generation type	Not reported for 2024. Modon is currently developing our Net Zero Strategy and information is being consolidated to enable future disclosure.
E6. Water Usage	E6.1: Total amount of water consumed	Not reported for 2024. Modon is undertaking efforts to include this information in future disclosure.
	E6.2: Total amount of water discharged	Not reported for 2024. Modon is undertaking efforts to include this information in future disclosure.
E7. Environmental Operations	E7.1: Does your company follow a formal Environmental Policy?	Please refer to page 14 of the “Our Governance” section in this report.
	E7.2: Does your company follow specific waste, water, energy, and/ or recycling polices?	Please refer to page 14 of the “Our Governance” section in this report.
	E7.3: Does your company use a recognised energy management system?	Modon will explore ISO Certification as part of our Net Zero Strategy, decarbonisation roadmap. Information to be provided in future disclosure.
E8. Environmental Oversight	E8.1: Does your Management Team oversee and/or manage sustainability issues?	Please refer to page 14 of the “Our Governance” section in this report.
E9. Environmental Oversight	E9.1: Does your Board oversee and/ or manage sustainability issues?	Please refer to page 14 of the “Our Governance” section in this report.
E10. Climate Risk Mitigation	E10.1: Total amount invested, annually, in climate-related infrastructure, resilience, and product development	Not reported for 2024. Information to be provided in future disclosure.

Social

Data	Metric	Report Reference
S1. CEO Pay Ratio	S1.1: CEO total compensation to median Full Time Equivalent (FTE) total compensation	Confidential information
	S1.2: Does your company report this metric in regulatory filings?	Confidential information
S2. Gender Pay Ratio	S2.1:Medianmalecompensationtomedianfemalecompensation	Please refer to “Appendix: Technical Data” section in this report.
S3. Employee Turnover	S3.1: Year-over-year change for full-time employees	Not applicable as Modon was established in 2024.
	S3.2: Year-over-year change for part-time employees	Not applicable as Modon was established in 2024.
	S3.3: Year-over-year change for contractors/ consultants	Not applicable as Modon was established in 2024.
S4. Gender Diversity	S4.1: Total enterprise headcount held by women	Please refer to “Appendix: Technical Data” section in this report.
	S4.2: Entry- and mid-level positions held by women	Please refer to “Appendix: Technical Data” section in this report.
	S4.3: Senior- and executive level positions held by women	Please refer to “Appendix: Technical Data” section in this report.
S5. Temporary Worker Ratio	S5.1: Total enterprise headcount held by part-time employees	Please refer to “Appendix: Technical Data” section in this report.
	S5.2: Total enterprise headcount held by contractors and/or consultants	Please refer to “Appendix: Technical Data” section in this report.
S6. Non- Discrimination	S6.1: Does your company follow discrimination policy?	Please refer to page 14 of the “Our Governance” section in this report.
S7. Injury Rate	S7.1: Frequency of injury events relative to total workforce time	Please refer to “Appendix: Technical Data” section in this report.
S8. Global Health and Safety	S8.1: Does your company follow an occupational health and/or global health & safety policy?	Please refer to page 14 of the “Our Governance” section in this report.
S9. Child and Forced Labor	S9.1: Does your company follow a child and/or forced labour policy?	Yes, covered under Group ESG Policy.
	S9.2: If yes, does your child and/or forced labour policy also cover suppliers and vendors?	Yes, covered under Group ESG Policy.
S.10 Human Rights	S10.1: Does your company follow a human rights policy?	Yes, it is covered under the Group ESG Policy & Corporate Procurement Policy
	S10.2: If yes, does your human rights policy also cover suppliers and vendors?	Yes, it is covered under the Group ESG Policy & Corporate Procurement Policy which also applies to our suppliers and vendors.
S11. Nationalisation	S11.1: Percentage of national employees	Please refer to “Appendix: Technical Data” section in this report.
S12. Community Investment	S12.1: Amount invested in the community, as a percentage of company revenues	A dedicated CSR budget will be formally established in 2025 and shall be reported in future disclosure.

Governance

Data	Metric	Report Reference
G.1 Board Diversity	G1.1: Total board seats occupied by women	Please refer to page 14 of the “Our Governance” section in this report.
	G1.2: Committee chairs occupied by women	Please refer to page 14 of the “Our Governance” section in this report.
G2. Board Independence	G2.1: Does company prohibit CEO from serving as board chair?	Please refer to our Annual Review.
	G2.2: Total board seats occupied by independent board members	Please refer to our Annual Review.
G3. Incentivised Pay	G3.1: Are executives formally incentivised to perform on sustainability?	In 2025 the ESG-SG will establish CEO & Segment KPIs which will drive end-of-year performance requirements linked to remuneration.
G4. Supplier Code of Conduct	G4.1: Are your vendors or suppliers required to follow a Code of Conduct?	Please refer to page 14 of the “Our Governance” section in this report.
	G4.2: If yes, what percentage of your suppliers have formally certified their compliance with the code?	Efforts are being undertaken to formally monitor compliance and shall be reported in future reports.
G5. Ethics and Prevention of Corruption	G5.1: Does your company follow an Ethics and/or Prevention of Corruption policy?	Please refer to page 14 of the “Our Governance” section in this report.
	G5.2: If yes, what percentage of your workforce has formally certified its compliance with the policy?	Not reported for 2024. Information to be provided in future disclosure.
G6. Data Privacy	G6.1: Does your company follow a Data Privacy policy?	Yes, Modon’s ‘Information Governance Policy’, ‘Third-Party Resilience Framework’.
	G6.2: Has your company taken steps to comply with GDPR rules?	Not reported for 2024. Information to be provided in future disclosure.
G7. Sustainability Reporting	G7.1: Does your company publish a sustainability report?	Please refer to page 2 of the “About Our Responsible Business Report” section in this report.
G8. Disclosure Practices	G8.1: Does your company provide sustainability data to sustainability reporting frameworks?	Please refer to page 2 of the “About Our Responsible Business Report” section in this report.
	G8.2: Does your company focus on specific UN Sustainable Development Goals (SDGs)?	Please refer to page 14 of the “Our Governance” section in this report.
	G8.3: Does your company set targets and report progress on the UN SDGs?	Please refer to pages 11 of the “Modon’s Approach to Responsible Business” and page 14 “Our Governance” sections in this report.
G9. External Assurance	G9.1: Are your sustainability disclosures assured or verified by a third-party audit firm?	Modon shall be exploring 3 ^d party verification for sustainability data in future reporting years. Not reported for 2024. Information to be provided in future disclosure

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