





المغفور له بإذن الله الشيخ زايد بن سلطان آل نهيان نغمده الله بواسع رحمنه SHEIKH ZAYED BIN SULTAN AL NAHYAN

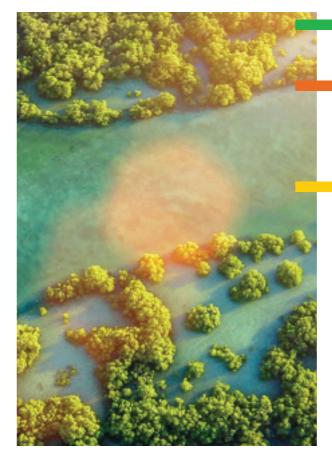


صاحب السمو الشيخ محمد بن زايد آل نهيان رئيس دولة الإمارات العربية المتحدة HIS HIGHNESS SHEIKH MOHAMED BIN ZAYED AL NAHYAN PRESIDENT OF THE UNITED ARAB EMIRATES

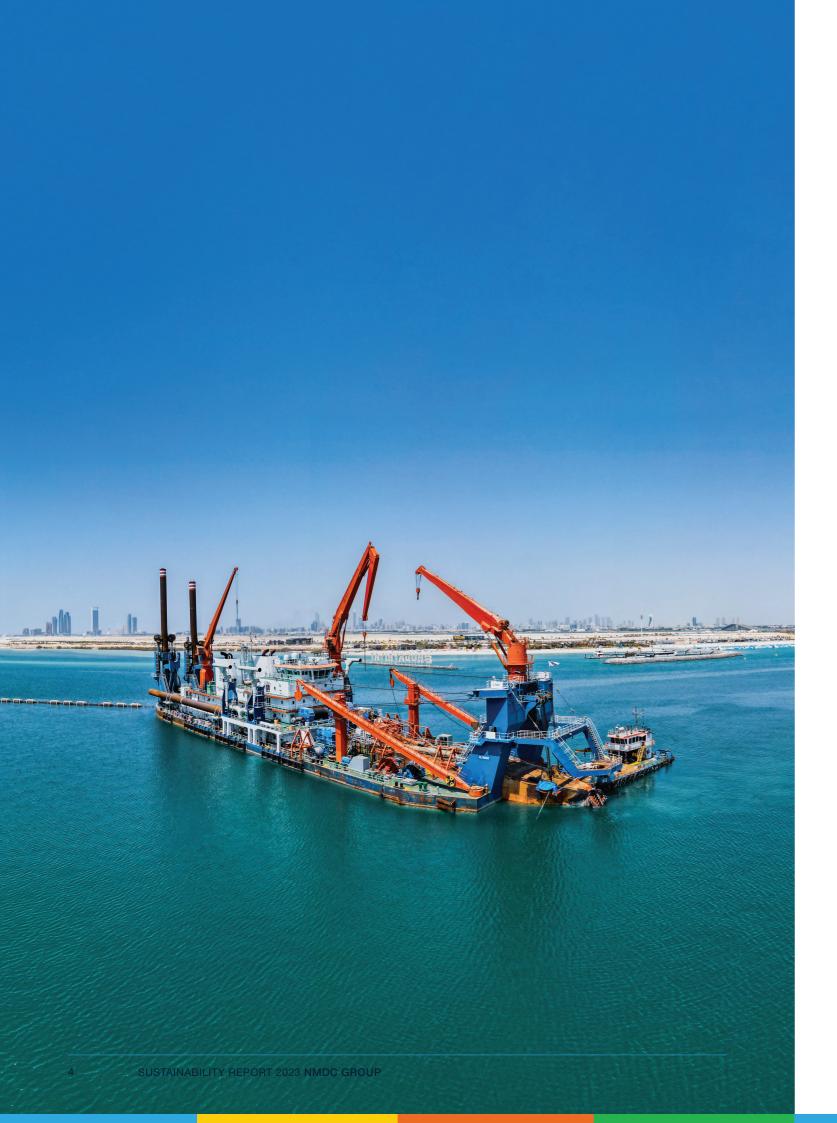
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SUSTAINABILITY HIGHLIGHTS

DIVERSITY & INCLUSION

- 61 NATIONALITIES
- 232 FEMALE
 EMPLOYEES WITH A FEMALE
 HIRE RATE OF 12.13%

EMPLOYEE RETENTION

TURNOVER RATE OF 2.32%

EMPLOYEE TRAINING

OVER 97,000 HOURS OF GROUP TRAINING & DEVELOPMENT IN 2023 **HEALTH & SAFETY**

- THE NMDC HSE TRAINING CENTRE

HAS RECEIVED ACCREDITATION FROM THE AMERICAN NATIONAL STANDARDS INSTITUTE (ANSI) FOR 10 HSE COURSES

- 0 FATALITIES

AS A RESULT OF WORK-RELATED ILL HEALTH

COMMUNITY SUPPORT

~AED 2.89 MILLION IN COMMUNITY CONTRIBUTIONS

EMIRATISATION

7.68% of WORKFORCE

LOCAL SUPPLIERS

OVER 83%

ENVIRONMENTAL IMPACT

- 20,001 MANGROVE SEEDLINGS WERE PLANTED
- OVER 34 BEACH CLEAN-UP

CAMPAIGNS ACROSS PROJECT SITES

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MESSAGE FROM THE GROUP CHAIRMAN

(GRI 2-2)

I am pleased to present NMDC Group's Annual Integrated Report 2023 which highlights the significant strides we have made across our operations over the past year and provides insights into our plans for future growth.

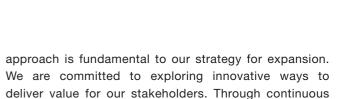
NMDC Group registered record growth in net profit and revenue in 2023 as the company expanded its operations following the acquisition and integration of NMDC Energy. Full-year net profit came in at just over AED 2.15 billion in 2023, up by 65% from AED 1.3bn in 2022, while revenue surged by 56% to AED 16.7 billion from AED 10.7 billion a year earlier.

Our project backlog grew by 76% to AED 54 billion, highlighting NMDC Group's strong pipeline of future projects while a 34% increase in cash reserves to AED 3.7 billion positions the Group strongly for further expansion in the coming years. This strong financial performance and highly promising outlook is a vindication of the strategic initiatives undertaken by NMDC in recent years.

NMDC Group takes pride in the successful completion and ongoing progress of major projects both within the UAE and the broader region. Our commitment to excellence and innovation has translated into noteworthy accomplishments, reinforcing our standing as a leader in the industry. Dedication to fostering strong relationships remains a cornerstone of the Group's ethos. We are committed to meeting the needs of all stakeholders, recognizing their importance in our journey towards sustainable growth and success.

A key focus has been on maximizing the potential of our established position in core markets while selectively pursuing new growth opportunities. This balanced The successful integration of NPCC (now **NMDC** Energy) in 2022 stands out as a significant milestone for NMDC Group. This achievement strengthens our operational capabilities and positions us for even greater success in the years ahead.





improvement and adaptation to market dynamics, we aim to exceed expectations and create lasting value for our

partners and clients.

The successful integration of NPCC (now NMDC Energy) in 2022 stands out as a significant milestone for NMDC Group. This achievement strengthens our operational capabilities and positions us for even greater success in the years ahead.

This report also highlights our commitment to sustainability and alignment with global and local initiatives such as UAE Vision 2031, the Abu Dhabi Vision 2030, and the Sustainable Development Goals (SDGs). NMDC is dedicated to playing a pivotal role in shaping the industry landscape through sustainable practices and innovative solutions.

Over the past year we have achieved significant milestones in sustainability initiatives. We continue to invest in environmentally responsible practices and are proud of our contributions to a more sustainable future. Our forward-thinking culture guides the execution of strategic investments, research initiatives, and partnerships. The Group remains at the forefront of innovation, exploring avenues that position us as pioneers in the industry.

I extend my sincere gratitude to all our stakeholders for their continuous support. Your trust empowers us to pursue ambitious goals, and we are committed to delivering sustainable value in return. I appreciate your commitment as NMDC Group remains steadfast in its pursuit of excellence, sustainability, and innovation. As we navigate the evolving landscape, we are confident in our ability to adapt, grow, and contribute meaningfully to the industries we serve. Thank you for your continued trust and partnership.

H.E. MOHAMED THANI MURSHED AL RUMAITHI CHAIRMAN

THE GROUP CEO REVIEW



I am very pleased to present the NMDC Group Annual Integrated Report 2023 displaying operational achievements, firm financial performance, and our readiness in instilling sustainable practices in our operations.

The success of the NMDC Group is indeed the proof that the organization presents a resilient and strategically led face to the industry. The journey toward excellence, characterized by the key performance indicators by the group, is bullish in trends.

In aligning with our commitment to sustainability and innovation, NMDC Group is pioneering a growing young mindset throughout our operations. This strategy is about more than just staying current; it's about anticipating the future and designing our business to be agile, adaptable, and forward-thinking. By integrating this youthful approach, we ensure that our operations remain at the cutting edge of technology, sustainability, and workforce engagement. This Growing Young strategy perfectly complements our efforts in designing our business for resilience, enabling us to navigate the complexities of today's global market with creativity and strategic foresight. Such efforts do not reflect the leadership of environmental stewardship alone but rather act as a lighthouse to other industry peers.

The zero accidents and zero harm emphasis gives the power of our commitment to health and safety. This kind of proactive stance therefore ensures not only the welfare of employees but also enables driving a responsible culture which in turn brings along with it accountability to strengthen people-centric culture guaranteeing safety, well-being, and growth of its employees, partners,



The success of the NMDC Group is indeed the proof that the organization presents a resilient and strategically led face to the industry.

and clients. Not only is this adding value to the brand reputation, but the company is also on the road of creating positivity and inclusiveness in the place of work to engrain it as one of the key factors towards sustainable business practice within NMDC Group.

Energy transition is going to form a part of the journey NMDC Group is making through the use of its prowess across the production chain. This is in line with operational efficiency and decarbonization as part of the fight against climate change and thus placing NMDC at the front line of leading sustainable practices.

A specific commitment to climate change shows NMDC's commitment to responsibility as a key player in the global drive to mitigate climate impact. Powered by this commitment is the strategic expansion in the renewable energy portfolio through collaboration, joint ventures, and agreements with the industry leaders, thereby setting a prime example of NMDC's foresightedness in catering to the changing market dynamics. This does not set up the company only to a leading position for the future but also contributes positively to change to using sustainable sources of energy.

The recognition accorded to the need to further intensify focus on the development and maintenance of skills and talents, aside from continued investment in local resources, is a reflection of a commitment towards a development model that is more equitable and inclusive. Finally, continuous stakeholder support and commitment towards shared success, sustainable growth, and collaborative partnership to establish our responsible corporate entity status, would be appreciated.

This report represents NMDC Group's commitment toward sustainable growth and responsible business. Hoping for more in the next year still, I remain confident that NMDC will continue to chart the way forward and set examples in more sustainable practices in the future.

ENG. YASSER ZAGHLOUL
Group Chief Executive Officer



SUSTAINABILITY APPROACH

(GRI 2-12, GRI 2-13, GRI 2-14, GRI 2-22, GRI 2-29, GRI 2-30, GRI 3-1, GRI 3-2)

At NMDC Group, our primary goal is to generate sustainable value for our stakeholders. Our integrated strategy, encompassing cross-selling, geographic diversification, and extending our reach along the EPC value chain, plays a pivotal role in propelling the

continuous growth and prosperity of our organization. Additionally, we place significant emphasis on our people, undertaking a dedicated program to foster cultural alignment and seamless integration within our workforce.

EMBEDDING ESG INTO OUR OPERATIONS

NMDC Group is committed to the seamless integration of ESG into our business model. Our executive team devotes full attention to ESG, showcasing advancements across various fronts, as detailed within the pages of this report. We are fully aligned with the UAE Vision 2031 ('We the UAE 2031') to accelerate the nation's growth and development.

At NMDC Group, our ethos revolves around putting people first, taking a holistic approach that encompasses their safety, health, well-being, and endeavors to support them in achieving their aspirations.

As an EPC group specializing in energy and marine services, we acknowledge our responsibility to contribute to the realization of the 17 Sustainable Development Goals (SDGs). Our operations intersect with various factors directly linked to the SDGs, such as population growth and coastal urbanization, escalating energy demand, and the ongoing energy transition towards a decarbonized sector. Our approach to addressing these factors is outlined as follows:

POPULATION GROWTH AND URBANIZATION:

With the global population projected to reach approximately 10 billion by 2050, leading to increased coastal habitation, NMDC Group is committed to developing the necessary infrastructure to accommodate rising population density, emphasizing efficient land use while safeguarding coastal ecosystems. We are dedicated to understanding and mitigating any adverse impacts our operations may have on coastal environments.

INCREASING ENERGY DEMAND:

Acknowledging the escalating demand for energy, NMDC plays a vital role in supporting energy companies to meet these requirements. We actively engage in servicing the energy sector, aiding clients in enhancing production capacity and implementing sustainable practices. Our focus extends to facilitating the demand for low-carbon energy through strategic services and solutions

ENERGY TRANSITION TOWARDS A DECARBONIZED SECTOR:

NMDC Group is steadfast in its commitment to the renewable energy sector, particularly wind power. We actively participate in the development, construction, and maintenance of wind power facilities, and facilitate the transition of energy companies to clean and renewable sources. Exploring opportunities in hydrogen production further contributes to our commitment to decarbonization, aligning with the broader goals of reducing greenhouse gas emissions.

CLIMATE CHANGE SOLUTIONS:

In addressing climate change, NMDC actively participates in the development of low-carbon energy projects, including wind farms and hydrogen production. These initiatives contribute to the reduction of greenhouse gas emissions and play a role in climate change mitigation. Additionally, we actively engage in carbon capture and storage projects, aiming to reduce emissions in the Oil & Gas sector. Our commitment extends to adapting infrastructure to climate change impacts and incorporating green standards and sustainability regulations into projects, utilizing environmentally friendly materials and construction methods.

STAKEHOLDER ENGAGEMENT

As a conscientious corporate entity, we recognize the significance of maintaining robust connections with our key stakeholders. Continuous engagement with them is essential to not only meet their evolving needs but also to position ourselves as their preferred partner.

Stakeholder feedback serves as a vital source of insights, enabling us to enhance our comprehension of crucial economic and ESG matters relevant to them. Integrating these insights into our strategic and operational decision-making processes is imperative. This approach allows us to generate substantial value for all stakeholders, including our valued shareholders, in a manner that is sustainable over the long term.

Our commitment extends to fostering close collaboration with stakeholders, understanding their concerns, and identifying their priorities. This collaborative approach is geared towards building robust and mutually beneficial relationships. Through these efforts, we aim to pinpoint and address the most pertinent issues and opportunities, thereby cultivating lasting value for our diverse stakeholders.



OUR STAKEHOLDER ENGAGEMENT MATRIX:

KEY STAKEHOLDER	METHODS OF ENGAGEMENT	KEY TOPICS OF DISCUSSION	CORRESPONDING MATERIAL
CLIENTS	 Performance evaluation surveys Day-to-day interactions & meetings Website Marketing material (e.g., annual reports, sustainability reports, social media, etc.) Exhibitions and conferences Business Development efforts Networking events 	 Client wellbeing Privacy & security Responsiveness to their requirements Quality, safety, and cost Business ethics Company impact on the environment 	 Quality, health & safety Biodiversity GHG emissions Waste management Business ethics Procurement practices
SHAREHOLDERS	Annual general meetingPeriodic meetingsCorporate regulatoryDisclosures	 Economic performance Capital allocation Successful strategy implementation Business ethics National employment ESG issues Environmental impact Regulatory issues 	 Economic performance Business ethics Governance Emiratization Environmental impact & GHG emissions Community Welfare Procurement practices
BOARD OF DIRECTORS (BOD) MEMBERS	 BOD & related committees' meetings Periodic meetings Company events Press releases 	 Economic performance Business ethics ESG performance Emiratization Successful strategy implementation Capital allocation Digital transformation 	 Economic performance Business ethics Strong governance Emiratization ESG performance Environmental impact & GHG emissions Sustainable workplace & practices
EMPLOYEES	 Employee engagement surveys Performance reviews Internal communication Company events Succession planning & development Policies & procedures Exit interviews 	 Employee wellbeing Business ethics Diversity & inclusion Health & safety Training & development Sustainable workplace Compensation Succession planning 	 Occupational health & safety Equal opportunity, diversity, & inclusion Training & development Gainful employment Business ethics
COMMUNITY	 Local initiatives and volunteering activities Society surveys Donations and sponsorship 	Environmental impactCommunity WellbeingIndustry practices	 Community welfare Environmental impact & sustainability practices Business ethics Biodiversity Waste Management
GOVERNMENT ENTITIES	 Direct engagement through on site licensing department National development plans and programs Audits Press releases Local forums 	 Environmental compliance Alignment with national development plans & programs Regulatory compliance Labor practices Transparency Community wellbeing National employment 	Business ethics Economic performance Emiratization ESG performance Procurement practices Environmental impact & sustainability practices Community welfare Biodiversity
SUPPLIERS & BUSINESS PARTNERS	 Supplier code of conduct Supplier assessment and audit Regular meetings with key suppliers and subcontractors In-Country Value Score Supplier satisfaction survey 	 Procurement practices Fair practice Business ethics Environmental impact Terms and conditions Cost negotiation 	 Procurement practices Environmental impact & sustainability practices Business ethics Waste Management

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OUR MATERIAL TOPICS

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At NMDC, we embrace a commitment to transparency and accountability in our engagements with stakeholders. Recognizing the profound impact of certain issues on both our stakeholders and our business, we have established a dedicated approach to identify and report on topics of material importance.

Our focus encompasses economic and ESG dimensions that significantly influence our operations. To ensure a thorough understanding of our stakeholders' key interests, we actively foster an ongoing dialogue with them. This engagement process is guided by industry-leading frameworks, including the IIRF, GRI Standards, and the AA1000 – Stakeholder Engagement Standard.

By steadfastly adhering to these best practices, we identified a list of material topics that reflect the issues deemed most critical to our stakeholders. This approach not only allows us to remain attuned to evolving priorities but also facilitates the effective reporting and management of these key topics, thereby fortifying our commitment to stakeholder satisfaction and sustainable business practices.

MATERIAL TOPICS	GRI STANDARDS	ADX DISCLOSURES
Health and Safety	GRI 403 - Occupational Health & Safety	S7: Injury Rate S8: Global Health & Safety
Strong Governance and Business Ethics	GRI 205 - Anti-Corruption	S1: CEO Pay Ratio S9: Child & Forced Labor S10: Human Rights G1: Board Diversity G2: Board Independence G3: Incentivized Pay G5: Ethics & Prevention of Corruption G6: Data Privacy
GHG Emissions and Energy Efficiency	GRI 302 - Energy GRI 303- Water and Effluents GRI 305 - Emissions GRI 307 - Environmental Compliance	E1: GHG Emissions E2: Emissions Intensity E3: Energy Usage E4: Energy Intensity E5: Energy Mix E6: Water Usage E7: Environmental Operations E8: Environmental Oversight E9: Environmental Oversight E10: Climate Risk Mitigation
Training & Education	GRI 404 - Training and Education	
Biodiversity	GRI 304 - Biodiversity	
Economic Performance & Innovation	GRI 201 - Economic Performance GRI 203 - Indirect Economic Impacts	
Community Welfare and Emiratization	GRI 202 - Market Presence GRI 413 - Local Communities	S11: Nationalization S12: Community Investment
Diversity and Inclusion	GRI 405 - Diversity and Equal Opportunity GRI 406 - Non-discrimination	S2: Gender Pay Ratio S4: Gender Diversity S6: Non-Discrimination
Waste Management	GRI 306 - Waste	
Procurement Practices	GRI 204 - Procurement Practices GRI 308- Supplier Environmental Assessment GRI 414- Supplier Social Assessment	G4: Supplier Code of Conduct
Employment	GRI 401 - Employment	S3: Employee Turnover S5: Temporary Worker Ratio

OUR FINANCIAL CAPITAL

Our Alignment	
Material Topics	Economic Performance & Innovation
GRI Standards	GRI 201 - Economic Performance GRI 203 - Indirect Economic Impacts GRI 205 - Indirect Economic Impacts
AbuDhabi Sign	 A sustainable knowledge-based economy An optimal, transparent regulatory environment Premium education, healthcare, and infrastructure assets Maintaining Abu Dhabi's value, culture and heritage
SDGs	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

FINANCIAL PERFORMANCE

NMDC Group registered record growth in net profit and revenue in 2023 as the company expanded its operations following the acquisition and integration of NMDC Energy.

Net profit for the full year was just over AED 2.15 billion in 2023, a 65% increase from AED 1.3bn a year earlier, while revenue surged by 56% to AED 16.7 billion from AED 10.7 billion in 2022.

As a result of this strong performance, cash reserves increased by 34% to AED 3.7 billion putting the Group in a strong position for future expansion, both domestically and in overseas markets.

The Group's assets rose in value by 30% to AED 20.8 billion in 2023 from AED 16.0 billion in 2022. Importantly, the project backlog grew by 76% to AED 54 billion, highlighting NMDC Group's strong pipeline of future projects.

For a comprehensive assessment of our financial performance in 2023, we invite you to explore our audited financial statements.

	2023	YoY Percentage Growth
Revenue (AED bn)	16.70	56% increase
Net Profits (AED bn)	2.15	65% increase
Total Assets (AED bn)	20.80	30% increase
Earnings per share (AED)	2.61	65% increase

ECONOMIC VALUE CREATION

At the core of NMDC's mission lies a dedication to fostering economic prosperity and community well-being. We believe that by prioritizing the generation and distribution of economic value, we can create value for our stakeholders as well as for society as a whole.

As the cornerstone of our operation, we are committed to ensuring our employees receive fair and competitive compensation, enabling them to achieve financial security, look after their families, and plan for their future.

Furthermore, we recognize that by paying taxes, we support the public sector in meeting its commitments to citizens and facilitate the provision of essential public services and infrastructure.

Moreover, our commitment to sourcing from local suppliers extends our impact beyond our immediate operations. By prioritizing procurement spending within the local economy, we support local ecosystems while fostering enduring relationships within the communities in which we operate.

NMDC also believes in engaging directly with and giving back to our communities. Through charitable donations, sponsorships, and volunteer initiatives, we aim to make a meaningful difference to people's lives by addressing key societal challenges while promoting social cohesion.

Ultimately, our ability to create and distribute economic value and generate prosperity serves as a measure of our success.



OUR HUMAN CAPITAL

Our Alignment

Material Topics

- Health & Safety
- Training & Education
- Diversity & Inclusion
- Employment

GRI Standards

- GRI 202 Market Presence
- GRI 403- Occupational Health & Safety
- GRI 401 Employment
- GRI 404 Training and Education
- GRI 405 Diversity and Equal Opportunity
- GRI 406 Non-Discrimination

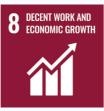


- A sustainable knowledge-based economy
- Premium education, healthcare, and infrastructure assets
- Maintaining Abu Dhabi's value, culture and heritage

SDGs

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OUR WORKPLACE CULTURE AND VALUES

At NMDC, we recognize that our employees play a pivotal role in our achievements, and we are committed to cultivating an environment that empowers them to excel and realize their aspirations.

Our robust HR framework is designed to provide a solid foundation, ensuring that each team member can unleash their full potential and experience a sense of value in their roles. We foster a sense of belonging and facilitate career advancement for overall employee satisfaction and engagement.

To create this culture, we have implemented various HR processes and programs, focusing on career development, open communication, and equitable treatment for all employees. Upholding a fair workplace, our business conduct code and non-discrimination policies guarantee a level playing field for every individual, irrespective of gender, colour, race, nationality, age, religion, or other factors.

	Employee Breakdown								
	NMDC D&M	NMDC Energy	Total						
2021	2,278	9,591	11,869						
2022	2,550	9,358	11,908						
2023	3,134	14,532	17,666						

	Total Employees by Gender									
	NMDO	D&M	NMDC	Energy	Total					
	Female	Male	Female	Male	Female	Male				
2021	4.13%	95.87%	1.26%	98.74%	1.81%	98.19%				
2022	5.02%	94.98%	1.20%	98.80%	2.02%	97.98%				
2023	4.50%	95.50%	1.67%	98.33%	2.17%	97.79%				

TALENT MANAGEMENT, ENGAGEMENT, & RETENTION

NMDC Group attracts and retains talent by offering a challenging and stimulating work environment as well as competitive packages of salary and benefits in addition to essential provisions such as life insurance, healthcare coverage, disability and invalidity protection, parental leave, and retirement benefits.

Recognizing the diverse needs of our workforce, we go a beyond our legal obligations and provide additional benefits such as education assistance and accommodation loans in specific cases, supporting our employees in achieving both their personal and professional aspirations. We view these benefits as an investment in the future of our employees which, in turn, contributes to the enduring success of our organization.

Our commitment to creating a workplace where employees feel valued and engaged is evident in our continuous efforts to enhance and adapt our benefits package. We strive to meet the evolving needs of our workforce, ensuring that our employees thrive both personally and professionally within our organization.

To engage our employees, we organize team-building events and promote the importance of mentorship in career development. By encouraging collaboration and strengthening bonds within our teams, we foster a workplace culture that is attractive for top talent in the industry. We recently honoured our mentors with an appreciation breakfast as part of our ongoing program

		Total New Hires											
	NMDC D&M		NMDC	Energy	Total								
	Female	Male	Female	Male	Female	Male	Female	Male					
2021	5	57	1	163	6	220	2.65%	97.35%					
2022	1	33	35	625	36	658	5.19%	94.81%					
2023	34	577	164	857	198	1,434	12.13%	87.87%					

		Total New Hires											
	NMDC D&M			NMDC Energy			Total						
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	
2021	3	27	9	12	134	18	15	161	27	1.59%	1.72%	1.47%	
2022	10	41	11	76	521	63	86	562	74	10.83%	5.71%	4.11%	
2023	117	494	0	230	705	86	347	1,199	86	15.09%	10.86%	3.94%	

	Total Employees that Left											
	NMDC D&M		NMDC Energy		Total							
	Female	Male	Female	Male	Female	Male	Female	Male				
2021	2	153	18	184	20	337	5.60%	94.40%				
2022	2	87	21	144	23	231	9.06%	90.94%				
2023	15	164	33	197	48	361	11.74%	88.26%				

		Total Employees that Left											
	NMDC D&M			NMDC Energy			Total						
	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	Below 30 years old	Between 30-50 years old	Over 50 years old	
2021	7	66	81	15	148	39	22	214	120	10.33%	12.27%	37.38%	
2022	5	40	24	15	129	21	20	169	45	10.00%	8.63%	11.48%	
2023	21	119	39	50	158	22	71	277	61	30.60%	11.47%	12.53%	

	Total Turnover	Total New Hires
2021	3.01%	1.90%
2022	2.13%	5.83%
2023	2.32%	9.24%



BENEFITS OFFERED TO THE EMPLOYEES IS THE FOLLOWING:

LIFE INSURANCE

HEALTH CARE

DISABILITY AND INVALIDITY COVERAGE

PARENTAL LEAVE

RETIREMENT PROVISION

EDUCATIONAL ASSISTANCE

ACCOMMODATION LOANS

		Total Employees that took parental leave										
	NMDC	D&M	NMDC	Energy	Total							
	Female	Male	Female	Male	Female	Male						
2021	6	0	21	0	27	0						
2022	10	0	12	0	22	0						
2023	8	0	8	0	16	0						

	Total Employees that returned to work after parental leave ended									
	NMDC	D&M	NMDC	Energy	Total					
	Female	Male	Female	Male	Female	Male				
2021	5	0	19	0	24	0				
2022	9	0	17	0	26	0				
2023	7	0	9	0	16	0				

	Total Employe	Total Employees that returned to work after parental leave ended that were still employed 12 months after their return to work											
	NMDC	D&M	То	tal									
	Female	Male	Female	Male	Female	Male							
2021	5	0	15	0	20	0							
2022	9	0	15	0	24	0							

^{*}Return from Leave in 2023: the remaining 8 employees have returned to work but have not completed the 12 months period.

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	Total rate of e	Total rate of employees that returned to work after parental leave ended								
	NMDC	D&M	NMDC E	Energy						
	Female	Male	Female	Male						
2021	83.33%	N/A	90.48%	N/A						
2022	90.00%	N/A	141.67%	N/A						
2023	87.50%	N/A	112.50%	N/A						
			ork after parental leave e after their return to work	nded that were still						
	NMDC	D&M	NMDC E	Energy						

	employed 12 months after their return to work								
	NMDC	D&M	NMDC E	Energy					
	Female	Male	Female	Male					
2021	100.00%	N/A	136.36%	N/A					
2022	180.00%	N/A	78.95%	N/A					
2023	77.78%	N/A	5.88%	N/A					



2023

WORKFORCE EQUITY & EMPOWERMENT

At NMDC, we recognize the significance of fostering a diverse and inclusive workforce. Our team consists of 11,908 full-time employees hailing from 130 different nationalities, bringing a rich array of perspectives and experiences to our organization. Of these employees, 85% hold permanent positions, while the remaining 15% are employed on a temporary basis.

While celebrating our diversity, we acknowledge the need for ongoing improvement, particularly in gender representation. Presently, only 2.02% of our workforce is female, reflecting the current nature of our business activities. Despite the challenges inherent in our industry, we are steadfast in our commitment to

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enhancing diversity, with a specific focus on increasing the presence of female employees in roles such as engineering, support, technicians, and managerial positions.

In 2023, progress was achieved, with 5.88% of our female employees attaining senior to executive positions, marking a notable increase in female representation from the previous year. Furthermore, 45% of our female employees hold mid-level positions, while 46% are in entry-level roles. Our dedication remains unwavering as we strive to create a more diverse and inclusive workforce that reflects the communities we serve.

		TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER - NMDC D&M											
	La	bor	Entry	-Level	Mid-	Level	Senior-to-Executive Level						
	Female	Male	Female	Male	Female	Male	Female	Male					
2021	0.27%	99.73%	9.55%	90.45%	3.34%	96.66%	2.38%	97.62%					
2022	1.40%	98.60%	9.04%	90.96%	5.04%	94.96%	4.65%	95.35%					
2023	4.73%	95.27%	4.28%	95.72%	4.51%	95.49%	5.88%	94.12%					

		TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER - NMDC Energy										
	La	bor	Entry	-Level	Mid-	Level	Senior-to-Executive Level					
	Female	Male	Female	Male	Female	Male	Female	Male				
2021	0.01%	99.99%	3.08%	96.92%	8.34%	91.66%	1.33%	98.67%				
2022	0.00%	100.00%	4.05%	95.95%	5.52%	94.48%	0.63%	99.37%				
2023	0.00%	100.00%	10.56% 89.44%		4.66% 95.34%		1.45%	98.55%				

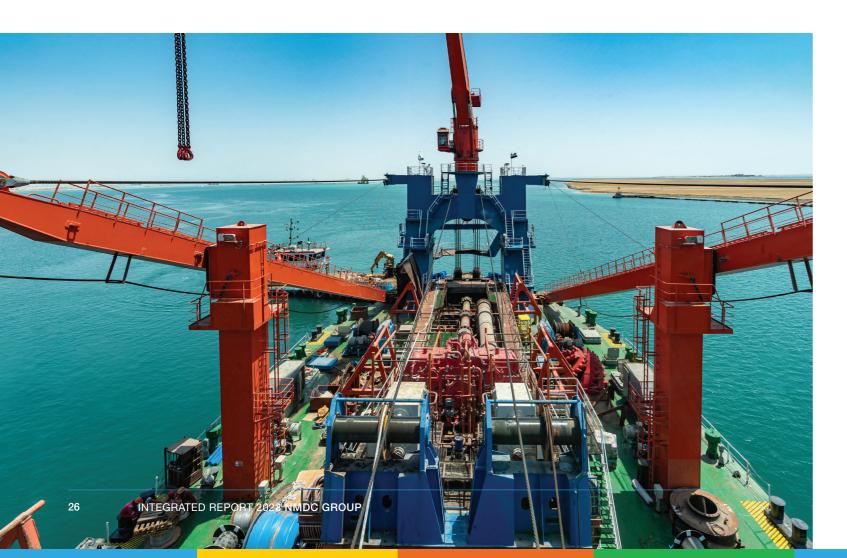
		TOTAL EMPLOYEES BY JOB CATEGORY AND BY GENDER											
	Lal	bor	Entry	-Level	Mid-	Level	Senior-to-Executive Level						
	Female	Male	Female	emale Male Female		Male	Female	Male					
2021	0.04%	99.96%	5.62%	94.38%	6.24%	93.76%	1.81%	98.19%					
2022	0.14%	99.86%	5.98%	94.02%	5.32%	94.68%	2.73%	97.27%					
2023	0.11%	99.89%	7.49%	92.51%	4.60%	95.40%	4.00%	96.00%					

			TOTAL	EMPLOY	EES BY J	JOB CATE	EGORY AI	ND BY A	GE - NMC	OC D&M		
		Labor		E	Intry-Leve	el		Mid-Level		Senior-to-Executive Level		
	Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old
2021	9.14%	75.58%	15.28%	15.37%	75.22%	9.40%	5.61%	80.24%	14.15%	0.79%	67.46%	31.75%
2022	8.52%	75.83%	15.65%	11.96%	75.38%	12.66%	5.38%	79.27%	15.35%	0.00%	74.42%	25.58%
2023	16.73%	74.55%	8.73%	8.03%	76.96%	15.01%	5.55%	78.84%	15.61%	0.00%	70.59%	29.41%

		TOTAL EMPLOYEES BY JOB CATEGORY AND BY AGE - NMDC Energy										
		Labor		E	Entry-Leve	el		Mid-Leve	Senior-to-Executive Level			
	Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old
2021	8.57%	78.64%	12.79%	4.05%	70.91%	25.05%	5.53%	72.45%	22.02%	0.00%	39.33%	60.67%
2022	6.85%	80.53%	12.62%	8.00%	72.65%	19.35%	2.63%	78.16%	19.20%	0.00%	40.51%	59.49%
2023	15.98%	74.91%	9.12%	14.77%	67.25%	17.98%	2.43%	78.17%	19.40%	0.00%	41.30%	58.70%

		TOTAL EMPLOYEES BY JOB CATEGORY AND BY AGE										
		Labor		Е	Entry-Leve	əl		Mid-Leve	I	Senior-to-Executive Level		
	Be- Below tween Over 50 30 years 30-50 years old years old old			Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old	Below 30 years old	Be- tween 30-50 years old	Over 50 years old
2021	8.62%	78.36%	13.02%	8.49%	72.60%	18.91%	5.56%	75.73%	18.71%	0.36%	52.17%	47.46%
2022	7.03%	80.04%	12.93%	9.54%	73.71%	16.76%	3.80%	78.63%	17.56%	0.00%	58.18%	41.82%
2023	15.99%	74.90%	9.11%	11.48%	71.99%	16.53%	3.75%	78.46%	17.79%	0.00%	58.15%	41.85%

	Total Number of Nationalities - NMDC D&M	Total Number of Nationalities - NMDC Energy
2021	60	61
2022	60	65
2023	62	68



	Female to Male Median Compensation Ratio							
	NMDC D&M	NMDC Energy*	Total					
2021	1.74	2.32	2.13					
2022	1.83	1.61	1.69					
2023	1.87	1.18	1.42					

^{*}Reported on White Collared (monthly Employees)period.

	Female to Male Median Compensation Ratio by job category - NMDC D&M									
	Labor	Entry-Level	Mid-Level	Senior-to-Executive Level						
2022	1.30	1.38	1.35	1.23						
2023	1.39	1.67	1.30	1.08						

	Female to Male Median Compensation Ratio by job category – NMDC Energy									
	Labor	Entry-Level	Mid-Level	Senior-to-Executive Level						
2022	0.00	1.00	1.67	0.97						
2023	0.00	2.22	1.54	1.11						

	Female to Male Median Compensation Ratio by job category - Total									
	Labor	Entry-Level	Mid-Level	Senior-to-Executive Level						
2022	0.98	1.18	1.54	1.08						
2023	1.02	1.99	1.44	1.10						

Compensation Ratio breakdown by job category is not available for the year 2021

	Total number of incidents of discrimination							
	NMDC D&M	NMDC D&M NMDC Energy*						
2021	0	0	0					
2022	0	0	0					
2023	0	0	0					

To uphold a workplace free from discrimination or harassment, NMDC Group has implemented a comprehensive set of measures:

Equal Opportunity Policy:

We have a clear and comprehensive Equal Opportunity Policy that underscores the organization's commitment to fair and equal treatment of all employees, irrespective of their background.

Anti-Discrimination Training:

Regular training sessions are conducted to educate employees and management on recognizing and preventing discrimination and harassment. This training addresses critical topics, including unconscious bias, cultural sensitivity, and appropriate workplace behavior.

Diversity and Inclusion Initiatives:

Actively promoting diversity and inclusion, we implement initiatives such as mentorship programs, affinity groups, and diversity celebrations. These efforts celebrate the unique contributions of individuals from various backgrounds.

Clear Reporting Mechanisms:

Employees are provided with clear channels to report incidents of discrimination or harassment. Our reporting mechanisms, including both formal and informal options, ensure that employees feel comfortable coming forward with their concerns.

Whistleblower Protection:

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NMDC Group has established whistleblower protection policies to safeguard employees who report incidents of discrimination or harassment. These policies guarantee protection against retaliation for those reporting wrongdoing.

Investigation Procedures:

Upon receiving a complaint, a designated team or individual conducts a prompt and thorough investigation. This process prioritizes confidentiality and fairness, aiming to identify the facts surrounding the alleged incident.

Consequences for Violations:

Substantiated cases of discrimination or harassment are addressed with appropriate disciplinary action, ranging from counseling and retraining to suspension or termination, depending on the severity of the offense.

Regular Audits and Assessments:

NMDC Group conducts regular audits and assessments of its policies and practices to identify areas for improvement. This includes reviewing employee feedback, analyzing incident reports, and staying informed about emerging issues related to workplace discrimination.

Communication and Awareness Campaigns:

Engaging in ongoing communication campaigns, we reinforce the company's commitment to a discrimination-free workplace. This involves disseminating information about policies, sharing success stories, and promoting awareness about the importance of respectful workplace interactions.

Inclusive Leadership Training:

Leadership training programs emphasize fostering an inclusive environment. Leaders are trained to recognize and address potential issues, set an example for respectful behavior, and actively promote diversity and inclusion.

Through the implementation of these measures, NMDC Group strives to maintain a workplace culture built on respect, fairness, and equal opportunities for all employees, fostering an environment free from discrimination and harassment.

Management approach to employee training and development:

The management approach to employee training and development in NMDC Group is designed to advance continuous learning and skill enhancement. Our dedication to cultivating a skilled and knowledgeable workforce is evident through our commitment to the following policies, processes, systems, and resources:

Training Needs Assessment:

Conducting regular assessments allows us to pinpoint the specific training needs of employees. This involves evaluating individual performance, team dynamics, and considering industry trends.

Individual Development Plans:

Upon identifying training needs, we collaborate with employees to formulate personalized Individual Development Plans. These plans outline the skills and knowledge necessary for excelling in current roles and preparing for future responsibilities.

Training Programs and Workshops:

Our organization provides a diverse range of training programs and workshops covering technical, soft, and leadership skills. These sessions, facilitated by internal experts or external trainers, offer comprehensive learning opportunities.

E-Learning Platforms (Tumooh Initiatives):

Leveraging e-learning platforms facilitates self-paced learning, offering a variety of courses. This enables

employees to access training materials at their convenience, promoting flexibility in their learning journey.

Performance Management System:

Integrating the performance management system with our training and development approach ensures that regular performance reviews serve as opportunities to discuss training progress, identify new development areas, and align individual goals with organizational objectives.

Mentorship and Coaching:

Encouraging mentorship and coaching relationships within our organization provides employees with personalized guidance. This approach fosters knowledge transfer, skills development, and the sharing of valuable insights.

Budget Allocation:

Adequate budgetary provisions are allocated to support training and development initiatives, ensuring necessary resources are available to implement effective programs and provide employees with optimal learning experiences.

Feedback and Evaluation:

Regular feedback mechanisms and evaluations are integral to our training approach. Soliciting input from participants allows us to continually enhance the quality and relevance of our training programs.

Through the effective implementation of these policies and resources, our aim is to guarantee that our employees consistently possess the skills and knowledge required to excel in their roles, contributing to the overall success of the organization.

Training breakdown:

	Total Training Hours by Gender								
	NMDC D&M		NMDC	Energy	Total				
	Female	Male	Female	Male	Female	Male			
2021	2,282	9,073	2,282	9,073	4,564	18,146			
2022	4,066	41,966	1,573	17,719	5,639	59,685			
2023	3,717	52,124	6,434	35,609	10,151	87,733			

	Average Training Hours by Gender by Employee								
	NMDC D&M		NMDC	Energy	Total				
	Female Male		Female	Male	Female	Male			
2021	24.28	4.15	18.86	0.96	19.67	1.52			
2022	14.53	10.40	4.70	3.80	22.29	5.00			
2023	5.00	7.00	6.00	6.00	24.82	4.96			

		Total Training Hours by Job Category										
	NMDC D&M			NMDC Energy			Total					
	Labor	Entry- Level	Mid-Level	Senior- to- Executive Level	Labor	Entry- Level	Mid-Level	Senior- to- Executive Level	Labor	Entry- Level	Mid-Level	Senior- to- Executive Level
2021	N/A	4,086	6,056	1,214	N/A	4,086	6,056	1,214	N/A	8,172	12,112	2,428
2022	7,339	6,206	17,891	14,597	N/A	11,667	6,688	937	7,339	17,873	24,579	15,534
2023	2,040	25,054	23,429	5318	N/A	20,912	18,743	2,388	2,040	20,912	42,172	7,706

		Average Training Hours by Job Category by Employee										
	NMDC D&M			NMDC Energy			Total					
	Labor	Entry- Level	Mid-Level	Senior- to- Executive Level	Labor	Entry- Level	Mid-Level	Senior- to- Executive Level	Labor	Entry- Level	Mid-Level	Senior- to- Executive Level
2021	N/A	6.10	8.09	9.63	N/A	3.94	5.87	8.09	N/A	4.78	6.80	8.80
2022	9.34	8.63	20.49	84.87	N/A	10.26	5.68	5.93	0.96	9.63	11.99	47.07
2023	7.42	16.49	20.32	28.44	N/A	13.14	11.96	17.30	0.18	6.72	15.50	23.71

WORKFORCE PROTECTION

Vision, Policies, and Principles

NMDC Group is dedicated to achieving excellence in Health, Safety, and Environment (HSE) management. Our overarching vision is to prioritize the safety, health, and environmental protection of all stakeholders. Our QHSE policy is implemented daily, ensuring strict compliance at all organizational levels.

Leadership Commitment

Group leadership is committed to process safety throughout the organization. This commitment is evident in the organizational structure, emphasizing employee participation, motivation, and accountability.

Employee Involvement and Motivation

Employee engagement is pivotal to NMDC Group's HSE management. The QHSE Department ensures that process safety is a top priority at all levels, utilizing effective measurement systems and performance indicators to learn from near misses and avoid major incidents.

Incentivizing employee participation in promoting HSE has shown tangible results. The HSE Management's efforts resulted in a remarkable 145% increase in hazard reporting by non-HSE employees. In recognition of their outstanding contributions, the best reporting and HSE-complying employees receive rewards and award certificates on each project. This not only motivates individuals but also reinforces a safety culture within NMDC Group.

Training and Competency

Safety is a top priority at the Group and this is reflected in our rigorous training programs. Employees are equipped with the necessary knowledge and skills to identify hazards and implement preventive measures, contributing to a secure work environment.

H&S Performance Indicators

The table below outlines key H&S performance indicators for the reporting period, detailing man-hours, incidents, and safety frequencies across business units.

Metric	Unit	Target	NMDC D&M	NMDC ENERGY
Total Man hours (Million)	number	-	33.12M	47.98M
Average Employees Worked	number	-	5,493	346
Fatality	number	-	1	0
Total Lost Time Injuries	number	-	1	2
LTIFR	FR	0.2	0.06	0.04
TRIFR	FR	1.15	0.42	0.33
Lost Days	FR	-	9	241
Behavioural Safety Audits	FR	150	228	101
Unsafe Observation Reporting	FR	800	969	706
Critical Environmental Incidents	number	0	0	0
High Profile Tours	number	6	51	315
HSE Training hours	FR	2,500	11,118	4,249
HSE Campaigns	number	4	7	7

Initiatives and Programs

NMDC Group is committed to ensuring the well-being of its employees and contractors through a comprehensive range of health and safety programs and initiatives.

Wellness Programs

Regular wellness programs are a cornerstone of the Group's commitment to physical and mental health. These initiatives include health screenings, fitness challenges, and activities promoting a healthy work-life balance.

Occupational Health Services

NMDC Group provides access to occupational health services, offering regular health check-ups, vaccinations, and medical consultations to monitor and address any health issues.

Ergonomics Assessments

Ergonomics assessments evaluate the interaction between employees and their work environment. These cover workstation design, equipment usage, manual handling practices, and the overall physical environment. Success in integrating ergonomics is measured through qualitative and quantitative Key Performance Indicators, including employee feedback, comfort improvements, and incident reduction.

These assessments have a broad scope, encompassing various job roles and work environments across NMDC Group. It reflects a company-wide initiative to integrate human factors and ergonomics principles. Ergonomics assessments involve collaboration with third-party experts, such as RPM, ensuring in-depth evaluations. NMDC Group remains open to collaborations with research institutions for continuous improvement. The Group aims to continually enhance its ergonomics initiatives, setting specific targets and objectives to guide improvements in employee well-being and safety.

Safety Campaigns and Awareness Program

The QHSE department runs safety campaigns, utilizing posters, newsletters, and workshops to raise awareness about safety topics among employees and contractors.



Incident Reporting and Investigation

NMDC Group has established a robust incident reporting system (INTELEX) to promptly identify and address safety concerns. Thorough investigations are conducted to understand the root causes of incidents and implement preventive measures.

Mental Health Support

Recognizing the importance of mental health, the GroupNMDC provides resources and support, including counselling services, stress management workshops, and initiatives to foster a positive work environment.

Additional Initiatives

NMDC Group has undertaken significant initiatives to protect employees, prevent property damages, and preserve the environment:

- A proactive and inclusive safety approach is deeply ingrained in NMDC D&M management.
- Completion of the Hail & Ghasha Artificial Island Construction Project (AICP) achieved +41 million man-hours worked without Lost Time Injury (LTI), showcasing a commitment to safety culture.
- Reduction in accidents, injuries, and environmental impacts, with an impressive LTI Frequency Rate of 0.05, the lowest among competitors.
- Dedication to enhancing subcontractor HSE performance and aligning with legal requirements.
- Registration under the Abu Dhabi Occupational Safety and Health System Framework (OSHAD-SF), passing three consecutive external audits with ZERO Non-Conformities.
- Accreditation from the American National Standards Institute (ANSI) for 10 HSE courses at the NMDC HSE Training Centre.
- Initiatives to reduce CO2 emissions across operations.
- · Health monitoring and Blood Donation Campaign.

HSE Day and Various Campaigns

HSE Day, held on November 25, 2023, aimed to increase awareness and promote a safety culture among employees. Competitions and activities were organized, contributing to a total of AED 1.5 million being distributed among employees.

NMDC Group conducted various HSE campaigns throughout the year, focusing on hazard identification, housekeeping, preventing slips, trips & falls, beating plastic pollution, managing heat stress, safe lifting operations, and proper waste disposal.

Continuous Improvement

NMDC Group regularly reviews and updates its health and safety programs, incorporating feedback, industry best practices, and evolving regulations through Management Review Meetings. Continuous improvement is a core principle to adapt to changing circumstances and enhance overall safety.



Audits and Compliance

NMDC Group operates in various regulatory jurisdictions, ensuring compliance with local legislation and overarching standards. Appropriate audit procedures are conducted to confirm compliance with HSE management systems.

The Group performed audits regarding compliance with laws and regulations affecting its operations. Strict adherence to the written company HSE management system is ensured.

Recognition and Awards

Incentive schemes and awards recognize the efforts of employees and subcontractors. Incentive schemes and awards are established to recognize the efforts of employees and subcontractors. They are acknowledged and awarded for their HSE performance, with recognitions including financial rewards, and other.

Training and Competency Development

NMDC Group's commitment to proactive HSE management is reflected in the extensive training provided to employees. The table below summarizes the training hours conducted in 2023 across various topics, contributing to increased skill, competency, and safety awareness, totalling 716,154 hours.

Training Topic – in Hours	NMDC D&M	NMDC ENERGY
HSE Induction	12,504	24,655
Safety Group Meeting	48,643	9,315
Toolbox Talks (TBT)	180,214	28,400
HSE In-house Training	130,296	123,407
External / 3rd Party Training	39,783	-
TOTAL	411,440	185,777

Regular health and safety training sessions are conducted by QHSE & HR L&D departments, covering topics such as emergency response procedures, hazard identification, proper use of personal protective equipment (PPE), and safety protocols.

Emergency Preparedness Drills

NMDC Group's Base, Yard, and Projects conduct periodic emergency response drills, including fire drills and evacuation procedures, ensuring employees and contractors are well-prepared for various emergency situations.

As part of promoting employees' emergency preparedness and response awareness, NMDC Group conducted 2,178 drills and practical exercises among the projects in different Business Units. Additionally, as part of the Behavioural Safety Audit (BSA), NMDC Group conducted a total of 13,823 drills and practical exercises. These initiatives collectively contribute to enhancing overall emergency preparedness and response awareness among employees and contractors.

Breakdown of work-related injuries

	Number of Fa	Number of Fatalities as a Result of Work-Related III Health								
	NMDC D&M	NMDC Energy	Total							
2021	0	2	0							
2022	0	0	0							
2023	0	0	0							

	Number of C	Number of Cases of Recordable Work-Related III Health									
	NMDC D&M	NMDC Energy	Total								
2021	2	0	2								
2022	0	0	0								
2023	0	0	0								

	M	ain types of work-related ill-hea	lth
	NMDC D&M	NMDC Energy	Total
2021	0	2	0
2022	0	0	0
2023	0	0	0

	NMDC D&M													
Number of Fatalities	Rate of Fatalities	Number of high-consequence work-related injury	Rate of recordable work-related injury	Number of record- able work-related injury *	Rate of recordable work-related injury	Main types of work-related injury	Number of Lost Time Injuries**	Number of Work Days Lost Due to Injury	Number of Other Occupational Injuries	Number of High Potential Incidents	Number of Near Miss Incidents	Number of Hours Worked		
1	0.04	0	0.00	12	0.44	EME Incidents	1	24	13	13	102	27,233,183		
0	0.00	5	0.22	7	0.31	Slip & Trips	5	320	31	4	100	22,575,190		
1	0.03	1	0.03	12	0.36	Caught in between	2	10	46	11	97	33,116,019		
	Number of Fatalities 1 0 1	1 0.04 0 0.00	Number of Fatalities Rate of Fatalities high-consequence work-related injury 1 0.04 0 0 0.00 5	Number of Fatalities Rate of Fatalities high-consequence work-related injury 1 0.04 0 0.00 0 0.00 0 0.22	Number of Fatalities Rate of Fatalities high-consequence work-related injury Hate of recordable work-related injury able work-related injury * 1 0.04 0 0.00 12 0 0.00 5 0.22 7	Number of Fatalities Rate of Fatalities high-consequence work-related injury Hate of recordable work-related injury able work-related injury injury Hate of recordable work-related injury 1 0.04 0 0.00 12 0.44 0 0.00 5 0.22 7 0.31	Number of Fatalities Rate of Fatalities Number of high-consequence work-related injury Rate of recordable work-related injury Number of recordable work-related able work-related injury Rate of recordable work-related injury Main types of work-related injury 1 0.04 0 0.00 12 0.44 EME Incidents 0 0.00 5 0.22 7 0.31 Slip & Trips	Number of Fatalities Rate of Fatalities Number of high-consequence work-related injury Rate of recordable work-related injury injury * Number of recordable work-related injury Rate of recordable work-related injury Main types of work-related injury Number of Lost Time Injuries** 1 0.04 0 0.00 12 0.44 EME Incidents 1 0 0.00 5 0.22 7 0.31 Slip & Trips 5	Number of Fatalities Rate of recordable work-related injury Rate of recordable work-related injury Rate of recordable work-related injury Main types of work-related injury Number of Lost Days Lost Due to Injury Rate of recordable work-related injury Rate	Number of Fatalities Rate of Fat	Number of Fatalities Rate of Fat	Number of Fatalities Rate of recordable work-related injury Rate of recordable work-related injury work-related injury Rate of recordable work-related injury work-related injury Rate of recordable work-related injury Rate of Focus Potential Incidents Incidents 1 0.04 0 0.00 12 0.44 EME Incidents 1 24 13 13 102 0 0.00 5 0.02 7 0.31 Slip & Trips 5 320 31 4 100		

* Excluding Fatality & LTI

** Including Fatality

							NMDC D&M						
	Number of Fatalities	Rate of Fatalities	Number of high-consequence work-related injury	Rate of recordable work-related injury	Number of record- able work-related injury	Rate of recordable work-related injury	Main types of work-related injury	Number of Lost Time Injuries	Number of Work Days Lost Due to Injury	Number of Other Occupational Injuries	Number of High Potential Incidents	Number of Near Miss Incidents	Number of Hours Worked
2021	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	56	55	1	143	25,490,600
2022	0	0.00	0	0.00	2	0.09	Slip & Trips	0	0	17	1	172	23,062,865
2023	0	0.00	2	0.04	14	0.29	Caught in between	2	241	19	2	24	47,976,178

							Tot	al					
	Number of Fatalities	Rate of Fatalities	Number of high-consequence work-related injury	Rate of recordable work-related injury	Number of record- able work-related injury	Rate of recordable work-related injury		Number of Lost Time Injuries	Number of Work Days Lost Due to Injury	Number of Other Oc- cupational Injuries	Number of High Potential Incidents	Number of Near Miss Incidents	Number of Hours Worked
2021	1	0.02	0	0.00	12	0.23		2	80	68	14	245	52,723,783
2022	0	0.00	5	0.00	9	0.20		5	320	48	5	272	45,638,055
2023	1	0.01	3	0.00	26	0.32		4	251	65	13	121	81,092,197

The rate of injuries is calculated by 1,000,000 hours worked

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OUR SOCIAL & RELATIONSHIP CAPITAL

Material Topics

- Procurement Practices
- Community Welfare & Emiratization

GRI Standards

Our Alignment

- GRI 414- Supplier Social Assessment
- GRI 202 Market Presence
- GRI 413 Local Communities
- GRI 204 Procurement Practices
- GRI 205 Anti-Corruption
- GRI 308 Supplier Environmental Assessment



- A sustainable knowledge-based economy
- Maintaining Abu Dhabi's value, culture and heritage
- A significant and ongoing contribution to the federation of the UAE
- The optimization of the Emirate's resources

SDGs







SUPPORTING OUR COMMUNITY

Fostering meaningful connections with local community entities and organizations are the cornerstones of NMDC Group's Corporate Social Responsibility (CSR) strategy. Through this, we actively contribute to the betterment of our communities, addressing environmental and social challenges. This commitment involves a strong emphasis on providing employment opportunities to UAE nationals, prioritizing local suppliers, and executing diverse initiatives aimed at enriching and supporting the community. In addition, we enhance our ability to make a positive societal impact and boost employee engagement through volunteer opportunities.

OUR CORPORATE SOCIAL RESPONSIBILITY

NMDC Group recognizes the potential impact of its activities on the environment and, in response, has proactively developed a robust Corporate Social Responsibility (CSR) strategy. This strategy, integral to our core values of Knowledge, Accountability, Morality, Alliance, and Leadership, aligns with the company's commitment to activities that contribute to the welfare of the community. Regular adaptations to the CSR strategy reflect the Group's responsiveness to changes in the business environment and stakeholder expectations.

In conjunction with its Quality, Health, Safety, and Environment (QHSE) policy, NMDC Group is committed to safeguarding people and property, preventing pollution, protecting the environment, conserving power, and mitigating adverse environmental impacts associated with its operations. This commitment extends to compliance with specific customer requirements, applicable laws, regulations, standards, and best practices.

CSR initiatives are strategically categorized into four categories, each contributing to the overall well-being and sustainability of the community:

- Donations: NMDC Group actively encourages initiatives that elevate its participation in community life, fostering positive connections and impactful contributions.
- Internal Customers: Initiatives are undertaken to provide a conducive and safe working environment, enhance work-life balance, and increase employees' engagement and well-being.
- Group collaborates with business partners and authorities, actively participating in the delivery of Abu Dhabi Urban Planning and Economic Vision 2030. The company emphasizes a long-term partnership strategy with vendors and shares valuable insights with industry organizations such as Central Dredging Association (CEDA) and International Marine Contractors Association (IMCA).
- 4. HSE and Marine: The Group's commitment to minimizing adverse environmental impacts is evident in initiatives that focus on achieving high environmental performance, particularly in the realms of Health, Safety, and Environment (HSE) and marine conservation.

We are proud to say that we invested a total of AED 2,894,917 back into the community in 2023, which represents a 27.3% increase from the previous year. Some of our main contributions are summarized below.

	TOTAL AMOUNT IN AED
2021	7,001,501.99
2022	2,273,086.92
2023	2,894,917.26

In 2023, NMDC Group conducted comprehensive society surveys to assess our CSR performance. Our initiatives were diverse, covering areas such as cancer awareness campaigns, community outreach programs providing health assistance to employees' family members (people of determination), health campaigns including blood donation drives and health checkups, Ramadan campaigns, Umrah and Hajj support for laborers/workers, Eid donation campaigns, and sports activities for employees.

In 2023, NMDC Group delivered the following impactful CSR initiatives:

Mangrove Planting for ADOC's Pipeline Project:

NMDC Energy planted 20,001 mangrove seedlings, guided by a Mangrove Planting Management Plan, supporting ADOC's 18" Pipeline Remedial Project. The initiative, executed from December 2022 to January 2023, demonstrates ours dedication to ecological conservation.

Beach Clean-Up Campaigns:

Organizing 34 campaigns across project sites, NMDC Group responsibly disposed of 14 tonnes of waste, contributing significantly to coastal ecosystem preservation.

Hawksbill Turtles Rescue:

Collaborating with the National Aquarium, the Group's Shamal Project Team ensured the safe rescue and rehabilitation of hawksbill turtles in February and March 2023, highlighting the commitment to marine life preservation.

Marine Data Catalogue Development:

The Hail & Gasha project, in collaboration with the Environment Agency of Abu Dhabi (EAD), created a marine data catalogue. With 2,000 produced and 250 distributed, NMDC enhances environmental awareness among stakeholders.

Environmental Awareness Sessions:

Conducting over 522 sessions across project sites, NMDC Group empowered employees with knowledge on waste management, chemical handling, and marine conservation, fostering a culture of environmental responsibility.

World Environment Day - "Beat Plastic Pollution":

Celebrating on June 5, 2023, we distributed 5,000 reusable bags, aiming to prevent 250,000 plastic bags annually from reaching landfills, aligning with the theme "Beat Plastic Pollution."

Alongside our environmental initiatives, NMDC Group strives to make meaningful contributions to the well-being and development of the community, fostering partnerships and creating lasting positive impact beyond its business operations. Here is the list of community-related initiatives that NMDC Group actively supports and engages in:

Innovation Culture Promotion:

Through our Innovation Committee, we actively foster a culture of innovation among employees. Utilizing an innovation cloud portal, employees engage in various 'Innovation Schemes,' contributing to creative problemsolving and continuous improvement.

As we reflect on these achievements, it's clear that our commitment extends beyond operations and monetary figures. NMDC Group is dedicated to making a lasting positive impact on the community, environment, and industry, embodying our principles of excellence, innovation, and sustainable growth.

CASE STUDY: NMDC GROUP'S TRANSFORMATIVE CSR JOURNEY (2022-2026); PROMOTING AN INCLUSIVE CULTURE FOR ALL

NMDC Group is committed to creating an inclusive workplace culture, focusing on safety, openness, and innovation. With a vision to be the most inclusive group, the journey involves transitioning from a Conscious Culture to building an environment that encourages diversity and empowers employees to bring their authentic selves to work.

1. Culture Conscious:

- Monthly Sports and Recreational Activities: NMDC Group actively engages employees through a diverse range
 of monthly sports activities, including football, tennis, badminton, volleyball, cricket, and basketball. These
 activities not only promote physical health but also contribute to team cohesion and community building.
 The annual sports day serves as a pinnacle event, fostering employee interaction and a sense of community.
 Additionally, NMDC Group plans to enhance employee health by renting the Yas cycling track.
- Birthday and Anniversary Recognition: NMDC Group recognizes the importance of celebrating personal
 milestones. Sending birthday emails and anniversary greetings contributes to a positive work environment,
 making employees feel valued and welcome. This simple yet impactful gesture enhances workplace satisfaction,
 comfort, and overall employee morale.
- Open Gym: To further promote employee well-being, NMDC Group plans to establish an open-air gym. This
 initiative provides employees with a pleasant and enjoyable environment for outdoor workouts, emphasizing the
 organization's commitment to holistic health.
- Labor Day Celebration: The group dedicates a day annually, starting from 2023, to celebrate the hard work
 and achievements of its laborers (workers). Labor Day becomes an opportunity to recognize and honour the
 contributions of every individual, fostering a workplace culture that values inclusivity and acknowledges the
 diverse efforts of the workforce.
- Umrah and Hajj Pilgrimages: As part of the commitment to employee spiritual well-being, NMDC Group plans to organize annual Umrah for 50-100 employees and an annual Hajj pilgrimage for 10 employees.

NMDC Group is committed to creating an inclusive workplace culture, focusing on safety, openness, and innovation. With a vision to be the most inclusive group, the journey involves transitioning from a Conscious Culture to building an environment that encourages diversity and empowers employees to bring their authentic selves to work.

2. Trust and Responsibility:

- Beaches Cleaning Campaign: NMDC Group collaborates to clean Abu Dhabi beaches, and engages with the media to showcase sustainability efforts.
- Tree Plantation: Aligning with Abu Dhabi Municipality rules, this initiative focuses on environmental protection and climate change awareness.
- Decarbonization & Circular Economy: A shared initiative with the Sustainability Committee, emphasizing blue and green hydrogen, and decarbonization projects.
- Blood Donation Campaigns: Organizing bi-annual blood donation campaigns to promote community responsibility and philanthropy.

3. Employee Wellbeing:

- Health Awareness Mental and Physical Wellbeing: Continual health awareness campaigns emphasizing mental and physical health.
- Monthly Star Performance Award: Recognizing outstanding employee performance through a monthly award to promote healthy competition and motivation.
- Charity Programs: Multiple charity programs, including Meer Ramadan, Kiswat Eid, support for special needs education, and medical assistance.

NMDC Group's CSR initiatives play a pivotal role in establishing our reputation as a responsible business. By investing in CSR, we elevate employee morale while broadening our appeal among external stakeholders, including customers and investors. These efforts have a dual impact, positively influencing internal factors like employee engagement, productivity, and turnover rate, while simultaneously enhancing external aspects such as customer loyalty and brand awareness. Aligned with the SDGs, NMDC Group's CSR endeavours reflect a commitment to doing social and environmental good.

RESPONSIBLE PROCUREMENT

At our core, we are committed to cultivating robust partnerships and maintaining transparent communication channels with our suppliers, reinforcing the local supply chain's strength while advocating for ethical and responsible business practices. Our dedication to supporting local suppliers extends beyond mere economic contributions, as we actively prioritize local sourcing. This commitment not only fosters job creation, capacity building, and skills development within the UAE economy but also aligns with our broader sustainability goals.

To drive sustainable procurement practices, we have implemented a Supplier Code of Conduct. This code serves as a foundation for our partnerships, ensuring that our suppliers uphold the highest standards of integrity that resonate with our company values. All suppliers are required to adhere to this code, and local suppliers undergo a formal certification process to validate their compliance.

Proudly, we have consistently maintained a substantial percentage of local suppliers. We continually assess the quality of our suppliers through comprehensive preand post-award performance evaluations.

At NMDC Group, we have witnessed a transformation in our procurement landscape, with a notable decrease in overall procurement spending year on year. However, it is important to note that the portion of our procurement budget spent with local suppliers rose to 83.52% from 61.20% a year earlier. This shift underscores our commitment to supporting local economies, fostering partnerships with regional businesses, and maximizing the positive impact of our procurement practices on the communities we operate in. The statistics are as follows:

Breakdown of procurement spending on local suppliers:

UAE Operations (NMDC D&M+ NMDC Energy)	2021	2022	2023
Total number of suppliers engaged	3,638	3,921	1,062
Total number of local suppliers engaged	3,014	3,182	899
Percentage of local suppliers hired	82.85%	81.15%	84.65%
Total procurement spending (AED m)	2,032.65	6,065.77	3,110.61
Procurement spending on local suppliers (AED m)	1,415.00	3,712.00	2,597.88
Percentage of spending on local suppliers (%)	69.61%	61.20%	83.52%

NMDC Group recognizes the importance of having efficient inventory management practices in place. By maintaining the right level of stock, we can ensure smooth operations, avoid supply chain disruptions, and ultimately keep our customers happy.

As a measure of our success in this area, NMDC Energy sets a yearly target for stock efficiency, with a goal of achieving 80%. In 2022, we exceeded score of 84.06%.

To continuously strengthen our procurement capabilities and increase process efficiency, we have:

- Established a yard in KSA which includes warehouses and storage facilities.
- Installed a new tower crane in our material operations yard in Abu Dhabi to enhance material processing and more effectively feed the blasting machine.

EMBEDDING ENVIRONMENTAL CONSIDERATIONS INTO OUR PROCUREMENT PRACTICES

To make our procurement practices more environmentally and socially responsible, we are always looking for ways to further integrate ESG considerations into our sourcing. This enables us to improve our overall ESG performance, drive innovation and minimize the risk of negative impacts on the environment, communities, and employees. Additionally, this approach can also reduce the risk of legal action and reputational damage. In 2022 we implemented new Key Performance Indicators (KPIs) with a focus on sustainability. These include a goal of clearing 85% of scrap material, which we exceeded with a score of 88.61%, and a target of a 1.25% discrepancy rate in materials, which we accomplished with a score of 0.54%.

INTEGRATED REPORT 2023 NMDC GROUP

EMIRATIZATION

As a home-grown company, NMDC Group regards Emiratization as an essential part of being a responsible and conscientious corporate entity. It is important to us that the UAE's cultural values are strongly reflected in our workforce. We support efforts to upskill local workers, build capacities, and integrate more UAE nationals into the private sector, providing them with pathways to successful and thriving careers. In doing so, NMDC Group serves local communities helps foster economic progress and social cohesion.

Emiratization breakdown:

		Number of UAE Nationals												
		NMD	C D&M			NMDC	Energy		Total					
	Female	Male	Female %	Male %	Female	Male	Female %	Male %	Female	Male	Female %	Male %		
2021	26	65	28.57%	71.43%	83	191	30.29%	69.71%	109	256	29.86%	70.14%		
2022	49	109	31.01%	68.99%	60	140	30.00%	70.00%	109	249	30.45%	69.55%		
2023	41	97	29.71%	70.29%	176	159	52.54%	47.46%	217	256	45.88%	54.12%		

		Number of UAE Nationals – NMDC D&M												
	Labor	Entry-Level	Mid-Level	Senior-to- Executive Level	Labor %	Entry-Level %	Mid-Level %	Senior-to- Executive Level %						
2021	0	66	20	5	0.00%	72.53%	21.98%	5.49%						
2022	8	86	53	11	5.06%	54.43%	33.54%	6.96%						
2023	10	58	58	12	7.25%	189.86%	42.03%	8.70%						

		Number of UAE Nationals - NMDC Energy												
	Labor	Entry-Level	Mid-Level	Senior-to- Executive Level	Labor %	Entry-Level %	Mid-Level %	Senior-to- Executive Level %						
2021	0	54	203	17	0.00%	19.71%	74.09%	6.20%						
2022	0	54	134	12	0.00%	27.00%	67.00%	6.00%						
2023	0	200	124	11	0.00%	59.70%	37.01%	3.28%						

		Number of UAE Nationals – Total											
	Labor	Entry-Level	Mid-Level	Senior-to- Executive Level	Labor %	Entry-Level %	Mid-Level %	Senior-to- Executive Level %					
2021	0	120	223	22	0.00%	32.88%	61.10%	6.03%					
2022	8	140	187	23	2.23%	39.11%	52.23%	6.42%					
2023	10	258	182	23	2.11%	0.00%	38.48%	4.86%					

	Emiratization Rate*				
2021	9.7%				
2022	8.5%				
2023	7.7%				

^{*}Note - that the Emiratisation rate calculation does not include labourers as part of the computation.

OUR INTELLECTUAL CAPITAL

Our Alignment	
Material Topics	Economic Performance & Innovation
GRI Standards	GRI 201 - Economic Performance GRI 203 - Indirect Economic Impact GRI 203 - Indirect Economic Impact
AbuDhabi	 Economic development Infrastructure development and environmental sustainability
SDGs	7 AFFORDABLE AND CLEAN ENERGY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

INNOVATION

Innovation forms the very essence of our endeavours at NMDC Group, propelling us beyond conventional boundaries. It serves as the catalyst not only for amplifying the value we deliver to stakeholders but also for maintaining a pioneering edge in our industry. A fundamental tenet of our innovation pursuits is sustainability, an integral element woven into our initiatives. Our goal is not solely to enhance operational efficiency but to create a positive societal impact.

Our commitment to innovation stands as a significant competitive advantage, establishing trust with clients and positioning us as frontrunners in the industry. Within our organizational culture, we cultivate an environment that inspires and empowers our team members to devise innovative solutions, facilitating our continuous evolution and leadership in the sector.

At the core of our innovation strategy is a dedicated Innovation Plan and Framework, providing a platform for the exchange and discussion of novel ideas. Complementing this, we have a proactive plan in action for the creation and registration of new patents, contributing to the development of intellectual capital. Spearheading these endeavours is our Strategy & Sustainability Committee, reporting directly to the Board, championing and endorsing innovative initiatives across the entire organization. This narrative, while rooted in the essence of last year's report, has been reimagined to capture the dynamic spirit of our ongoing commitment to innovation and sustainability.

Our commitment to innovation is not merely a statement but a testament to the transformative initiatives we undertake. Under the ambitious 2023 Falcon transformation program, NMDC Group has made significant strides in integrating technology enhancements and fostering innovation across various facets of our operations. These initiatives reflect our dedication to staying at the forefront of industry advancements.

In the domain of D&M Engineering, one notable initiative was the envisioned development of a Flume for the D&M business unit. The establishment of a cutting-edge in-house Physical Model Laboratory aimed to

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optimize design, manage risks, and reduce material usage in projects. Although not fully implemented, this initiative underscores our commitment to pushing the boundaries of engineering excellence.

The Procurement Team played a pivotal role in technology-driven optimization through the Support Vessel Demand Planning initiative. This involved the development of a system providing real-time location data for all support vessels. By strategically deploying vessels and minimizing idle time, we not only enhance operational efficiency but also strengthen our negotiation position in contracting chartered vessels.

In Construction, our focus on automation has led to the partial implementation of data analytics to optimize dredging operations. Simultaneously, efforts to streamline yard processes, including structural fabrication and assembly, have resulted in increased efficiency through the adoption of advanced technology and processes.

A notable step towards embracing the future is the introduction of robotics in Construction. With the procurement of three robotic beam coping and processing lines and welding robots currently in progress, we anticipate significant advancements in our construction processes.

The implementation of a Digital Twin platform further exemplifies our commitment to technological innovation. This platform creates a virtual representation of physical objects, systems, processes, or services, mimicking their real-world counterparts. Additionally, the utilization of RealWear Headsets for remote inspections in Construction enhances safety and efficiency.

Moving forward into the 2024 Falcon Transformation program, our commitment to technological advancements remains steadfast. In Procurement, the Optimization of Surplus Materials initiative aims to enhance the general surplus materials process, cost, and levels. This involves enabling surplus materials declaration throughout project timelines and increasing surplus materials utilization.

Quantifying the impact of these innovations,

the actual savings from innovation for NMDC Group in 2023 amounted to AED 26.31 million.

This positive financial impact validates our efforts to push technological boundaries and foster a culture of innovation.

To gauge the success of our innovation efforts, we track the number of creative ideas and accomplishments across various business units within NMDC Group.

In 2023, NMDC
Dredging reported 63
creative ideas, resulting
in three accomplished
innovations. Similarly,
NMDC Energy
contributed significantly
with 64 creative ideas,
marking continuous
progress in innovationdriven initiatives.

In summarizing our collective innovation journey, NMDC Group witnessed a surge in creative ideas, recording 127 in 2023, resulting in the accomplishment of three innovations. This not only reflects the vibrancy of our innovation ecosystem but also underscores the active engagement of our employees in driving initiatives related to health, safety, environment, and sustainability.

As we move forward, we remain committed to fostering a culture of innovation, pushing boundaries, and contributing to the sustainable development of our industry and beyond.

Case Study: Digital Twin

The main objective of the Digital Twin initiative was to address the challenges arising from the absence of an integrated design and engineering platform. The traditional methods involved extensive manual data input, repetitive actions, and inherent risks of lost data or errors. The goal was to streamline these processes, reduce resource allocation, and eliminate inefficiencies throughout projects.

Key drivers for deploying Digital Twin technology included enhanced design visualization, design simulation, improved cost estimation, better construction and planning scheduling, real-time quality control, resource management, and safety enhancements. Challenges involved overcoming the complexities of implementing a well-defined strategy and ensuring effective visualization, data capture, and analysis for data-driven decision-making.

Utsav Kishore, a Project Manager within NMDC Energy, identified the challenges during the design and engineering stages. Collaborating with colleagues, a robust business plan was crafted, addressing process issues, gaps, and resource requirements. The plan included thorough process mapping using Digital Twin Technology to identify cost, process, and business improvements. The successful deployment against one project ensured functionality, interface testing, user training, and effective project delivery.

The Digital Twin initiative resulted in significant cost savings and operational improvements during the EPC phase. The technology streamlined processes, reduced manual efforts, and allowed for real-time monitoring. This not only enhanced safety planning but also enabled data-driven decision-making, contributing to future cost controls.

"At NMDC Energy, we are committed to exceeding our targets of enhancing efficiency and reducing emissions, as we have proven with the successful implementation of Digital Twin technology."

Abdelaziz AlMatrooshi, Rigging Operations Manager

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Case Study:

Reduction in Temporary Mobile Cranes in Construction Yard with Improved Work System and Electric Gantry Cranes

The primary focus of this initiative was to address issues related to routine lifting operations during the construction of major steel offshore structures. The objective was to reduce excessive diesel consumption, traffic hazards, and resource allocation associated with multiple temporary mobile cranes, and to improve efficiency in workflows through the introduction of electric gantry cranes.

Key drivers included a reduction in diesel consumption, improved workflow efficiency, better deployment of resources, and cost reduction through the replacement of third-party mobile cranes with electric gantry cranes. Challenges involved assessing workflows, staging posts, and conducting a cost comparison between fixed electric gantry cranes and temporary mobile cranes.

The Yard Team identified inefficient crane usage patterns and areas where temporary cranes could be eliminated. An improved workflow process and design were created, leading to the strategic installation of overhead electric gantry cranes at staging locations.

The initiative resulted in a reduction in recurring hire costs, minimized vehicle movements, increased efficiency in yard flow, and better resource utilization. The introduction of electric gantry cranes led to a reduction in CO2 emissions from excessive diesel equipment use.

"At NMDC Energy Yard, we are committed to exceeding our targets of enhancing efficiency and reducing emissions, as we have proven with the successful reduction in temporary mobile cranes through improved workflows."

Abdelaziz AlMatrooshi, Rigging Operations Manager

OUR NATURAL CAPITAL

Our Alignment

- Material Topics

 GHG Emissions and Energy Efficiency
 - Waste ManagementBiodiversity

GRI Standards

- GRI 302 Energy
- GRI 303 Water and Effluents
- GRI 304 Biodiversity
- GRI 305 Emissions
- GRI 306 Waste
- GRI 307 Environmental Compliance



- A sustainable knowledge-based economy
- The optimization of the Emirate's resources
- Premium education, healthcare, and infrastructure assets

SDGs









CLIMATE CHANGE MANAGEMENT

NMDC Group's approach to minimizing our environmental impact is underpinned by strict adherence to global best practices and standards which are embedded in our Environmental Management System (EMS). Aligned with our HSE policy and ISO 14001:2015 standards, we consistently measure, monitor, manage, and report on our environmental performance. As an energy and marine EPC company, we recognize the industry challenges and actively work towards reducing our environmental footprint, preserving biodiversity, and advancing technologies for decarbonization. Responsible environmental management is an integral part of our core strategy, emphasizing continuous improvement and stewardship.

Our environmental initiatives span across all projects in Abu Dhabi, including Musaffah Base, Jubail, Khalifa Port, Hudariyat, Mugharraq, Sila, Hail & Gasha, and NMDC construction. We supervise and monitor environmental factors, ensuring compliance with legal requirements, obtaining necessary Environmental Permits (NOC's), and certifying our EMS to meet ISO 14001:2015 standards. External Environmental Studies enhance project sustainability while internally we prepare and implement Construction Environmental Management Plans (CEMP) for various projects, reinforcing our commitment to environmental stewardship.

Our proactive stance extends to the implementation of an Environmental Inspection plan, covering ongoing

NMDC Projects and Musaffah Base activities. Monitoring Programs for environmental indicators, conducted in SQD-FSW Khalifa Port, Jubail, Cove Hudariyat, Mugharraq, Sila, Hail & Gasha, NMDC construction, and NMDC base, showcase our commitment to measuring and managing our environmental impact. Inductions and training at project sites ensure employees are well versed in areas directly impacting their day-to-day work.

Finally, NMDC Group's contribution to environmental protection reflects our active engagement in environmental initiatives, beach clean-up campaigns, and wildlife conservation efforts. From planting mangrove seedlings to distributing reusable bags on World Environment Day, we consistently strive to make a positive impact. Our commitment is recognized on prestigious platforms, such

as Forbes Middle East Sustainability Leaders' Summit 2023, where our GCEO, Mr. Yasser Nassr Zaghloul, received a recognition award.

	Sum of Energy Value [GJ]
NMDC D&M	6,536,410.51
Scope 1	6,504,007.69
Diesel (100% mineral diesel)	1,028,925.08
Fuel oil	19,015.66
Marine fuel oil	365,232.50
Marine gas oil	4,985,750.32
Petrol (100% mineral petrol)	105,084.13
Scope 2	32,402.81
District cooling	5.80
Electricity	32,397.02
NMDC Energy	2,158,618.63
Scope 1	1,873,813.35
Diesel (100% mineral diesel)	146,121.79
Marine fuel oil	1,596,086.41
Marine gas oil	111,626.84
Petrol (100% mineral petrol)	19,978.32
Scope 2	284,805.28
Electricity	284,805.28
NMDC Construction	55,574.77
Scope 1	43,499.93
Diesel (100% mineral diesel)	43,499.93
Scope 2	12,074.84
Electricity	12,074.84
NMDC Engineering	278.75
Scope 2	278.75
Electricity	278.75
Grand Total	8,750,882.66

GHG EMISSIONS (MT CO2 E) of NMDC Group		GHG emissions [tCO2e]					
Category		NMDC Group	NMDC D&M	NMDC Energy	NMDC Construction	NMDC Engineering	
	Stationary Combustion	51,996	42,014	9,279	703	0	
Scope 1	Mobile Combustion	535,183	400,414	132,234	2,536	0	
	Fugitive Emissions	26,294	2,412	22,626	1,256	0	
	Purchased Electricity (location-based)	37,700	3,403	32,998	1,268	31	
	Purchased Electricity (market-based)	37,700	3,403	32,998	1,268	31	
Scope 2	Purchased District Cooling (location-based)	0.3	0.3				
	Purchased District Cooling (market-based)	0.3	0.3				
	Purchased Goods and Services X, Y	1,338,576	805,652	531,911	0	0	
	Capital Goods ^x	90,794	34,062	56,732	0	0	
	Fuel- and Energy- Related Activities Not Included in Scope 1 or Scope 2	140,205	101,413	37,827	960	5	
Scope 3	Upstream Transportation and Distribution (WTW)**	1,650	1,220	333	96	1	
СССРСС	Waste Generated in Operations	4,727	2,170	2,453 98		5	
	Business Travel (WTW)***	2,422	845	1,550	2	24	
	Employee Commuting (WTW)	34,044	4,783	28,097	1,127	36	
	End-of-Life Treatment of Sold Products****	389					
	Investments	47					
			1,398,389	856,041	8,436	101	

^{*} The inventory provides an overview of our emissions at the Group level, with a breakdown per business unit where possible. A geographic breakdown is not feasible due to the nature of our projects. Therefore, the figures reflect the emissions of all our activities and operations in 2023.

^{**} Upstream Transportation and Distribution covers emissions associated with upstream transportation and distribution by road

^{***} Business Travel (WTW) only covers emissions associated with flights by NMDC employees

^{****}Emissions associated with the end-of-life treatment of the concrete products sold by NMDC Construction.

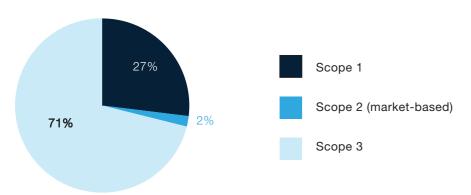
X Activity data for Scope 3 (Category 1 & 2) calculations for NMDC Construction & NMDC Engineering is included under NMDC D&M.

Y Only material- and G&A costs can be disaggregated among NMDC D&M and NMDC Energy. Thus, some spending data is accounted for at the group level.

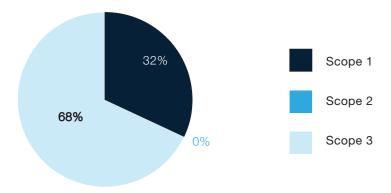
z NMDC Group is not displaying historical environmental data as 2023 has been established as the GHG emissions baseline.

	GHG emissions [tCO2e]
Scope 1	613,473
Scope 2 (market-based)	37,700
Scope 3	1,612,854

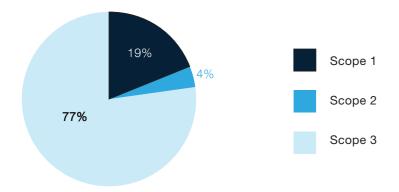
GHG emissions [tCO2e] NMDC Group



GHG emissions [tCO2e] NMDC D&M*



GHG emissions [tCO2e] NMDC Energy



*NMDC D&M also includes the GHG emissions of NMDC Construction and NMDC Engineering

TOTAL EMISSIONS INTENSITY GHG emissions [tCO2e/ Revenue AED'000] NMDC D&M*	2023
Scope 1 Intensity	0.0512
Scope 2 Intensity	0.0005
Scope 3 Intensity	0.1086

TOTAL EMISSIONS INTENSITY GHG emissions [tCO2e/ Revenue AED'000] NMDC Energy	2023
Scope 1 Intensity	0.0207
Scope 2 Intensity	0.0042
Scope 3 Intensity	0.0831
TOTAL EMISSIONS INTENSITY (tCO2e/Revenue AED'000) NMDC Group	2023
· · · · · · · · · · · · · · · · · · ·	2023 0.0367
NMDC Group	
NMDC Group Scope 1 Intensity	0.0367

*The NMDC D&M Intensity figures encompass the activities of both NMDC Construction and NMDC Engineering, as these entities are consolidated within the D&M segment for financial reporting purposes.



Case Study: Blasting Emissions

The primary objective of this initiative was to address the environmental impact of blasting emissions during construction activities. Blasting processes, traditionally involving the use of garnet abrasive materials, were assessed for their environmental impact. The aim was to identify a more sustainable alternative that aligns with economic performance, responsible operations, and community well-being.

The key drivers for this initiative were centred around environmental responsibility and sustainable practices. Challenges included the need to find a suitable alternative to garnet that not only maintains operational efficiency but also reduces the environmental footprint associated with blasting emissions. Economic considerations, community concerns, and responsible operations were critical drivers in exploring this sustainable solution.

Upon identifying the environmental challenges associated with garnet-based blasting emissions, a comprehensive business plan was designed to address issues in processes, identify gaps, and resource requirements. A detailed process mapping exercise using Digital Twin Technology was conducted to identify potential improvements in cost, process efficiency, and overall business performance.

The business case, highlighting the environmental benefits and economic feasibility of transitioning to a more sustainable blasting alternative, was presented to senior management for approval. With management support, the technology was successfully deployed on a pilot project. This involved ensuring the functionality of the new blasting method, interface compatibility, and providing user training to project teams. The project delivery phase was closely monitored to assess the effectiveness of the new approach.

The following steps and procedures were undertaken:

- Identifying Environmental Challenges: Evaluate the environmental impact of traditional garnet-based blasting emissions.
- Technology Assessment: Research and assess alternative blasting technologies with a focus on reducing environmental impact.
- Business Case Development: Create a robust business plan outlining the potential benefits in terms of environmental sustainability, cost efficiency, and operational improvements.
- Process Mapping with Digital Twin Technology: Utilize Digital Twin Technology to map existing processes and identify areas for improvement.
- Senior Management Approval: Present the business case to senior management for approval, emphasizing the economic and environmental advantages.
- Pilot Project Implementation: Deploy the new blasting technology on a pilot project to test functionality, interface compatibility, and user training.
- Monitoring and Evaluation: Continuously monitor the pilot project to evaluate the effectiveness of the new approach in terms of cost controls, environmental impact, and overall operational performance.

This initiative aimed to demonstrate that responsible operations and environmental sustainability can be achieved while maintaining economic performance and fostering community well-being.

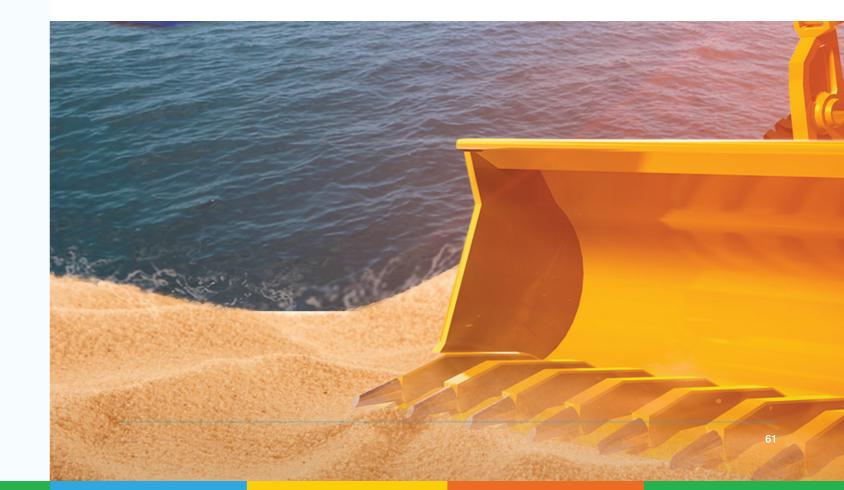
BIODIVERSITY

NMDC Group protects biodiversity by minimizing disruptions to species and their habitats during our operations while actively contributing to conservation and restoration efforts.

To effectively manage biodiversity and protect the environment throughout our projects, we adhere to a rigorous process. This involves conducting thorough Environmental Impact Assessments, which

include extensive surveys of marine life and obtaining approvals from the Environmental Agency – Abu Dhabi. Additionally, we develop and implement Control Plans outlining measures to mitigate environmental impacts during construction. We conduct regular inspections, audits, and continually monitor our performance to ensure that we uphold our commitments to biodiversity preservation.

	2022	2023
Water Consumption (in M3)	1,555,576.38	788,813.83
Consumption Intensity (M3/Employee)	224.57	44.65



WASTE MANAGEMENT

Responsible waste management is considered a critical aspect of our operations at NMDC Group. Understanding the environmental implications of our work as a marine dredging company, we take proactive measures to minimize our footprint by effectively identifying and managing the diverse types of waste we generate. Through meticulous classification, sorting, and separation procedures, we ensure the safety of our employees and uphold environmental standards in accordance with local regulations.

Beyond environmental stewardship, proper waste management aligns with our business objectives. By efficiently identifying and disposing of waste, we streamline costs, maintain regulatory compliance, and safeguard our reputation as a socially responsible entity. Moreover, responsible waste management is integral to safeguarding human health and the environment, ensuring the safe handling and disposal of hazardous materials.

At NMDC Group, responsible waste management serves as a cornerstone of our operational ethos, diminishing our environmental impact, bolstering our economic efficiency, and prioritizing the well-being of communities and ecosystems alike. We continuously strive to enhance our waste management practices and uphold our commitment to sustainability while complying with all applicable regulations.

	Total Weight of Waste Generated in MT			
	Non-Hazardous Weight Hazardous Weight			
2021	51,814.18	893.15		
2022	44,189.26	485.16		
2023	863,957.50	3,684.97		

	Total Weight of Waste Recycled in MT				
	Non-Hazardous Weight Hazardous Weight				
2021	53,427.92	1,480.03			
2022	19,396.72	802.22			
2023	115,958.11	N/A			

	Total Weight of Waste Recycled in MT								
	Paper/	Hazardous Weight	Sand Waste	Cable	Concrete Waste	Metal Scrap	Broken Furniture	Agricultural Waste	Used Oil
2021	47.23	834.98	N/A	20723.26	2558.08	3737.12	526.07	488.10	1237.65
2022	496.51	1301.31	N/A	58.08	750.62	2901.94	N/A	N/A	462.58
2023	7,368.11	108,590.00	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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