



# SUSTAINABILITY REPORT 2024

THE FUTURE OF SUSTAINABLE LIVING

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A scenic sunset over a range of mountains. The sky is filled with soft, horizontal clouds in shades of orange, pink, and purple. The mountains in the foreground are dark silhouettes, with a layer of clouds resting on their slopes. In the lower-left foreground, there is a dark blue rectangular area containing the text. Overlaid on this blue area is a 5x10 grid of thin, light blue dashed lines.

# ABOUT THIS REPORT

# ABOUT THIS REPORT

GRI (2-2), (2-3)

This report represents Saudi Tabreed's first Sustainability Report, presenting the Company's environmental, social, and economic performance for the year 2024. The report covers all Saudi Tabreed-owned assets.

The report has been prepared in accordance with the GRI Standards and is aligned with the United Nations Sustainable Development Goals (UNSDGs), the United Nations Global Compact (UNGC) principles, and the objectives of Saudi Arabia's Vision 2030.

## SCOPE AND BOUNDARIES

The scope of reporting includes all entities under Saudi Tabreed's operational control. Performance data relates to the 2024 calendar year unless otherwise specified.

## REPORTING FREQUENCY

Saudi Tabreed intends to publish its Sustainability Report on an annual basis, providing stakeholders with a consistent and transparent account of progress on material environmental, social, and governance (ESG) issues.

## REVIEW AND ASSURANCE

Internal Sustainability Taskforce has reviewed all data and narrative content to ensure accuracy and completeness. This edition has not undergone external assurance; however, Saudi Tabreed is evaluating options for third-party verification in future reporting cycles to further enhance credibility.

## PURPOSE OF REPORTING

The publication of this report is part of Saudi Tabreed's focus on transparent communication, enabling stakeholders to assess the Company's sustainability performance and its role in advancing a sustainable future for both the business and the wider community.

## FEEDBACK

Saudi Tabreed welcomes feedback, comments, or suggestions for improving future editions of the Sustainability Report. Stakeholders can contact the Company at:

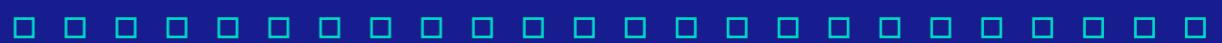
[sustainability@sauditabreed.com](mailto:sustainability@sauditabreed.com)





# LEADERSHIP MESSAGES

# CHAIRMAN MESSAGE



GRI (2-22)

Dear Stakeholders,

For the past two decades, Saudi Tabreed has focused on sustainable practices and environmental responsibility. Alongside solid economic performance, our approach to sustainability has helped establish us as a leader in the district cooling sector.

Sustainable development is central to Saudi Tabreed's corporate strategy. We integrate sustainability into our operations to deliver lasting benefits while balancing economic growth, environmental responsibility, and community well-being.

Strong governance and compliance are key to our efforts. We have enhanced our corporate governance framework to ensure transparency, accountability, and ethical conduct throughout the Company. Our leadership team and Board of Directors are actively involved in advancing our ESG agenda, with oversight processes to align sustainability goals with business objectives.

Aligned with Saudi Vision 2030 and the Saudi Green Initiative, Saudi Tabreed contributes to the Kingdom's goals of economic diversification and environmental protection. We continue to develop innovative solutions and partnerships to support a sustainable, low-carbon future.

Moving forward, Saudi Tabreed will maintain its focus on innovation, stakeholder engagement, and ethical business practices to support sustainable living and create value for our Company and community.

We would like to sincerely thank our employees, partners, and stakeholders for their ongoing support and dedication, which have been vital to our sustainability efforts. We invite all stakeholders to read this report to learn more about our progress and achievements, and to join us in advancing a sustainable future.

**Mr. Mohammed Abunayyan**  
Chairman  
Saudi Tabreed



# MANAGING DIRECTOR'S MESSAGE



GRI (2-22)

Dear Stakeholders,

As the Kingdom advances towards a more energy-efficient and carbon-neutral economy, district cooling plays a significant role in achieving these goals by reducing greenhouse gas emissions through lower energy consumption compared to conventional cooling methods.

Saudi Tabreed was established with the vision to lead district cooling development in Saudi Arabia. District cooling delivers significant benefits, including improved building space utilization, reduced noise pollution, decreased refrigerant use, and substantial cost savings on cooling.

Our business model focuses on developing district cooling assets under long-term, non-recourse project financing structures within a BOO(T) framework. This approach allows us to optimize financing by partnering with credible lenders alongside equity participants. Currently, Saudi Tabreed operates five active concessions and manages multiple lease and operations & maintenance contracts.

This year, Saudi Tabreed is pleased to release its first Sustainability Report, reaffirming the integration of sustainability at the core of our strategic vision. Our strategic initiatives, detailed in this report, demonstrate how sustainability is embedded across all aspects of our operations.

Aligned with Saudi Vision 2030, Saudi Tabreed supports the Kingdom's goals to build a competitive renewable energy market and promote economic and social growth. We continue to seek technological optimizations and partnerships with both public and private sectors to deliver sustainable district cooling solutions.

I am confident that Saudi Tabreed will maintain its leadership position in the district cooling sector and contribute meaningfully to the Kingdom's sustainable future.

**Mr. Suliman Al-Khliwi**  
Managing Director  
Saudi Tabreed





# PROFILE & PURPOSE

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tabreed  
تبريد السعودية



# PROFILE AND PURPOSE

GRI (2-1), (2-6)

Saudi Tabreed District Cooling Company is a Closed Joint Stock Company operating under the laws of the Kingdom of Saudi Arabia. Its shareholders include Vision International Investment Co., the Public Investment Fund (PIF), National Central Cooling Co. (Tabreed UAE) and MENA Utilities Holdings Ltd.

Saudi Tabreed is the Kingdom's leading sustainable energy partner for innovative district cooling solutions - conceptualising, delivering and operating innovative district cooling plants that support in achieving the Kingdom's energy transition goals and the global shift towards a sustainable way of life.

Our reliable and economically efficient solutions significantly optimize energy use when compared to conventional cooling methods by preserving our most precious resources and planet for generations to come.

As a developer, long term investor and world class operator, Saudi Tabreed is a value-added long-term partner on some of the most iconic projects in the Kingdom of Saudi Arabia, through a robust Public Private Partnership model that enables transformative developments and sets the benchmark for sustainable urban living.

Saudi Tabreed has a fully owned subsidiary dedicated to the operations & maintenance (STOM). STOM is the backbone of Saudi Tabreed and it is responsible for all O&M activities of the district cooling operations ensuring the most reliable and efficient cooling in the region.

Sustainability is at the core of what we do. It extends beyond our innovative district cooling solutions to the way we grow our business by empowering our people, nurturing long term relationships with our partners, and supporting the sustainable progress of the communities in which we proudly operate and serve.

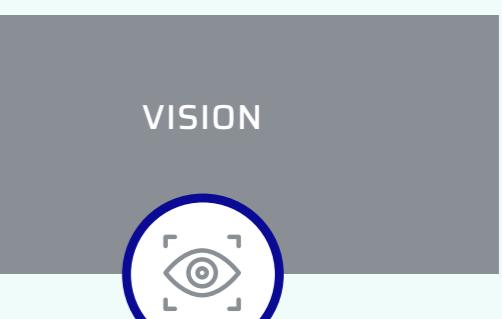
Aligned with Saudi Arabia's national ambitions, Saudi Tabreed's growth strategy is closely integrated with the Kingdom's goals to enhance energy efficiency in cooling systems. This strategy emphasizes long-term outsourcing through Build-Own-Operate (BOO) and Build-Own-Operate-Transfer (BOOT) frameworks.

## OUR SHARED VALUES

As innovators and change makers, we are purpose driven to RISE above standard thinking; to see things differently and create unique solutions for a more sustainable way of life.



Contribute to national energy transition by partnering in transformative urban developments that are benchmarks for sustainable living.



The national sustainable energy partner to provide innovative district cooling solutions.



# ORGANIZATIONAL STRUCTURE





# AWARDS AND RECOGNITIONS

# AWARDS AND RECOGNITIONS

GRI (2-28)

In 2024, the Company continued being recognized and honored for maintaining the highest standards of corporate excellence. These accolades reinforce our position as leaders and strengthen our commitment to acting responsibly and genuinely addressing sustainability.



## GOLD LEED CERTIFICATION FOR BPCC PROJECT

Leadership in Energy and Environmental Design is a globally recognized symbol of sustainability achievement and leadership for buildings of all types.



01 <

## RECEIVED CLIMATE CONTROL AWARD 2024

The Climate Control Awards, organized by CPI Industry, recognize excellence in the HVACR (Heating, Ventilation, Air Conditioning, and Refrigeration) industry. These awards evaluate businesses and individuals based on internal factors and their response to external influences, ultimately supporting and protecting people and the planet.



02 <

## RECEIVED INTERNATIONAL FINANCE AWARD 2024

The International Finance Awards recognize industry talent, leadership skills, industry net worth, and capability on an international platform. These awards celebrate global business and corporate excellence across multiple industries such as banking, finance, wealth management, Islamic finance, trading, aviation, logistics, energy, and utilities.



03 <

## GREAT PLACE TO WORK CERTIFIED

The Great Place to Work Certification is a recognition program that identifies employers who create outstanding employee experiences. At Saudi Tabreed, we are building a workplace culture that not only supports our goals but also makes our workplace a great place to be.



04 <



# SUSTAINABILITY FRAMEWORK AND OVERSIGHT

# SUSTAINABILITY FRAMEWORK AND OVERSIGHT

GRI (2-22), (2-29)

Saudi Tabreed presents this Sustainability Report to demonstrate the Company's ongoing commitment to integrating sustainability across all aspects of its operations.

We conducted an extensive stakeholder survey to develop a comprehensive materiality assessment. This assessment identified the most material ESG topics relevant to the Company and its stakeholders and is scheduled for regular updates to reflect evolving priorities. To strengthen this assessment, the Company also referenced the GRI reporting guidelines and industry best practices.

Based on the materiality assessment, Saudi Tabreed developed its ESG framework, which defines the Company's sustainability pillars and key material topics. The Company continuously reviews and adapts its ESG strategy and framework to align with evolving regulatory requirements and stakeholder expectations.

The Company's ESG framework is closely aligned with Saudi Vision 2030 and selected United Nations Sustainable Development Goals (SDGs), ensuring that Saudi Tabreed's sustainability efforts contribute meaningfully to national and global priorities.

The table highlights the Company's ESG focus areas, key commitments, and their alignment with Saudi Vision 2030 and the UN SDGs:

ESG FOCUS AREA	KEY COMMITMENTS	ALIGNMENT WITH SAUDI VISION 2030	RELEVANT UN SDGS
ENVIRONMENTAL IMPACT	Minimize environmental impact by reducing emissions, waste, and resource consumption through innovation and efficiency.	Reduce GHG emissions and enhance energy efficiency in cooling systems ---	Affordable and Clean Energy  Sustainable Cities and Communities  Climate Action 
SOCIAL IMPACT	Foster employee well-being, stakeholder collaboration, and community engagement.	Job creation and skills development for KSA workforce --- Enable social contribution of businesses	Good Health and Well-being  Decent Work and Economic Growth  Reduced Inequalities 
GOVERNANCE & COMPLIANCE	Uphold integrity, transparency, accountability, and sound governance while driving business growth.	Promote PPP frameworks in utilities sector --- Support private sector growth through financial institutions	Industry, Innovation and Infrastructure  Peace, Justice and Strong Institutions 

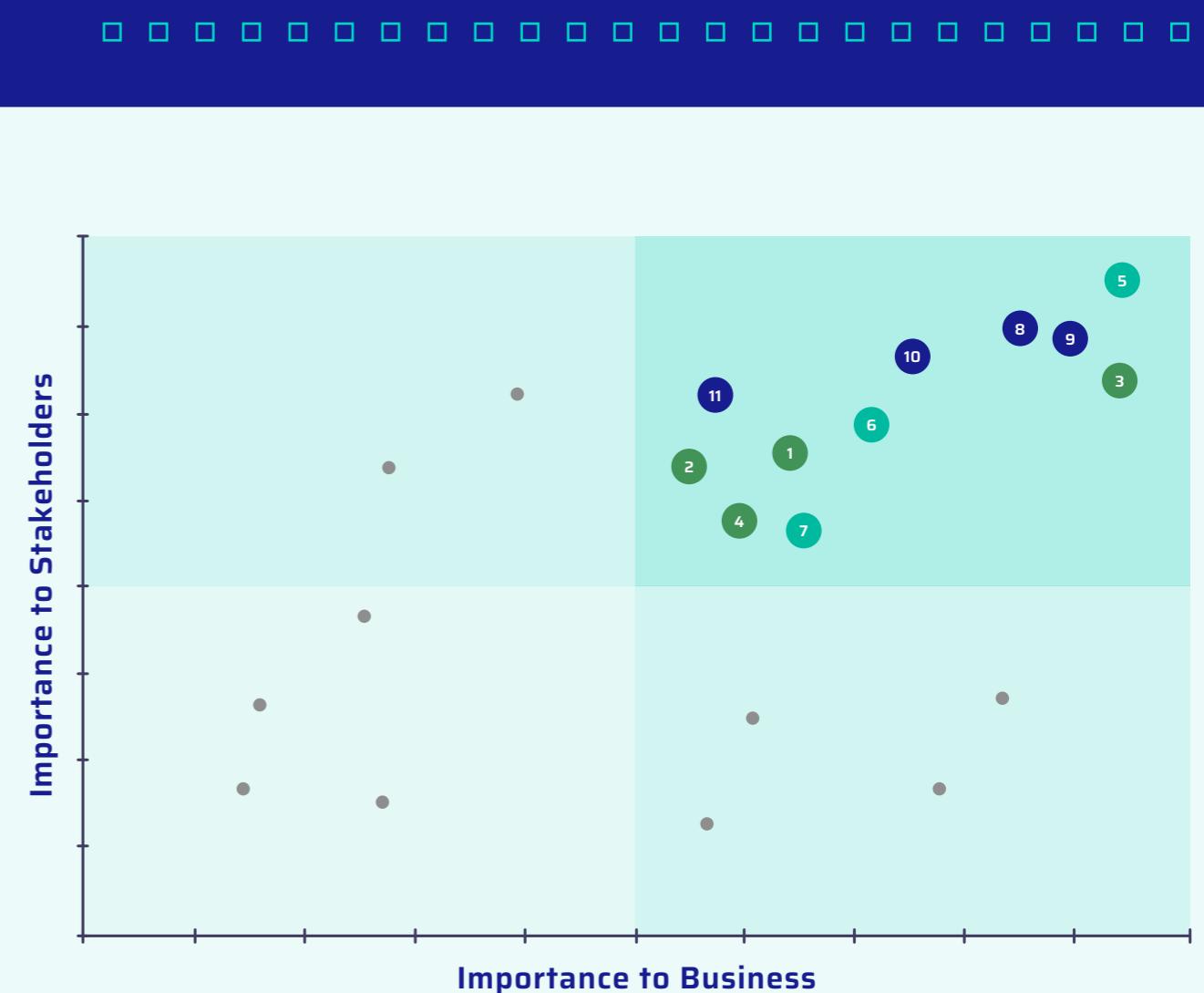
# MATERIAL TOPICS



# MATERIAL TOPICS

GRI (3-1), (3-2), (3-3)

Sustainability Pillars		Material Topics
Environmental Impact		<ol style="list-style-type: none"> <li>1. Energy Efficiency and Optimization</li> <li>2. Water Management</li> <li>3. Service Availability and Reliability</li> <li>4. Greenhouse Gas (GHG) Emissions</li> </ol>
Social Impact		<ol style="list-style-type: none"> <li>5. Health, Safety &amp; Well-being</li> <li>6. Customer Relations and Engagement</li> <li>7. Diversity &amp; Equal Opportunity</li> </ol>
Governance and Compliance		<ol style="list-style-type: none"> <li>8. Corporate Governance</li> <li>9. Regulatory Compliance</li> <li>10. Code of Conduct</li> <li>11. Data Governance and Privacy</li> </ol>



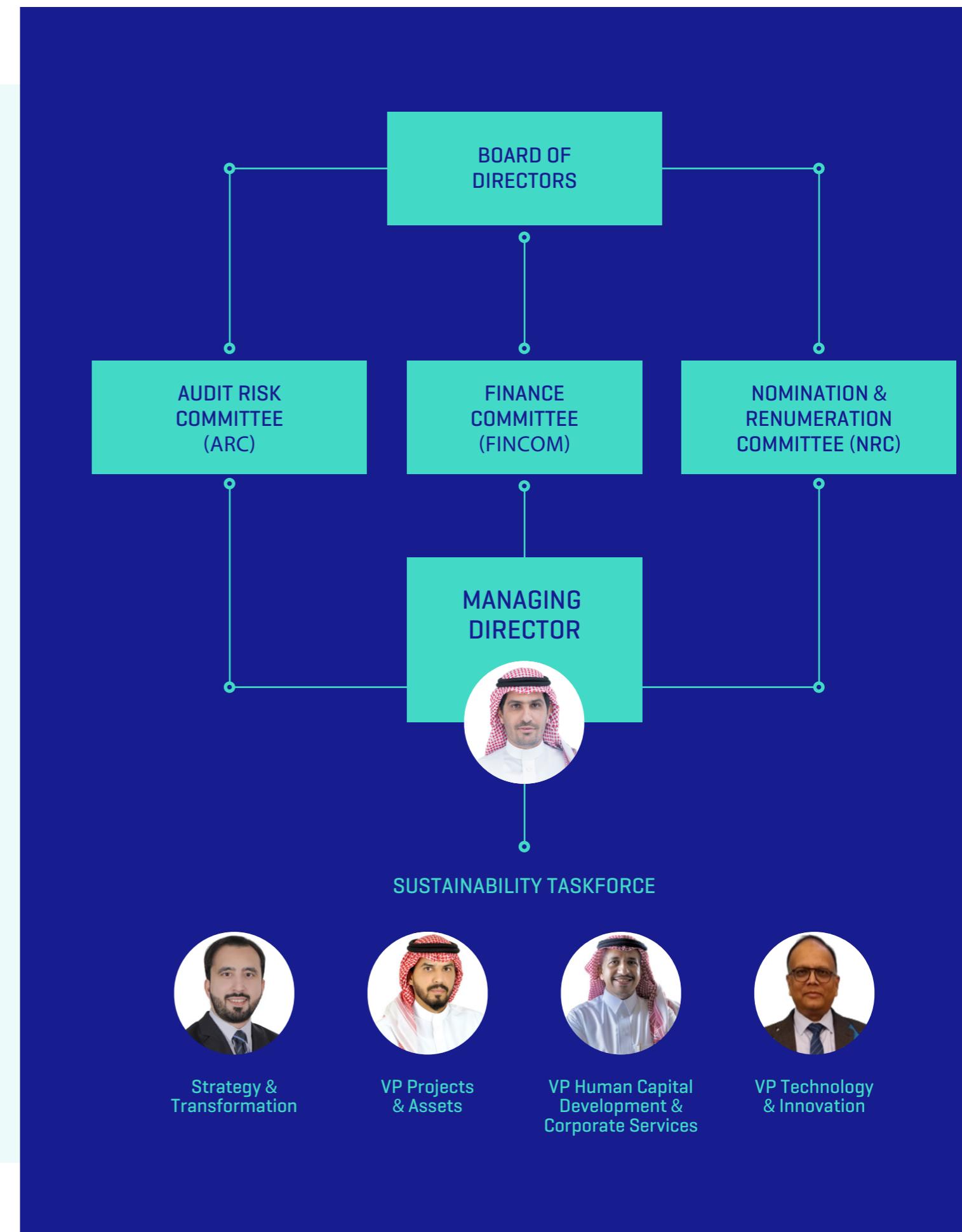
# GUIDING OUR SUSTAINABILITY JOURNEY

GRI (2-9), (2-12), (2-13), (2-14), (2-17), (2-23), (2-24), (2-25)

Saudi Tabreed has established a dedicated Sustainability Taskforce to advance sustainability practices across the Company. The taskforce is led by Safi Uddin Khan and includes esteemed members Mr. Ahmed Aldowaihi, Eng. Abdulaziz Althubaiti, and Eng. Masood Raza. This team oversees, guides, and advises on the Company's sustainability strategy and initiatives.

The taskforce's primary mandate is to ensure comprehensive alignment of Saudi Tabreed's operations and initiatives with established Environmental, Social, and Governance (ESG) frameworks and standards. This includes embedding ESG criteria into corporate policies, risk management processes, and operational practices to uphold regulatory compliance, stakeholder expectations, and international best practices. By doing so, the taskforce facilitates the integration of sustainability considerations into strategic decision-making, driving value creation while mitigating environmental and social risks.

Beyond governance and strategic oversight, the taskforce is actively engaged in the coordination and management of sustainability data collection, ensuring data integrity, consistency, and completeness. It also oversees the planning and execution of sustainability projects and initiatives, while conducting periodic performance reviews and gap analyses to monitor progress against targets, regulatory requirements, and internal KPIs. These functions enable Saudi Tabreed to maintain transparent reporting, identify opportunities for continuous improvement, and reinforce accountability across the organization.





# ENVIRONMENTAL IMPACT

# ENERGY EFFICIENCY AND OPTIMIZATION

## GRI (302-1), (302-2), (302-3), (302-4), (302-5)

Saudi Tabreed is focused on reducing energy consumption and promoting energy efficiency across its district cooling plants (DCPs). To achieve this, the Company is developing an Energy Management System aligned with the ISO 50001 standard, aiming to refine and formalize its existing energy management processes.

The Company follows ASHRAE (American Society of Heating, Refrigerating, and Air-Conditioning Engineers) standards to ensure compliance with international best practices. Additionally, a Computerized Maintenance Management System (CMMS) is utilized to maintain operational excellence. Changes in energy consumption are closely monitored through systematic records and measurements. Conscious efforts are made to reduce energy usage whenever plants or equipment are replaced, upgraded, or adapted.

A key contributor to the Company's energy efficiency is the use of Thermal Energy Storage (TES) systems, which store energy and help manage peaks in district cooling demand. By leveraging TES, Saudi Tabreed regulates energy consumption, reduces waste, and improves overall efficiency, thereby contributing to its carbon footprint reduction and sustainability goals.

Beyond TES, the Company actively explores renewable energy sources and deploys equipment with lower electricity consumption. The development of Business Intelligence (BI) platforms enhance monitoring and analysis of operational parameters, allowing for real-time adjustments to optimize plant performance. Enhanced dashboards provide operators with detailed data insights, supporting management decisions to ensure optimal energy consumption.

Saudi Tabreed has adopted ambitious ESG goals that include reducing carbon emissions, optimizing energy use, and enhancing operational reliability. These goals are supported by adherence to international standards, adoption of energy-efficient technologies, and incorporation of design and operational best practices through collaboration with international partners, consultants, and contractors. The Company's budget allocates provisions for innovative measures such as advanced TES systems, artificial intelligence-based smart control technologies, and high-efficiency chillers.



Over the past year, Saudi Tabreed achieved a 10% improvement in overall plant energy efficiency, measured in kW/ton. This was accomplished through initiatives including:

- Optimizing automated chiller sequencing
- Efficient use of TES by charging during off-peak hours and discharging during peak demand
- Installing energy (BTU) meters at delivery points to optimize pumping costs and prevent low-temperature differential scenarios
- Enhancing operational protocols

The Company's focus on sustainability is further demonstrated by strict compliance with environmental regulations, effective water and energy management, and a commitment to reducing its carbon footprint. Successful retro-commissioning projects and improvements in kW/ton performance reflect Saudi Tabreed's ability to deliver sustainable, long-term solutions.

The retro-commissioning initiatives led by the Operations & Maintenance division include:

### System Optimization:

Improving performance of third party-owned plants through operational data analysis, recalibration of control systems, and chiller sequencing adjustments to better align with actual cooling loads.

### Component Upgrades:

Installing high-efficiency chillers, pumps, and cooling towers at key sites such as Aramco and King Khalid International Airport (KKIA) to reduce energy consumption.

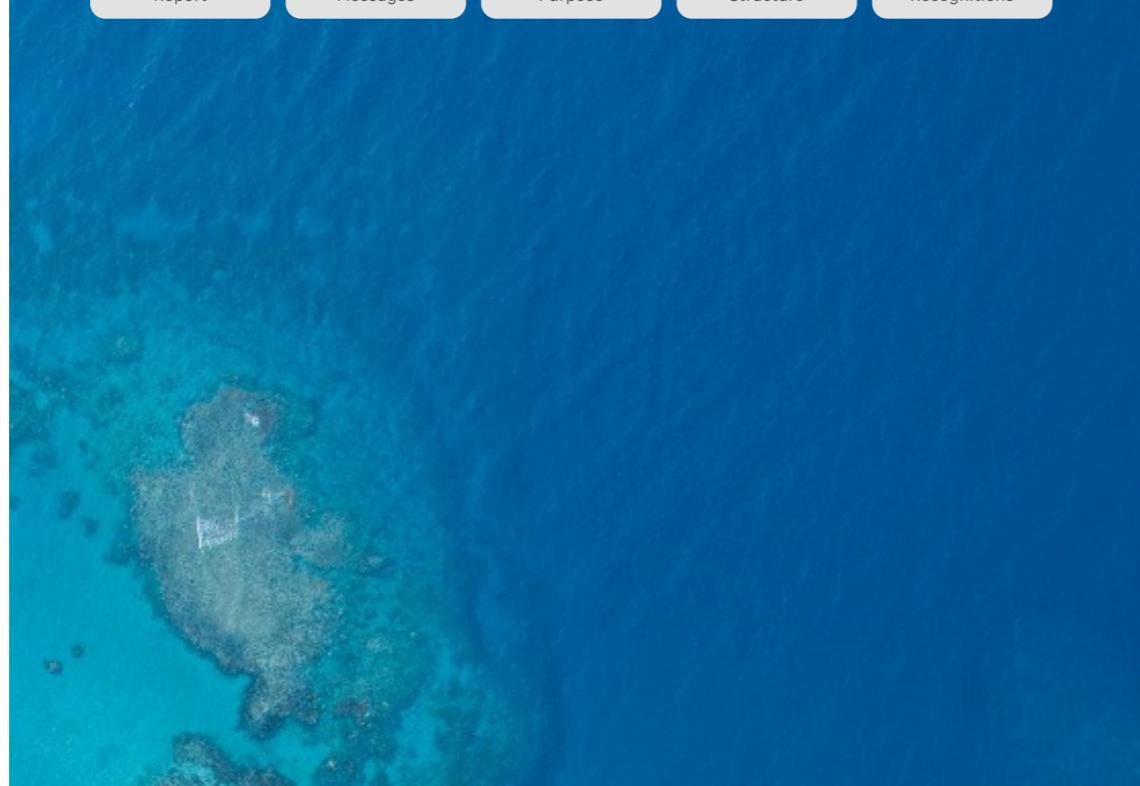
### Plate Heat Exchanger Improvements:

Enhancing heat transfer efficiency at Aramco and King Abdullah Financial District (KAFA) by cleaning exchangers, replacing gaskets, and descaling.

### Control System Enhancements:

Integrating Supervisory Control and Data Acquisition (SCADA) systems at Aramco, and KKIA to enable real-time monitoring and control.

These efforts have resulted in significant reductions in the kW/ton ratio and overall system performance improvements, supporting Saudi Tabreed's commitment to energy efficiency and environmental sustainability.



# WATER MANAGEMENT

GRI (303-1), (303-2), (303-3), (303-4), (303-5)



Saudi Tabreed recognizes the importance of water conservation, particularly given Saudi Arabia's status as a water-scarce nation. As water is essential for the operation of the Company's district cooling plants (DCPs), the Company is committed to improving water use efficiency while ensuring that its operations do not negatively impact water availability for other users.

Saudi Tabreed has implemented a range of measures to minimize its freshwater consumption. These include optimizing fresh water use according to actual cooling loads, supplementing supply with alternative sources, and maximizing the use of brackish water and treated sewage effluent (TSE). Additionally, water losses are continuously minimized through efficient operational practices.

Water quality is regularly assessed through periodic sampling and analysis, particularly before the summer season, to prevent risks such as Legionella bacteria growth. Efforts are made to maintain total dissolved solids (TDS) within regulatory limits, using eco-friendly chemicals to enhance plant equipment performance.

Variations in water intensity across Saudi Tabreed's sites are influenced by factors such as water quality and local climatic conditions. For example, the Aramco DCP uses brackish water characterized by high conductivity, TDS, and chloride levels, which necessitate higher water consumption due to lower Cycles of Concentration (CoC). Climate factors like humidity and evaporation rates also affect water use, while the adoption of efficient cooling towers and chillers at some sites has contributed to water consumption reductions.

Looking ahead, Saudi Tabreed plans to increase the use of treated sewage effluent (TSE) as the primary source of makeup water for cooling towers, supplemented by post-treatment via reverse osmosis (RO) systems. This initiative aims to align with local regulations limiting potable water use in the district cooling sector and optimize the management of blowdown and reject water discharged into infrastructure drainage systems.

KPI	Unit	2022	2023	2024
<b>Total DCP Water Consumption</b>	<b>m<sup>3</sup></b>	<b>2,341,774.65</b>	<b>2,552,396.27</b>	<b>2,656,428.01</b>
<b>Water Consumption Intensity</b>	<b>m<sup>3</sup>/TRHr</b>	<b>0.010</b>	<b>0.009</b>	<b>0.009</b>
<b>Blowdown and Reject Water</b>	<b>m<sup>3</sup></b>	<b>1,051,377.77</b>	<b>1,038,163.22</b>	<b>1,083,287.81</b>
<b>Cooling Tower Makeup Water Consumption</b>	<b>m<sup>3</sup></b>	<b>2,300,034.37</b>	<b>2,535,868.54</b>	<b>2,644,392.14</b>

# CLIMATE & EMISSIONS

GRI (305-1), (305-2), (305-3), (305-4), (305-5)

## GREENHOUSE GAS (GHG) EMISSIONS – SCOPE 1, 2, AND 3

Saudi Tabreed develops engineered cooling solutions designed to enhance performance and energy efficiency, thereby supporting the transition to a carbon-neutral economy.

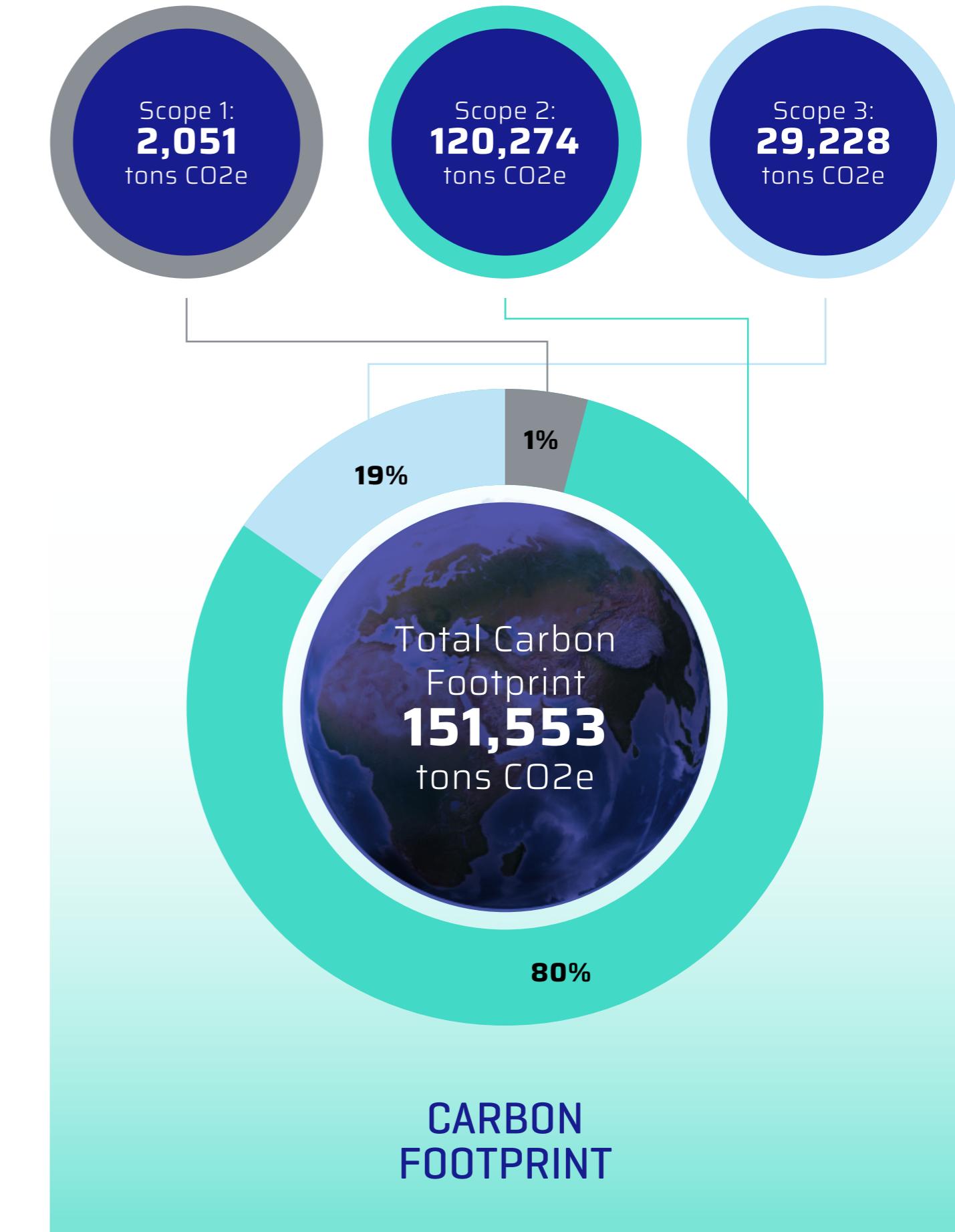
Aligned closely with the Kingdom's sustainability goals, Saudi Tabreed collaborates with government authorities to address growing power demands through sustainable and efficient district cooling solutions. District cooling provides significant emission reduction benefits, not only by lowering greenhouse gas (GHG) emissions through power savings but also by optimizing refrigerant gas usage compared to conventional cooling systems.

To further reduce GHG emissions within its operations, Saudi Tabreed has taken strategic steps to improve measurement accuracy and mitigation efforts. The Company is building internal capacity to perform direct GHG emissions measurements, enhancing transparency and precision in reporting across all projects. Investments in digital twin technology, artificial intelligence, and digitalization initiatives are enabling improved resource efficiency and environmental performance.

Saudi Tabreed has established a comprehensive GHG Inventory covering Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy), and Scope 3 (other indirect emissions). The Company actively monitors emission intensity across its asset portfolio and implements targeted measures to reduce this footprint over time.

Contributing to the Kingdom's ambitious target of generating 50% of its power from renewable sources by 2030, Saudi Tabreed is integrating renewable energy into its operations. For example, solar panels have been commissioned at the Amaad Business Park Complex District Cooling plant to supplement energy needs. This initiative is expected to reduce Scope 2 emissions and lower overall emission intensity at the facility.

The categories for Scope 3 emissions calculation were identified through a screening questionnaire and include emissions from purchased goods and services, capital goods, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, and employee commuting.



## Emissions Intensity

Emission intensity refers to the amount of greenhouse gas emitted per unit of activity, measured for Saudi Tabreed as tons of refrigeration hours (TRH) of cooling water sold. It serves as an indicator of how efficiently the Company utilizes energy and resources while working to reduce its environmental impact.

Saudi Tabreed regularly monitors and reports on this metric to track progress, identify opportunities for efficiency improvements, and implement measures that help lower emissions while maintaining reliable cooling services.



TYPE OF EMISSIONS	EMISSIONS INTENSITY (KGCO2E/TRH)
Direct Emissions	0.0083
Indirect Emissions	0.487
Total Emissions	0.49

## Energy Intensity

Similarly, energy intensity reflects the amount of energy consumed per unit of output (TRH). It is a key indicator of efficiency, where lower values demonstrate optimized operations and reduced energy use. Saudi Tabreed monitors this measure to improve performance and drive continuous reductions in energy consumption.



TYPE OF ENERGY	ENERGY INTENSITY (MJ/TRH)
Direct Energy	0.0013
Indirect Energy	3.19
Total Energy	3.19

## Energy Efficiency

Saudi Tabreed's adoption of district cooling systems has enabled a significant reduction in energy consumption and related emissions. When assessed against the actual performance of the water-cooled chiller, the energy efficiency of ST demonstrates a notable variance that is the system achieves higher operational efficiency while lowering environmental impact.

In 2024, this efficiency advantage translated into savings of approximately 15,447 metric tons of CO<sub>2</sub>e, representing nearly 12% of the company's total Scope 1 and Scope 2 emissions. This demonstrates the tangible benefits of investing in advanced technologies that align both with sustainability objectives and operational excellence.

# WASTE MANAGEMENT

GRI (306-1), (306-2), (306-3), (306-4), (306-5)

Saudi Tabreed recognizes the environmental and social impacts of improper waste management and is committed to reducing waste generation across its operations, advancing toward a circular economy model.

The Company's Waste Management Plan details procedures for the segregation, transportation, and disposal of both hazardous and non-hazardous waste streams. Currently, Saudi Tabreed is evaluating the use of sewage effluent water to replace raw water make up to reduce chemical consumption and minimize chemical container waste. Resource optimization and sustainable supply chain practices are integral to promoting responsible consumption throughout the Company's operations.

Compliance with the Kingdom's waste management laws, regulations, and standards is strictly observed, with overall waste management responsibility assigned to the HSE Assets and Procurement Departments.

Significant reductions have been achieved in non-hazardous waste volumes. Empty chemical containers are returned to suppliers for recycling and reuse. Domestic waste is disposed of through government-managed landfills, while scrap materials with monetary value are sold; other waste is managed by third-party service providers.

# BIODIVERSITY CONSERVATION

GRI (304-1), (304-2), (304-3), (304-4)

Saudi Arabia hosts diverse and well-preserved natural habitats, including marine, coastal, desert, valley, and mountain ecosystems. Saudi Tabreed acknowledges the critical dependence on healthy ecosystems and is dedicated to supporting biodiversity preservation for future generations.

Before project initiation, comprehensive environmental assessments are conducted to identify and mitigate potential impacts and dependencies on biodiversity in accordance with local regulations, standards, and international best practices.

Throughout district cooling plant (DCP) construction and operations, special care is taken to preserve biodiversity, particularly in ecologically sensitive areas. Key mitigative actions include:

- Preventing heat rejection near cooling locations to avoid thermal pollution
- Prohibiting release of contaminated refrigerants into the atmosphere
- Purifying and reusing refrigerants within facilities
- Conducting frequent leak tests and employing continuous leak detection systems to prevent refrigerant emissions
- Reducing noise pollution by approximately 20% through strategic concealment of infrastructure beneath streets

Saudi Tabreed regularly updates its operating procedures to integrate biodiversity considerations into project delivery. The Company also maintains aesthetically pleasing, eco-friendly landscaping around its facilities, reinforcing its commitment to environmental stewardship.

# OPERATIONAL RELIABILITY

Saudi Tabreed aims for zero (0%) essential equipment breakdowns across its operations, reflecting a strong focus on uninterrupted service delivery and operational excellence.

The company's O&M strategy in co-ordination with the OEM ensure preventive maintenance is conducted regularly, following a predictive maintenance approach. This includes timely upgrades and replacement of spare components as needed. The effectiveness of these maintenance activities is assessed monthly through big data analytics, enabling continuous improvement.

To maintain plant reliability, the Asset Management Technical Team rigorously monitors and evaluates the operational performance of the Operations & Maintenance (O&M) team. This includes thorough review of daily, weekly, monthly, and annual reports. Real-time monitoring is supported by the Supervisory Control and Data Acquisition (SCADA) system, which automatically logs plant data to enhance data accuracy and operational transparency. A comprehensive preventive maintenance program is systematically implemented and tracked via the Computerized Maintenance Management System (CMMS).

Critical preventive maintenance tasks are strategically scheduled during off-peak seasons to ensure an adequate margin of production availability and minimize service disruptions. The Asset Management team performs physical inspections of maintenance activities, documenting all interventions in the CMMS for traceability.

A key performance indicator (KPI) central to Saudi Tabreed's operations is achieving system reliability, durability, and availability rates of 99%. This high standard ensures clients consistently receive optimal cooling performance with minimal energy consumption, translating into cost-effective cooling solutions.

Saudi Tabreed's approach extends beyond routine maintenance by integrating advanced monitoring technologies and industry best practices. Investments in cutting-edge control systems, predictive maintenance tools, and ongoing staff development through the Individual Development Program (IDP) strengthen the Company's ability to sustain system efficiency and reliability over the long term.

Proactive measures are being employed to address potential technical challenges, such as:

## Variable Frequency Drives (VFDs):

Regular testing and monitoring mitigate risks associated with high-frequency voltage spikes, to identify early signs of equipment stress.

## Harmonic Distortions:

Harmonic filter systems are installed to ensure smooth and stable electrical operation.

Through these initiatives, Saudi Tabreed effectively predicts, prevents, and resolves operational issues, thereby maintaining the integrity and performance of its district cooling assets and supporting broader sustainability objectives.

# RESPONSIBLE PROCUREMENT

GRI (204-1)

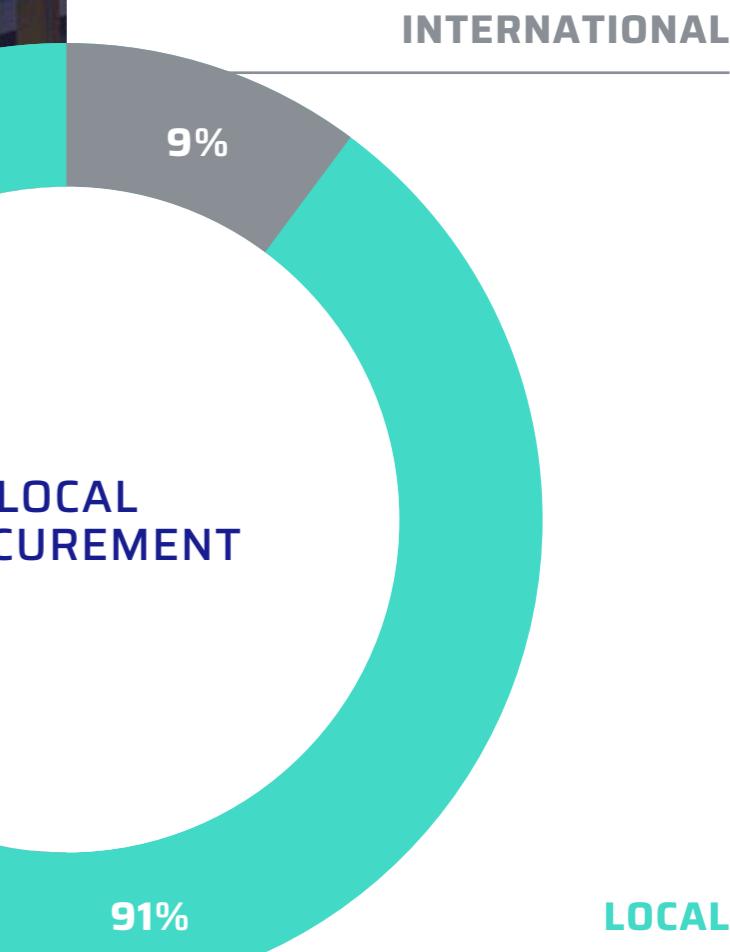
Saudi Tabreed manages its supplier relationships with honesty, respect, and integrity, ensuring equal opportunities for all parties involved. Our procurement processes are governed by the Governance Framework for the Supply Chain Function, which includes specific controls and oversight mechanisms designed to prioritize the Company's best interests in all decisions.

In supplier selection, we emphasize prioritizing local suppliers and distributors, aligning with our strategic focus on supporting the Kingdom's economic growth and Saudi Vision 2030. We evaluate potential suppliers not only on commercial and technical criteria but also on their socioeconomic performance. Local vendors are actively encouraged to participate in relevant Requests for Proposals (RFPs) and Requests for Quotations (RFQs) to expand their business opportunities.

The Procurement Manager, supported by the Commercial and Technical Evaluation Teams and overseen by the Procurement Director, ensures that procurement activities align with our corporate Procurement Policy and Authority Matrix. The Procurement Department leads the implementation of supply chain processes with a focus on sourcing goods and services primarily from local suppliers.

We also assess and monitor potential negative social impacts associated with our suppliers through an internal audit criterion. For the current reporting year, no suppliers were identified as having significant actual or potential negative social impacts. Saudi Tabreed maintains an effective monitoring process to continuously oversee supplier performance and their societal impacts.

As illustrated in the chart, purchase orders issued to local and international suppliers for 2024 demonstrate our ongoing commitment to local procurement. Our target is to sustain local suppliers' participation and maintain strong socioeconomic relationships and contribute positively to the Kingdom's economy.





**SOCIAL  
IMPACT**

# HEALTH, SAFETY & WELLBEING



GRI (403-1), (403-2), (403-3), (403-4), (403-5), (403-6), (403-7), (403-8), (403-9), (403-10)

At Saudi Tabreed, ensuring a safe working environment is paramount, as our employees are critical contributors to our overall success. The Health, Safety & Environment (HSE) department, guided by senior management, oversees compliance with all relevant environmental and safety policies and drives continuous improvement through operational excellence.

We operate under the principle that all work-related injuries and HSE non-compliance incidents are preventable through competent personnel, thorough risk assessment, and effective planning. Our commitment to safety extends beyond our workforce to include the communities surrounding our facilities.

Our HSE management system is supported by internationally recognized certifications:



**ISO 9001:2015**  
Quality Management Systems



**ISO 14001:2015**  
Environmental Management Systems



**ISO 45001:2018**  
Occupational Health and Safety Management Systems

All operational sites and head offices are staffed with certified first aiders trained by Medic First Aid and equipped with Automatic External Defibrillators (AEDs). Dedicated HSE officers continuously monitor health risks, report incidents through formal notification processes, and implement the Stop Work Policy, which empowers every employee to halt any activity perceived as unsafe.

The HSE team systematically reviews safety data from all operational and project sites to identify hazards, trends, and areas for improvement. We maintain rigorous incidents and near-miss reporting protocols to track performance accurately and enhance workplace safety continuously.

KPI	2022	2023	2024
<b>Lost Time Injury Rate (LTIR)</b>	0	0	0
<b>Number of Safety Trainings</b>	92	70	67

Safety is embedded in our organizational culture, starting from senior leadership and extending through dedicated health and safety specialists. Our behavior-based preventive approach is reinforced by regular awareness seminars, targeted training programs, and on-the-job coaching.

We also prioritize public safety through active community engagement. Saudi Tabreed participates in local sponsorships, trade organizations, social work, and employee volunteering. Our corporate social responsibility initiatives include support for charitable programs reflecting our broader commitment to societal wellbeing.



# TALENT DEVELOPMENT AND WORKFORCE

GRI (404-1), (404-2), (404-3), (404-4)

Saudi Tabreed focuses on being a responsible employer by fostering a diverse, motivating work environment and investing in employee development and well-being. Employment contracts are rigorously reviewed to ensure compliance with local regulations and best practices, supported by robust Corporate Governance policies and internal audits aligned with national and international labor standards.

We empower our people to succeed through integrity and trust, offering continuous learning and professional development programs tailored to individual career goals. Talented employees with leadership potential undergo comprehensive assessments to create Individual Development Plans (IDPs) that align personal growth with company strategy.



Our academy offers seven development pathways, including:

Training Programs and Workshops for interactive skill-building.

Mentoring that pairs experienced employees with mentees.

On-the-Job Training to gain practical experience.

Coaching to nurture future managers and leaders.

Blended Training combining classroom and field learning.

Conferences and Seminars to stay updated on industry best practices.

E-learning for flexible, self-paced education.

As a national company, we prioritize empowering Saudi nationals through recruitment and by engaging local suppliers and partners, in support of the Kingdom's Vision 2030. While Saudi nationals are prioritized, qualified expatriates are recruited when necessary.

Our salary grading and compensation structures are market-aligned and transparent, ensuring fair and competitive remuneration. Employees receive benefits and allowances, including housing, transportation, and medical coverage, calibrated according to job grade and business needs.

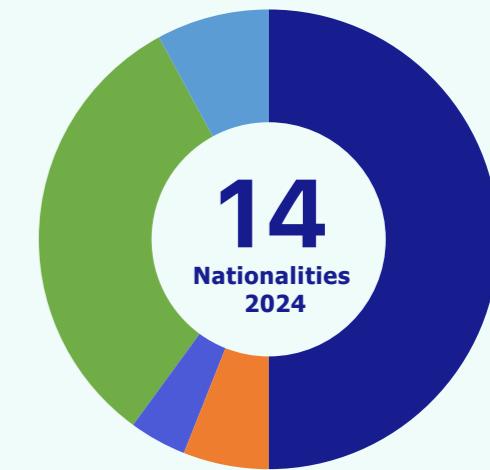
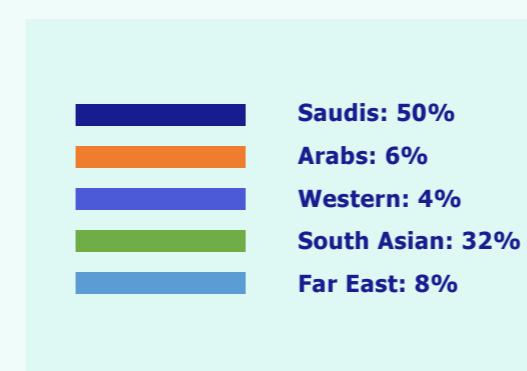
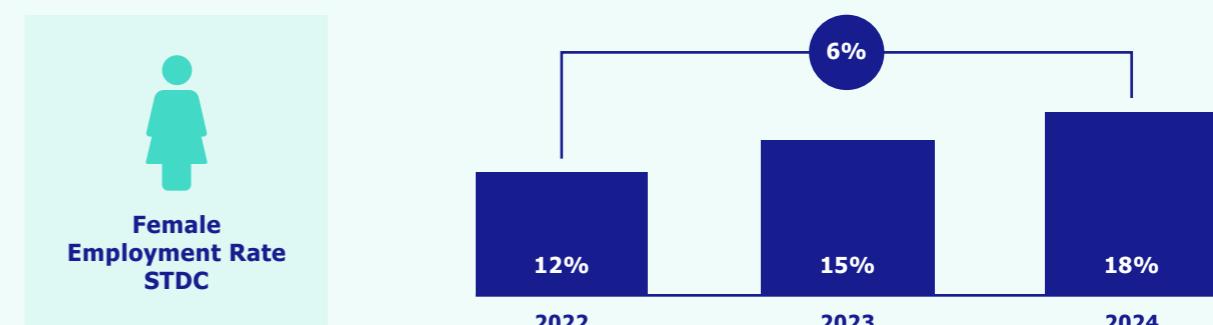
# DIVERSITY AND EQUAL OPPORTUNITY

GRI (405-1), (405-2)

At Saudi Tabreed, we are dedicated to fostering an inclusive workplace that guarantees fair treatment and equal opportunity for all employees. Our recruitment, compensation, development, and advancement practices are free from discrimination based on ethnicity, religion, political beliefs, gender, age, nationality, language, marital status, disability, or any other characteristic.

Our focus on human rights and diversity is deeply embedded in the Company's policies and corporate governance framework. We actively promote the creation of high-performing, diverse teams that contribute to sustainable development, uphold human rights, and support climate action initiatives aligned with global partnerships.

Our HR policies emphasize equal employment opportunity through standardized contracts and transparent pay grades. Non-discrimination principles are integral to our corporate guidelines and governance policies, ensuring consistency and fairness across all operations.



Since 2022, Saudi Tabreed has successfully expanded the talent pool from 10 to 14 nationalities and increased Saudization levels from 38% to 50%. Additionally, we have improved gender diversity, raising female representation from 12% to 18%. Our attrition and retention rates remain stable and competitive within the industry benchmark.

# CUSTOMER RELATIONSHIP & ENGAGEMENT

**GRI (2-9), (2-10), (2-11), (2-12), (2-13), (2-14), (2-17)**

At Saudi Tabreed, cultivating strong customer relationships and engagement is a cornerstone of our sustainability strategy. We acknowledge that customer satisfaction is essential to our operational success and long-term value creation. By maintaining transparent communication channels and actively soliciting customer feedback, we continuously enhance our service quality and build lasting trust and loyalty.

Our customer engagement framework employs multiple platforms, including surveys, Dedicated service hotline for each plant, and digital channels, to gather actionable insights into customer needs and preferences. Leveraging advanced data analytics, we deliver tailored energy management solutions that enable customers to optimize cooling efficiency and minimize environmental impact, thereby supporting both operational excellence and sustainability objectives.

Beyond transactional interactions, Saudi Tabreed is committed to empowering customers through educational and awareness programs. Workshops and targeted informational campaigns promote understanding of district cooling benefits and encourage the adoption of sustainable practices. These initiatives help foster a shared responsibility toward environmental stewardship and reinforce our collective contribution to a greener future.

This integrated approach to customer engagement demonstrates Saudi Tabreed's commitment to transparency, collaboration, and continuous improvement. By aligning customer needs with our sustainability goals, we ensure responsiveness to evolving market expectations while driving progress toward a resilient and sustainable energy landscape.



# GOVERNANCE AND COMPLIANCE IMPACT



# CORPORATE GOVERNANCE

GRI (2-9), (2-10), (2-11), (2-12), (2-13), (2-14), (2-17)

Saudi Tabreed's governance framework is built on transparency, accountability, and effective decision-making to ensure compliance, foster stakeholder trust, and drive sustainable growth.

The Company's ownership structure includes prominent stakeholders such as the Public Investment Fund (PIF), Vision International Investment, MENA Utilities Holding Company, and National Central Cooling Company PJSC (Tabreed UAE). These strategic investors bring extensive expertise and align Saudi Tabreed's operations with the economic and sustainability ambitions of Saudi Vision 2030.

The Board of Directors plays a central role in setting strategic directions, approving major initiatives, overseeing financial management, and managing risks. Comprising experienced professionals from diverse backgrounds, the Board ensures the company remains agile, compliant, and aligned with stakeholder expectations.

For details on our Board members, please visit our website for individual profiles.

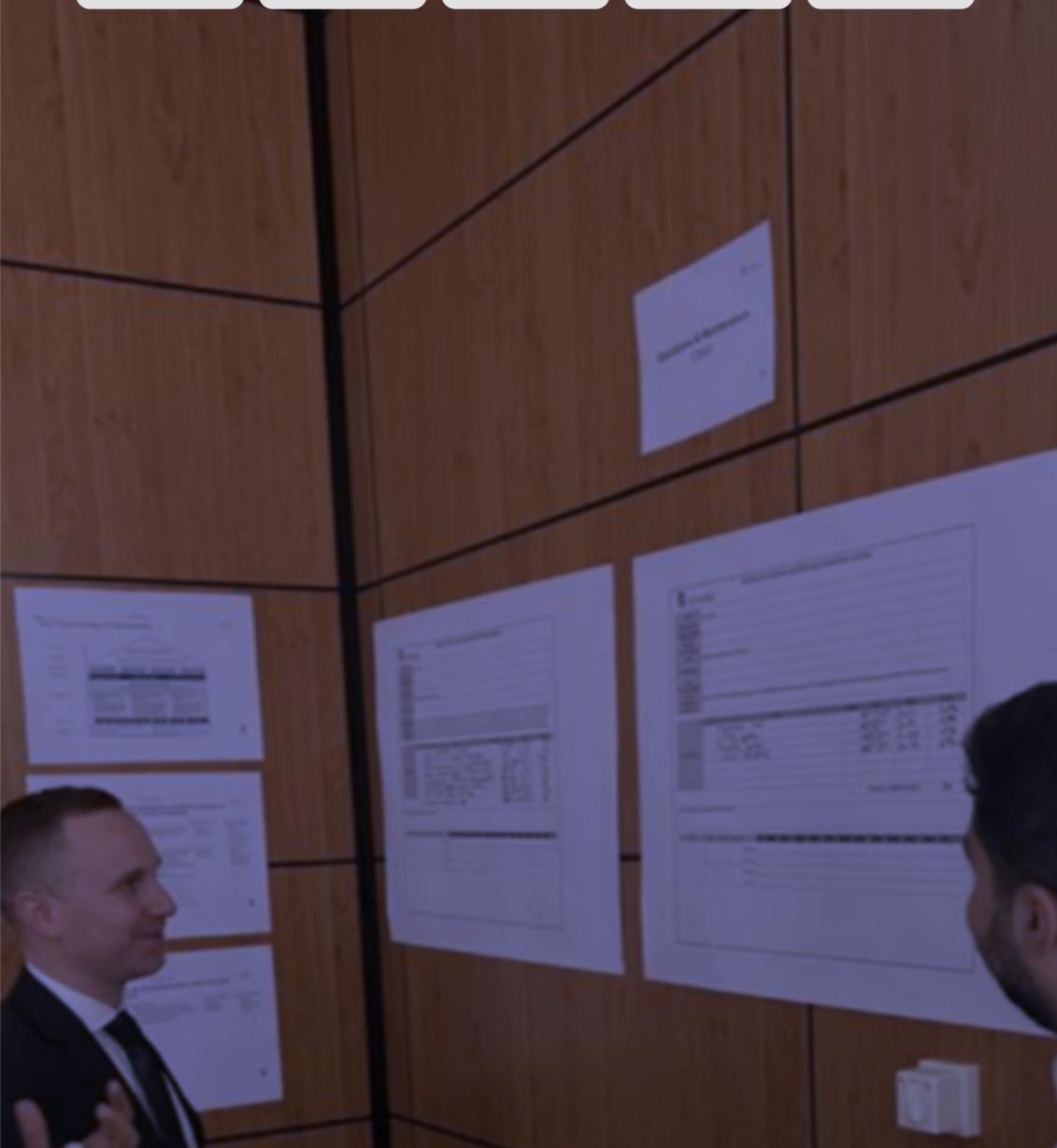
## Committees of the Board

Specialized committees support the Board in implementing best governance practices:



COMMITTEE	PURPOSE
<b>Audit &amp; Risk Committee (ARC)</b>	Ensures integrity of financial reporting, internal controls, and audit processes; evaluates control systems, adherence to financial policies, and regulatory compliance.
<b>Nomination &amp; Remuneration Committee (NRC)</b>	Set criteria for Board membership ensures the right mix of skills and oversees remuneration policies to align pay with performance and corporate standards.
<b>Financial Committee (FINCOM)</b>	Shapes financial and strategic plans, reviews budgets, monitors performance, and ensures alignment with long-term goals; conducts regular evaluations for effectiveness.





## REGULATORY COMPLIANCE

GRI (2-27)

At Saudi Tabreed, regulatory compliance is a foundational pillar of the Company's operations, ensuring full adherence to all applicable laws, regulations, and industry standards while advancing its sustainability objectives. Our compliance framework covers environmental regulations, safety requirements, and sector-specific guidelines. Through robust protocols and continuous oversight, we not only mitigate operational risks but also demonstrate our commitment to ethical, transparent, and responsible business practices, aligning with our mission to support the sustainable development of the communities we serve.

### ENVIRONMENTAL COMPLIANCE

Given the nature of district cooling operations, environmental compliance is a priority for Saudi Tabreed. We meet and exceed stringent regulatory requirements to minimize natural resource consumption, lower emissions, and promote energy efficiency. Our initiatives include deploying advanced technologies and adopting renewable energy solutions to reduce our environmental footprint. In doing so, the Company ensures that its operations actively contribute to climate change mitigation and environmental responsibility.

01 <

### SAFETY AND OPERATIONAL STANDARDS

We are committed to complying with all applicable safety and operational regulations, safeguarding both employees and customers. This is achieved through regular audits, inspections, and continuous improvement programs that enhance reliability and performance across all facilities. These measures form an integral part of our sustainability strategy, ensuring the long-term resilience and efficiency of our services.

02 <

### PROACTIVE ENGAGEMENT

Saudi Tabreed actively collaborates with regulatory authorities and industry stakeholders to remain informed on evolving laws, regulations, and best practices. This proactive engagement enables us to anticipate changes, adapt swiftly, and maintain ongoing compliance. By participating in industry forums and policy discussions, we contribute to shaping regulations that foster sustainable growth and innovation in the district cooling sector.

03 <

# CODE OF CONDUCT

GRI (2-27)

At Saudi Tabreed, our Code of Conduct is a cornerstone of our commitment to ethical business practices and sustainability. It provides a guiding framework for all employees, ensuring that our operations uphold the highest standards of integrity, transparency, and accountability. This framework applies to every aspect of our business, from interactions with customers, suppliers, and partners to internal decision-making processes, fostering a culture of trust and respect that is essential for achieving our long-term goals.



## ENVIRONMENTAL RESPONSIBILITY

Our Code of Conduct embeds strict guidelines on environmental responsibility, reflecting the Company's focus on minimizing its ecological footprint. Employees are encouraged to integrate sustainable practices into their daily work, including reducing waste, conserving energy, and supporting initiatives that promote environmental protection. These expectations are reinforced through regular training and awareness programs, ensuring that all team members understand their role in meeting Saudi Tabreed's environmental and sustainability objectives.

01 <

## TRANSPARENCY & ACCOUNTABILITY

Transparency and accountability are central to the Company's approach. We are committed to maintaining open and honest communication with all stakeholders, including customers, investors, and regulators, by providing accurate, timely information on our operations, financial performance, and sustainability initiatives. The Code of Conduct outlines clear procedures for reporting unethical behavior or violations, ensuring that concerns are addressed promptly and fairly.

02 <

## WHISTLEBLOWING POLICY

Integral to our transparency framework is a whistleblowing policy that empowers employees to raise serious concerns directly with management, without fear of retaliation. This process encourages issues to be handled internally and constructively, reinforcing integrity at all levels of the organization.

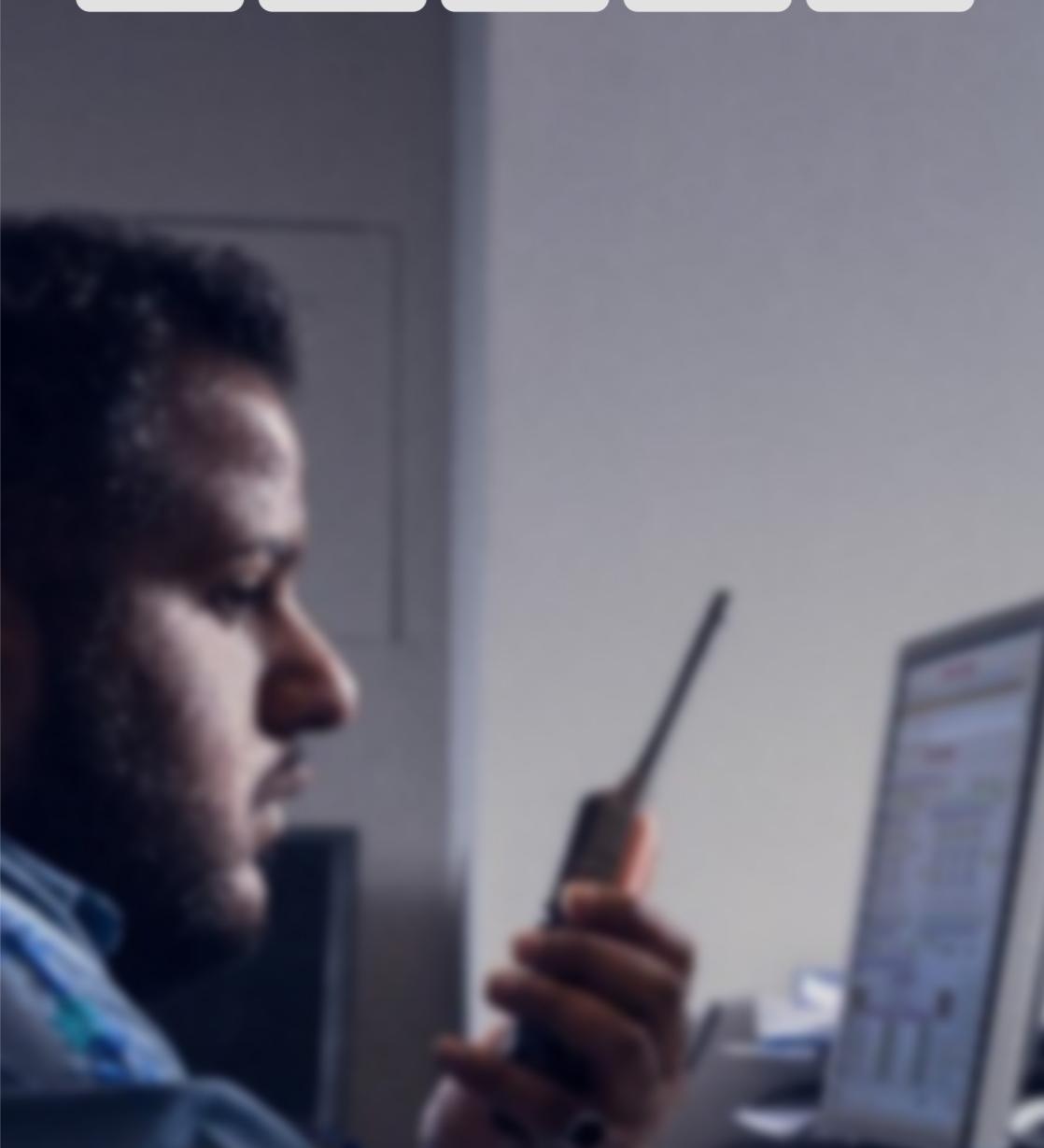
03 <

## SOCIAL RESPONSIBILITY

Our Code of Conduct also promotes social responsibility and community engagement. Saudi Tabreed actively contributes to the well-being of the communities where we operate by supporting local initiatives, fostering an inclusive and diverse workplace, and ensuring fair labor practices.

By embedding these principles into our Code of Conduct, we not only safeguard our ethical and operational standards but also strengthen our role as a responsible corporate citizen, committed to creating long-term value for stakeholders and a sustainable future for all.

04 <



# DATA GOVERNANCE

GRI (418-1)

At Saudi Tabreed, data governance is a core element of our sustainability strategy, ensuring that all data-related activities are managed with the highest standards of integrity, accuracy, and accountability. Our governance framework defines clear policies, procedures, and controls for the collection, storage, use, and disposal of data across the organization. These measures ensure that data remains accurate, reliable, and accessible, enabling informed decision-making and operational efficiency. Robust data governance reinforces transparency, supports compliance with regulatory requirements, and strengthens stakeholder confidence.

## DATA PRIVACY

We are committed to protecting the personal and sensitive information of our customers, employees, and stakeholders. Our privacy policies are fully aligned with local and international regulations, ensuring that data is managed with confidentiality and care. To safeguard information, we apply advanced encryption methods, access controls, and secure storage protocols. Regular audits and compliance assessments verify adherence to privacy standards, while mandatory employee training ensures that all team members understand their responsibilities in protecting data. This proactive approach fosters trust and upholds our reputation for responsible data management.

01 <

## CYBERSECURITY

Cybersecurity is a cornerstone of our IT and risk management strategy. Saudi Tabreed employs a multi-layered security framework, including firewalls, intrusion detection systems, and continuous vulnerability monitoring. Our dedicated cybersecurity team proactively detects, assesses, and mitigates potential threats, while established incident response protocols ensure that any breach is addressed swiftly and effectively. This vigilant approach protects our digital assets, critical infrastructure, and stakeholder data from evolving cyber risks.

02 <

## INTEGRATION WITH SUSTAINABILITY

Strong data governance, robust privacy safeguards, and resilient cybersecurity practices are integral to our sustainability vision. They not only protect our digital environment but also promote ethical data management, operational excellence, and stakeholder trust. By embedding these practices into our operations, Saudi Tabreed demonstrates its commitment to sustainable growth, transparency, and the responsible use of technology, benefiting both the organization and the communities we serve.

03 <

# GRI CONTENT INDEX

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

<b>Statement of use</b>	Saudi Tabreed has reported in accordance with the GRI Standards for the period 1/1/2024 to 31/12/2024
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Profile & Purpose: Page 08			
	2-2 Entities included in the organization's sustainability reporting	About this Report: Page 03			
	2-3 Reporting period, frequency and contact point	About this Report: Page 03			
	2-4 Restatements of information	No restatements of information in this report			
	2-5 External assurance	No external assurance provided for this report			
	2-6 Activities, value chain and other business relationships	Profile & Purpose: Page 08			
	2-7 Employees	Social Impact: Pages 26-28			
	2-8 Workers who are not employees	The reported employees for this report are on fulltime basis			
	2-9 Governance structure and composition	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10			
	2-10 Nomination and selection of the highest governance body	Corporate Governance: Page 31; Organizational Structure: Page 10			
	2-11 Chair of the highest governance body	Corporate Governance: Page 31			
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10			
	2-13 Delegation of responsibility for managing impacts	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10			
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10			
	2-15 Conflicts of interest	Code of Conduct: Page 33			

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	
			REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Code of Conduct: Page 33		
	2-17 Collective knowledge of the highest governance body	Corporate Governance: Page 31; Guiding our Sustainability Journey page 17		
	2-18 Evaluation of the performance of the highest governance body	NA	Confidentiality Constraints	Evaluation of the highest governance body is conducted internally; detailed outcomes are not disclosed publicly due to confidentiality and governance protocol considerations.
	2-19 Remuneration policies	NA	Confidentiality Constraints	Remuneration policies are in place but are not publicly disclosed due to internal confidentiality protocols and governance practices.
	2-20 Process to determine remuneration	NA	Confidentiality Constraints	The remuneration determination process is conducted internally and kept confidential to protect sensitive governance-related information.
	2-21 Annual total compensation ratio	NA	Confidentiality Constraints	The total compensation ratio is considered sensitive information and is not disclosed publicly due to confidentiality and internal policy constraints.
	2-22 Statement on sustainable development strategy	Leadership Messages: Pages 05-06; Sustainability Framework and Oversight: Page 14		
	2-23 Policy commitments	Guiding our Sustainability Journey page 17		
	2-24 Embedding policy commitments	Guiding our Sustainability Journey page 17		
	2-25 Processes to remediate negative impacts	Guiding our Sustainability Journey page 17		
	2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct: Page 33		
	2-27 Compliance with laws and regulations	Regulatory Compliance: Page 32		
	2-28 Membership associations	Awards and Recognitions: Page 12		
	2-29 Approach to stakeholder engagement	Sustainability Framework and Oversight: Page 14		
	2-30 Collective bargaining agreements	NA	Legal Prohibitions	Collective bargaining agreements are not permitted in Saudi Arabia.
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Material Topics: Page 16		
	3-2 List of material topics	Material Topics: Page 16		
Greenhouse Gas (GHG) Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Material Topics: Page 16		
	305-2 Energy indirect (Scope 2) GHG emissions	Climate & Emissions: Pages 21-22		
	305-3 Other indirect (Scope 3) GHG emissions	Climate & Emissions: Pages 21-22		
	305-4 GHG emissions intensity	Climate & Emissions: Pages 21-22		
	305-5 Reduction of GHG emissions	Climate & Emissions: Pages 21-22		

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	
			REASON	EXPLANATION
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	NA	Work in Process	These emissions are monitored and not report. The Company is in the process of reporting in the future
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	NA	Work in Process	These emissions are monitored and not report. The Company is in the process of reporting in the future
<b>Energy Efficiency and Optimization</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Efficiency & Optimization: Page 19		
	302-2 Energy consumption outside of the organization	Energy Efficiency & Optimization: Page 19		
	302-3 Energy intensity	Energy Efficiency & Optimization: Page 19		
	302-4 Reduction of energy consumption	Energy Efficiency & Optimization: Page 19		
	302-5 Reductions in energy requirements of products and services	Energy Efficiency & Optimization: Page 19		
<b>Water Management</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management: Page 20		
	303-2 Management of water discharge-related impacts	Water Management: Page 20		
	303-3 Water withdrawal	Water Management: Page 20		
	303-4 Water discharge	Water Management: Page 20		
	303-5 Water consumption	Water Management: Page 20		
<b>Health, Safety, &amp; Wellbeing</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, Safety, & Wellbeing: Pages 27-28		
	403-2 Hazard identification, risk assessment, and incident investigation	Health, Safety, & Wellbeing: Pages 27-28		
	403-3 Occupational health services	Health, Safety, & Wellbeing: Pages 27-28		
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health, Safety, & Wellbeing: Pages 27-28		
	403-5 Worker training on occupational health and safety	Health, Safety, & Wellbeing: Pages 27-28		
	403-6 Promotion of worker health	Health, Safety, & Wellbeing: Pages 27-28		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety, & Wellbeing: Pages 27-28		

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	
			REASON	EXPLANATION
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Health, Safety, & Wellbeing: Pages 27-28		
	403-9 Work-related injuries	Health, Safety, & Wellbeing: Pages 27-28		
	403-10 Work-related ill health	Health, Safety, & Wellbeing: Pages 27-28		
Diversity & Equal Opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance: Page 31; Guiding our Sustainability Journey page 17		
	405-2 Ratio of basic salary and remuneration of women to men	NA	Confidentiality Constraints	The ratio is not disclosed to preserve the privacy of employee compensation and avoid potential sensitivity around individual remuneration data
Corporate Governance; Regulatory Compliance; Code of Conduct				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10		
	2-10 Nomination and selection of the highest governance body	Corporate Governance: Page 31; Organizational Structure: Page 10	Confidentiality Constraints	The ratio is not disclosed to preserve the privacy of employee compensation and avoid potential sensitivity around individual remuneration data
	2-11 Chair of the highest governance body	Corporate Governance: Page 31		
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10		
	2-13 Delegation of responsibility for managing impacts	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10		
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance: Page 31; Guiding our Sustainability Journey: Page 17; Organizational Structure: Page 10		
	2-15 Conflicts of interest	Code of Conduct: Page 33		
	2-16 Communication of critical concerns	Code of Conduct: Page 33		
	2-17 Collective knowledge of the highest governance body	Corporate Governance: Page 31; Guiding our Sustainability Journey page 17		
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GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	
			REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Guiding our Sustainability Journey page 17		
	2-27 Compliance with laws and regulations	Regulatory Compliance: Page 32		
	2-28 Membership associations	Awards and Recognitions: Page 12		
Data Governance & Privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Governance: Page 34		
Customer Relations and Engagement				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16; Customer Relationship & Engagement: Page 29		
Service Availability and Reliability				
GRI 3: Material Topics 2021	3-3 Management of material topics	Material Topics: Page 16; Operational Reliability: Page 24		



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