

SHUROOQ

2024

Sustainability Report



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INTRODUCTION AND STRATEGY

ABOUT THIS REPORT

Welcome to Shurooq's first sustainability report. The report covers the calendar year of 2024. The key objective of this report is to provide a comprehensive overview of Shurooq's sustainability performance, showcasing its efforts to embed sustainability into its operations, developments, and partnerships.

This report adheres to international best practices and globally recognized standards. It has been developed in line with the Global Reporting Initiative (GRI) framework and is aligned with the UN Sustainable Development Goals (SDGs).

Additionally, the report reflects compliance with national sustainability agendas such as the UAE Green Growth Strategy and key government guidelines. As part of our ongoing steps towards sustainability and integration of Environmental, Social, and Governance (ESG) principles into our growth, Shurooq is pleased to present this report publicly.

Scope of the Report

The scope of this report covers all of Shurooq's activities within its operational footprint, focusing primarily on projects and initiatives in Sharjah. It encompasses the entire portfolio of Shurooq's investments and developments, highlighting their contributions towards sustainable growth in the region, unless otherwise stated for specific data disclosures.

This report is intended for all stakeholders, including investors, government entities, employees, and the wider community, ensuring transparency and accountability in Shurooq's sustainability efforts. It is informed by Global Reporting Initiative (GRI) principles of accuracy, balance, clarity, comparability, reliability, and timeliness, ensuring that the information provided is comprehensive, transparent, and aligned with global best practices for sustainability reporting. As we work together to create a more sustainable future, this initiative aims to engage stakeholders and the community, promoting collaboration to achieve sustainability goals.

CEO's Message

It is with great pride and sincere reflection that we present Shurooq's first-ever GRI-based Sustainability Report. This milestone marks a new chapter in our journey of embedding sustainability into the very fabric of Sharjah's economic and cultural development.

At the heart of our mission lies a commitment to shaping places and experiences that honor our rich Emirati heritage while embracing the future. Guided by the visionary leadership of His Highness Sheikh Dr. Sultan bin Muhammad Al Qasimi, Member of the Supreme Council and Ruler of Sharjah, and the strategic direction of our Chairperson, Her Highness Sheikha Bodour bint Sultan Al Qasimi, Shurooq has continued to redefine investment and development with purpose, resilience, and care.

In 2024, sustainability played a pivotal role across our destinations. From advancing solar installations to conserving wildlife protected land and integrating sustainable water practices and landscaping designs across our resorts and public spaces—our actions are shaping Sharjah's sustainable landscape. In Kalba, our ecotourism projects are boosting the local economy along with restoring natural habitats and supporting biodiversity.

We are equally committed to strengthening how we manage and report our sustainability performance. With improved digital systems such as Oracle-based platforms and a focus on internal audits and monthly performance reviews, 2024 has laid the groundwork for more robust ESG data governance. As we move forward, we are developing a dedicated ESG data management policy to ensure consistency, accuracy, and transparency across all reporting efforts.

This report also highlights our progress in promoting social wellbeing through inclusive policies, flexible work arrangements, and community outreach, from HSE trainings and maternity benefits to initiatives like the Sharjah Beach Festival, Kalba Football Club sponsorship, and Mleiha Book Launch. With 31% of leadership roles held by women, a growing youth workforce, and ongoing engagement with local communities, we are proud of the culture of inclusion we continue to build.

This inaugural GRI-aligned report is a foundation stone for more structured, transparent, and impactful sustainability action at Shurooq. It serves as both a mirror of our values and a compass for our future.

To our dedicated teams, partners, and the Sharjah community—thank you for your trust and collaboration. Together, we are crafting a legacy that reflects the soul of Sharjah- respectful of our past, responsive to our present, and responsible for the future.



H.E Ahmed Obaid Al Qaseer
Chief Executive Officer

ABOUT SHUROOQ

Sharjah Investment and Development Authority (Shurooq) was established in 2009 to drive the social, cultural, environmental, and economic growth of Sharjah. As an independent government entity, Shurooq aims to position Sharjah as a premier destination for investment and tourism by creating and managing projects that boost the Emirate's growth and offer attractive opportunities for investors, corporations, and entrepreneurs.

Shurooq's role includes the planning, designing, and managing key tourism and development assets in Sharjah. Our portfolio features heritage sites, waterfront developments, retail, commercial, and residential projects, along with new initiatives in the industrial, healthcare, energy, environment, and logistics sectors. We ensure that each project contributes to the overall development of the emirate in a sustainable manner.

At Shurooq we focus on managing key assets to build lasting partnerships and facilitate long-term growth. We ensure that projects align with Sharjah's community needs, cultivating growth across various sectors while following best practices for environmental management and social impact.

BUSINESS OVERVIEW AND PORTFOLIO

Shurooq operates across various sectors, encompassing Real Estate, Hospitality, Leisure & Entertainment, Art & Culture. The organization has strategically developed numerous projects and destinations that showcase Sharjah's cultural heritage while promoting sustainable development. Shurooq's portfolio of developments includes prominent landmarks which have been mentioned here.

Leisure & Entertainment



Khorfakkan Beach
Al Heerah Beach
Al Rahmaniya Parks- Kshisha Park and Shaghrifa Park
Al Montazah Parks
Flag Squares
Al Majaz Waterfront
Al Qasba

Kalba Waterfront Mall
Al Noor Island
Sharjah Boats
Al Khan Beach
City Sightseeing
Al Jabel Adventures

Hospitality, F&B



Mysk Kingfisher Retreat
Mysk Al Faya Retreat
Mysk Moon Retreat
LUX Al Bridi Resort
LUX Al Jabal Resort
Al Badayer Retreat
Najd Al Meqsar
The Chedi Al Bait, Sharjah
Nomad
The Serai Wing, Bait Khalid Bin Ibrahim
Al Rayaheen Retreat

Arts and Culture



Heart of Sharjah
Mleiha Archaeological Centre
1971 Design Space

Maraya Art Centre
House of Wisdom

Eco Tourism



House of Wisdom
Kalba Eco-Tourism Project
Mleiha Archaeological and Ecotourism Project

Real Estate



Sharjah Sustainable City
Maryam Island
Ajwan Residence



واجهة المجاز المائية
Al Majaz Waterfront



جزيرة مريم
MARYAM ISLAND



MLEIHA
مليحة



Heart of Sharjah



شاطئ
الحيرة
AL HEERA BEACH



القباطية
AL QASBA



أجوان
AJWAN
Khorfakkan Beach



ميادين العلم
FLAG SQUARES



رخال
NOMAD
مجموعة الشارقة
SHARJAH COLLECTION



جزيرة النور
at noor island



شاطئ
خورفكان
KHORFAKKAN BEACH



نجد المقطار
NAJD AL MEQSAR
مجموعة الشارقة
SHARJAH COLLECTION



THE SERAI WING
AT BAIT KHALID BIN IBRAHEM
THE CHEDI AL BAIT, SHARJAH, UAE



كلباء
Kalba



واجهة كلباء
KALBA WATERFRONT



المنتزه
Al Montazah



مدينة الشارقة المسدامة
SHARJAH SUSTAINABLE CITY



THE CHEDI
AL BAIT, SHARJAH, UAE



منتزهات الرحمانية
Al Rahmaniya
Parks



نزل الفاية
AL FAYA RETREAT
مجموعة الشارقة
SHARJAH COLLECTION



أجوان
AJWAN
Khorfakkan



واحة البداير
AL BADAYER RETREAT
مجموعة الشارقة
SHARJAH COLLECTION



نزل الرفراف
KINGFISHER RETREAT
مجموعة الشارقة
SHARJAH COLLECTION



نزل القمر
MOON RETREAT
مجموعة الشارقة
SHARJAH COLLECTION

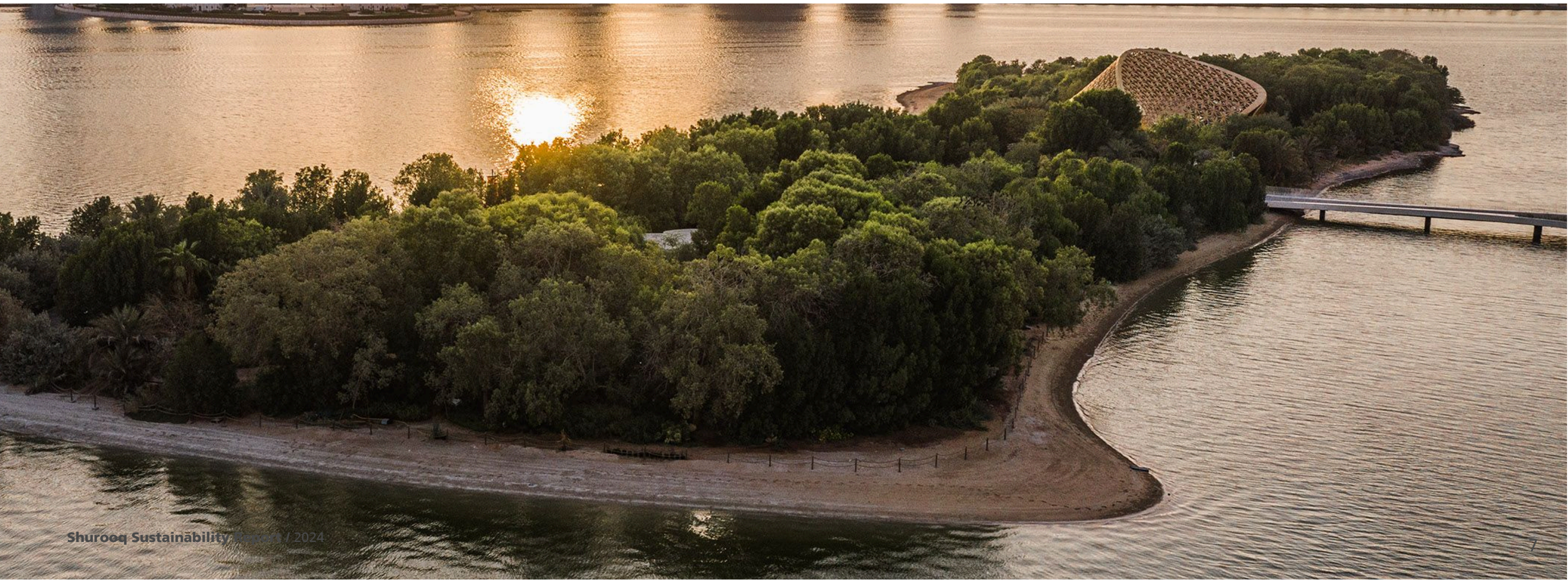
DEVELOPMENT AND INVESTMENT PROJECTS

Shurooq's development and investment projects are characterized by their focus on sustainability, cultural heritage, and economic diversification.

The authority is committed to enhancing Sharjah's appeal by attracting investments into sectors such as hospitality, tourism, environment, healthcare, and logistics.

Through a mix of public and private partnerships, Shurooq ensures that its projects align with Sharjah's strategic vision for sustainable and inclusive growth.

Shurooq also emphasizes sustainable development by focusing on environmental conservation and aligning its projects with the Emirate's sustainability goals.



Philosophy, Strategic Principles & Pillars

Our Vision

"Transforming our people and economy, and inspiring blueprints for soulful progress and prosperity."

Our Philosophy

Our ability to envision, elevate, and orchestrate.

This vision is fundamental to our commitment to sustainable development. By focusing on transformative growth, Shurooq aims to drive economic progress that not only benefits our organization but also enhances the community, promoting a holistic model of prosperity.

This guiding principle encourages us to look beyond conventional solutions and adopt forward-thinking approaches to sustainability. It's about elevating standards and orchestrating collective efforts that ensure a balanced integration of economic, social, and environmental initiatives throughout our operations.

Our Strategic Pillars

Our Core Values collectively drive us towards building a sustainable and resilient future. They represent our focus on quality, employee growth, financial resilience, and sustainability, driving Shurooq's continuous journey towards creating tangible, lasting value.

• Quality in our DNA



• People Growth & Development



• Profitability



• Sustainability



Our Strategic Principles

Our Guiding Principles drive us to innovate, challenge the norm, collaborate effectively, and create seamless experiences for everyone involved.

- We Broadcast Origin: We celebrate and share our heritage and the stories of our developments, focusing on modern, innovative communication to keep our community connected and informed.
- We Deliberately Disrupt: We challenge conventional solutions, using creative approaches to generate impactful outcomes and inspire progress.
- We Measure & Collaborate: We consistently evaluate our performance, refining what doesn't work and encouraging a culture of growth through collaboration both within and outside the organization.
- We Remove Friction: We work towards seamless interactions by actively listening and responding to needs, creating an open, supportive environment that fosters the art of the possible.

SUSTAINABILITY AT SHUROOQ

Sustainability has always been at the core of Shurooq's operations and investments.

In 2023, we solidified our commitment to sustainability by developing a well-defined ESG Strategy and Roadmap, which portrays our sustainability vision, key strategic themes, and long-term objectives. This step has helped Shurooq enhance its approach towards achieving sustainable growth while ensuring alignment with global, national, and emirate-level priorities such as

- UAE 2050 Net Zero Initiative
- UAE Green Agenda 2015-2030
- UAE Green Growth Strategy
- UAE Centennial 2071, and
- COP28

Development and Sustainability Strategy

In 2023, we developed a five-year roadmap to integrate Environmental, Social, and Governance (ESG) principles into our operations, and began implementing these initiatives in 2024. The roadmap outlines clear action plans and key performance indicators (KPIs) aimed at promoting sustainable development through Green Buildings, Renewable Energies, Sustainable Water Technologies, Biodiversity Conservation, and Social Empowerment while aligning with the broader themes of Preserved Environment, Social Wellbeing, Excellent Governance, and Diversified Economy.

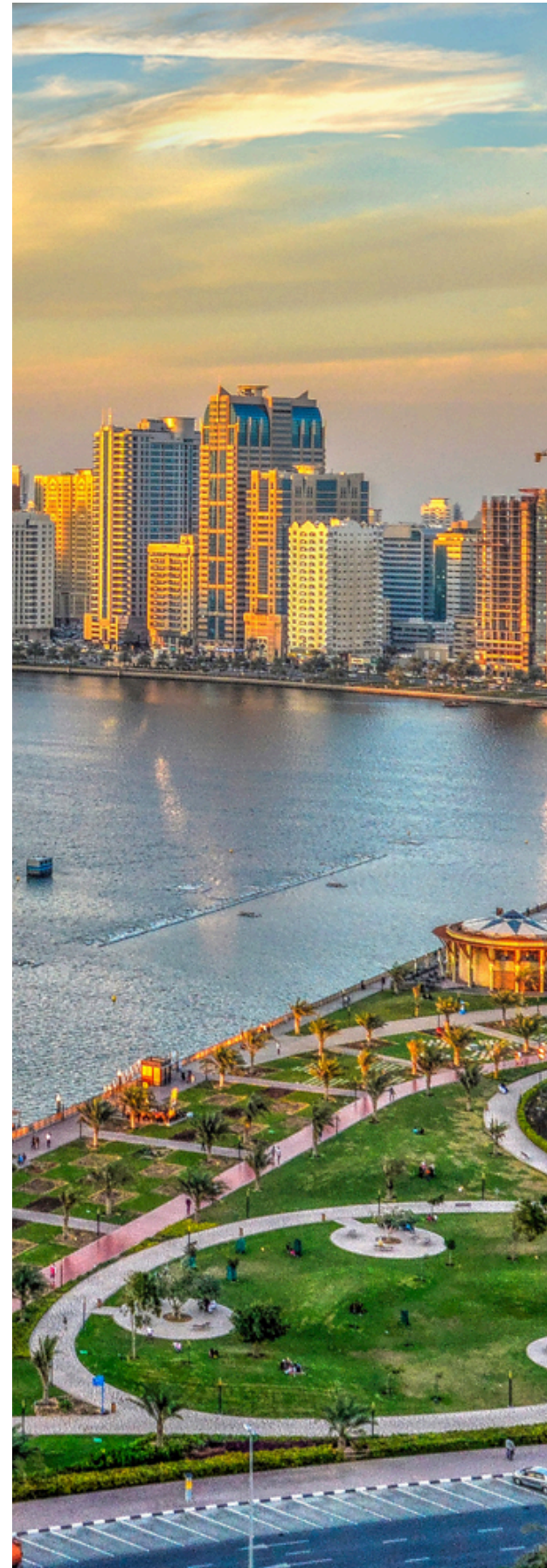
We have also established a well-defined Sustainability Governance Structure to ensure accountability and alignment with sustainability goals across the organization. This structure includes entities such as the Sustainable Investments Office, Ethics and Compliance Office, and Capacity Building Office, all of which play crucial roles in supporting and overseeing sustainability initiatives throughout Shurooq's projects and operations. More details on our Sustainability Strategy and framework will be provided in subsequent sections of the report.

In addition, we are currently developing two new sustainability-related policies: the Data Management Policy and the Sustainable Investment Policy, which will play crucial roles in supporting our sustainability objectives and enhancing responsible business practices across Shurooq.

Our dedication to sustainability drives our strategic initiatives, and the ESG strategy along with the five-year roadmap outlines a structured approach for ensuring our developments, investments, and operations contribute effectively to the resilience and prosperity of Sharjah. In this report, we will showcase our sustainability efforts around the four key themes while highlighting our progress in addressing the material topics identified during our materiality assessment.

STAKEHOLDER ENGAGEMENT AND MATERIALITY

At Shurooq, stakeholder engagement is a cornerstone of our sustainability approach. We recognize that our success is intrinsically linked to the involvement and support of our stakeholders.






Key Stakeholders

Stakeholder Group	Description	
Government Bodies	Ensuring alignment with Sharjah, UAE, and international sustainability agendas.	
Local Communities	Building relationships to understand the needs of residents and foster community wellbeing.	
Investors	Providing transparency and insight into how our sustainability initiatives contribute to long-term value.	
Employees	Empowering our people to actively participate in shaping our sustainability agenda.	
Business Partners	Collaborating with contractors, developers, and service providers to promote responsible practices.	
Non-Governmental Organizations (NGOs)	Partnering with NGOs to implement impactful social and environmental projects.	
Suppliers	Engaging with suppliers to ensure sustainable procurement and adherence to ESG standards	

Shurooq engages with its stakeholders through regular meetings, consultations, workshops, surveys, and collaborative initiatives. These engagement activities are conducted whenever needed and allow us to stay connected, understand stakeholder expectations, and incorporate their feedback into our sustainability planning. Our open approach promotes transparency, trust, and a collective commitment to progress, ensuring that we effectively address the social, environmental, and economic priorities of those we serve.

Materiality Assessment

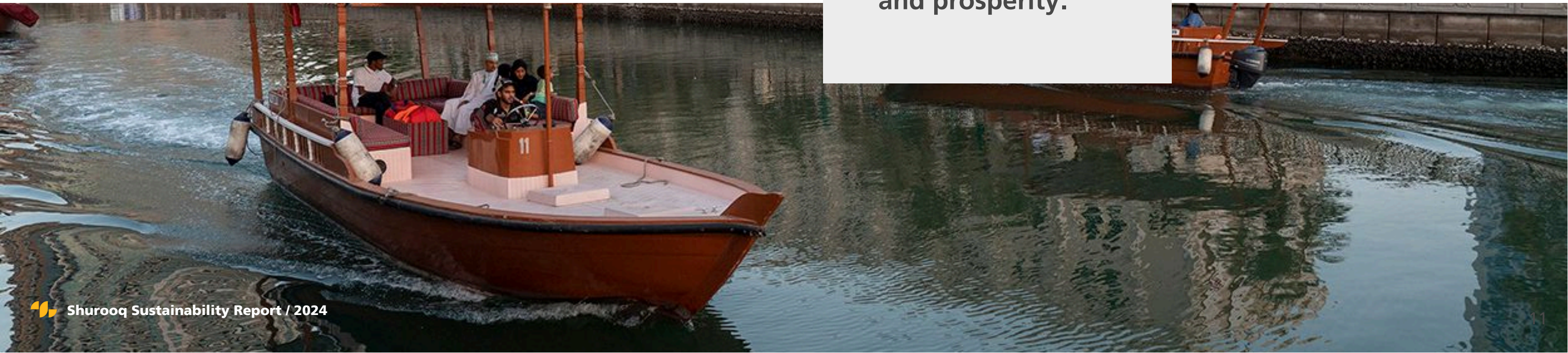
To ensure that our sustainability strategy is focused on the most relevant issues, we conducted a materiality assessment during the development of our ESG Strategy and Roadmap in 2023.

Assessment Method	Description	
Workshops	Bringing together internal and external stakeholders to identify pressing sustainability concerns.	
Executive-Level Discussions	Engaging Shurooq's leadership to align strategic priorities with sustainability goals.	
Stakeholder Meetings & Surveys	Collecting input directly from our key stakeholders to understand their views on important sustainability topics.	

Through this assessment, we identified the key material issues that matter most to Shurooq and its stakeholders. Addressing these material topics allows us to focus our efforts on creating the greatest possible positive impact.

In addition to the materiality assessment, we conducted a comprehensive peer benchmarking and internal sustainability assessment to define our key sustainability themes. These themes represent the focus areas for our sustainability efforts, which are aligned with our broader vision of transforming.

Our people and economy, and inspiring blueprints for soulful progress and prosperity.



Strategic Pillars of Sustainable Progress

Shurooq's sustainability strategy is rooted in a strong foundation of excellent governance, which ensures accountability, transparency, and long-term value creation. This foundation enables targeted investments across key sustainability enablers—namely, Preserved Environment and Social Wellbeing.

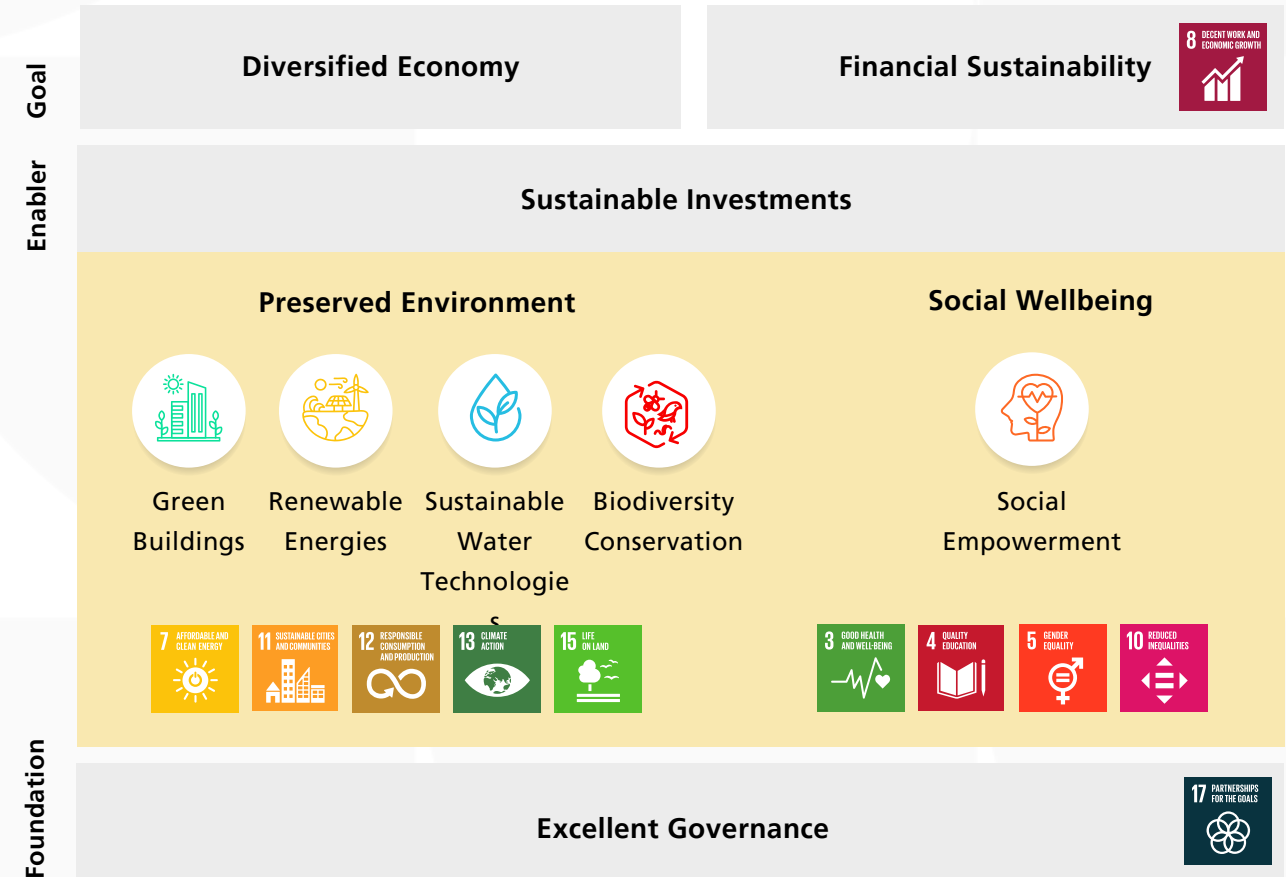
These enablers drive action in areas such as green buildings, renewable energy, sustainable water technologies, biodiversity conservation, and social empowerment. Together, these efforts support Shurooq's overarching goals of achieving a diversified economy and financial sustainability, aligned with the UAE's national agenda and global sustainability frameworks.



KEY STRATEGIC THEMES AND ELEMENTS



Transforming our people and economy, and inspiring blueprints for soulful progress and prosperity.



Our sustainability strategy centres around four key themes, reflecting our focused efforts.

Excellent Governance

Maintaining transparency, ethical business practices, and a strong governance framework across all operations.



Diversified Economy

Supporting economic growth through diversified and sustainable investments, contributing to financial stability and lasting value creation.



Preserved Environment

- Green Buildings: Encouraging environmentally conscious construction and operational practices.
- Renewable Energies: Integrating renewable energy solutions to power our developments.
- Sustainable Water Technologies: Implementing cutting-edge solutions to conserve water resources effectively.
- Biodiversity Conservation: Ensuring that natural habitats and biodiversity are protected within our projects.



Social Wellbeing





Social Empowerment: Promoting community wellbeing through socially impactful projects, including health, safety, and inclusive growth efforts.

These themes reflect Shurooq’s commitment to contributing positively to Sharjah’s sustainable development and align closely with the emirate, national, and global priorities—including the UAE Green Agenda, UAE Net Zero 2050, and the UN Sustainable Development Goals (SDGs).

The Materiality Assessment prioritized the material topics into Most Important, More Important, and Important levels. Below is a breakdown showing how each material topic aligns with the respective sustainability themes:

Priority	Material Topics
Most Important	Opportunities in Green Building
	Climate Change Vulnerability
	Health & Safety
	Privacy & Data Security
	Product Safety & Quality
	Financial Opportunities through Sustainable Investments
More Important	Water & Wastewater Management
	Water Stress
	Ecological Impacts
	Employee Engagement, Diversity & Inclusion
	Human Capital Development
	Business Ethics
	Governance
	In-country Value (ICV)
Important	Carbon Emissions
	Emiratisation
	Labour Management
	Selling Practices & Labelling
	Product Design & Lifecycle Management

Through these efforts, we ensure that our sustainability initiatives do not operate in isolation but are instead shaped by and contribute to the broader community. This approach strengthens relationships, drives collective action, and supports our overall mission to achieve sustainable growth for Sharjah. The subsequent sections of this report will detail our approach, performance, and plans for each material topic.

EXCELLENT GOVERNANCE

Shurooq enhanced its governance structure with the implementation of Oracle-based systems, enabling seamless financial reporting and analysis.



Embedding Sustainability in Governance



Feasibility studies and project evaluations ensured that sustainability considerations were one of the focus in 2024.



Advancing Transparency and Accountability

Regular internal audits, monthly performance reviews, and quarterly reporting strengthened Shurooq's transparency and accountability measures.



GOVERNANCE

At Shurooq, we are working towards embedding sustainability and responsibility at the core of our operations. Our governance framework is designed to ensure transparency, accountability, and alignment with our mission to drive Sharjah's economic, cultural, and environmental development.

We ensure that every initiative, decision, policy, and investment is aligned with our overarching goal of a resilient and sustainable organisation along with the expectations of our stakeholders, including investors, customers, and the broader community. This section outlines our approach to governance and business ethics, highlighting key practices and initiatives undertaken in 2024 to strengthen our organisational foundation.

Sustainable Governance Framework for

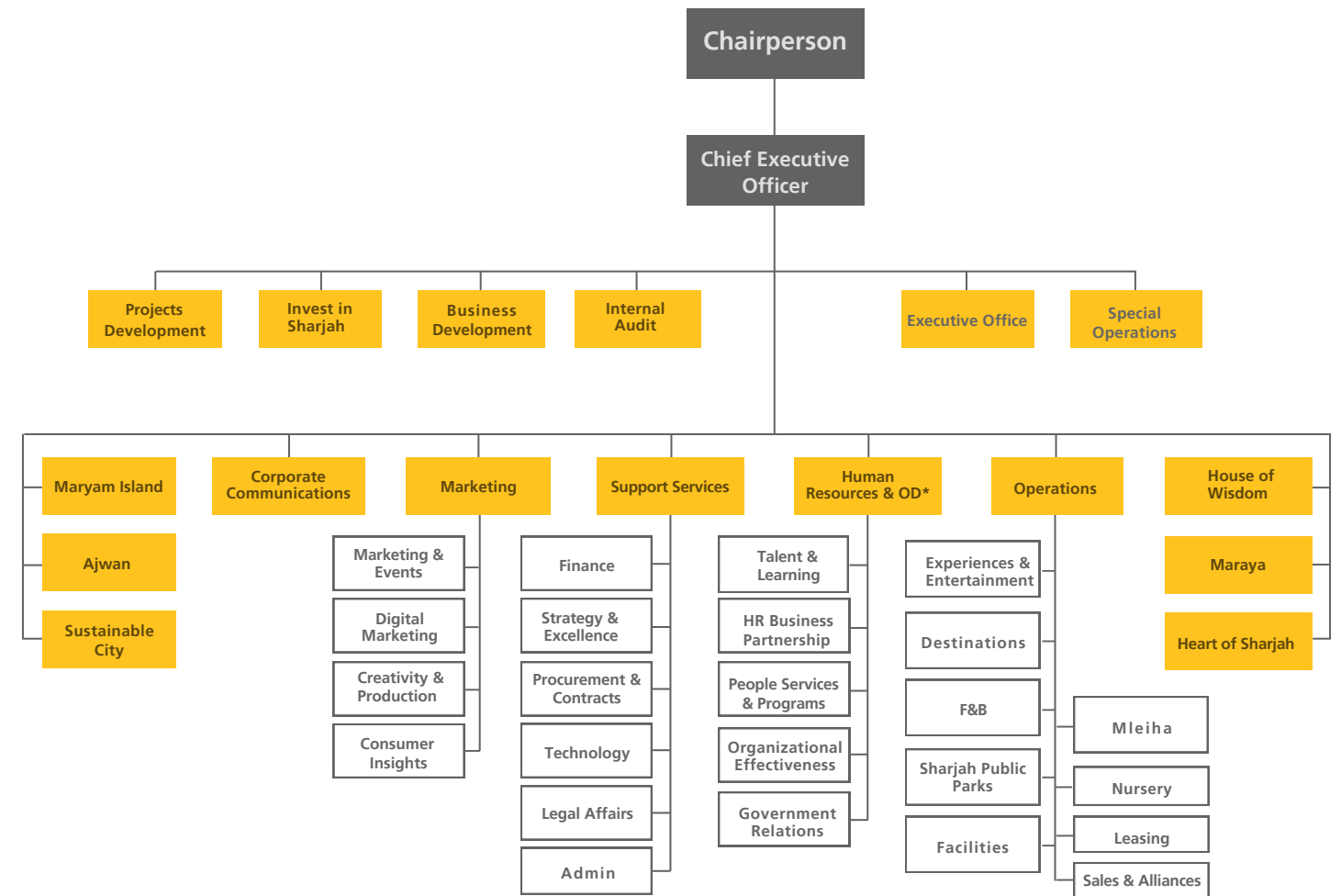
Shurooq's governance structure serves as a critical enabler of its strategic objectives. At its core is a commitment to fostering trust, maintaining effective supervision, and ensuring compliance with local and international standards.

Leadership and Structure

Guided by the guidance of Her Highness Sheikha Bodourbint Sultan Al Qasimi and the strategic leadership of H.E. Ahmed Obaid Al Qaseer as CEO, Shurooq emphasizes on forward-thinking policies and stakeholder collaboration. Shurooq's governance structure is led by a dynamic Board of Directors chaired by Her Highness Sheikha Bodour bint Sultan Al Qasimi. The Board provides strategic direction, oversees compliance, and ensures alignment with Sharjah's broader development goals.

Supporting this leadership are few specialized committees, such as the Investment Committee, Leasing Committee and many more which integrate governance into specific areas of Shurooq's operations. A Sustainability Committee will soon be established to further strengthen our governance framework and ensure that sustainability initiatives are effectively overseen and integrated across all operations.

Organization Structure



Our management team stresses on regular engagement with stakeholders to ensure that governance practices remain adaptive and effective. Monthly performance reviews and quarterly updates are key practices that drive accountability, with direct reporting to the Board for all major operational milestones.



Strengthening Governance Through Quality and Innovation

Shurooq adheres to internationally recognized governance frameworks, including ISO 9001:2015 certification for quality management. These policies form the backbone of our operational integrity, ensuring compliance with UAE corporate laws and global standards such as those outlined in the GRI.

Additionally, the adoption of Oracle-based systems in 2024 has modernized our financial governance, streamlined reporting and enhanced transparency in financial planning and analysis. The authority is dedicated to excellence, ensuring that all stakeholders—investors, customers, and employees—can trust in the integrity and efficiency of Shurooq's operations.

Key principles of Shurooq's Quality Policy

Customer-Centric Services

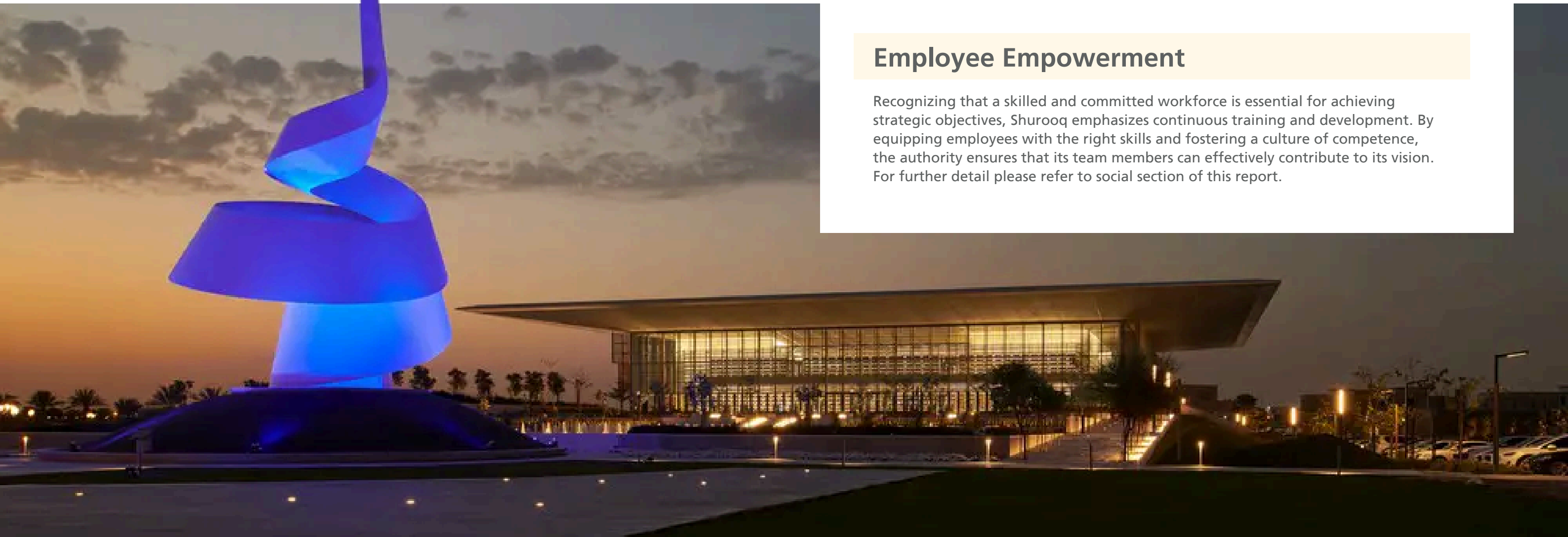
Shurooq places the satisfaction of its customers and visitors at the heart of its operations. By continually improving services and aligning with the needs and expectations of stakeholders, the authority ensures an exceptional experience across all its destinations and projects.

Continuous Improvement

Shurooq has established robust mechanisms to monitor and measure performance data, reducing errors and enhancing operational efficiency to adapt to evolving market demands while maintaining superior service delivery.

Employee Empowerment

Recognizing that a skilled and committed workforce is essential for achieving strategic objectives, Shurooq emphasizes continuous training and development. By equipping employees with the right skills and fostering a culture of competence, the authority ensures that its team members can effectively contribute to its vision. For further detail please refer to social section of this report.



Governance in Action



Regulatory and Industry Compliance

Shurooq diligently identifies and complies with all relevant regulatory and industry standards, ensuring that its operations are aligned with both national and international expectations.

Modernizing Financial Governance

In 2024, Shurooq introduced Oracle-based systems to revolutionize its financial governance. This state-of-the-art platform has enhanced financial reporting, streamlined processes, and strengthened transparency in financial planning and analysis.

Key Features of the Oracle Integration:

- **Streamlined Reporting:** The Oracle system facilitates efficient and accurate reporting, enabling Shurooq to provide clear insights to investors and stakeholders.
- **Enhanced Financial Planning:** By integrating budgets and forecasts into a centralized platform, the system allows seamless collaboration across teams, fostering informed decision-making.
- **Data-Driven Accountability:** Advanced analytics provide real-time data on performance metrics, ensuring that Shurooq remains accountable to its strategic goals and sustainability commitments.

We at Shurooq ensure that its projects and operations are aligned with our philosophy to enhance Sharjah's global appeal and position it for long-term success. Shurooq has built a resilient and adaptive governance model by integrating quality management principles and cutting-edge technology, that supports sustainable development, fosters investor trust, and enriches the experiences of customers and visitors alike.

Our governance extends beyond policy and structure, translating into tangible actions that strengthen our foundation. The internal audit department conducted comprehensive reviews of operational and financial processes in 2024, identifying areas for improvement. Additionally, efforts to integrate sustainability into governance practices have been attained through the inclusion of environmental, social, and governance KPIs across various initiatives.

Shurooq's governance principles and modernized systems directly support our ambitious projects and initiatives, ensuring they are executed with the highest standards of quality and accountability. This is visible for Shurooq in building Hospitality Excellence, Cultural Preservation, and building investor's confidence.

Sustainable and Equitable Growth

Shurooq's governance practices prioritise transparency and efficiency in its dealings with investors. The implementation of the AI-powered trade licensing system, launched in collaboration with Microsoft. This system streamlines the process for investors and entrepreneurs, allowing them to establish businesses swiftly while ensuring compliance with Sharjah's regulatory requirements.

Shurooq actively participated in events such as the Sharjah Investment Forum (SIF) to promote an open and inclusive investment ecosystem.

In 2024, under the theme "A Futuristic Vision for Smart Economies," SIF brought together global investors and stakeholders to discuss strategic opportunities, including projects such as Sharjah Sustainable City and the Aysha Residence waterfront complex on Maryam Island.

BUSINESS ETHICS

Shurooq's approach to business ethics is rooted in creating meaningful and sustainable value for customers, investors, and communities. Ethical practices underpin every decision we make, reflecting our commitment to building a transparent and trustworthy organization.

Upholding Integrity and Transparency

Shurooq's Code of Conduct serves as a compass for ethical decision-making, fostering a culture of integrity among employees and stakeholders. Training programs conducted throughout 2024 emphasized ethical practices, empowering employees to identify and address potential ethical dilemmas proactively.

The development of Mleiha National Park is a prime example of Shurooq's ethical commitment to balancing preservation with accessibility. Shurooq has created distinct zones—such as a Core Conservation Zone to protect wildlife and eco-tourism areas for visitors— This initiative ensures investors are fully aware of how their support aligns with both profitability and conservation goals, maintaining integrity in their operations.

Whistleblowing Mechanisms and Transparency Measures

In 2024, we strengthened our anti-corruption measures through comprehensive policies designed to safeguard against unethical behaviour. The implementation of a whistleblowing mechanism has provided a safe and confidential channel for employees and stakeholders to report concerns, fostering a workplace culture rooted in accountability and trust. Internal audits conducted in 2024 strengthened compliance, ensuring that all operations align with ethical standards.

Sustainability in Partnerships

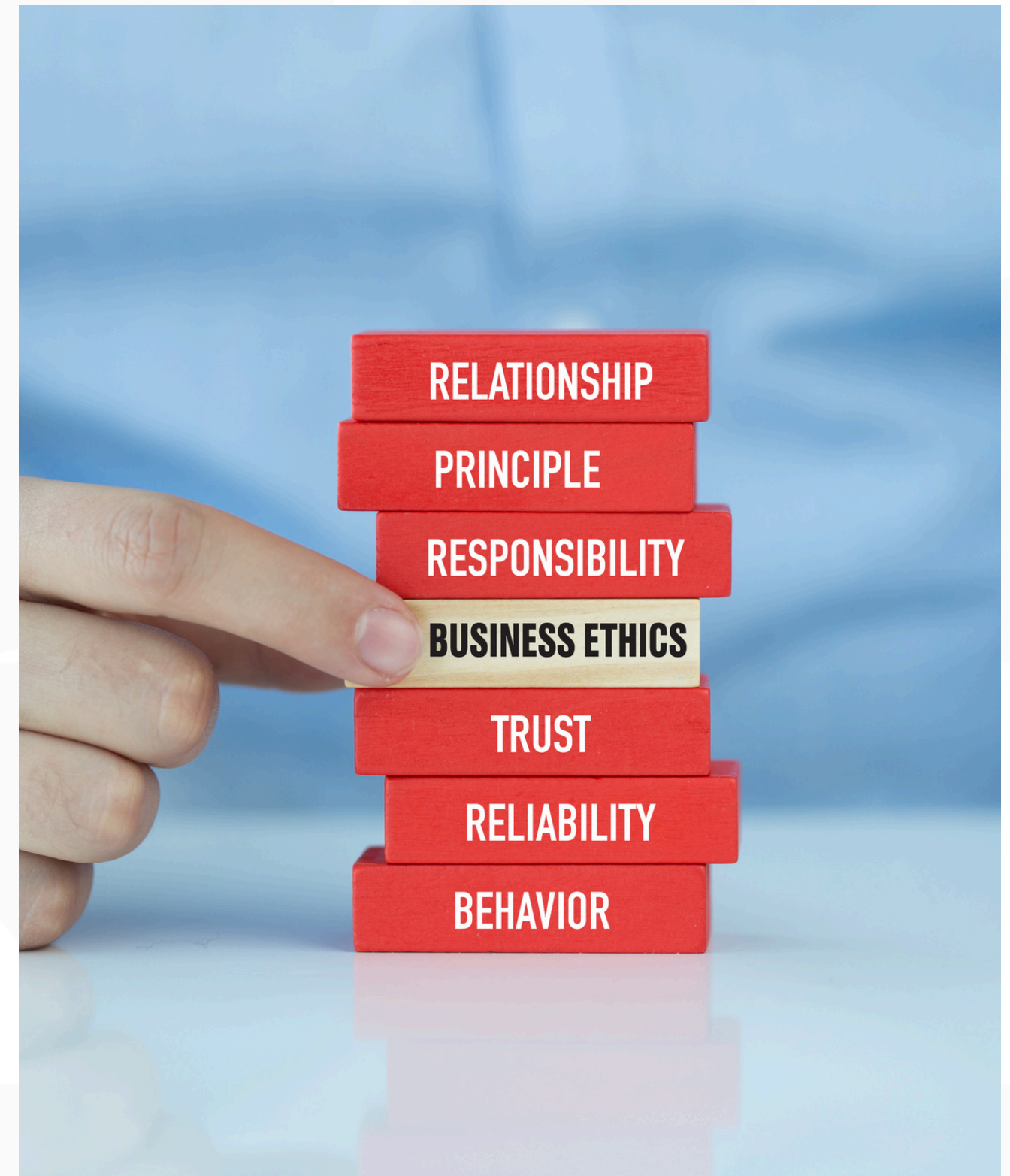
By integrating sustainability into project feasibility studies, Shurooq ensures that every investment meets the dual goals of profitability and positive impact. Customers and investors alike benefit from this forward-thinking approach, which emphasises quality, innovation, and ethics.

Our commitment to ethical practices extends to our partnerships and investments. Shurooq's Projects and Business Development team incorporates sustainability into project feasibility studies, as one of the considerations when assessing new projects, ensuring that sustainability is aligned in investment decisions directly or indirectly.

Operators across our hospitality projects are evaluated on their financial viability and now we have also started to consider their efforts towards sustainability in their operations, as seen in projects like The Serai Wing and Mleiha National Park. These initiatives blend profitability with a deep respect for cultural and ecological preservation. Operators are chosen based on criteria that include their commitment to environmentally and socially responsible practices. For example, luxury eco-tourism ventures like the LUX Al Jabal Resort and LUX Al Bridi Resort prioritise sustainable construction while offering unparalleled customer experiences.

Looking Forward

Shurooq's commitment to governance and business ethics is a continuous journey. As we look to the future, we aim to further enhance our governance frameworks, deepen our integration of sustainability into decision-making processes, and uphold the highest standards of ethics in every aspect of our operations. Through these efforts, we will continue to lead with integrity and responsibility, building a sustainable future for Sharjah and its communities.



Preserved Environment

At Shurooq, we prioritize initiatives that harmonize progress with conservation. From reducing carbon emissions and conserving water resources to protecting Sharjah's rich biodiversity, our efforts are designed to integrate environmental sustainability into every facet of our operations. Our commitment to sustainability is supported through innovation, collaboration, and a strong commitment to achieving a balance between development and ecological preservation.

This section of the report delves into our strategies, initiatives, and achievements in safeguarding energy, combating climate vulnerabilities, managing water resources responsibly, and minimizing ecological impacts. It highlights how we align our operations with global sustainability standards while addressing local environmental challenges, setting a benchmark for sustainable development.

Sharjah Collection: Redefining Luxury Through Sustainability

The Sharjah Collection by Shurooq is a series of retreats; it is a living example of sustainable luxury that seamlessly integrates environmental consciousness with the richness of Sharjah's natural and cultural heritage. This pioneering eco-tourism initiative highlights Shurooq's dedication to creating experiences that are as responsible as they are luxurious.

Sustainability in Everyday Practices

Beyond architectural sustainability and eco-tourism principles, the Sharjah Collection demonstrates how operational practices can significantly reduce environmental impact.

- **Paperless Check-Ins and Transactions:** Guests at Sharjah Collection retreats enjoy a seamless digital experience. From booking to check-out, operations are conducted in paperless ways.
- **Water Conservation:** Rooms and facilities are equipped with smart water-saving devices to minimize wastage without compromising guest comfort.
- **PVC free Key Cards:** In place of traditional plastic key cards, retreats have introduced biodegradable alternatives, ensuring even small details align with broader environmental goals.
- **Solar-Powered Amenities:** Across locations, solar energy is harnessed to power outdoor lighting and selected utilities, reducing dependency on conventional energy sources.

ENERGY AND EMISSIONS

Shurooq is committed to reducing energy consumption and emissions across its diverse portfolio and operations as part of its alignment with the UAE Net Zero by 2050 Initiative and the UAE Green Agenda 2015-2030. Through targeted interventions, renewable energy adoption, and efficiency improvements, Shurooq is advancing to contribute to a sustainable, low-carbon future for the emirate of Sharjah and beyond.

Energy Efficiency

Recognizing that energy optimization is key to emission reduction, Shurooq conducted energy audits at several prominent locations, identifying areas for improvement in consumption patterns:

These audits not only helped reduce energy consumption but also identified long-term cost-saving opportunities for Shurooq's operations.

To track progress and measure outcomes, Shurooq is implementing real-time energy monitoring tools and systems across its destinations. These systems provide detailed insights into energy usage, enabling better resource management and proactive decision-making to drive emission reductions.

Shurooq's focus remains firm on finding core causes and fine-tuning ways to create a balance between operational expansion and environmental accountability, ensuring that growth is consistent with sustainability goals.

Moving forward, we are focusing on targeted actions such as renewable energy adoption, energy-efficient equipment installation, and optimized maintenance processes that have ensured steady progress toward lowering the carbon intensity of operations.

Energy mix in 2024

Total Direct Energy
Consumed in GJ (Diesel,
Petrol and Gas)

8,466.70

Total Indirect Energy
Consumed in GJ (Electricity
use)

90,523.53

Total GHG Emissions (Scope 1 + Scope 2)

10,615.94 tonneCO₂e

”

Scope 1 Emissions

610.60
tonneCO₂e

213,143.59 litres of petrol
30,479.02 litres of diesel
17936.40 m³ of piped natural gas

Scope 2 Emissions

10,005.34
tonneCO₂e

25,145,354.39 kWh
of Electricity consumption

Kingfisher Retreat and Al Badayer Retreat

- Implementation of LED lighting systems and energy-efficient HVAC units to reduce energy demand.
- Upgraded electrical systems to minimize losses and improve efficiency.

Al Noor Island

Energy audits emphasized peak visitor season efficiency, leading to optimized lighting schedules and energy-saving systems in high-traffic areas like the Butterfly House.

Solar Energy Integration

As part of our long-term commitment to renewable energy, Shurooq has integrated solar power systems into key eco-tourism destinations, reducing reliance on conventional energy sources and contributing to clean energy generation.

Mleiha Glamping Site and Khorfakkan Beach were two notable projects where solar energy solutions were deployed in 2024.

These systems power critical operations, including lighting, basic utilities, and site infrastructure, ensuring energy independence while minimizing carbon emissions.

Shurooq continues to explore opportunities for solar adoption at its other destinations to drive further energy efficiency.

Solar-Powered Mleiha Glamping Site

Mleiha Glamping Site stands as a flagship example of Shurooq's renewable energy initiatives. In 2024, Shurooq installed solar panels to power critical on-site facilities, including lighting, cooling systems, and operational equipment. This project has not only reduced energy-related emissions but also enhanced the site's sustainability profile as an eco-tourism destination. We are focusing on enhanced visitor experience through sustainable infrastructure.



Solar Energy at Moon Retreat

Challenge: Reducing the carbon footprint of Shurooq's eco-tourism properties while maintaining a high standard of guest services.

Solution: Shurooq installed solar panels at Moon Retreat, making it one of the first hospitality sites in the region to rely on renewable energy as its primary power source. This transition reduced diesel dependency and significantly lowered greenhouse gas emissions.

Impact: Enhanced guest experience through eco-conscious services, aligning with Sharjah's sustainability goals.

Future Plans: Expand solar energy systems across other eco-tourism properties to create a network of green destinations.

Future Roadmap for Energy and Emissions

Shurooq remains committed to expanding its renewable energy infrastructure and achieving measurable reductions in energy consumption and emissions. Key focus areas include:

- ▮ **Scaling Solar Initiatives:** Expanding solar energy solutions across all properties to achieve a significant share of renewable energy use.
- ▮ **Adopting Smart Technologies:** Implementation of IoT-enabled energy management systems to monitor, optimize, and forecast energy usage.
- ▮ **Fleet Electrification:** Transitioning operational vehicles to electric or hybrid alternatives to further reduce Scope 1 emissions.

Aligned with national and global sustainability targets, Shurooq will continue to prioritize low-carbon operations, ensuring its leadership in environmental stewardship across Sharjah.

CLIMATE CHANGE VULNERABILITY

Understanding climate-related risks is critical to safeguarding our operations and ensuring long-term resilience. Shurooq aligns its climate strategies with the UAE Green Growth Strategy and Sustainable Environment & Valued Natural Resources goals.

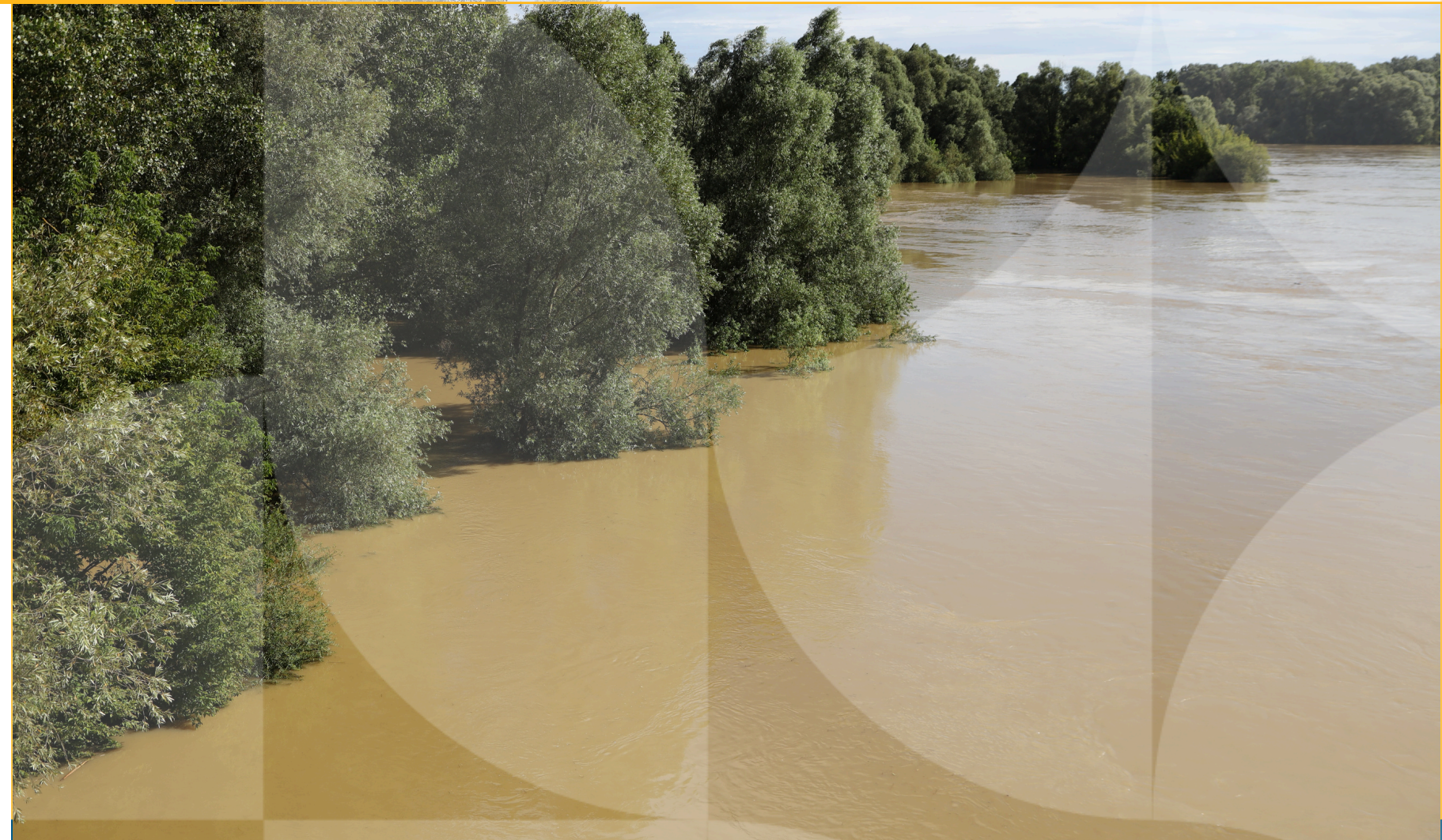
Flood Response and Resilience

In April 2024, unprecedented heavy rains and flooding in the UAE prompted immediate safety actions. Measures included:

- Reinforced drainage systems.
- Temporary flood barriers at high-risk sites such as Mleiha Archaeological Centre.
- Visitor and employee safety through proactive evacuation plans.

Risk Assessments

Regular risk analyses are conducted at eco-tourism destinations, ensuring preparedness for climate-induced challenges such as flooding and extreme heat.



WATER MANAGEMENT

Sustainable water management is an important element of Shurooq's environmental strategy, especially considering the UAE's arid climate. Aligned with UAE Centennial 2071 and the UAE Green Agenda, we are focused on reducing water consumption and promoting circular practices.

Water Conservation Measures

In 2024, Shurooq's water management was a consistent approach to managing this crucial resource. Beyond the numbers, however, is a story of increased efficiency.

- Implementation of efficient irrigation systems at landscaping zones in Mleiha Glamping, Al Noor Island, and Khorfakkan Beach.
- Use of drought-tolerant plants to reduce water demand in green spaces.

We plan to increase the use of water stations across our premises to reduce dependency on single-use plastic bottles

”

310,219,591

litres of total water consumption

37,659.6

litres of drinking water consumed

Water Discharge

Recognizing the crucial need to reduce water outflow, Shurooq is focusing on new solutions and process improvements from redesigning operating workflows to researching advanced water recycling technologies. We are also planning for a better monitoring and documenting our consumption and usage.

Sustainable Landscaping at Al Noor Island

A shining example of Shurooq's water management practices is Al Noor Island, where treated water is extensively used for irrigation. This initiative not only conserves freshwater but also sustains the island's lush landscapes, enhancing visitor experiences while preserving natural resources.

Driving Impact Across Communities

Shurooq is committed to embedding water conservation practices across all its operations and encouraging awareness among stakeholders. Through targeted outreach, partnerships, and pilot projects, the authority aims to position itself as a leader in sustainable water management, contributing to the UAE's long-term goals of water security and resilience.

Recycling and Reuse

Efforts are being made to explore the reuse of treated water for landscaping purposes. Further infrastructure development for water reuse will form part of Shurooq's long-term plans. Shurooq's water management initiatives emphasize efficiency, circularity, and innovation. Key efforts include:

- **Integration of Smart Technologies:** Utilizing advanced water-saving systems, such as drip irrigation and smart metering, to monitor and minimize water consumption at its eco-tourism destinations and hospitality projects.
- **Reuse of Treated Water:** Promoting the reuse of treated greywater for landscaping and other non-potable applications, significantly reducing reliance on freshwater resources.
- **Preservation of Natural Ecosystems:** Implementing measures to protect water quality in natural ecosystems, including mangroves and wetlands near Shurooq properties, to support biodiversity and mitigate ecological impacts.

ECOLOGICAL IMPACTS

Protecting biodiversity and promoting ecological preservation are central to Shurooq's sustainable development goals. Our eco-tourism projects and conservation initiatives reflect our alignment with UAE's environmental priorities.

Biodiversity Conservation through NGO Partnerships

Challenge

Conserving endangered species while integrating sustainability into operations.

Solution: Shurooq partnered with local NGOs to protect marine life, including whale sharks, and support biodiversity conservation in eco-sensitive regions.

Impact

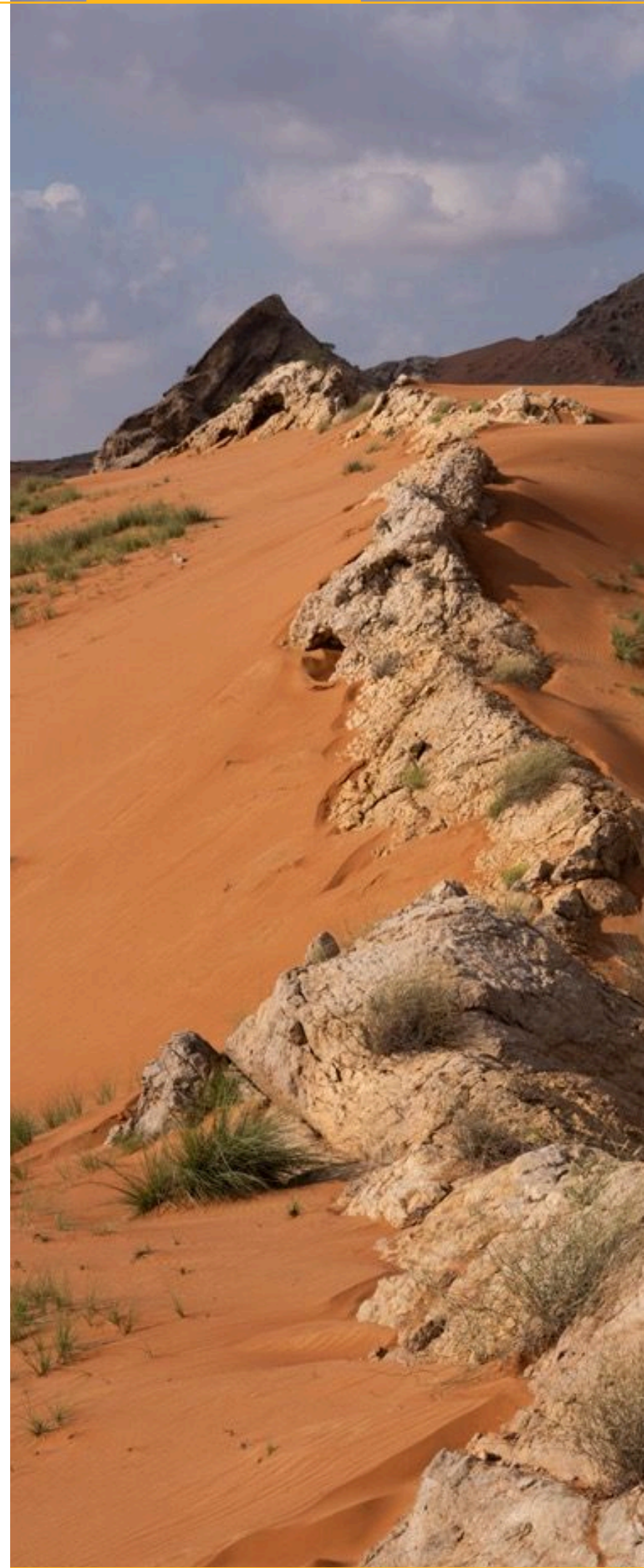
- Enhanced biodiversity in key regions, contributing to the UAE's environmental conservation goals.
- Positive recognition from local and international stakeholders for ethical practices

Future Plans

Expand partnerships to include terrestrial biodiversity conservation initiatives, especially in protected desert zones.

Eco-tourism Sustainability

- Kingfisher Retreat and Al Badayer Retreat have integrated eco-friendly designs that minimize environmental disruption, including:
- Use of sustainable building materials.
- Efforts to minimize energy and water footprints.



Mleiha National Park Conservation Efforts

Shurooq has initiated the fencing of the 34.2 sq km Mleiha National Park in partnership with the Directorate of Public Works to safeguard one of the UAE's most historically and ecologically significant landscapes. This step reinforces ongoing efforts to protect valuable archaeological sites and delicate desert ecosystems, while supporting sustainable growth in eco-tourism and education.

The park will be divided into three key zones: a Core Conservation Zone dedicated to habitat and wildlife protection; Ecotourism Zones offering low-impact activities, eco-lodging, and learning opportunities; and a Hybrid Zone that enables controlled visitor access aligned with conservation principles.

Anchored by the Mleiha Archaeological Centre, the park offers a unique blend of heritage, luxury, and adventure. Visitors can explore ancient artefacts, enjoy immersive desert experiences, and stay at eco-retreats that combine comfort with environmental sensitivity. Adventure activities like 'Sky Adventures' also provide a unique vantage point to appreciate the region's natural beauty.



Aquaculture for a Sustainable Future

In line with Shurooq's commitment to innovation and sustainability, it has embarked on an ambitious aquaculture initiative aimed at enhancing food security and fostering environmental stewardship. The detailed feasibility study conducted in 2024 explored the immense potential of sustainable fish farming, underscoring its economic, environmental, and societal benefits.

Focusing on aquaculture is a step towards reducing reliance on imported seafood. It is a transformative project that supports the UAE's vision of a sustainable and self-reliant food system. We aim to combine advanced technologies with eco-conscious practices, this initiative aligns with national priorities such as the UAE Green Agenda 2015-2030 and the UAE Centennial 2071 goals of creating a resilient and forward-thinking society.

The aquaculture project is designed to-

- **Enhance Biodiversity:** Promoting sustainable fish farming methods that support marine ecosystems while ensuring minimal environmental disruption.
- **Boost Economic Opportunities:** Offering employment and training opportunities for local communities, while attracting investments in eco-tourism.
- **Mitigate Environmental Impact:** Incorporating energy-efficient practices and water recycling systems to reduce the ecological footprint of fish farming operations.

Shurooq envisions aquaculture as an important part of its environmental and economic strategy, with potential pilot projects in Sharjah's coastal and inland areas. These projects aim to establish a model for scalable, sustainable seafood production that can serve as a blueprint for the region.

Khorfakkan Aquaculture Farm Project

A new aquaculture farm project has been approved in Khorfakkan, marking a significant milestone as the first initiative of its kind in the UAE. Developed in collaboration with the University of Khorfakkan and its College of Marine Sciences and Aquatic Biology, the project is designed to serve as a model for integrating environmental stewardship with scientific education.

The farm will contribute to marine biodiversity conservation, support local food security through sustainable fish production, and provide a living laboratory for students and researchers to advance marine sciences. By combining sustainability with innovation and capacity-building, the project reinforces Sharjah's broader efforts to promote responsible resource management and future-focused development.



CIRCULARITY

Sustainable Urban Growth

As global urbanisation accelerates, the call for sustainable development models has become urgent—and Shurooq has responded by embedding circularity and resource efficiency into the heart of its investment and development strategy. From sustainable cities to eco-retreats and heritage conservation, Shurooq is demonstrating how environmental responsibility and economic vitality can co-exist through innovation, collaboration, and long-term vision.

Sharjah Sustainable City

A Flagship for Circular Development

One of Shurooq's most ambitious and transformative initiatives, Sharjah Sustainable City is a 7.2 million sq ft development that embodies the principles of a circular economy. As Sharjah's first master-planned sustainable city, it offers 1,250 energy-efficient villas powered by rooftop solar panels, enabling residents to reduce energy use and lower utility costs. The city also features smart home systems that allow real-time energy monitoring, fostering behavioral change toward sustainability.

Beyond energy, the city exemplifies water and waste circularity: 100% of wastewater is treated and reused for irrigation, while 85% of total waste is diverted from landfills and the remaining 15% is converted into energy. The urban layout promotes active, low-carbon lifestyles through walkable green spaces, community biodomes, and cycling tracks, establishing a replicable model for climate-conscious living in the region.

Sharjah Sustainable City won the Outstanding Sustainability Initiative award at the MEA Business Achievement Awards 2024 for its innovative, community-driven approach to sustainable urban living.



Circular Principles in Action Across Shurooq's Portfolio

Across multiple destinations, the authority integrates sustainable design, renewable energy, and resource conservation into all project phases—from construction to long-term operation. Solar energy, low-impact construction materials, smart lighting systems, and water-saving fixtures are standard across new developments such as Maryam Island and Ajwan in Khorfakkan.

In hospitality, initiatives such as Moon Retreat, LUX Al Jabal Resort, and The Chedi Al Bait champion zero-impact accommodation through renewable power, modular design, and local sourcing. These destinations not only reduce environmental footprint but also serve as learning grounds for responsible tourism and low-carbon operations.

Through its ongoing partnerships for waste diversion and water management, Shurooq is advancing a circular mindset across sectors—closing loops on energy, water, and materials while fostering vibrant, future-ready communities.

Sustainable Water Management at LUX Properties

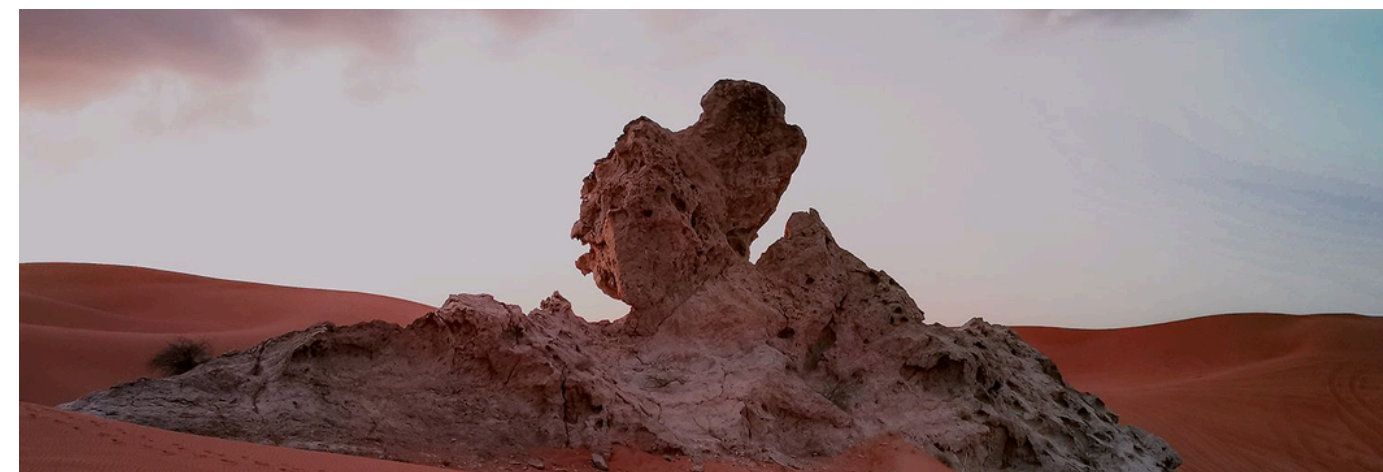
Challenge: Eliminating single-use plastic bottles and managing water sustainably. **Solution:** Shurooq introduced innovative water plant rooms at LUX* properties, enabling on-site production of drinkable water. This water is stored in recycled glass bottles for guest rooms, replacing plastic bottles entirely.

Impact

- Significant reduction of single-use plastic waste.
- Increased operational efficiency and alignment with global circular economy practices.

Future Plans: Extend water management initiatives to additional properties and explore grey water recycling for irrigation systems.

Shurooq will continue to develop frameworks for environmental monitoring, integrating biodiversity assessments and implementing innovative conservation programs at key sites.



SOCIAL WELLBEING

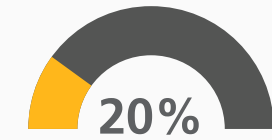
Social wellbeing at Shurooq is a fundamental part of our mission to create lasting, meaningful impact for our employees, visitors, investors, and the wider community where we operate. We strive to ensure safe, high-quality experiences across all our operations while empowering our workforce and enriching the lives of those we engage with.

This section presents the highlights of our social initiatives, with some key achievements that showcase our ongoing efforts to enhance lives, ensure safety and wellbeing, and contribute to the sustainable development of Sharjah.

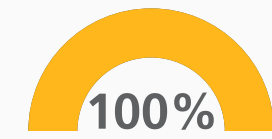
These achievements reflect Shurooq's dedication to creating value and building a resilient, inclusive future for all stakeholders.

In 2024, this commitment was realized through a series of transformative employee development programs, impactful health and safety measures, and community-focused activities. Guided by globally recognized standards frameworks, Shurooq has embedded a culture of accountability and excellence across its operations.

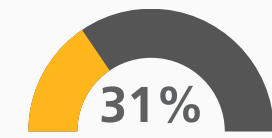
Emiratization across the workforce



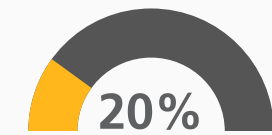
HSE inspections across destinations completed



Women in senior management



Workforce comprising youth aged 18-30



HEALTH SAFETY AND QUALITY

Shurooq has consistently prioritized safety measures across its destinations and projects, creating environments that are welcoming as well as secure. The authority's commitment to excellence in health and safety is demonstrated through robust policies, systematic training programs, regular audits, and proactive risk management.



Embedding Excellence in Health and Safety Management

Shurooq has been certified with ISO 9001:2015 certification for quality management. This certification ensures compliance with both UAE corporate laws and international best practices. Shurooq's comprehensive HSE policy emphasizes the prevention of incidents, continual improvement, and the integration of sustainability into health and safety protocols.

Incident Reporting and Analysis

Shurooq has implemented a robust system to track, report, and analyze safety incidents across its destinations. Detailed tracking of near misses, minor, and major incidents across all sites includes:

- Root Cause Analysis-Thoroughly investigating incidents to determine underlying causes.
- Corrective Actions- Immediate measures to mitigate risks and prevent recurrence.
- Recommendations- Long-term strategies for enhancing safety protocols.

In 2024, Shurooq recorded a total of 22 incidents across its sites, comprising 14 major incidents—primarily attributed to the heavy rains and floods experienced in the UAE during April. And for this year, there were 8 minor incidents, and no fatalities occurred. Each incident was meticulously investigated to identify root causes, and comprehensive corrective actions were promptly implemented to prevent recurrence. Transparent reporting, detailed analyses, and a proactive approach to safety have reinforced a culture of accountability and continuous improvement across the organization.



Proactive Measures During UAE Heavy Rains and Floods, April 2024

Emergency Response and Preparedness

In response to the heavy rains and floods in the UAE in April 2024, Shurooq implemented swift and proactive safety measures across its sites. Contingency plans were reviewed and adapted to address the evolving weather conditions. HSE teams conducted risk assessments, reinforced drainage systems, and installed temporary flood barriers. Visitors and staff were promptly evacuated from high-risk zones, with shelters and transport arranged. Real-time weather updates and safety advisories were disseminated to all stakeholders through digital platforms and on-site alerts.

Post-Incident Recovery

Immediate recovery actions were implemented, including repair and maintenance of impacted areas and thorough inspections to ensure operational readiness.

A Shurooq team member remarked:

"Our collaborative efforts during the floods showcased our dedication to safety and operational resilience."

”

From the visitors-

"The team's quick response during the floods was remarkable. We felt safe and well-informed throughout the situation."

"Their efficiency and care for everyone's safety were evident, and it made us confident in Shurooq's commitment to visitor wellbeing. It was reassuring to see such preparedness and organization in challenging times."

”

HSE Training and Awareness Programs

To enhance workplace safety and awareness, Shurooq regularly conducts series of HSE training sessions tailored to diverse roles, including supervisors, electricians, maintenance staff, F&B staff, and team leaders. Training modules covers emergency response, hazard identification, and sustainability-focused safety measures.

Outcomes

- Increased safety awareness among employees
- Improved hazard identification and reporting mechanisms
- Strengthened emergency response capabilities.

Feedback and Engagement

Feedback from participants consistently highlighted the effectiveness of these sessions, with a perfect score of 5/5 in post-training surveys, reflecting high levels of engagement and learning outcomes. This training program has equipped employees with the skills necessary to respond proactively to safety challenges, ensuring a safer work environment across all Shurooq sites.

Over **70** employees trained in HSE protocols.

Modules are tailored for high-risk roles in Shurooq's eco-tourism destinations.

Specialized sessions for creative and administrative teams to integrate safety into diverse workflows.



HSE Inspections and Compliance

As per Shurooq's HSE Yearly Inspection Plan, 100% of planned inspections were completed at key destinations. A few notable achievements include the completion of HSE inspections at the Al Badayer Retreat, Heart of Sharjah, Al Noor Island and Kingfisher Retreat, ensuring compliance with safety standards across these eco-tourism hubs.

Al Noor Island

During peak visitor seasons, enhanced safety measures included new signage and equipment installations in high-traffic areas such as the Butterfly House. Regular inspections ensured the island maintained its reputation as a secure and serene family destination.

Heart of Sharjah

With its historical significance, this heritage site required specialized safety measures, including targeted training for preservation workers and updated visitor protocols during cultural festivals.

Kingfisher Retreat

- Conducted bi-annual HSE audits focusing on eco-tourism safety standards.
- Implemented tailored safety measures to protect guests and employees in mangrove-rich environments.

Al Badayer Retreat

Rigorous inspections addressed the unique challenges of desert eco-tourism, including training for employees to handle emergencies in remote areas.

By maintaining a proactive stance on health and safety, Shurooq ensures the wellbeing of its employees and visitors while fostering a culture of continuous improvement and operational excellence. These efforts are pivotal to upholding Shurooq's vision of creating destinations that inspire and enrich the lives of all who engage with them.



Shurooq's vision of creating destinations that inspire and enrich the lives of all who engage with them.



PRIVACY AND DATA SECURITY

At Shurooq, safeguarding privacy and ensuring the security of data is identified as one of the most important material topics, integral to maintaining the trust of stakeholders, including investors, visitors, and employees. In 2024, Shurooq continued to enhance its data protection measures, aligning with industry standards and UAE regulatory requirements.

Introduction of Oracle-Based Financial Governance Systems

Shurooq adopted Oracle-based systems in 2024, streamlining financial governance while embedding advanced data security protocols. This initiative has improved operational efficiency and strengthened Shurooq's ability to protect sensitive financial and operational data.

AI-Powered Trade License System

The launch of Sharjah's AI-powered trade license system, a collaborative effort between Shurooq, the Sharjah FDI Office, and Microsoft, showcases the integration of cutting-edge technology. This collaboration with Microsoft to safeguard sensitive data while enhancing operational efficiency. These systems will streamline and facilitates secure, fast, and efficient licensing process for entrepreneurs while setting a benchmark for data security and ethical technology use.

Employee Training on Data Security

Employees across various departments underwent targeted training sessions on data security and privacy practices. These sessions focused on identifying potential threats, understanding best practices, and promoting a culture of accountability in handling sensitive data.

Several workshops and campaigns on cybersecurity and data privacy conducted for employees in 2024.

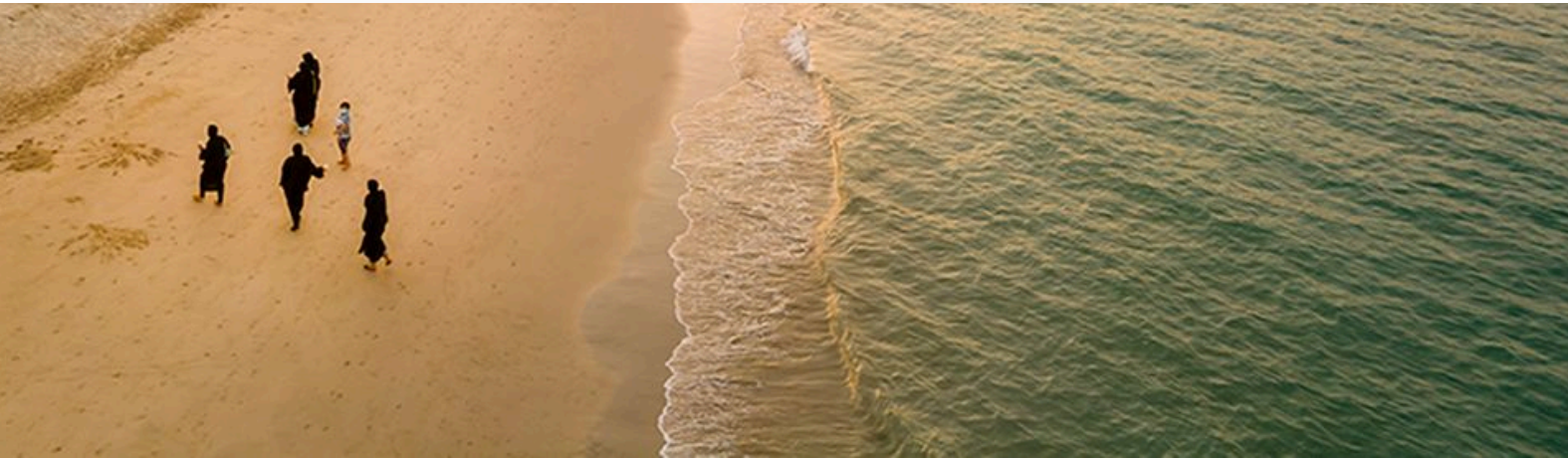
Trainings were conducted for employees on data privacy and cybersecurity.

ZERO data breaches in 2024



Enhanced Visitor and Customer Data Protection

With a significant influx of visitors to Shurooq's eco-tourism and leisure destinations, measures were introduced to ensure the protection of customer data collected through digital ticketing and reservation platforms. The implementation of encryption technologies and secure data storage protocols played a pivotal role in safeguarding this information.



Initiatives and Progress

Integration of Secure Digital Platforms

As part of Shurooq's ongoing efforts to enhance digital interaction, secure platforms were deployed for managing customer feedback, booking processes, and stakeholder communications. These platforms align with global data protection standards, ensuring the confidentiality of user data.

Focus on Transparency

Shurooq maintained a transparent approach to data handling, with clear communication to users about data usage policies. This initiative builds trust and aligns with global best practices in data governance.

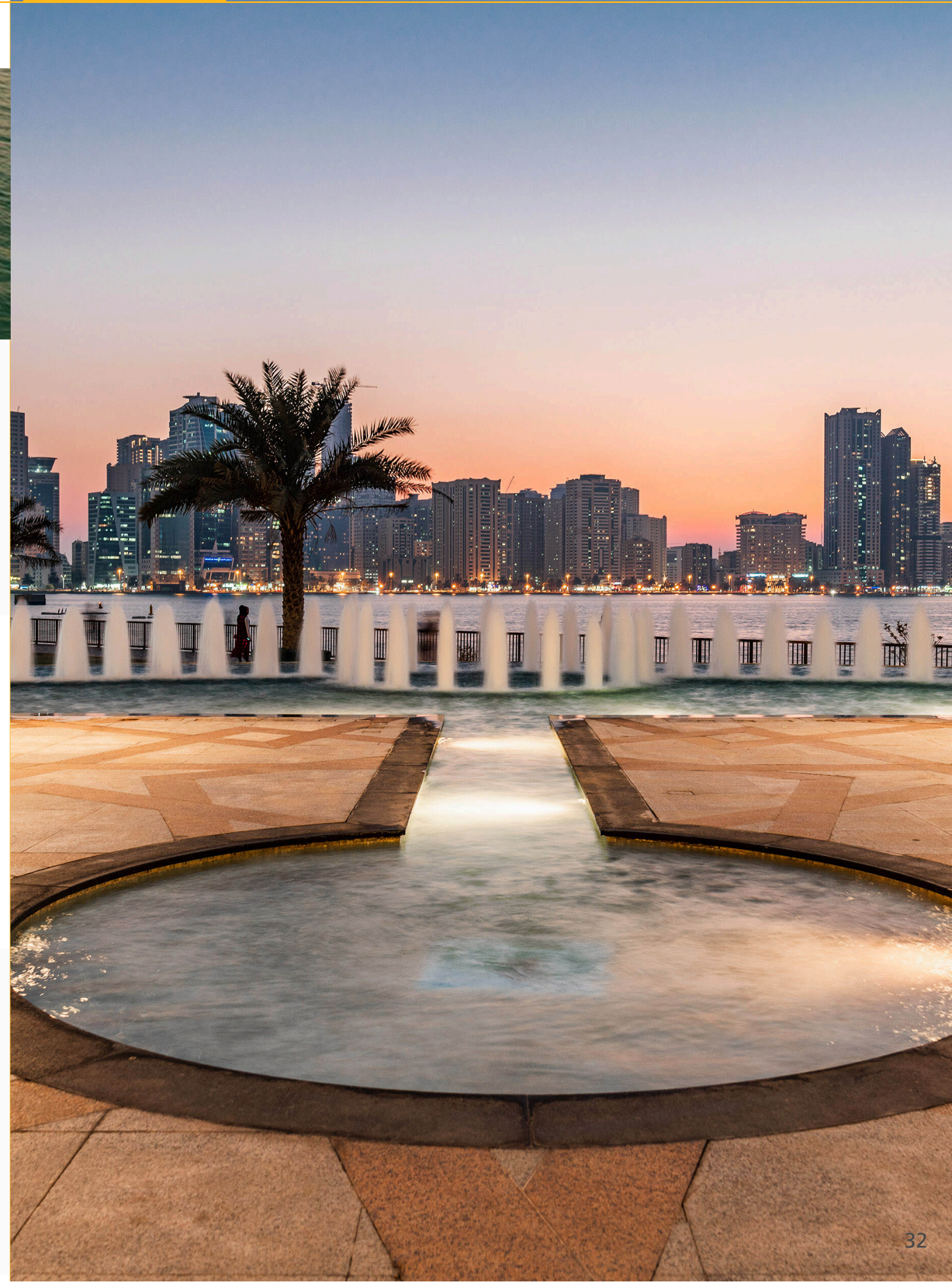
Future Plans

Shurooq recognizes the growing importance of data security in an increasingly digital world. To address this critical area, we are actively in the process of developing a comprehensive Data Management Policy. This policy will provide clear guidelines and robust measures to ensure the protection, confidentiality, and ethical handling of data across all operations.

Future priorities also include:

- Expanding cybersecurity infrastructure to proactively address emerging threats and safeguard critical systems.
- Continued employee education programs to reinforce the importance of data security in daily operations.
- Strengthening mechanisms for monitoring and responding to data-related risks through advanced technology and strategic partnerships.

Through these measures, Shurooq aims to ensure the privacy and security of data, strengthening its position as a trusted and forward-looking organization.



EMPLOYEE ENGAGEMENT, DIVERSITY & INCLUSION

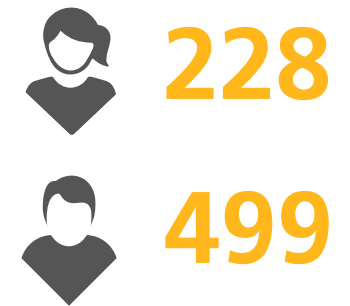
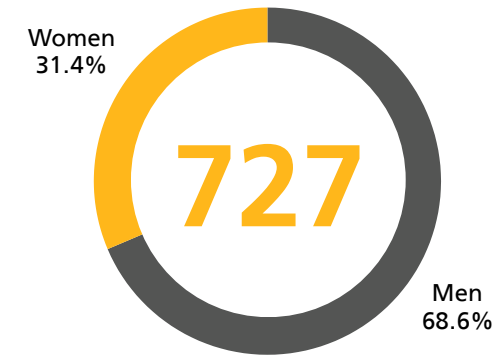
In line with our people-centric approach, we at Shurooq are committed to promoting a workplace that prioritizes fairness, inclusivity, and the holistic wellbeing of our employees. Our diverse workforce, comprising individuals from a range of nationalities, age groups, and professional backgrounds, forms the foundation of our organizational success. Through robust employee engagement programs, progressive policies, and a steadfast focus on diversity and inclusion, we aim to create an environment where every individual can thrive.

Diversity & Inclusion

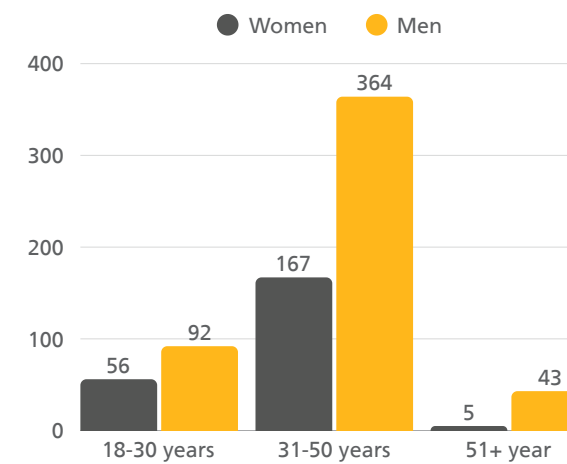
Shurooq's workforce embodies a rich diversity that reflects its global outlook and inclusive ethos. As of 2024, our team comprises 727 full-time employees, representing 43 nationalities. We take pride in ensuring equitable opportunities for all employees, regardless of gender, nationality, or background.

Workforce Composition

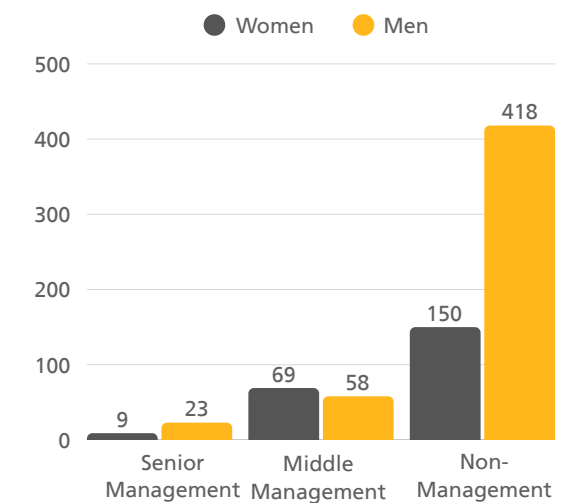
Total Workforce



Diversity by Age



Diversity by Management level



Women in senior management

31%



Percentage of Youth

20%

workforce from 18 to 30 years



37.9%



62.1%

People of Determination

At Shurooq, we hold the belief that every individual, regardless of their abilities, has a valuable role in contributing to and strengthening our human capital. In welcoming People of Determination, we affirm to convey that dignity and opportunity belong to all. Through carefully crafted training and thoughtful integration, we seek to employ and uplift, creating a workplace that is as inclusive as it is noble.

Emiratisation

In harmony with the UAE's enduring vision, Shurooq embraces Emiratisation as a one of its strategic focuses. Emirati employees, accounting for 20% of our workforce, contributing toward a sustainable progress, where tradition meets innovation. At Shurooq, we go beyond employment, offering leadership programs and mentorship initiatives that nurture the growth of Emirati talent. Through targeted recruitment efforts, we invite the nation's best and brightest to join hands with us in shaping tomorrow's legacy.

69%

Emiratisation rate in senior management

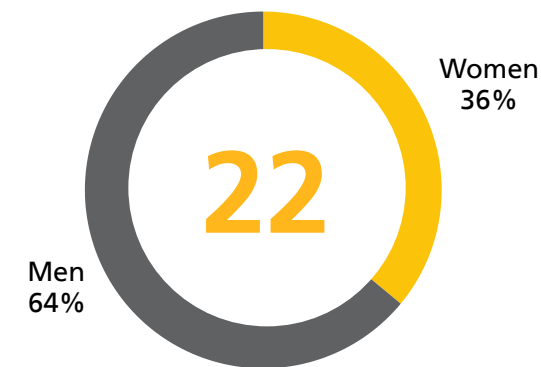
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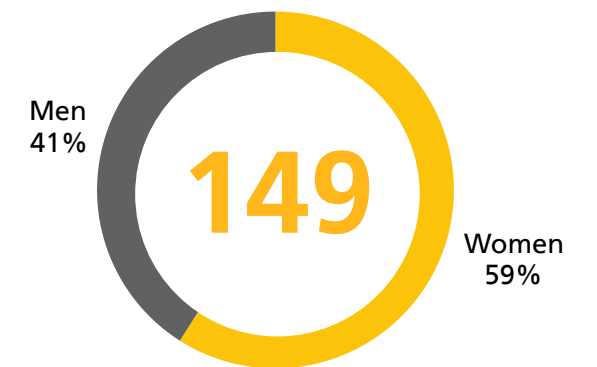
Emirati women among 149 Emirati employees

Our senior management reflects this commitment, with an impressive 69% Emiratisation rate—36% of whom are trailblazing women. With 149 national employees, comprising 88 women and 61 men, Shurooq remains resolute in nurturing homegrown expertise.

Nationalisation of Senior Management



Nationalisation among Total Workforce



Shurooq's approach to diversity and inclusion focuses on equal representation and empowerment for all employees. This year, we have made strides in increasing the participation of women across various roles, ensuring that their voices are heard and valued.

Gender equity remains integral to our leadership, with a noteworthy 31% representation in senior management roles, and 31.4% of the total workforce. Youth engagement is another cornerstone of our inclusion strategy, with 20% of employees aged between 18 to 30, contributing fresh perspectives and innovation to our operations. Our workforce also includes 10 freelancers, promoting flexibility in engaging talent across various domains.

Employee Engagement and Development

Key Engagement Initiatives

Interactive Activities and Feedback Mechanisms

Shurooq's employee engagement programs featured team-building events, cultural celebrations, and feedback surveys. These initiatives have fostered a vibrant, collaborative workplace environment and provided actionable insights to enhance employee satisfaction.

Recognition Programs

Structured rewards for exceptional performance and achievements celebrated employees' contributions, motivating them to excel and uphold Shurooq's values.

Family-Focused Support

The "Back to School" initiative offered flexible work schedules to ease transitions for working parents during the academic year. Enhanced parental leave policies allow employees to combine maternity/paternity leave with annual leave, further supporting their work-life balance.

Exclusive Employee Benefits

From a 50% discount at Shurooq-operated F&B outlets to the introduction of the Summer Golf Cart Service, employees benefit from initiatives designed to improve convenience and comfort.

Emirati Women's Day Celebration

In celebration of Emirati Women's Day, Shurooq organized a series of events and activities to honour the achievements and contributions of Emirati women in shaping the nation's development. The initiative aimed to inspire and empower women across all sectors while showcasing their critical role in sustainability and progress.

- **Recognition of Achievements:** Hosted a special ceremony to acknowledge and celebrate the accomplishments of Emirati women within Shurooq and the wider community.
- **Empowerment Workshops:** Organised workshops focusing on leadership, innovation, and sustainability, equipping participants with skills and knowledge to drive future growth.
- **Community Engagement:** Partnered with local organisations to amplify the celebration's reach and impact, creating a collaborative environment for dialogue and exchange.
- **Cultural Celebrations:** Incorporated cultural performances and exhibits showcasing the heritage and contributions of Emirati women.



Human Capital Development

Shurooq's focus on human capital development aligns employee growth with our goals, emphasizing continuous learning, leadership, and professional advancement.

Training and Development Initiatives

In 2024, Shurooq conducted training, with programs tailored to meet diverse employee needs, ranging from leadership development to technical expertise. Over **50 employees** participated in specialized training programs focused on technical skills, leadership development, and operational efficiency.

Performance Management System

The Performance Management Policy at Shurooq outlines a comprehensive process designed to align employee performance with organizational goals, encourage continuous improvement, and provide a clear framework for evaluations and rewards. Shurooq's PMS aligns employee objectives with organizational goals through a structured cycle.

- **Performance Planning:** Goal-setting aligned with organizational values and SMART performance metrics.
- **Mid-Year Reviews:** Progress checkpoints for adjustments.
- **Annual Assessments:** Comprehensive performance evaluation.
- **Linkage to Rewards:** Performance ratings influence promotions, pay raises, and development plans.

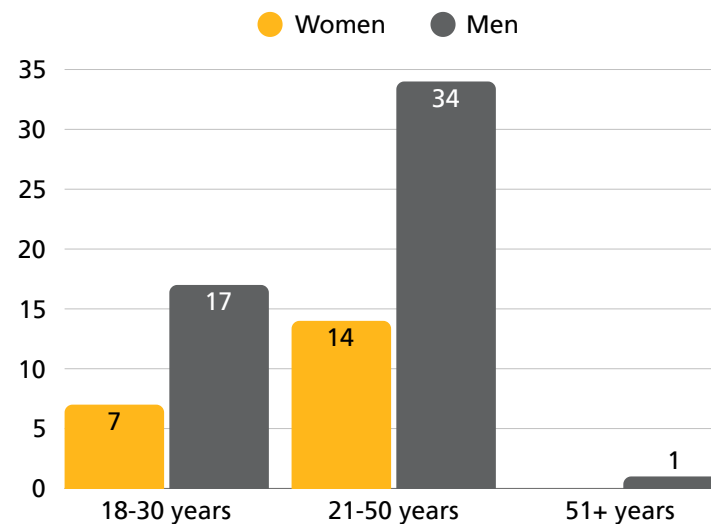
Human Resource Policies

- Maternity Policy: Combines maternity and annual leave with extended nursing hours.
- Enhanced Sick Leave Policy: Allows employees two days of sick leave without a medical certificate.
- Unpaid Leave Policy: Provides flexibility for personal emergencies.
- Art and Literature Leave: Promotes personal development and creativity.

New Hires

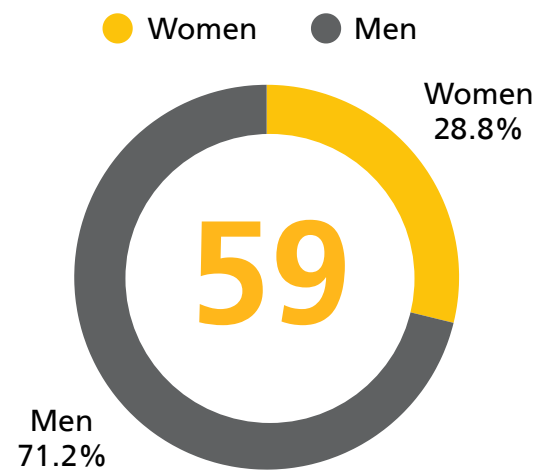
Shurooq’s workforce expanded with 73 new hires in 2024. These individuals, with diverse experiences and backgrounds, embody our vision for a progressive, sustainable future. Their integration into our workforce strengthens our capacity to lead Sharjah into its next phase of development.

Of the new hires, 24 employees are aged between 18 and 30, comprising of more than 32% of total new hires, highlights Shurooq’s commitment to nurturing the next generation of leaders. As we forge ahead, we remain committed to our belief that the foundation of a sustainable tomorrow is built upon the dedication and brilliance of the people who call this land home.



Voluntary Turnover

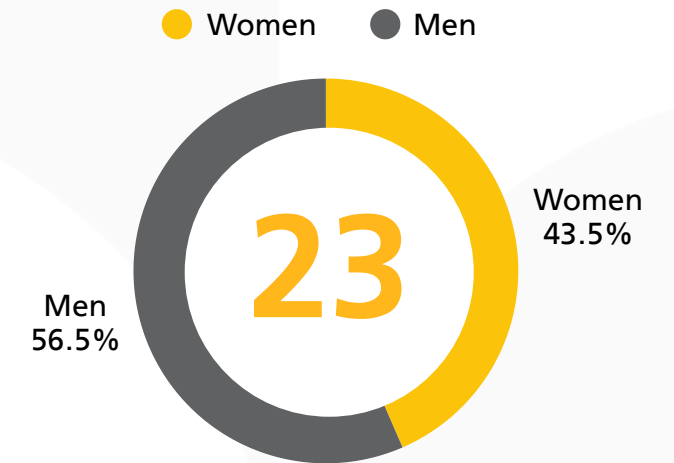
59 employees opted for voluntary turnover in 2024, this gives us an opportunity to strengthen retention strategies.



Parental Leave

Family-friendly policies at Shurooq ensure employees feel supported during pivotal moments in their personal lives. In 2024, 23 employees availed parental leave, with a 100% return-to-work rate, demonstrating the strength and inclusivity of our policies.

100%
Return-to-Work Rate
After Parental Leave



Grievance Process

Shurooq has established a robust grievance process to address employee concerns with fairness and confidentiality. Key steps in the process include:

- Informal Resolution: Employees are encouraged to resolve issues informally with their line manager or HR Business Partner.
- Formal Grievance Submission: If informal resolution fails, employees can submit a formal grievance in writing, outlining the issue and desired outcome.
- Investigation & Meeting: A thorough investigation is conducted, followed by a formal meeting within 10 working days. Employees may bring a colleague for support.
- Outcome & Next Steps: Decisions are communicated within 5 working days, with provisions for escalation to higher management if necessary.

This process ensures a safe and supportive environment for all employees, enabling them to voice concerns without fear of reprisal.

Community Engagement

Our community engagement strategy aligns with the UAE Centennial 2071 goals and it serves as the foundation of our social wellbeing framework in creating meaningful connections with the communities we serve. Our initiatives focus on promoting cultural enrichment, educational opportunities, environmental awareness, and social development across Sharjah and beyond.



Cultural and Educational Enrichment

Mleiha Book Launch

The unveiling of Mleiha: Ancient Treasures of the UAE at the Sharjah International Book Fair was a landmark event that celebrated the region's rich history and cultural identity. In collaboration with Assouline Publishers, Shurooq presented this exquisite volume, which offers a visual journey into the UAE's ancient past, bringing its timeless narratives to life. The event was graced by distinguished guests and dignitaries for supporting cultural preservation and education to promoting Sharjah's historical treasures on a global stage.

Assouline Section at the House of Wisdom-

Shurooq inaugurated a dedicated Assouline section at Sharjah's iconic House of Wisdom. This thoughtfully curated space provides visitors and scholars with an immersive experience, blending art, history, and literature.

Highlighting Mleiha: Ancient Treasures of the UAE alongside other Assouline works.

Community Awareness and Initiatives

Sharjah Beach Festival

Shurooq hosted the inaugural Sharjah Beach Festival, transforming Al Heera Beach into a hub of activity, with daily entertainment, sports, and family-friendly events attended by several people.



Emirati Women's Day Celebration

Held at the Heart of Sharjah, this event celebrated the achievements of Emirati women, showcasing their pivotal role in shaping the nation's progress.

Sharjah Investment Forum

Organized under the theme "A Futuristic Vision for Smart Economies," the 7th edition brought together several participants, promoting dialogue on innovation, sustainability, and community development.

Breast Cancer Awareness and Free Check-Up for Women Employees



As part of its ongoing commitment to health and wellbeing, Shurooq collaborated with Pink Caravan by Friends of Cancer Patients (FOCP) and AstraZeneca under the banner of Act for Change to host a Breast Cancer Awareness Session for its women employees. This initiative aimed to promote early detection and foster a proactive approach to health. Major highlights from the event were-

Awareness Session

Conducted an informative session on breast cancer prevention, early detection, and the importance of regular check-ups.

Free Health Screenings

Offered complimentary breast cancer check-ups for all women employees, encouraging them to prioritise their health.

Collaboration for Impact

Partnered with Pink Caravan and AstraZeneca to ensure the use of expert resources and align the initiative with global best practices.

Empowering Women

Promoted a supportive workplace culture by promoting open discussions on women's health and wellbeing.

Environmental Outreach

Mleiha National Park

As part of its preservation efforts, Shurooq continued to develop the Mleiha National Park with educational programs for visitors, including guided tours and workshops on Sharjah's natural and archaeological heritage.

Eco-Tourism Initiatives

Community-led activities, such as clean-ups at Al Noor Island and sustainability workshops, engaged local residents in promoting environmental stewardship.



Partnerships for Community Development

Partnership with Kalba Football Club

A sponsorship agreement to promote youth engagement in sports and enhance community cooperation. Shurooq aims to provide all the necessary resources to support the club's journey in various competitions and enhance its position in the sports arena, with the goal of achieving more successes and accomplishments in the future.



Heat Exhaustion Prevention Campaign

As part of its commitment to community health and safety, Shurooq collaborated with the Ministry of Health and Prevention and the Supreme Council for Family Affairs in Sharjah to implement a comprehensive Heat Exhaustion Prevention Campaign. The initiative aimed to raise awareness among workers and residents about the risks of heat stress and effective prevention measures. The series of activities were organized for attendees-

Awareness Sessions

Conducted lectures and workshops on first aid and heat exhaustion prevention to educate attendees and ensure the dissemination of vital safety knowledge.

Incentives for Engagement

Distributed 15 shopping vouchers daily and a mobile phone to encourage active participation and ensure information retention.

Mobile Safety Bus ("Salamatek")

Deployed an advanced, air-conditioned mobile unit featuring interactive awareness sessions, providing a comfortable learning environment.

Field Visits

Organized site visits to construction zones across Sharjah's region, mainly central and eastern regions, to monitor compliance with safety regulations and provide direct guidance.



International Hospitality and Tourism Institute

In line with its vision to drive socio-economic growth and innovation, Shurooq facilitated a strategic partnership between the Sharjah Institute of Hospitality and Tourism and the Southern Alberta Institute of Technology (SAIT) through the signing of a Memorandum of Understanding (MoU). This collaboration aims to position Sharjah as a regional hub for skill development in the hospitality and tourism sectors by providing beneficiaries with-



Skill Development

Jointly designed training programs to equip participants with industry-relevant skills, fostering a highly skilled workforce in hospitality and tourism.

Knowledge Exchange

Promoted the exchange of expertise, innovation, and best practices between international and local professionals.

Empowering the Community

Created opportunities for young Emiratis to explore and excel in hospitality and tourism careers, aligning with Shurooq's focus on socio-economic empowerment.

Long-Term Socio-Economic Impact

Contributed to sustainable economic growth by enhancing the employability of local talent and supporting the expansion of Sharjah's tourism sector.

Future Plans

As we move forward, Shurooq remains committed to deepening its community engagement initiatives, focusing on:

- Expanding cultural and educational outreach programs to reach a targeted number of participants by 2025.
- Strengthening partnerships with local NGOs and educational institutions to create inclusive opportunities for marginalized groups.
- Introducing new sustainability-focused events to drive greater community participation and awareness.

GRI INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
GRI 2: General Disclosures 2021	2-1 Organizational details	5		Material Topics			
	2-2 Entities included in the organization's sustainability reporting	3		GRI 3: Material Topics 2021	3-1 Process to determine material topics	11-13	
	2-3 Reporting period, frequency and contact point	3			3-2 List of material topics		
	2-4 Restatements of information	NA		Market presence			
	2-5 External assurance	NA		GRI 3: Material Topics 2021	3-3 Management of material topics		
	2-6 Activities, value chain and other business relationships	NA		GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	NA	
	2-7 team members	33-35			202-2 Proportion of senior management hired from the local community	34	
	2-8 Workers who are not team members	NA		Procurement practices			
	2-9 Governance structure and composition	15		GRI 3: Material Topics 2021	3-3 Management of material topics		
	2-10 Nomination and selection of the highest governance body	15		GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	NA	
	2-11 Chair of the highest governance body	15			Anti-corruption		
	2-12 Role of the highest governance body in overseeing the management of impacts	15		GRI 3: Material Topics 2021	3-3 Management of material topics		
	2-13 Delegation of responsibility for managing impacts	15		GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	18	
	2-14 Role of the highest governance body in sustainability reporting	15			205-2 Communication and training about anti-corruption policies and procedures		
	2-15 Conflicts of interest	NA			205-3 Confirmed incidents of corruption and actions taken		
	2-16 Communication of critical concerns	NA		Materials			
	2-17 Collective knowledge of the highest governance body	15		GRI 3: Material Topics 2021	3-3 Management of material topics		
	2-18 Evaluation of the performance of the highest governance body	NA		GRI 301: Materials 2016	301-1 Materials used by weight or volume	26	
	2-19 Remuneration policies	NA			301-2 Recycled input materials used		
	2-20 Process to determine remuneration	NA			301-3 Reclaimed products and their packaging materials		
	2-21 Annual total compensation ratio	NA		Energy			
	2-22 Statement on sustainable development strategy			GRI 3: Material Topics 2021	3-3 Management of material topics		
	2-23 Policy commitments	9,16		GRI 302: Energy 2016	302-1 Energy consumption within the organization	20-21	
	2-24 Embedding policy commitments				302-2 Energy consumption outside of the organization		
	2-25 Processes to remediate negative impacts		302-3 Energy intensity				
	2-26 Mechanisms for seeking advice and raising concerns	15			302-4 Reduction of energy consumption		
	2-27 Compliance with laws and regulations	15-16			302-5 Reductions in energy requirements of products and services		
	2-28 Membership associations	Not applicable					
	2-29 Approach to stakeholder engagement	10					
	2-30 Collective bargaining agreements	Omitted - Collective bargaining is not allowed within the UAE laws					

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Water and effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	23	
	303-2 Management of water discharge-related impacts		
	303-3 Water withdrawal		
	303-4 Water discharge		
	303-5 Water consumption		
Emissions			
GRI 305: Emissions 2016	3-3 Management of material topics	20	
	305-1 Direct (Scope 1) GHG emissions		
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		
	305-4 GHG emissions intensity		
	305-5 Reduction of GHG emissions		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		NA
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	26	
	306-2 Management of significant waste-related impacts		
	306-3 Waste generated		
	306-4 Waste diverted from disposal		
	306-5 Waste directed to disposal		
Supplier environmental assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	10	
	308-2 Negative environmental impacts in the supply chain and actions taken		
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 401: Employment 2016	401-1 New team member hires and team member turnover	36	
	401-2 Benefits provided to full-time team members that are not provided to temporary or part-time team members		
	401-3 Parental leave		

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	28-30	
	403-2 Hazard identification, risk assessment, and incident investigation		
	403-3 Occupational health services		
	403-4 Worker participation, consultation, and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8 Workers covered by an occupational health and safety management system		
	403-9 Work-related injuries		
Training and education			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per team member	29-30,35	
	404-2 programmes for upgrading team member skills and transition assistance programmes		
	404-3 Percentage of team members receiving regular performance and career development reviews	35	
Diversity and equal opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and team members	33	
	405-2 Ratio of basic salary and remuneration of women to men		
Local communities			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	25	
	413-2 Operations with significant actual and potential negative impacts on local communities		NA
Supplier social assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	NA	
	414-2 Negative social impacts in the supply chain and actions taken		
Customer privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	31	

