



مدينة إكسبو دبي  
EXPO CITY DUBAI

# Sustainability Report 2022-2023

# ABOUT THIS REPORT

Expo City Dubai is proud to publish this inaugural Sustainability Report, a reflection of our commitment to responsible management and transparency. This report captures our transformation to a city, our past milestones, and our ambitions for the future, guided by the principles of sustainable development.

The report is prepared **in accordance with** the GRI Sustainability Reporting Standards, which provide an international sustainability reporting framework for organisations to report on their economic, environmental, and social impacts.

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## Scope and boundary

The report explores **our transition from Expo 2020 Dubai to Expo City Dubai** – an inclusive innovation-driven, people-centric city of the future, designed as a blueprint for sustainable urban living – **operating for over one year as Expo City Dubai, and proudly hosting COP28.**

The report presents insights into Expo City Dubai's sustainability performance within the United Arab Emirates (UAE) from 7 July 2022<sup>1</sup> until 31 December 2023 (the reporting period).

## Contact

We value our stakeholders and their support in our sustainability goals. To improve the city's sustainability efforts, we welcome any feedback, inquiries, or suggestions regarding this final report through the following email: [sustainability@expocitydubai.ae](mailto:sustainability@expocitydubai.ae)

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<sup>1</sup> 7 July 2022 marks when Law No. (14) 2022 was issued to establish Expo City Dubai and the entity tasked with its management, Expo City Dubai Authority.



## Disclaimer

Expo City Dubai has made every effort to ensure the accuracy and reliability of the information in this report. The report contains statements that may be deemed as “forward-looking statements” as they express the way in which Expo City Dubai currently intends to conduct its activities. Such statements are subject to inherent risks and uncertainties that could cause a difference in actual results.

## GRI 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.

GRI Services reviewed the correct mapping of the GRI disclosures presented in the GRI content index to Sustainable Development Goals (SDGs), based on the ‘Goals and targets database’ tool available from GRI website.

The service was performed on the English version of the report.

2. For more information on GRI standards, see <https://www.globalreporting.org/pdf/ashx?id=12334>

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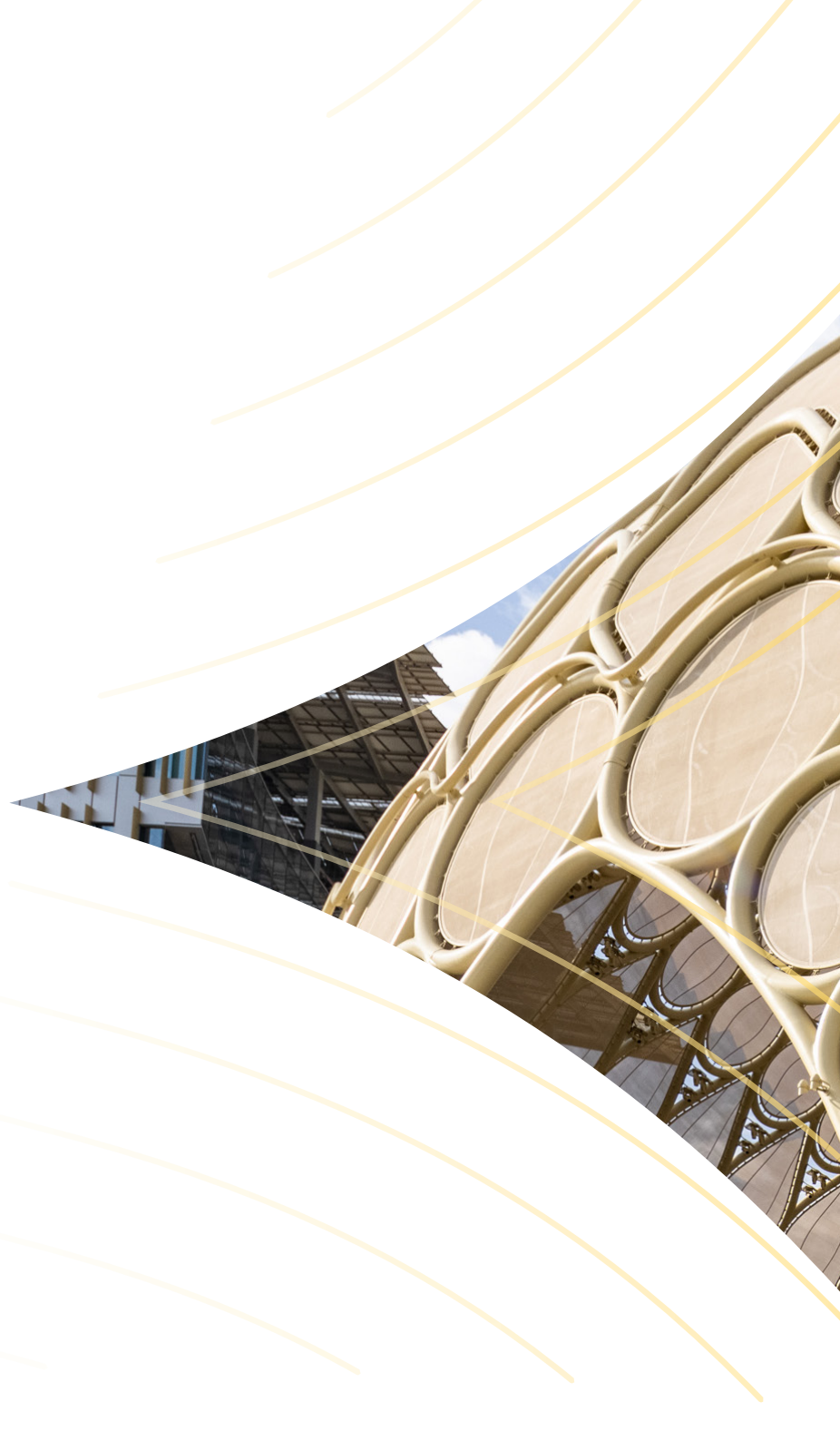


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# 01

## INTRODUCTION





# ABOUT EXPO CITY DUBAI



إكسبو 2020  
دبي، الإمارات العربية المتحدة  
DUBAI, UNITED ARAB EMIRATES

## The legacy of Expo 2020

The journey began with an unforgettable global celebration – the first World Expo in the Middle East, Africa and South Asia (MEASA) region – and we were proud to have hosted and delivered an exceptional Expo 2020 Dubai from 1 October 2021 to 31 March 2022. Now, as Expo City Dubai, we uphold Expo 2020's ethos: a city based on the belief that a broad coalition of people, working together, can propel human progress to help create a more equitable and sustainable future for all.



مدينة إكسبو دبي  
EXPO CITY DUBAI

## Becoming a city

A meaningful and lasting legacy was at the core of Expo 2020 Dubai's goals from the outset, with clear strategies put in place to ensure the impacts of the World Expo would be felt for generations to come, carried forward under the banner of Expo City Dubai.

With 80 per cent of Expo 2020-built infrastructure retained under Expo City, meticulous planning ensured optimal asset lifecycle utilisation and enhanced investment returns, all supported by integrating environmental, social, and governance (ESG) considerations.

The asset dissolution plan commenced in March 2022, repurposing those Expo-owned assets no longer needed with the objective of avoiding waste or landfill disposal and maximising revenue through auctions. This process also included repurposing former pavilions into spaces for small businesses, removing exhibits and fitouts, and conducting operational clearances. In parallel, preparations for the establishment of the new city were well underway.

On 7 July 2022, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, signed Law No. (14) of 2022 into effect, establishing Expo City





**Master Plan Update 2023**

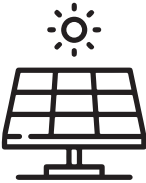





Dubai Authority (ECDA) as a government entity and transferring all Expo 2020 assets to its custody. This marked the beginning of a new era for the organisation.

His Highness Sheikh Ahmed bin Saeed Al Maktoum, President of the Dubai Civil Aviation Authority and Chairman and Chief Executive of Emirates Airline and Group was appointed Chairman of the Expo City Dubai Authority through Decree No. (27) of 2022, while Her Excellency Reem Al Hashimy, UAE Minister of State for International Cooperation, assumed the role of Chief Executive Officer as per Decree No. (28) of the same year.

Strategically located mid-way between Dubai and Abu Dhabi and one of five hubs on the Dubai 2040 Urban Master Plan, Expo City Dubai is

designed with 15-minute city planning principles, combining a business ecosystem commercial space with residential neighbourhoods, leisure facilities, food and beverage (F&B) options, event venues and fitness grounds. With an array of diverse attractions, the city is also packed with educational, cultural and entertainment offerings, and serves as a go-to destination for globally significant events. Connecting businesses, government, organisations, educational institutions, residents and visitors, it is an incubator for collaboration and innovation, driving progress on the world's most pressing issues and committed to maximising its positive social, environmental and economic impact.

# SUSTAINABILITY FEATURES AT A GLANCE

 <p><b>5.5MWp</b> of installed solar PV systems approximately</p>	<p>Designed according to <b>15-minute</b> city planning principles</p>	 <p><b>Native</b> &amp; adaptive plant species prioritised in landscape plants</p>
 <p>Micro-mobility options including <b>buggies, bicycles, &amp; scooters</b></p>	 <p><b>Pedestrian-friendly</b> districts</p>	<p><b>8</b> infrastructure projects</p> <p><b>achieved EXCELLENT</b> rating</p> <p>across Expo City Dubai under <b>BREEAM Infrastructure</b> (formerly CEEQUAL) – one of the largest on a single site globally</p>
<p><b>45,000 sqm</b> of parks and gardens</p>  <p><b>9</b> educational attractions</p>	<p><b>123</b> Buildings across Expo City Dubai achieved LEED*</p> <hr/> <p>123 assets achieved LEED (Leadership in Energy and Environmental Design) as part of Expo 2020 legacy*</p> <p>*95 of these buildings are within Expo City's administrative boundary, including 4 LEED Platinum and 91 LEED Gold</p>	
 <p><b>Accessibility features</b> such as <b>quiet rooms</b> featuring <b>sensory pods</b>, as well as <b>braille signage</b>, <b>hearing induction loops</b> and <b>wheelchair free hire</b></p>		

# MEMBERSHIPS

Expo City Dubai actively participates in numerous organisations, demonstrating our commitment to sustainable development and collaboration on both local and global scales.



Member of the UN Global Compact



Member of World Green Building Council



Corporate member of Emirates Green Business Council

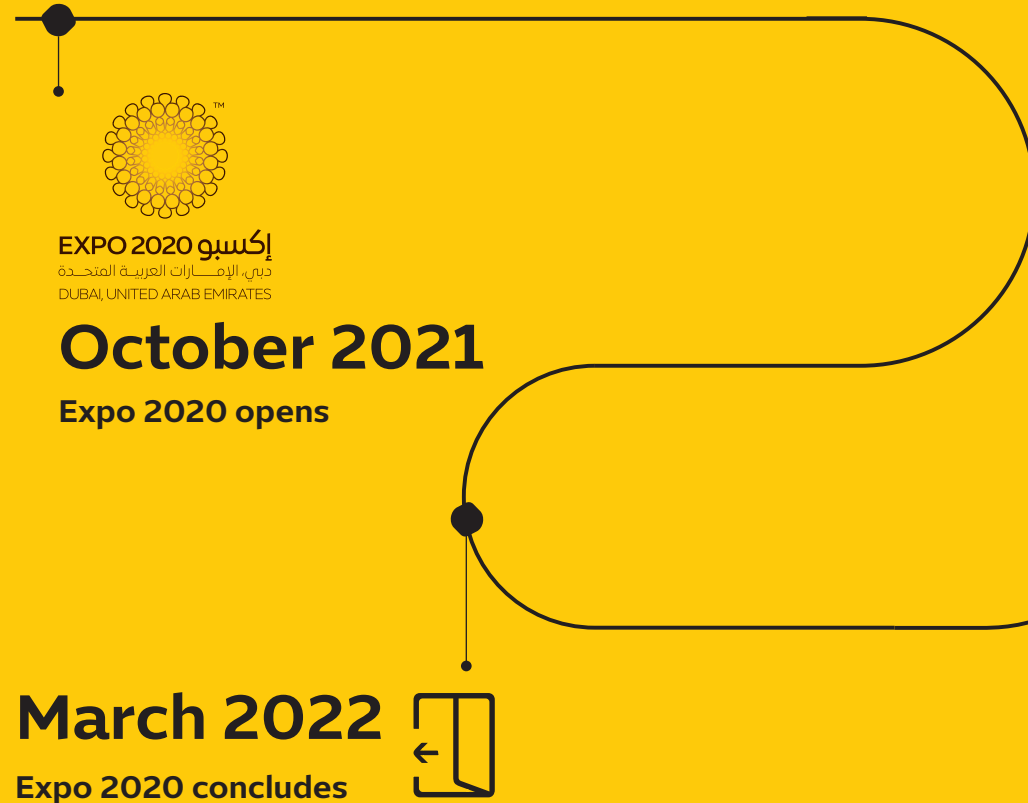


Gold member of the US Green Building Council



Cornerstone member of the International WELL Building Institute

# EXPO CITY DUBAI JOURNEY



## June 2022

His Highness Sheikh Mohammed bin Rashid Al Maktoum announces transformation of the Expo 2020 site into Expo City Dubai

## June 2022

Expo City Dubai selected as host venue for COP28





## July 2022

Expo City Dubai Authority (ECDA) established



## October 2023

Expo City's decarbonisation roadmap launched



## March 2023

First residential developments announced



## January 2023

UAE Year of Sustainability



## December 2023

COP28 Hosted

## INTRODUCTION

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# CHIEF EXECUTIVE OFFICER MESSAGE

When we first started preparing for Expo 2020 Dubai, we knew we were laying the foundations for a new destination within Dubai that would emerge, capture imaginations, and continue to drive progress on topics that matter to humanity, with sustainability as its central pillar.

Today, that is who we are – a city that seeks to exemplify the solution-creating capabilities of an innovation-driven, people-centric urban centre – and it is my pleasure to introduce our first annual sustainability report as Expo City Dubai.

Our transformation to Expo City, though swift, was a result of careful planning by a team that believes how we achieve should be just as remarkable as what we achieve. Every step of our transition was thoughtfully considered, from reusing infrastructure and assets that were well-built and well-preserved, to decommissioning what was no longer needed in the most sustainable manner.

When we opened our doors again, we held onto what sets us apart – a destination that is focused on connection, wellbeing and thriving in harmony with nature. We carried forward our impactful programmes, empowering youth with education initiatives and supporting social and environmental entrepreneurs across the globe with their innovations, and welcomed visitors back to enjoy our immersive, diverse experiences.

Our strength as a convener and belief in the power of collaboration was reinforced when Expo City hosted the world again for COP28, a climate summit rooted in our nation's ethos of environmental stewardship and its track record as a force for good. Here, the historic UAE Consensus was adopted – a package to accelerate climate action, hailed as a cause for optimism by global leaders working towards a better future.

There is still much to be done and we must take an 'all in' approach. A key contributor to the Dubai Economic Agenda (D33) and a hub in the Dubai 2040 Urban Master Plan, Expo City plays an important role in Dubai's future growth – a world-class residential neighbourhood, business community, and much more – and we will fulfil that role responsibly. We launched our roadmap highlighting our city's decarbonisation pathway to 2050, aligned with the UAE Net Zero by 2050 strategic initiative and global climate goals. We also laid out our targets to reduce embodied carbon in the built environment, demonstrating our efforts to balance environmental and economic sustainability as our city evolves.

Our holistic view of sustainability saw us launch initiatives and seal meaningful partnerships across areas including food security, circular economy, sustainable procurement and renewable energy. Their successful implementation is testament to our belief that only the full weight of human ingenuity, leadership, cooperation and action will bring impact, and we plan to cement our place as a hub from which much-needed progress can be propelled.

A pioneering free zone and a place for everyone dedicated to the service of our planet and humanity, Expo City Dubai welcome businesses, government, organisations, educational institutions, residents and visitors to join us in unlocking the potential of this city. By working together, we are confident that we can create a better, more equitable, more sustainable future for all.

**Her Excellency Reem Al Hashimy**

UAE Minister of State for International Cooperation and  
CEO of Expo City Dubai Authority

## INTRODUCTION

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# CHIEF – SUSTAINABILITY MESSAGE

It is with great pride that we present Expo City Dubai's first annual sustainability report, reinforcing how our city – as a new, growing urban destination – is seizing the opportunity to establish a balance between, and maximise, environmental, social and economic benefits from the outset.

Since welcoming the world for Expo 2020 Dubai, we have unveiled Expo City Dubai, hosted COP28, become a home for businesses and will soon welcome our first residents. We have experienced significant transformation and will continue to do so as we fulfil our role in Dubai's future growth plans. While change is certain and we will adapt to external factors, our commitment to making a positive impact is unwavering.

Reflecting this commitment, the 2023 launch of our decarbonisation roadmap illustrates our belief that Expo City Dubai – like all urban centres – will only realise its full potential if it remains resolute in addressing climate change. In our roadmap, we identified interim targets to keep us on track in the short- and medium-term, leading to net zero by 2050, and highlighted our intention to reduce embodied carbon in the built environment so that we grow responsibly. We also make note of our commitment to regularly re-assess our approach and alter as needed to ensure alignment with the latest best practice, standards and protocols for city-scale decarbonisation – a relatively new and dynamic field.

We know that net zero cannot be achieved by one player alone. While decarbonisation is one of our city's four key sustainability objectives, it is also a common thread that runs through Expo City's entire sustainability strategy, and we have introduced several initiatives and programmes that support decarbonisation with contributions from key partners.

Our collaboration with the Dubai Electricity and Water Authority (DEWA) saw Expo City Dubai become fully powered by renewable energy, significantly impacting our carbon footprint. Meanwhile, we joined forces

with the UAE Ministry of Climate Change and Environment to run the Climate Ambassadors Programme, giving students from across the nation the opportunity to hone their skills as future climate negotiators, drafting mock solutions and action plans.

With the launch of the Expo City Farm, we demonstrated how different companies can come together to create agricultural solutions in urban, arid environments, overcoming challenges such as carbon removal and water scarcity while promoting circularity. Through our partnership with ne'ma, the National Food Loss and Waste Initiative, we implemented measures – at COP28 and beyond – that substantially enhance our food waste reduction efforts.

More broadly, our efforts extended across implementing and assuring sustainable practices. This was illustrated throughout COP28, where we supported organisers with guidelines and systems that led to its certification in event sustainability management systems (ISO2012) and carbon neutrality (PAS2060). Likewise in worker welfare programmes, our stringent standards and subsequent assurance helped ensure a safe environment for COP28 workers across both the Blue and Green Zones.

As a blueprint for sustainable urban living, Expo City Dubai knows that our potential for impact is multiplied when we bring people together. We will continue to trial innovative solutions, amplify compelling voices, encourage connections and drive knowledge exchange in sustainability across all its perspectives – and in doing so, we progress on our sustainability journey with great optimism for the future.

**Matt Brown**

Chief – Sustainability, Expo City Dubai

# KEY ACHIEVEMENTS IN THE REPORTING PERIOD JULY 2022-DECEMBER 2023

 <p><b>68%</b> of municipal solid waste diverted from landfill in 2023.</p>	 <p>WELL Health-Safety Rating achieved for <b>23</b> buildings</p>	<p><b>100%</b> electricity supplied by DEWA renewable energy (iRecs) with <b>7,579 tCO2e</b> emissions avoided as a result, in November and December 2023</p> 	
 <p><b>9.25GWH</b> solar energy produced in 2022 &amp; 2023 by building integrated PV</p>	 <p>Hosted more than <b>20</b> sports and wellness events</p>	 <p><b>50+</b> Types of crops planted in Expo City Farm</p>	 <p><b>Decarbonisation</b> roadmap launched detailing the city's pathway to net zero by <b>2050</b></p>
<p>More than <b>980,000</b> visitors in 2022 &amp; 2023</p> 			

COP28 specific achievements are captured in 'A Proud Host of COP28' chapter later in this report

WELCOMED  
**100,000+**  
student visitors  
through the **Expo  
School Programme**

**Expo Live programme**  
continues under Expo City Dubai with new  
round seeking innovative grassroots climate  
solutions and supporting 35 Global Innovators  
in June 2023

**33%**  
of women in the  
Executive Committee  
(ExCom)

**Reintroduced the Food  
Rescue Programme**  
under Expo City to tackle edible food  
surplus in March 2023

Sealed an agreement  
with the **National  
Food Loss & Waste  
Initiative (ne'ma)** to  
tackle food waste

**Launched Seeds of  
Change programme**  
with two carbon offset projects certified by  
Gold Standard and Verra

# HOW WE GOVERN



### **His Highness Sheikh Ahmed bin Saeed Al Maktoum**

President, Dubai Civil Aviation Authority; Chairman, Dubai Airports; Chairman and Chief Executive, Emirates Airline and Group



### **His Excellency Mohammed Ibrahim Al-Shaibani**

Director General of HH The Dubai Ruler's Court



### **Her Excellency Reem Al Hashimy**

UAE Minister of State for International Cooperation and CEO, Expo City Dubai Authority



### **His Excellency Abdulrahman Al Saleh**

Director General, Government of Dubai's Department of Finance



### **His Excellency Helal Saeed Almarri**

Director General, Dubai's Department of Economy and Tourism

## **Supreme Committee**

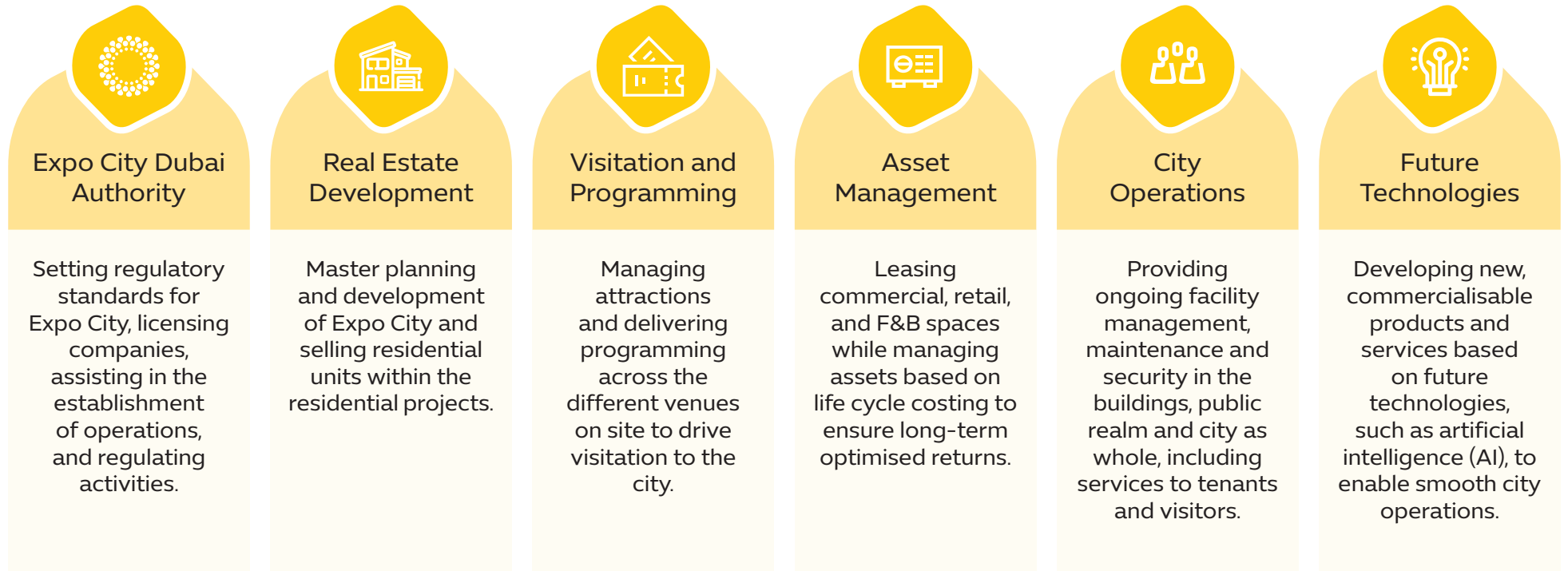
The Supreme Committee for Expo City Dubai Authority is charged with ensuring the achievement of its objectives and fulfilment of its functions. Led by the Chairman, the committee is made up of the Director General of HH The Ruler's Court of Dubai, UAE Minister of State for International Cooperation and CEO of Expo City Dubai Authority, the Director General of the Government of Dubai's Department of Finance and the Director General of Dubai's Department of Economy and Tourism.

## **The Executive Committee**

The Executive Committee (ExCom), established by the CEO of Expo City Dubai Authority, is responsible for the preparation of Expo City's strategic plan to deliver on ESG performance as well as providing risk oversight and propelling the city forward for the future. ExCom is also responsible for tracking progress of projects and ensuring alignment between businesses and functions.

## **Our Corporate Governance**

Transitioning from an event venue model to a commercial business required major changes in governance across the entire organisation. Expo City Dubai's newly established governance can be grouped into six major streams.



Policies, procedures, and workflows were updated to ensure a robust framework and smooth, responsive control systems established to meet changing needs.

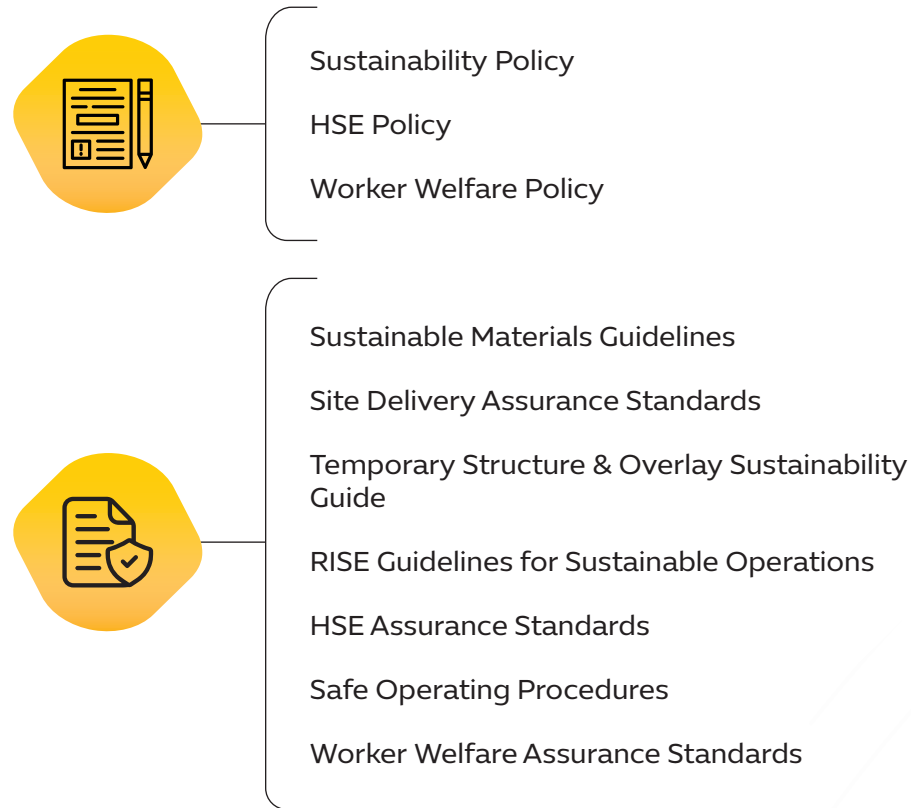
Sitting at the Expo City Dubai Authority level, the Sustainability & Assurance department facilitates and guides the realisation of the sustainability vision, integrating sustainable practices into all aspects of Expo City Dubai's ecosystem. The department drives continuous

improvement through a collaborative assurance programme that builds confidence throughout the key pillars of **Sustainability, Accessibility, Worker Welfare and Health, Safety and Environment (HSE)**.

## INTRODUCTION

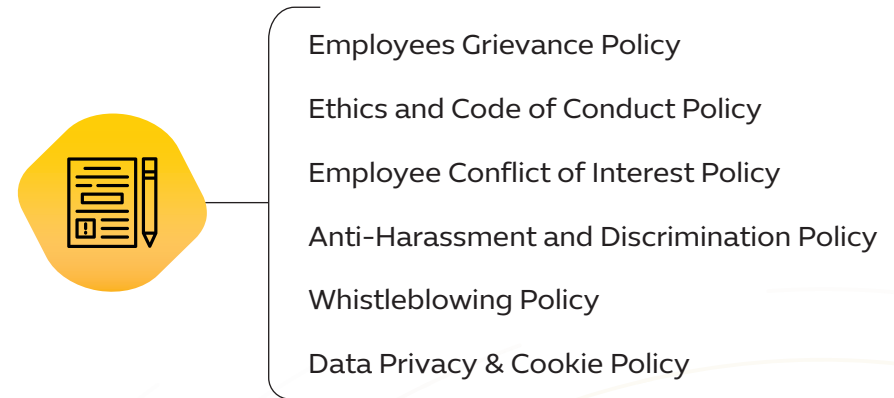
### Sustainability policies, guidelines & standards

Expo City Dubai's sustainability governance documents are essential for ensuring continuous improvement in the city's performance and define monitoring and reporting requirements.



### Business ethics, integrity & compliance

Expo City Dubai is committed to upholding the highest business conduct standards, ensuring responsible operations that align with our core values.



## Regulatory compliance & audit

Operational oversight and regulatory compliance at Expo City are administered by respective departments and monitored by a dedicated Internal Audit team.

Expo City Dubai is also in the process of developing a comprehensive regulatory compliance framework and working on automating data gathering, analysis and reporting to continually enhance its governance framework. Existing policies will be expanded to address topics such as anti-money laundering, gift entertainment and hospitality, as well as anti-bribery and corruption.

## Risk management

Following effective risk management and mitigation throughout the dissolution and transition phase. Expo City Dubai is currently focused on establishing a robust foundation for strong risk oversight.

We are preparing to implement a comprehensive Enterprise Risk Management (ERM) framework, that will facilitate risk-based decision-making and support sustainability and organisational goals.

# Cyber readiness & data security

Expo City Dubai prioritises cybersecurity and the protection of digital assets, emphasising confidentiality, integrity and data accessibility as essential components for the successful development of smart cities.

Expo City redesigned its network during the transition from Expo 2020, shifting cybersecurity technologies to virtual, cloud, and Software-as-a-Service (SaaS) models where feasible, supporting efforts to reduce carbon footprint and decreasing dependency on physical hardware. Establishing corporate network independence enabled remote access and reduced reliance on wired connectivity. Additionally, the optimisation of cybersecurity infrastructure maximised efficiency without compromising security, while network redesign for major events ensured fully secured logical isolation.

Looking forward, with ongoing improvements and strategic planning, Expo City Technology will ensure our secure infrastructure adapts to the city's evolving needs, reshaping what it means to be a cyber-secure smart city.

## Future initiatives:

Launch a mass cyber security awareness programme to enhance cyber security culture city-wide and continue strengthening Expo City's cyber security through additional controls, exploring AI and improving testing protocols for robust defence mechanisms.

# ECONOMIC IMPACT

The financial impact of our sustainability initiatives extends throughout the value chain and goes beyond immediate cost. By collaborating with our suppliers to adopt more sustainable practices, we have fostered long-term partnerships to build a stable, reliable supply chain. This focus on responsible sourcing not only benefits the environment, but also strengthens the supply chain, minimising potential disruptions and the associated economic impact.

Looking beyond cost savings, we continue to explore innovative finance solutions including green bonds, investing in renewable energy and low-carbon projects, further reducing Expo City's carbon footprint.

We also actively seek to integrate SMEs who are focused on sustainable initiatives and follow sustainable business practices into Expo City's supply chain.

By integrating sustainability principles into our financial strategies, Expo City will continue to create long-term economic impact and contribute to a more sustainable future.





“

I am encouraged by the challenge to weave the sustainability principles into our financial decision-making processes, ensuring that our pursuit of financial excellence is measured not just by the wealth we create, but by the wellbeing we promote and the ecological balance we maintain.

”



**Mohammed Mukhtar Safi**  
Chief Financial Officer

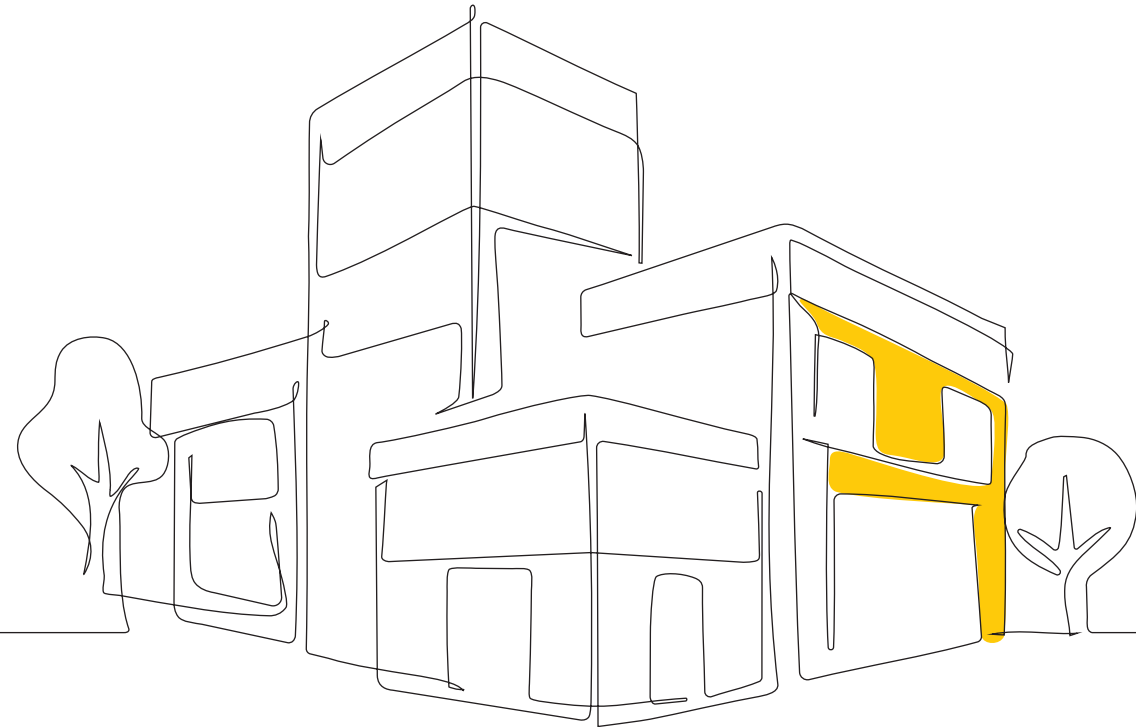
# Real estate

## A responsible master developer

Expo Valley and Expo Central, Expo City's residential developments, build on Expo 2020 Dubai's exceptional standards to redefine urban living, creating integrated communities that exemplify best practice in innovative, environment-friendly design, with a focus on wellbeing and happiness.

Each development is designed with specific sustainability KPIs in mind, supporting our broader commitment to environmental stewardship and resource efficiency.

Features such as green roofs, natural ventilation and ample green spaces will enhance the wider living environment while promoting biodiversity and ecological balance, and amenities such as parks, jogging tracks and cycling paths will foster a sense of community and wellbeing. These design elements will not only improve the quality of life for residents but also contribute to a healthier urban ecosystem.



“

These unique residential projects are true to the nature and spirit of our World Expo, paving the way for a growing city that will serve as a blueprint for the way we live in the future – a best-in-class example of sustainable, regenerative, connected community living.

They are testament to our commitment to building a better future for Dubai and to creating a community that not only promotes a sustainable way of life but also enhances the quality of life for our residents.

”

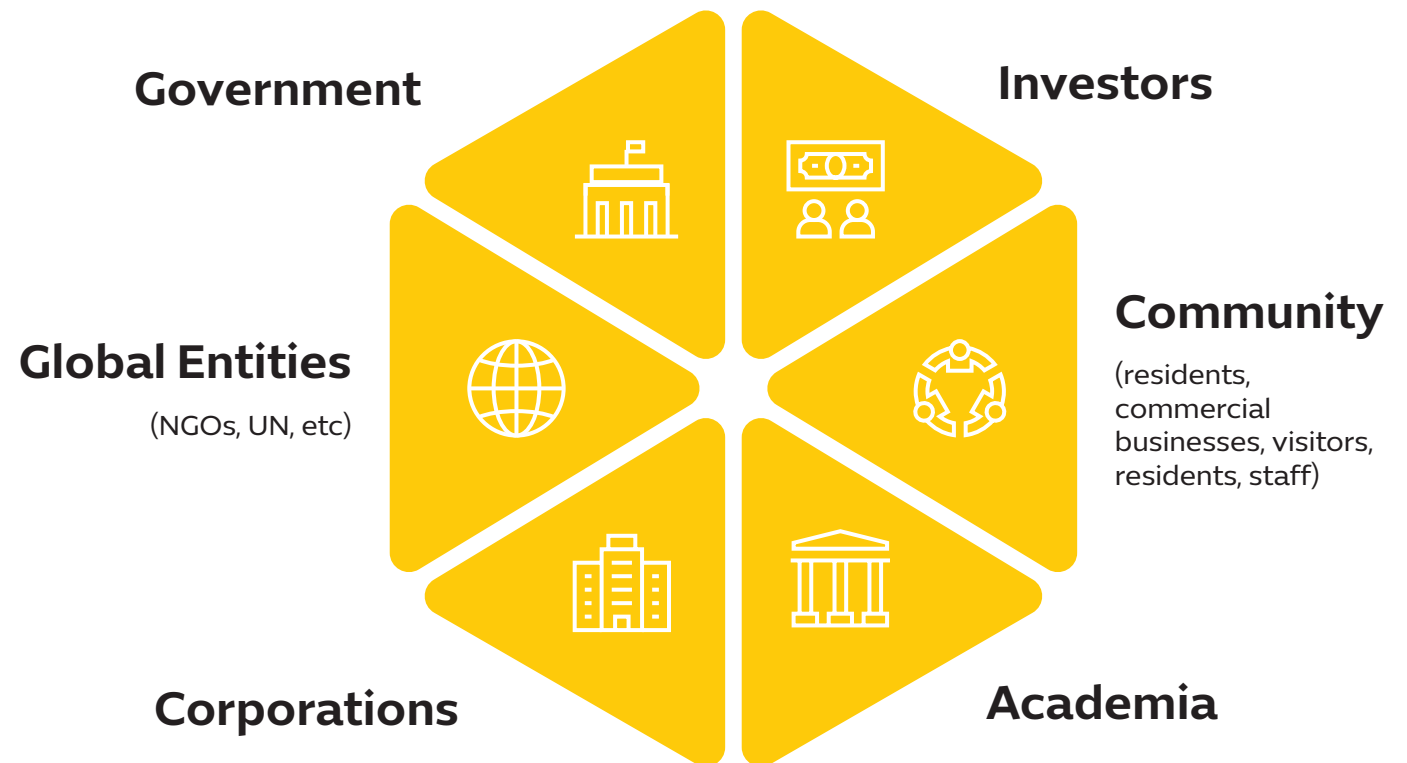


**Ahmed Al Khatib**  
Chief Development & Delivery Officer

# OUR STAKEHOLDERS

Expo 2020 Dubai was a testament to the power of collaboration, bringing together 192 countries as well as businesses, government entities and civil society – and Expo City embodies that same spirit, continuing to build invaluable connections with various stakeholder groups.

## Our Stakeholders



## How we engage

Through strategic initiatives, robust commercial and governmental relationships and comprehensive surveys, Expo City regularly engages with its diverse stakeholders, addressing evolving interests and needs to shape a better future for all.



### Government

A dedicated government partnerships function serves as a trusted interface with local and federal government entities, cultivating collaborative relationships to drive shared goals and closely align with the strategic priorities of Dubai and the UAE.



وزارة التغير المناخي والبيئة  
MINISTRY OF CLIMATE CHANGE & ENVIRONMENT



بلدية دبي  
Dubai Municipality

نعمّة ma  
المبادرة الوطنية للحد من فقد وهدر الغذاء  
National Food Loss and Waste Initiative



Zayed Higher Organization  
for People of Determination



هيئة كهرباء ومياه دبي  
Dubai Electricity & Water Authority



### Tenants

Part of Dubai's dynamic free zone community, Expo City Dubai provides a seamless business experience from setup to operations. It brings together multi-national companies, entrepreneurs and small- and medium-sized enterprises (SMEs), as well as government, academia and research institutions, in a sustainability-focused, innovation-driven ecosystem that supports cross-sector collaboration and offers a springboard for businesses to scale and grow. Digital platforms encourage knowledge-sharing and funding, while a dedicated Client Relations Centre ensures tenants are connected to one another, well-informed and derive maximum value from their experience.



### International audiences

A global initiative born out of Expo 2020 Dubai, Expo Dubai Group (EDG) leverages its expertise and an extensive network to foster partnerships that advance Expo City Dubai's sustainability goals and unique positioning. Through its city Advisory Services, EDG manages and delivers immersive experiences and world-class exhibitions that excite, engage and leave a sustained impact with global audiences.



EXPO DUBAI GROUP  
A GLOBAL INITIATIVE BY EXPO CITY DUBAI

## INTRODUCTION



### Youth

The Expo School Programme provides meaningful, relevant and stimulating educational and cultural experiences for students, instilling in them a sense of purpose while inspiring agency and creativity outside the classroom. Retained from Expo 2020, the programme complements the city's engaging and immersive exhibits with curated workshops and special programming, sparking students' curiosity in science, technology, engineering, arts and mathematics (STEAM) subjects, as well as culture.



### Social innovators

The Expo Live Innovation Programme provides grants and support to social innovators from around the world who are developing solutions to humanity's most pressing issues, including those that align with the SDGs. The programme embodies the belief that innovation can come from anywhere, and that a broad coalition of people, working together, can create tangible solutions that can be shared and replicated for wider global impact on communities and on the planet.



## Stakeholder perception and satisfaction

Research is key to ensuring that Expo City is aware of, and can better align with, the needs and interests of its stakeholders. Expo City tracks perception and satisfaction levels through regular surveys, targeting:

### The general public and key opinion leaders

Through a bi-annual 'Brand Health Tracker', we assess perceptions of Expo City Dubai's sustainability efforts, providing benchmarks and identifying improvement areas.

Wave 1 (December 2022) established a baseline for perceptions on sustainability at Expo City, shaping initial strategies and communication efforts, while Wave 2 (June 2023), measured the impact of Expo City's initiatives on public perception, highlighting strengths and areas for improvement to inform future initiatives.

Insights from our visitation and satisfaction surveys guide resource allocation to maximise impact and enhance sustainability efforts across Expo City Dubai's services, products and experiences. Results from these assessments have provided valuable insights capturing the profound influence of Expo City Dubai's on visitor perceptions and attitudes, with a May 2023 survey showing that 83 per cent of visitors considered Expo City Dubai to be a 'sustainable destination'.

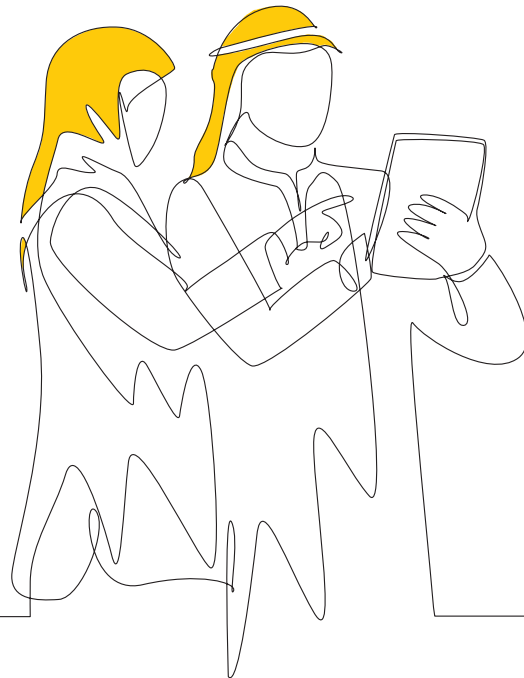


83%

consider ECD  
a sustainable  
destination

# A HOLISTIC AMBITION

Our new city-wide sustainability strategy is built on four key objectives that guide every decision we make.



## **Net Zero by 2050:**

Drive towards net zero by 2050 by implementing programmes and initiatives that reduce greenhouse gas emissions throughout the value chain and by supporting offset projects that create social, environmental and economic benefits.

## **Sustainable Built Environment:**

Advance a model for sustainable, accessible and smart built environment, through the integration of sustainable urban development principles that drive environmental, social and economic benefits.

## **Engaged Community:**

Generate impact and engage a community of tenants, visitors and employees to cultivate a strong sense of personal responsibility and catalyse sustainable living, economic value and an equitable future for all.

## **Sustainable Operations:**

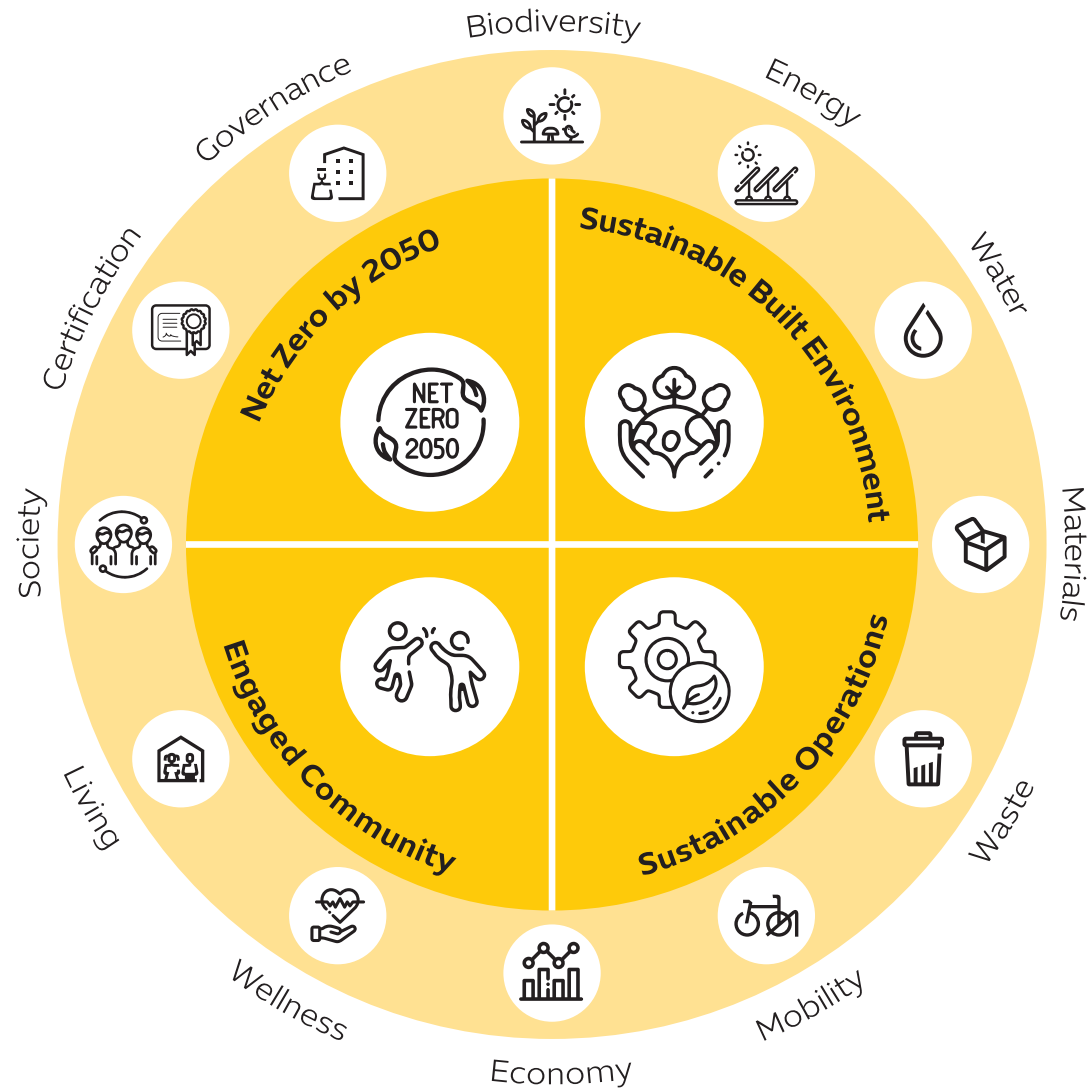
Demonstrate the value of sustainable operations throughout the city and the events we host through an ethos of environmental and social responsibility and an integrated sustainable approach, enhanced by resource efficiency and the power of smart technology.



# Sustainability Strategy & Framework

Underpinned by the Sustainability Policy, the strategy sets Key Performance Indicators (KPIs) for monitoring and evaluating performance.

Additionally, we have identified 12 focus areas that align with our sustainability vision and key objectives, providing a clear and targeted path to drive progress. These focus areas are interconnected in nature, enabling a holistic positive impact.



# Decarbonisation Roadmap

A growing community that recognises the impacts of carbon emissions in city development and is committed to growing responsibly, Expo City Dubai launched its decarbonisation roadmap in October 2023. The roadmap builds on the success of carbon management programmes initiated under Expo 2020 Dubai and will introduce new initiatives while aligning with internationally recognised standards, protocols and guidelines.

## Our three-step approach:<sup>3</sup>

Following global best practice, Expo City Dubai will prioritise reduction and removal strategies, but offsets will be necessary to compensate for categories of emissions where the city has very little influence over the emission source, such as out-of-boundary transportation and the embodied carbon of construction materials.

Our decarbonisation roadmap aligns with the Global Protocol for Community-Scale Greenhouse Gas Inventories (GPC)<sup>4</sup> and Expo City also utilises the PAS 20705 specification, which is aligned to the GPC, for its consumptive inventory, for carbon measurement, finalising a Greenhouse Gas (GHG) Inventory Management Plan to meet immediate and long-term goals.



3. Expo City Dubai decarbonisation roadmap, October 2023.

4. Greenhouse Gas Protocol: The global standard for companies and organisations to measure and manage their GHG emissions and become more efficient, resilient, and prosperous PAS 2070 specifies requirements for the assessment of GHG emissions of a city or an urban area. It aims to provide a robust and transparent method for consistent, comparable and relevant quantification, attribution and reporting of city-scale GHG emissions

Our plan to achieve net zero by 2050 is supported by interim targets as outlined in our decarbonisation roadmap:

Targets for operational carbon

- 45% decrease from the BAU baseline by 2030
- 80% decrease from the BAU baseline by 2040
- 100% decrease from the BAU baseline by 2050

Targets for embodied carbon in the built environment

- 40% decrease in embodied carbon in the built environment from the BAU Baseline by 2030
- 100% decrease in embodied carbon in the built environment from the BAU baseline by 2050

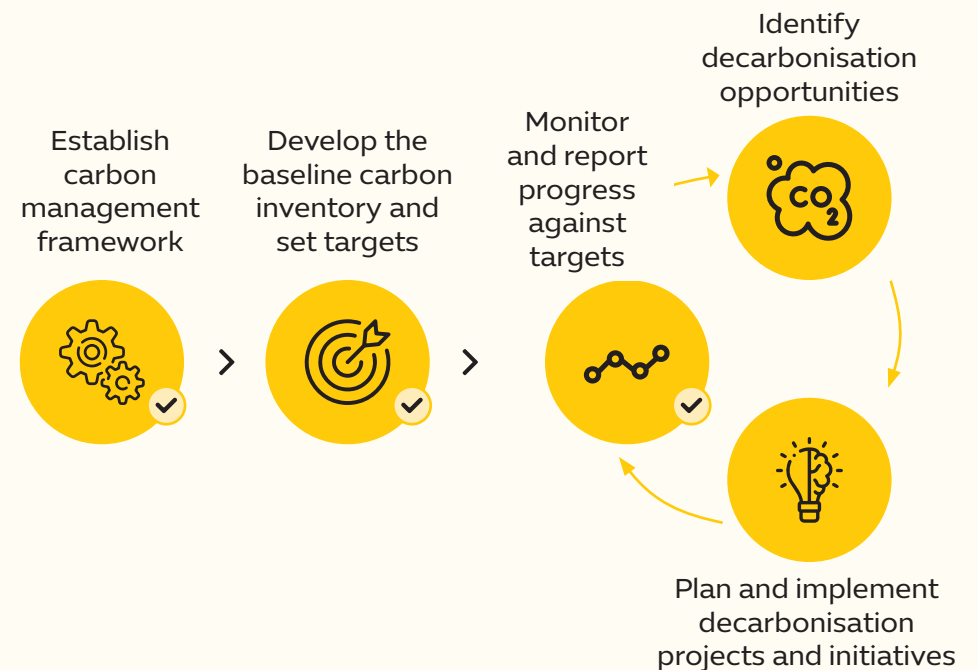
These targets are consistent with the guidance provided by the World Green Building Council, a global action group that advocates for sustainable and decarbonised built environments.

Decarbonisation opportunities exist throughout the value chain as Expo City Dubai builds, operates and engages with its community. Following global best practice, Expo City Dubai will prioritise reduction and removal strategies, but offsets will be necessary to compensate for categories of emissions where the city has very little influence over the emission source, such as out-of-boundary transportation and the embodied carbon of construction materials.

Our decarbonisation roadmap aligns with the Global Protocol for Community-Scale Greenhouse Gas Inventories (GPC) and Expo City also utilises the PAS 2070<sup>5</sup> specification, which is aligned to the GPC, for its consumptive inventory, for carbon measurement, finalising a Greenhouse Gas (GHG) Inventory Management Plan to meet immediate and long-term goals.

### Our next steps involve repeating and reporting on the following activities:

- Continually collect data and report on progress towards decarbonisation targets and recommend corrective action as needed. We will also engage third-party auditors to ensure our approach remains aligned to international best practice
- Identify emissions reduction, removal, and offset opportunities
- Select, plan and implement decarbonisation projects and initiatives.



<sup>5</sup> PAS 2070 specifies requirements for the assessment of GHG emissions of a city or an urban area. It aims to provide a robust and transparent method for consistent, comparable and relevant quantification, attribution and reporting of city-scale GHG emissions

For more detailed information on Expo City Dubai's Decarbonisation Roadmap:

[www.expocitydubai.com/en/sustainability](http://www.expocitydubai.com/en/sustainability)

# Our blueprint for sustainable operations: RISE

Expo City Dubai prioritises sustainability in its design and operations. Initially established under Expo 2020 Dubai the RISE Guidelines for Sustainable Operations conform to ISO 20121 standards and are customised to meet the Middle East and North Africa (MENA) region's requirements, drawing from European Commission legislation, benchmarks from The Sustainability Consortium, and contextual regional and local environmental and social policies, among others.

Under Expo City Dubai, the RISE Guidelines were refined to provide vendors with precise instructions to support them with adhering to the city's sustainability standards, consolidating 66 sustainability requirements into 17 compulsory ones that align with the city's sustainability ambitions.

## What does RISE stand for?



Expo City's RISE Guidelines focus on maximising sustainability via vendors and suppliers, reflecting that our ambitions require internal and external stakeholder engagement. The guidelines cover people, products, services and places associated

with operations across areas such as packaging and single-use materials, F&B, retail, cleaning and waste management. They are designed to be both practical and achievable.

# RISE objectives

1

Drive Expo City Dubai's sustainability commitment through mandatory requirements, supporting the city and its stakeholders in maximising their positive impact

2

Continue to promote sustainability practices across Expo City Dubai's supply chain and support domestic and international markets in promoting sustainable products and services

3

Encourage responsible production and consumption behaviour, leverage learnings for continuous improvement and align with Expo City Dubai's decarbonisation roadmap commitments and the UAE Net Zero by 2050 strategic initiative

4

Challenge and motivate the market, driving positive change locally, regionally, and globally

## What does it entail?

Each section is dedicated to a specific category of supply:

### **PACKAGING AND SINGLE-USE MATERIALS REQUIREMENTS:**

Empower suppliers to consider and implement strategies for reducing packaging and single-use materials within their supply chains.

### **FOOD AND BEVERAGE REQUIREMENTS:**

Encourage suppliers to demonstrate strong sustainability practices in their direct operations and throughout their supply chains. This includes efforts to reduce food waste, donate surplus edible food, compost and ensure proper food waste segregation.

### **RETAIL REQUIREMENTS:**

Enable suppliers to integrate health, safety, and environmental considerations throughout the product supply chain and life cycle, with a focus on ethical sourcing.

### **CLEANING AND WASTE MANAGEMENT REQUIREMENTS:**

Encourage suppliers of cleaning products or services to opt for products that meet recognised global environmental and health standards and ensure supplier adherence to Expo City Dubai waste management requirements.

## INTRODUCTION



The successful implementation of the RISE Guidelines demonstrates our ability to develop a bespoke eco-label, crafted specifically for the Middle East's sustainability landscape. It is also a testament to the commitment of our diverse vendors and suppliers to reduce waste and prioritise environmentally friendly materials. Beyond Expo City, this success serves as a beacon of positive change, inspiring our peers at local and regional levels.



**Mae Noaf Al-Kalamchi**  
Manager, Sustainability

## Benefits of RISE guidelines for sustainable operations



### Share best practices and leave a sustainable legacy

... by championing innovative sustainable behaviours and showcasing them in managing packaging, food, retail goods and waste, thereby influencing practices locally and regionally.



### Provide a positive reputational advantage to stakeholders

... by positioning them as early adopters of positive change and responsible practices, and promoting them across Expo City's social media channels.



### Position Expo City Dubai as a catalyst of the sustainable supply chain practices in the region

... by developing a comprehensive framework for sustainable supply chain practices and establishing KPIs to accurately measure our performance in this critical area.



# MATERIAL ESG TOPICS

As the first materiality assessment for Expo City Dubai, setting the groundwork for our sustainability management and reporting strategy, we have identified a preliminary list of Environmental, Social, and Governance (ESG) priorities crucial to our newly defined business operations.

1

## Understand the context

Understand the most significant ESG risks and impacts in Expo City Dubai's business context.

2

## Identify

Identify ESG topics based on those of global and national peers, sustainability frameworks, building standards, ESG rating agencies and the Sustainable Development Goals (SDGs).

3

## Engage

Engage with stakeholders to inform the prioritisation of topics based on their significance to Expo City Dubai.

4

## Analyse & develop

Analyse insights from the stakeholders' survey to produce the materiality matrix, categorising topics based on their significance to stakeholders and Expo City Dubai's ecosystem.



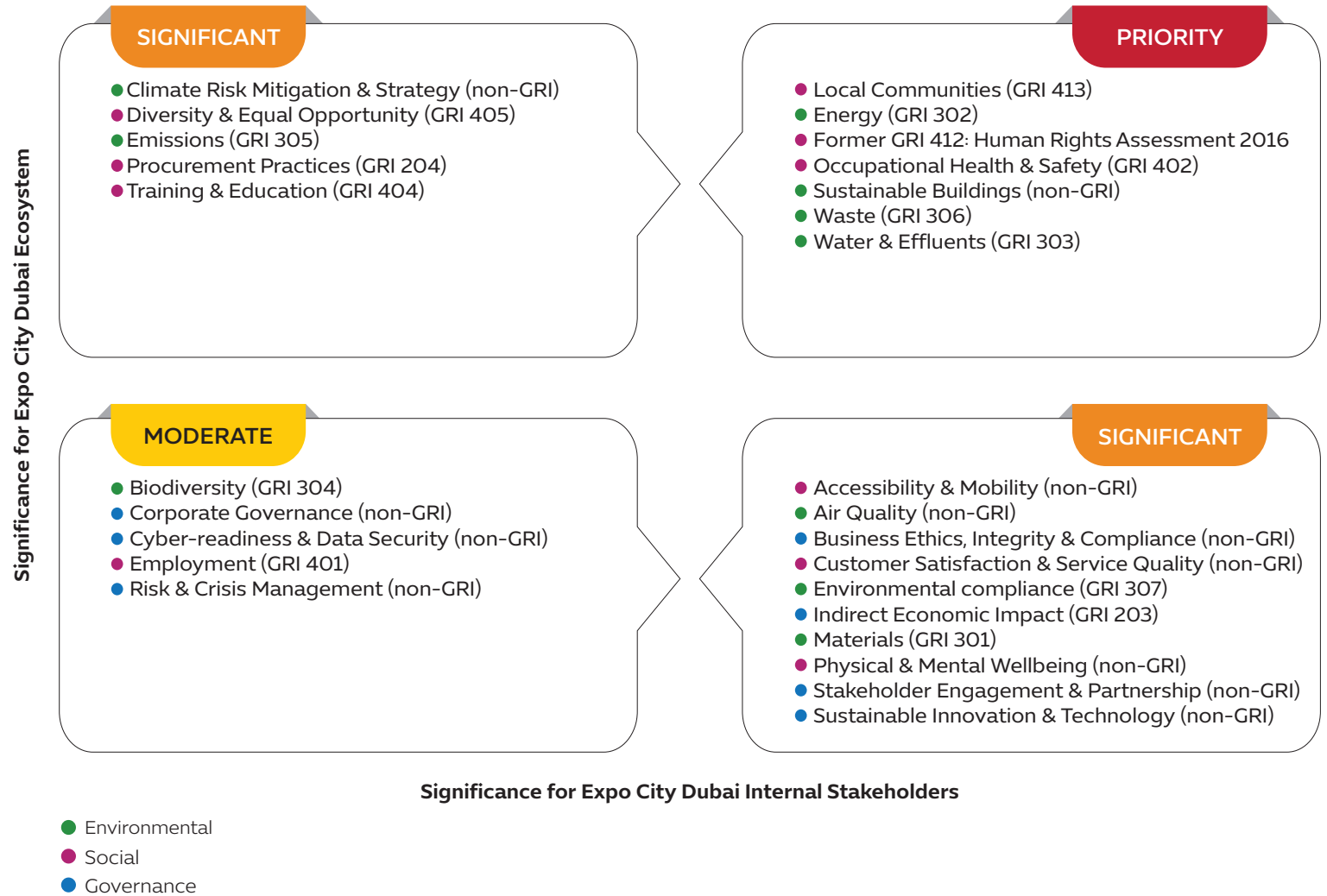


# The people-centric city of the future

## INTRODUCTION

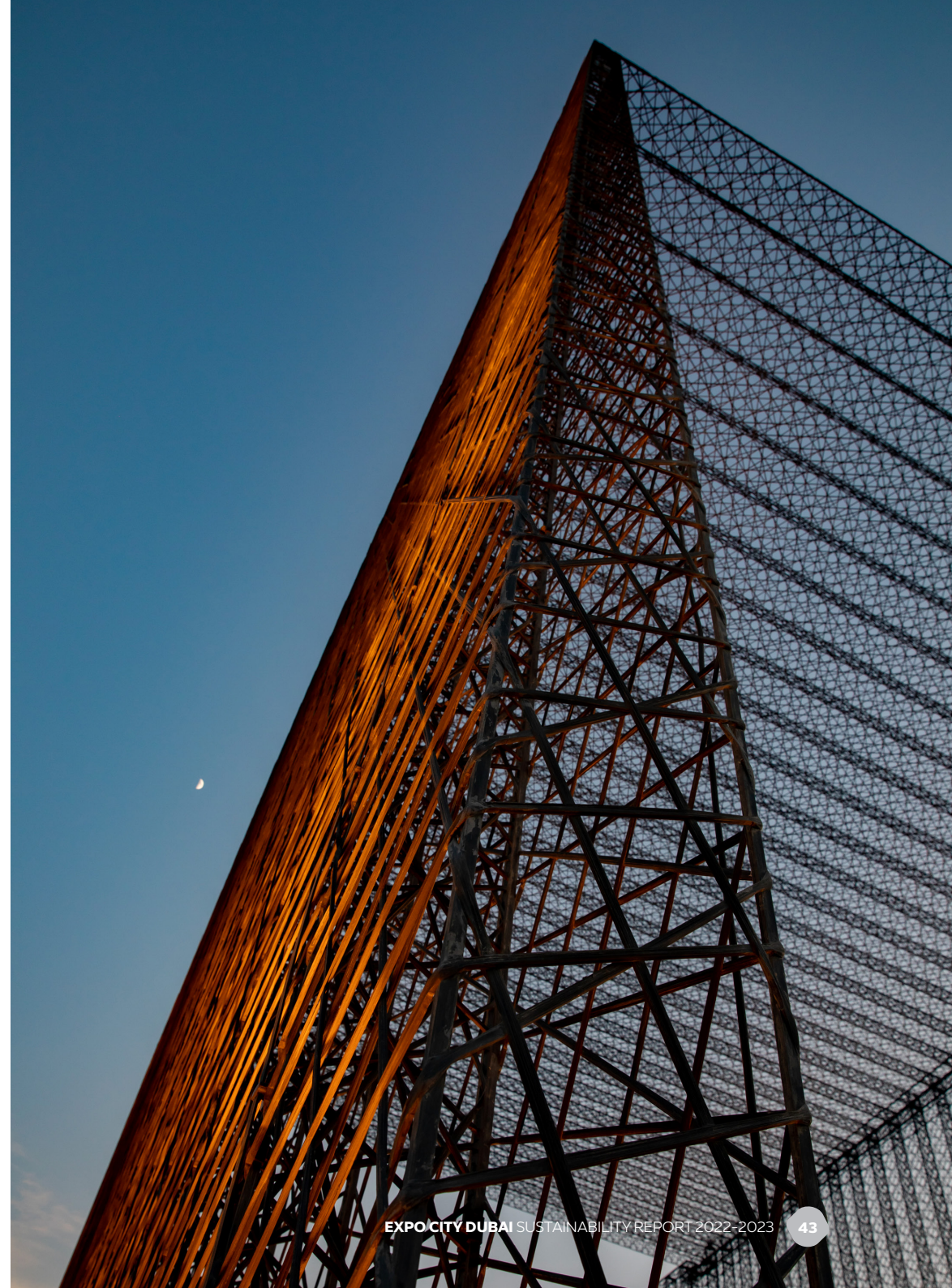
In the absence of specific GRI Sector Standards applicable to operational cities such as Expo City Dubai, GRI Topic Standards were thoroughly explored. This process led to the identification of 15 relevant GRI topics, with an additional 12 topics incorporated based on a benchmarking exercise against industry peers and norms.

To assess the significance of the GRI topics, Expo City conducted several internal stakeholder workshops, adapting the workshop results within the external ecosystem to account for relevance. The results were categorised into 'priority', 'significant' or 'moderate' importance.



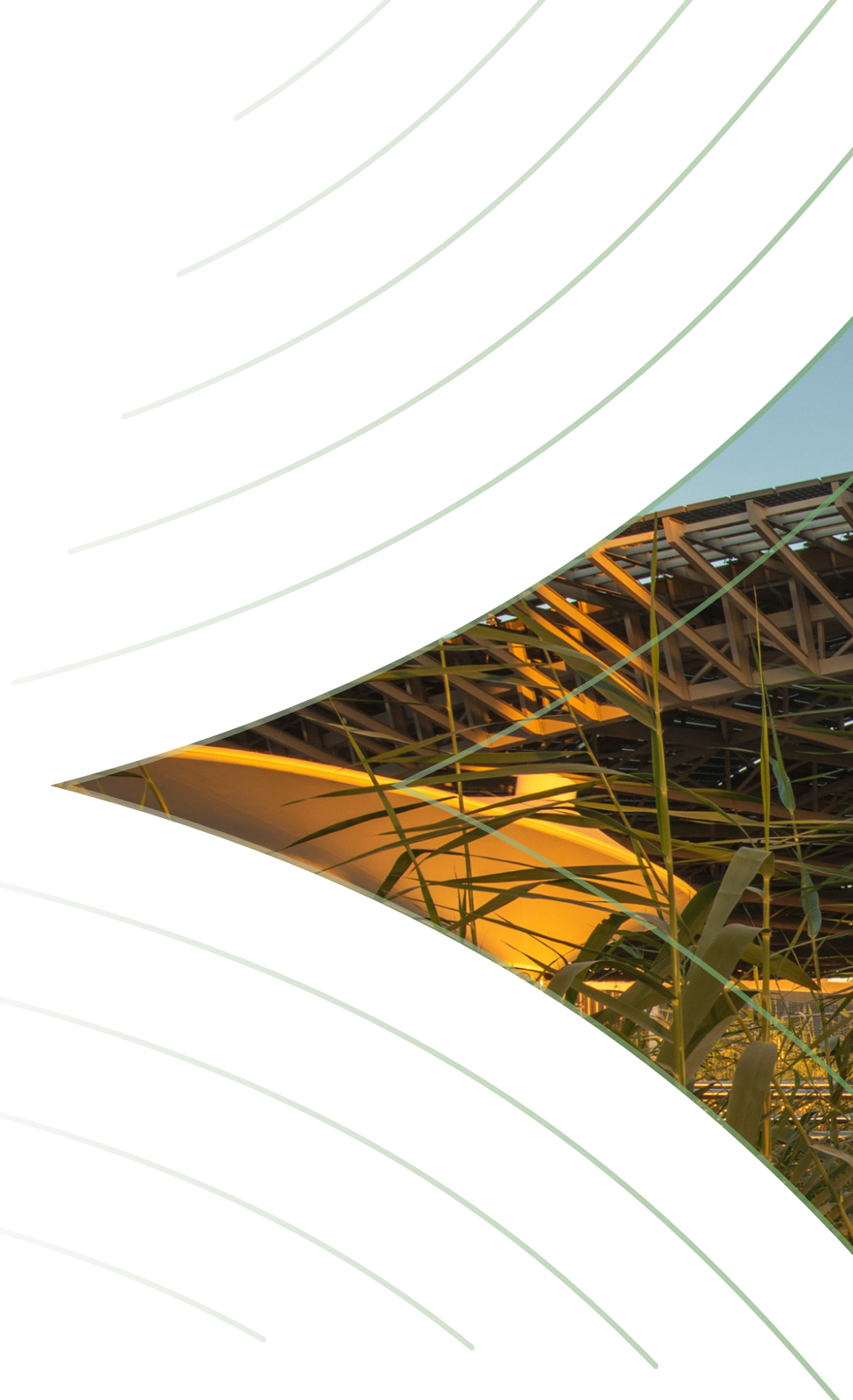
The seven identified 'priority' topics are directly related to Expo City Dubai's objectives in its sustainability strategy, highlighting that Expo City's and its stakeholders' priorities are independent.

Strategy objectives	'Priority' material topics
<b>Sustainable built environment</b>	Sustainable Buildings (non-GRI)
	Occupational Health & Safety (GRI 403)
<b>Sustainable operations</b>	Waste (GRI 306)
	Water & Effluents (GRI 303)
<b>Engaged community</b>	Local Communities (GRI 413)
	Former GRI 412: Human Rights Assessment 2016
<b>Net zero by 2050</b>	Energy (GRI 302)



02

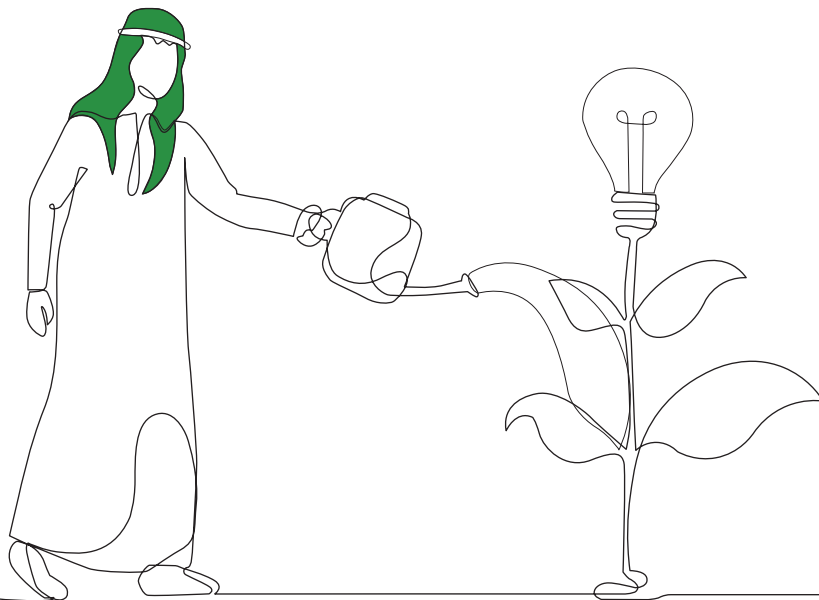
# ENVIRONMENT





## Built environment

Expo City Dubai is building on the successful implementation of the Sustainable Materials Guidelines and RISE Guidelines at Expo 2020.



Expo City Dubai's built environment principles guide stakeholders and contractors in integrating sustainability into building and infrastructure design, reinforcing our commitment to sustainable urban development.

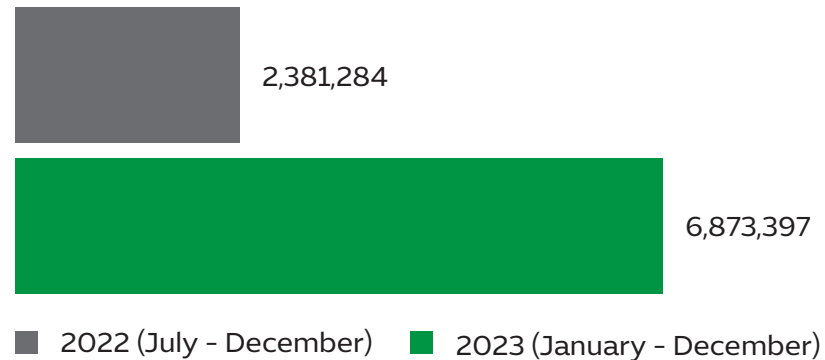
### **Achievements:**

**WELL Health and Safety rating:** WELL Health and Safety ratings secured in 23 buildings.

**Smart city initiatives:** More than 4,000 smart meters installed, providing insights into energy and water usage and optimising operations through systems such as MindSphere and DEOS AG.

**Energy consumption and generation:** 7 per cent of consumed energy in our buildings sourced from building-integrated renewable sources and continuous energy reduction measures applied through the city's real estate and infrastructure assets portfolio.

## Renewable energy usage in buildings (kWh) by building integrated PV panels



### How we do it?

- Ensure sustainability principles are integrated into Expo City Dubai's master planning
- Align and onboard contractors to ensure adherence to Expo City Dubai's requirements
- Monitor design reviews to ensure adherence to standards
- Implement reductions in water and energy use in line with Emirates Green Building Council best practices

### Future plans for our sustainable buildings:

- All buildings achieve LEED Gold certification
- Secure BREEAM Infrastructure Excellent certification for the master plan
- Obtain WELL Community Gold certification



## Selecting sustainable materials

Developing a sustainable city requires careful material selection to avoid the depletion of natural resources, maximise resource efficiency, reduce costs, increase circularity and reduce the embodied carbon footprint. The Sustainability Materials Guidelines define requirements for all materials used in the built environment of the city, from small fitout works to major construction developments and maintenance of city infrastructure.

At Expo City Dubai, we ensure that materials are sourced from environmentally and socially responsible suppliers. Before procuring any material, all contractors are mandated to produce a formal Material Approval Request for Expo City Dubai to review and approve.

Interim and long-term goals are set to reduce embodied carbon in the built environment. Expo City has also established guidelines for constructing temporary structures and overlays and conducts Life Cycle Assessments (LCAs) for new building designs. In 2023, more than 12,500 tonnes of renewable materials were used, with 20 per cent sourced from recycled materials.



9,995

tonnes of non-renewable materials used in construction



12,569

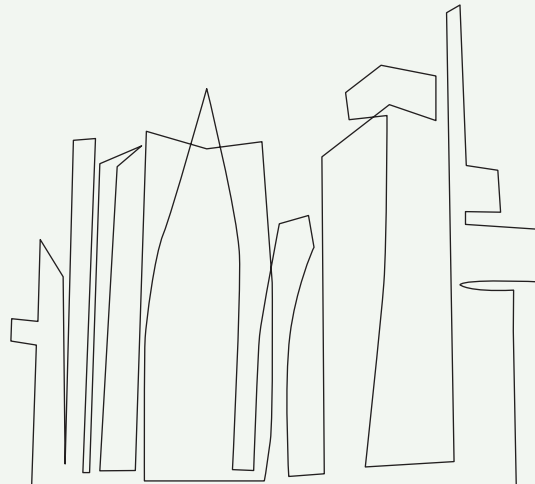
tonnes renewable materials used in construction



20%

of recycled materials used in construction

Moving forward, Expo City aims for 90 per cent of materials delivered in the city to be fully compliant with the Sustainable Materials Guidelines, and for 60 per cent of building materials for future projects to have an Environmental Product Declaration (EPD).





## Air quality

A proactive approach to manage air quality includes:

### Annual testing:

Performing at least one annual air quality assessment to measure ozone, carbon monoxide, particulate matter (PM2.5 and PM10), volatile organic compounds (VOCs) and formaldehyde content in the surrounding atmosphere.

### HVAC maintenance:

Maintenance of heating, ventilation and air conditioning (HVAC) systems in the city's real estate assets through regular checks and cleaning of AC filters, with replacements made whenever required to guarantee efficient air filtration.

### Humidity control:

Installation of standalone dehumidifiers in areas where elevated humidity can contribute to discomfort and mould growth.

### Emission reduction policies:

Implementation of policies to limit emissions from both permanent and temporary construction materials and promote green cleaning materials that do not emit harmful substances.

### Adherence to standards:

Benchmarking against American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE) and local standards, and annual reporting of assessment results to WELL Building Standards.



# Waste management

As an evolving city with significant footfall year-round, a substantial amount of waste is generated. We are committed to managing our waste streams responsibly and evolving our waste management model to divert 85 per cent of waste from landfill by 2024 aligning with the UAE’s Circular Economy Policy.

## Our approach is built on



Implementing RISE Guidelines



Segregating waste into multiple streams



Partnerships and scaling best practices



Eductaion & awareness

## Expo City Dubai’s waste categorisation

**Municipal solid waste** generated from a three-stream waste management system.

**Operational waste** (landscaping waste, hazardous and medical, construction and bulky waste) generated from various daily activities arises from ongoing building and infrastructure projects, site and green space maintenance and management.

Expo City Dubai’s three-stream waste management system features designated bins for recyclables, general waste and compostable materials, enabling us to segregate recyclable materials at source. Our dedicated bins are strategically placed throughout the city serving employees, tenants and visitors.



Our pilot solar-powered smart bins across these three waste streams include an embedded press to reduce the volume of waste and a live monitor to alert teams when a bin needs to be emptied. The smart bins also offer live dashboards and report generation.

## Municipal solid waste

From July to December 2022, 33 per cent of municipal waste was diverted from landfill. In 2023, 68 per cent of municipal waste was diverted from landfill. This was made possible through collaborative measures including:

- Recyclable materials were processed at the DULSCO Material Recovery Facility (referred to as the “Dry” MRF).
- General and compostable waste was sent to the Tadweer Waste Sorting and Composting Facility (known as the ‘Wet’ MRF), where recyclable materials and compostables were separated from contaminants.

To maximise the diversion of municipal waste from landfill, Expo City Dubai collaborates with partners to send waste to a waste-to-energy plant, where applicable.

### Percentage composition of municipal waste



2022 (July - December)



2023 (January - December)

■ Recyclables ■ Compostable ■ General Waste

## Operational waste

From July to December 2022, the city generated no construction waste. Less than 5 per cent of operational waste was diverted from landfill due to limited local composting capabilities. Expo City Dubai’s primary waste stream was green waste from landscaping operations. The total operational waste diverted from landfill was 44 per cent in 2023, with the service provider temporary halting its acceptance of external green waste during the summer being a contributing factor.

### Percentage composition of operational waste



2022 (July - December)

Less than 1%



2023 (January - December)

1%

■ Landscaping waste ■ Hazardous & medical waste  
 ■ Construction waste ■ Bulky Waste

## OUR PERFORMANCE — ENVIRONMENT

The RISE Guidelines play a fundamental role in highlighting the obligations and responsibilities of suppliers to avoid single-use plastics, consider biodegradable products and reduce food waste and packaging materials.

**100+** waste management service providers & packaging vendors were engaged on RISE Guidelines in 2023

### Case study

#### Expo City Dubai Waste Management Model

In 2023, Expo City Dubai collaborated with leading consultants in the circular economy field to develop Resource & Waste Flow Models to provide comprehensive resource and waste flow information, aiding in strategy development and operational planning for both the long-term masterplan of Expo City Dubai and for events such as COP28.

We produced two distinct resource and waste flow models that provided baseline resource and waste forecasts and action plans, identifying planning gaps and guiding strategy development and operational plans.

The developed models enable us to make data-driven decisions in waste management, supporting the delivery of our sustainability strategy. The masterplan model is continuously updated with data based on the ongoing development of the city's changing landscape.

### Additional partnership-based waste initiatives promoting circular economy

Partnerships are crucial to help address the national and global challenge of waste. At Expo City, our partners help us bring viable solutions that reduce waste from source and divert it from landfill after use.



Circular economy can be achieved by implementing sharing models and reimagining waste streams. At Expo City Dubai, we work closely with key players to implement initiatives that divert waste from landfill and encourage our community to be a part of our journey.



**Anton Sotnezov**

Senior Manager, Sustainability



**MIXED RECYCLABLES**  
مخلفات قابلة للتدوير

NO BURNABLES  
DO NOT DROP  
HEAVY METALS  
OR OTHER  
DANGEROUS  
ITEMS

Plastic Bags  
البغايا  
البلاستيكية

Plastic Bottles  
قوارير  
بلاستيكية

Alco Carton  
علب كرتونية

Metal  
معدن

Glass  
زجاج

Paper  
ورق

Cans  
علب

DULSCO

PUSH ME DOWN

**LANDFILL**  
مكب النفايات

NO BURNABLES  
DO NOT DROP  
HEAVY METALS  
OR OTHER  
DANGEROUS  
ITEMS

Crisps, Sweets & Chocolate Wrappers  
رقائق بطاطس، حلويات، ولفائف شوكولاتة

Tissues & Napkins  
مناشف ورقية

DULSCO

PUSH ME DOWN

**ORGANIC WASTE**  
نفايات عضوية

NO BURNABLES  
DO NOT DROP  
HEAVY METALS  
OR OTHER  
DANGEROUS  
ITEMS

Food Waste  
مخلفات طعام

Sugar Packets / Tea Bags  
حبيبات السكر، الحبيبات الشاي

Wooden Cutlery  
أدوات خشبية لتناول الطعام

Used Food Boxes  
علب طعام مستعملة

Biodegradable Plates & Cups  
أكواب وأطباق قابلة للتحلل

I'm powered by the sun and I'll help you segregate your waste!

بالطاقة الشمسية، نساعدكم بفرز مخلفاتكم!

DULSCO

PUSH ME DOWN

معقم الأيدي  
Hand Sanitiser

Official Hygiene Partner

Dettol

معقم الأيدي  
Hand Sanitiser

## OUR PERFORMANCE — ENVIRONMENT



### Reverse Vending Machines (RVMs)

In partnership with Sparklo, the RVMs are an incentive scheme for visitors and tenants to recycle aluminium cans & and PET bottles. Expo City installed four permanent Sparklo RVMs at convenient drop-off points around the city, giving residents and visitors the option to register and earn points, redeemable through the Sparklo mobile app at partner establishments, petrol stations and grocery stores.

Bottles and cans deposited into the RVM are manually sorted by DULSCO and sent to DGRADE to be recycled into polyester fibre. Aluminium cans are recycled by Emirates Recycling into new aluminium products. Since the RVMs were put in place in November 2023, a total of 471 users have registered.

 **3,253**  
bottles & cans recycled



### Recycling and upcycling used clothing

A partnership with UAE-based Kiswa to sort and reprocess used clothes into raw materials for reuse in other industries. Through collection boxes across Expo City, the Kiswa units collected:

 **~191**  
kg of clothes

 **~1,000**  
pieces of clothing

 **688**  
kg CO2e reduced

### Digital solutions to reduce paper use

Expo City is going paperless by switching to digital contracts. Since 2022, we opted for DocuSign for all documents and contracts, helping us make a significant positive impact on the environment.


 ~198,940  
print-outs avoided


 ~18.5  
tonnes of CO2e reduced

 ~236,306  
litres of water conserved

### Turning coffee waste to mushrooms

In partnership with Below Farm, Expo City Dubai is transforming coffee grounds from various F&B locations into a substrate for mushroom cultivation. This initiative not only reduces landfill waste but also highlights the potential of turning everyday waste into valuable resources. It also serves an educational purpose, especially for youth, by showcasing the importance of recycling and the role of science in addressing environmental challenges. The process involves collecting coffee grounds, mixing them with organic materials like straw or sawdust, and combining them with mushroom spores in a controlled environment, leading to mushroom growth within weeks. In 2023,


 **348**  
kg of coffee ground collected


 ~**890**  
kg of mushrooms grown



### Recycling coffee capsules

For the canteens and pantries that use Nespresso coffee capsules machines, Expo City Dubai collaborates with Perfetto Trading Company LLC, the Nespresso distributor in the UAE, for the collection and recycling of used capsules. The collected capsules are processed at the BEE'AH recycling facility in Sharjah, where coffee grounds are separated from the aluminium casing. While the aluminium is sent for recycling, the coffee grounds are used as a soil additive by Green Fields Farms.

 **11%**  
recycling rate (in 2022)

 **42%**  
recycling rate (in 2023)

# Expo City Dubai's Food Rescue Programme

## Tackling food waste & maximising surplus edible food

The Expo City Dubai Food Rescue Programme (FRP) aims to reduce food waste by rescuing surplus edible food from F&B vendors within the city and redistributing to local communities in need.



### How does it work?

The programme's participating F&B vendors donate their surplus edible food, which is then collected by the UAE Food Bank and transported to local charities. This innovative initiative leverages cutting-edge technology Replate to automate food rescue, ensuring effective coordination of the collection and distribution of surplus food, all while tracking the environmental impact of each donation.

The FRP's success lies in its collaborative approach, with the participation of Expo City's caterers, cafes, restaurants and food trucks combined with valuable logistical support from the UAE Food Bank ensuring that surplus food is repurposed and distributed according to the Dubai Municipality's Food Code and guidelines.

Since its relaunch in March 2023, until December 2023, Expo City Dubai's Food Rescue Programme has successfully donated 10,237 kg of food thanks to the notable involvement of partners including Rove Hotel, Alkebulan, Al Fanar, Ajeene and PXB.

 **21,074**  
meals served

 **24**  
million litres of water preserved

 **21**  
tonnes of CO2e avoided





**Benefits:**

The FRP not only reduces food waste but also helps to alleviate food insecurity in local communities and promotes sustainable practices among F&B vendors.



**Future goals:**

Expo City Dubai aims to expand the programme's reach and impact by partnering with more F&B vendors and increasing the amount of surplus food rescued and redistributed.



**Get involved:**

Expo F&B vendors interested in participating in the programme can contact Expo City Dubai's Sustainability team for more information.



### Case study

#### Collaboration with ne'ma, the National Food Loss and Waste Initiative

According to the Food and Agriculture Organization of the United Nations (FAO) approximately 14 percent of the world's food, valued at USD 400 billion, is lost annually between harvest and the retail market. Focusing on tackling this issue at a UAE level, ne'ma is the national custodian of the Sustainable Development Goal 12.3, which aims to halve global per capita food waste by 2030, and spearheads national efforts to achieve this goal, which also aligns with the UAE National Food Security Strategy 2051.

Reflecting its commitment to addressing pressing global and local issues such as food security, Expo City Dubai joined forces with ne'ma to tackle challenges in food production, consumption and waste through pilot projects and scalable solutions. The two parties signed a Memorandum of Understanding (MoU) on World Food Day 2023, sealing a collaboration that engages Expo City's diverse community to drive systemic behavioural change throughout the food value chain, advocating for responsible production and consumption, championing circularity and testing new ideas that can be replicated and developed nationwide.

The agreement underscores both parties' dedication to exchanging knowledge, sharing best practices and exploring innovative ideas to enhance ongoing interventions. Expo City also signed the ne'ma pledge to tackle food loss and waste and is encouraging the community to support and contribute to the UAE 2030 Food Loss and Waste targets.



## HE Mariam Almheiri

Minister of Climate Change & Environment

MOCCAF



# Energy management

Expo City Dubai's approach to energy management focuses on minimising energy demand, eliminating excess energy use and maximising efficiency through sustainable design and innovative practices. A comprehensive city-wide energy roadmap incorporates a variety of passive and active measures aimed at ultimately reducing the carbon emissions within the city's boundaries and promoting the use of renewable energy sources in line with the Dubai Clean Energy Strategy 2050 and the UAE Net Zero by 2050 strategic initiative.

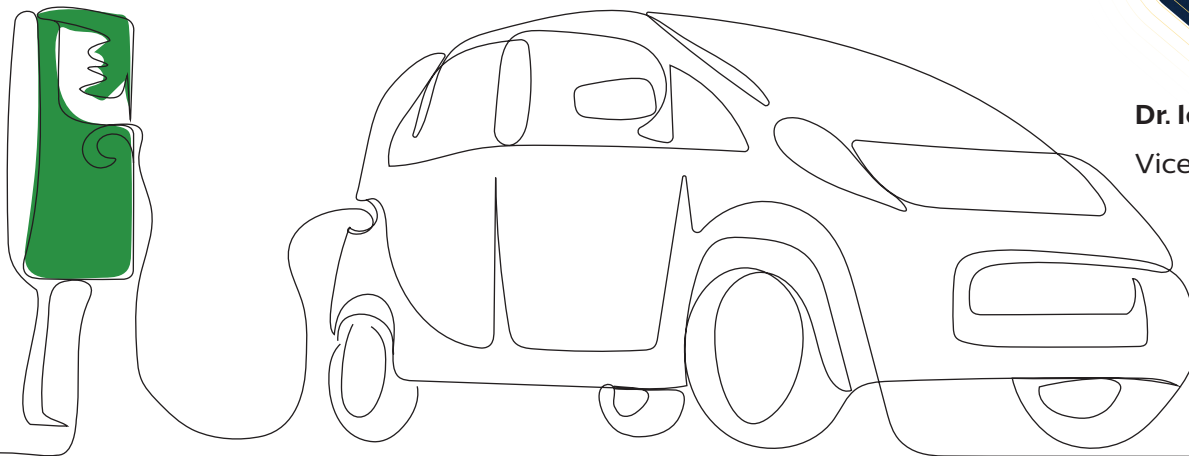
“

Expo City's partnership with DEWA is an important step in our transition to clean energy, fully supporting our decarbonisation ambitions and reflecting our commitment to sustainable urban development.

”



**Dr. Ioannis Spanos**  
Vice President, Sustainability



## Partnership with DEWA:

In 2023, Expo City Dubai signed an agreement with Dubai Electricity and Water Authority (DEWA) to fully power the city with renewable energy – a pivotal step towards achieving net zero emissions by 2050.

- Building on Expo City's existing renewable energy capacity, DEWA permanently provides solar-generated electricity to the entire city through International Renewable Energy Certificates (I-RECs) sourced from the Mohammed bin Rashid Al Maktoum Solar Park.
- Initially supplying over 100,000 megawatt-hours of power, estimated based on the total consumption for 2023, additional I-RECs will be incorporated in the future to provide for increases in demand as Expo City grows to welcome more residents and businesses.

Expo City will also continue to explore opportunities for the independent expansion of on-site renewable energy capacity.

As a result, a total of 7,579 tCO<sub>2</sub>e were avoided in November and December 2023.



## OUR PERFORMANCE — ENVIRONMENT

Expo City's energy-efficient real estate assets are designed with sustainability in mind and available for commercial use. Features include:

- **Solar orientation:** buildings positioned to maximise natural light, reducing the need for artificial lighting
- **Shading:** to minimise heat gain from direct sunlight
- **Natural ventilation:** structures designed to enable natural airflow, reducing the need for mechanical cooling
- **Efficient material selection:** using materials with high thermal performance to improve energy efficiency
- **Thermal mass and insulation:** to enhance buildings' ability to store heat during the day and release it at night, maintaining comfortable indoor temperatures with minimal energy use
- **Low-energy lighting:** energy-efficient lighting systems
- **Building massing:** optimising the shape and orientation of buildings to reduce energy consumption

The primary energy source across the city and all its real estate is the electricity provided by DEWA. Secondary energy sources are used as an exception only by F&B outlets (natural gas) and for Expo City-owned vehicles (petrol fuel).

Between July and December 2023, total electricity consumption amounted to 60,943,082 kWh. As the DEWA Clean Energy agreement came into effect in November 2023, an amount of 19,046,506 kWh of clean electricity was provided during November and December 2023, resulting in 7,579 tCO<sub>2</sub>e of avoided emissions.

### Electricity consumption (kWh)



2022 (July - December)



2023 (January - June)



2023 (July - December)

## Case study

### Energy conservation measures

Expo City Dubai has implemented a series of energy conservation measures (ECM) including enhancing the efficiency of the Air Handling Unit (AHU) schedules and Fresh Air Handling Units (FAHUs) across its buildings without incurring extra costs with a significant impact.

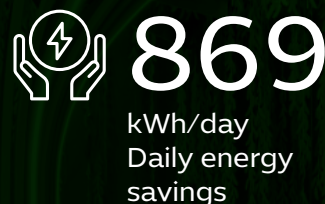
#### Alif Pavilion:

42 per cent reduction in energy consumption from AHUs, with average daily energy usage decreasing from 4,399kWh to 2,537kWh. This resulted in robust energy savings of 1,862kWh per day.



#### Leadership Pavilion:

Daily energy consumption was reduced by 869kWh, from 6,756kWh to 5,886kWh, representing a 13 per cent saving in electricity consumption.



#### Vision Pavilion:

Four per cent reduction in energy consumption, with average daily energy savings of 0.68 kWh, lowering average daily usage from 15.31 kWh to 14.63 kWh.



## OUR PERFORMANCE — ENVIRONMENT

### Solar power

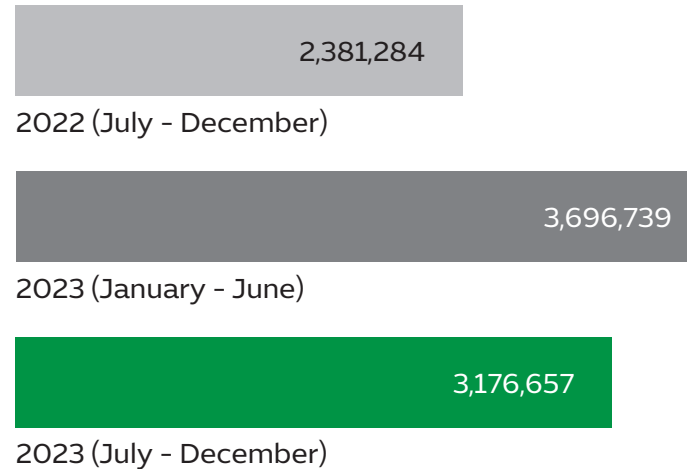
Expo City Dubai's use of passive solar design has greatly reduced energy demand and boosted efficiency. The city's architecture and urban planning harness the natural benefits of the region's abundant sunlight through smart solar orientation, shading and material selection to optimise thermal performance.

Expo City Dubai has a total on-site solar PV capacity of approximately 5.5MWp, which is capable of generating approximately 9 GWh per year of clean renewable energy.

### 33% increase in Solar Production<sup>6</sup>

Between July to December 2022, the city generated 2.38 GW of solar energy (avoiding around 948 of tCO<sub>2</sub>e), with this more than doubling to 6.87 GW by the end of 2023 (avoiding 2,735 tCO<sub>2</sub>e). A 33% increase in solar production was observed when comparing the periods of July to December 2022 with July to December 2023. This remarkable improvement can be attributed to real-time smart monitoring systems to ensure optimal harvesting of solar energy as well as efficiency improvements in cleaning and maintenance of the PV modules.

### ECD solar production (kWh)



<sup>6</sup> Comparison made between July-December 2022 and July-December 2023.



## Terra

Terra, Expo City Dubai's sustainability pavilion, was designed as a net zero energy and water structure. It fuses sustainability with technology, showcasing the solution-oriented capabilities of a smart, sustainability-driven city.

Terra employs innovative water solutions such as water recycling and efficient wastewater management to reduce consumption. The building and its surrounding grounds cover approximately 25,000sqm and feature smart irrigation techniques, including a greywater recycling system and native and desert-adapted plants to reduce water usage by 75%.

A solar roof generating energy from photovoltaic (PV) panels helps power the building. Terra's unique design has earned it the prestigious LEED Platinum certification, meeting stringent green building standards.

Through its 6,300sqm of exhibition space, Terra offers two immersive experiences, 'Under the Forest' and 'Under the Ocean', inspiring visitors to make more sustainable choices in their lives.

Terra's programming for general audiences and Expo School Programme's workshops, shows, special day events and activations held at Terra empower young and older visitors alike to become agents of change, equipping them with valuable knowledge and skills to protect and preserve our planet for generations to come.



Case study

## Energy efficiency measures at Terra

Terra implemented ECMs that resulted in notable energy savings, as shown below:

### 1. AHU schedule optimisation

Strategic optimisation of AHU schedules based on Terra's occupancy patterns resulted in energy savings of 26 per cent compared to the AHU's normal daily operations.

**26%**

Savings compared to the AHU's normal daily operations

### 2. FAHU damper adjustment

Adjusting the FAHU dampers to 20 per cent when indoor CO<sub>2</sub>e levels were below the limits set by ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineers) led to savings of 35 per cent compared to the FAHU's normal daily operations.

**35%**

Savings compared to the FAHU's normal daily operations

### 3. Chiller efficiency strategy

Revising chiller operation logic to run a minimum number of chillers optimised the cooling capacity, especially during periods of lower demand, resulting in savings of 23 per cent compared to normal daily chiller operations.

**23%**

Savings compared to normal daily chiller operations

### 4. Optimising pressure points and pump operation

Optimising chilled water differential pressure set points in the secondary water pump operation to ensure pump systems operate based on the cooling demand led to savings of 24 per cent compared to normal daily operations.

**24%**

Savings from the secondary chilled water pump's normal daily operations

## 5. Reprogramming AV and lighting server rooms

The AV and lighting server rooms were historically running 24x7, consuming large amounts of energy. Automating and streamlining the operational aspects of the exhibitions ensured the efficient functioning of these servers through a complete power shutdown for 12 hours each day during post-operational hours. The outcome was 45 per cent in savings compared to normal daily operations.

**45%**

Savings from the AV and lighting server rooms' normal daily operations

## 6. Energy-efficient TVs, monitors and tablets

Reprogramming settings on approximately 28 TVs, 20 monitors and tablets in Terra to operate in 'eco-mode' instead of running at 100 per cent, reducing power consumption during post-operational hours by 30 per cent.

**30%**

Savings from TV, monitor and tablet normal daily operations



# Water management

Recognising the vital role of water, Expo City actively implements measures to manage this precious resource responsibly, with key initiatives, detailed in its sustainability strategy, including:

- **Real-time monitoring:** utilising smart city technology to monitor water consumption in buildings and public spaces to ensure efficient management
- **Water efficiency in building design:** integrating water efficiency standards into new building designs, focusing on condensate recovery and water recycling systems
- **Use of treated sewage effluent (TSE):** promoting the use of TSE for external applications such as irrigation, reducing the reliance on potable water
- **Automatic faucets:** equipping all restrooms with automatic faucets to optimise water use
- **Sustainable urban drainage system (SUDS):** implementing SUDS across the site to manage stormwater and reduce flooding risks

## Our water consumption sources include:

- Potable water from DEWA
- Treated sewage from Dubai Municipality
- Brackish water, sourced from a 20m-deep bore well in Terra

## District cooling

Cooling within the districts is provided through on-site chillers as Expo City is not connected to a single cooling plant. The chillers are considered the most significant energy-consuming assets among assets such as lighting, pumps, extractor fans and HVAC equipment.

To enhance efficiency, the water used in cooling towers connected to these chillers is recycled through one of seven on-site reverse osmosis plants, which treat and reuse greywater, ensuring the chillers operate at optimal performance with minimal potable water wastage.

## Seven reverse osmosis plants across our site.

### Measures taken in our ongoing conservation efforts:

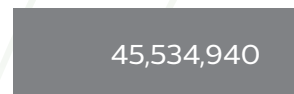
- In collaboration with Dubai Municipality and Farnek, 100 percent of TSE is used to cover the city's landscaping irrigation needs.
- Transitioned to using treated grey water for cooling systems, reducing the reliance on potable water.
- Optimised water for cleaning operations through using portable flow meters and frequent staff training.
- Water consumption fell by a remarkable 67 per cent, equivalent to cutting the city's average monthly usage by 59,000 gallons (around 268,000 litres). This initiative supports environmental sustainability and offers significant cost savings in operations.

Our water conservation efforts have yielded significant results, as evidenced by a 45 per cent decrease in water consumption in July-December 2023 compared to the same period in 2022. This achievement is particularly noteworthy considering the increased number of people and activities at Expo City throughout 2023, including during COP28.

#### Water consumption (IG)



2022 (July - December)



2023 (January - June)



2023 (July - December)

The graph illustrates these initiatives and showcases the impact on water consumption over time. It is important to note that certain assets, such as Dubai Exhibition Centre (DEC), were under the management – but not ownership – of Expo 2020 Dubai, and inherited temporarily by Expo City Dubai, including water and electricity accounts via DEWA. The return of the DEWA accounts to DEC management concluded in April 2023.

## Wastewater management

Expo City Dubai's comprehensive water treatment and reuse system helps maximise resource efficiency:

- **Blackwater:** generated mainly from washrooms and kitchen wastewater, blackwater is sent to Dubai Municipality for treatment and disposal to ensure safe and sustainable management
- **Greywater:** sourced from wash basins, ablution and floor drains, greywater is treated in treatment plants across all Expo City districts. Up to 70 per cent is recycled and reused in cooling towers, significantly reducing reliance on potable water
- **Condensate water:** water collected from air conditioning units is mixed with greywater for treatment and reuse – an innovative approach that ensures even minor water sources are utilised effectively



# Expo City Dubai's carbon footprint

Expo City Dubai is committed to making a meaningful impact with a downward emissions trend across all its activities.

Our plan to achieve net zero by 2050 is supported by interim targets as outlined in our decarbonisation roadmap.



Our direct emissions (Scope 1) are expected to be minimal due to the reliance on grid-sourced electricity (as opposed to on-site fossil fuel consumption), and the absence of GHG-intensive industrial activities within our city boundaries. The majority of emissions will stem from indirect sources (Scope 2) associated with purchased electricity and other indirect (Scope 3) related to our value chain activities.

Our carbon footprint, which accounts for all emission sources related to our owned and managed assets, is categorised as follows:

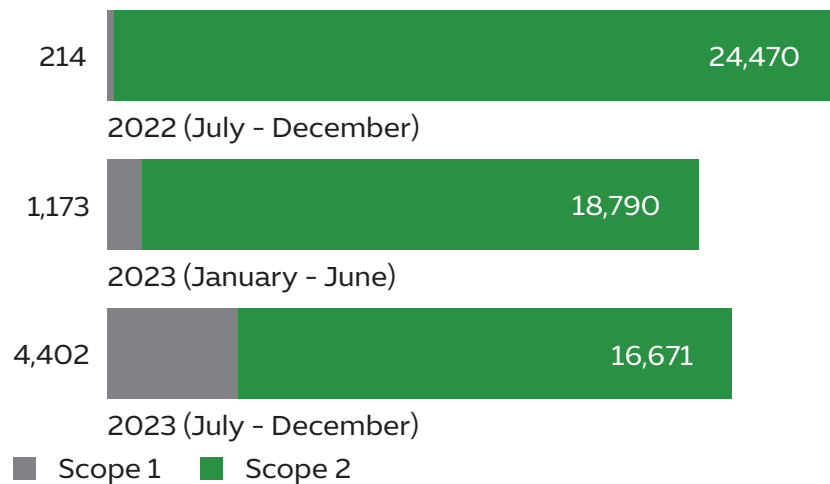
Scope	Sources
Direct (Scope 1)	<ul style="list-style-type: none"> <li>▪ Mobile Fuel Consumption</li> <li>▪ Stationary Fuel Consumption</li> <li>▪ Natural Gas</li> <li>▪ Refrigerants</li> <li>▪ Fire Suppression</li> </ul>
Indirect (Scope 2)	<ul style="list-style-type: none"> <li>▪ Purchased Electricity</li> </ul>
Other (Scope 3)	<ul style="list-style-type: none"> <li>▪ Water Supply</li> <li>▪ Waste Disposal</li> <li>▪ Out-of-Boundary Transportation</li> <li>▪ Upstream Fuel and Energy</li> <li>▪ Embodied Carbon (Construction, F&amp;B, Purchased Goods)</li> </ul>

\*While Scope 3 emission sources have been identified, they are not reported for this cycle. Expo City Dubai will be working on including scope 3 emissions in upcoming reports.

In 2023, direct emissions (Scope 1) contributed 5,575 tCO<sub>2e</sub>, with nearly 80 per cent of these emissions occurring in the second half of the year coinciding with the preparations and delivery of COP28. On the other hand, indirect emissions from purchased electricity (Scope 2) constituted the majority of GHG emissions, totalling 43,039 tCO<sub>2e</sub>, which is 90 per cent of our overall emissions in 2023. This is largely due to our dependence on electricity to power heating, cooling, and lighting systems within our facilities.

Between July and December 2022, Expo City Dubai's electricity consumption was 61,497MWh, compared to 60,943MWh during the same period.

### Carbon Footprint (tCO<sub>2e</sub>)



### Seeds of Change programme

To inspire collective action against climate change, Expo City Dubai launched the Seeds of Change programme, offering a voluntary solution for individuals and organisations to offset their carbon footprint. Participants can purchase credible carbon credits from the international market and, for every offset acquired, Expo City Dubai pledges to match the contribution, effectively doubling the impact.

In partnership with CarbonClick, a user-friendly online platform for carbon offsetting, Seeds of Change ensures complete transparency and traceability from the moment of purchase. Moreover, every project included in Expo City's portfolio is certified by a renowned registry, such as Gold Standard and Verra, guaranteeing the integrity and effectiveness of each contribution.

Initiatives such as Seeds of Change are essential as they provide a tangible way for the community to participate fostering collective responsibility and action towards mitigating climate change.

Read more on [Seeds of Change](#)

# Environmental compliance

Expo City Dubai adheres to environmental regulations set by the UAE Federal Law, Dubai’s local legislation, and Dubai Municipality environmental guidelines.

Our comprehensive Health, Safety, and Environment (HSE) Policy mandates that all contractors operate responsibly with minimal environmental impact and implement project-specific environmental plans that undergo a stringent review and approval process. Additionally, our city-wide sustainability assurance standards and decommissioning guides monitor project performance.

The environmental compliance of the city’s real estate development is managed by third-party consultancy ELARD, ensuring compliance against local requirements defined by Dubai Municipality and Expo City’s Construction Environment Management Plan (CEMP) and Construction Waste Management Plan (CWMP). Onsite implementation of the plans is assessed through weekly inspections. Any observations or non-compliances are logged into and monitored via ‘Sustainability KPI Datasheets’.

These sheets cover the contractors’ performance against the following areas:



Air quality



Wastewater management



Solid waste management



Noise



Dangerous goods management



Sustainability performance



Ecology



Environmental incidents

Expo City Dubai recorded zero environmental incidents in 2022 and 2023. To continue this spotless track record, we intend to set more ambitious standards of excellence in the years to come by enhancing the frequency of environmental surveillance, and implementing pioneering environmental initiatives covering emissions, water, waste and biodiversity management.



# Preserving urban biodiversity

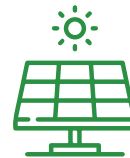
Expo City Dubai proudly manages 90 per cent of the city's landscape area without the use of chemicals, with plans to increase that to 95 per cent in 2024, safeguarding a healthier ecosystem for local flora and fauna.



In 2023, we embarked on several initiatives to rejuvenate the green spaces across all landscape areas in the concourses, arrival plazas and parks, which are vital to the city's ecological fabric. These included:



Setting up a green shade house within the Plants Holding Area to shield transplanting plants from harsh conditions, significantly reducing plant mortality.



Installing solar panels with a capacity of 35kWh per day to power irrigation of nursery plants and fill the tankers that water around 2,000 potted trees across the site.



Incorporating green havens to improve air quality by absorbing pollutants and producing oxygen, while mitigating the urban heat island effect through natural cooling, promoting urban biodiversity and enhancing mental wellbeing.

## OUR PERFORMANCE — ENVIRONMENT

The Expo City Nursery is home to a diverse range of plant species that thrive in the arid desert environment and enhance city aesthetics.



21 mandevillas



190 sansevierias



200 aloe veras



160 anthuriums



79 carmona letusa



6 ravenellas



103 zamias



3 olive trees

## Biodiversity at Terra

### Terra Community Farm

Terra's landscape, spanning 29,000 sqm, is a living exhibit, with over 100 varieties of native and water-efficient plants promoting local biodiversity and ecosystems. The surrounding greenery and rest areas serve as tranquil community spaces that support visitor wellbeing. In 2023, the Terra community farm initiative engaged Expo City Dubai employees in sustainable agriculture, with more than 30 helping prepare the land by clearing, tilling and setting up essential structures such as fencing and a compost box. The group planted a variety of crops, including tomatoes, peppers, chilis and an assortment of herbs mixed with marigolds that act as a natural pest repellent. After two months of care, the collective effort yielded 10kg of vegetables and herbs, demonstrating the viability of urban farming in the UAE.

### Pygmy Goats at Terra

Terra also embarked on a nature-based journey to manage the perennial grasslands on its green roof. A small herd of pygmy goats was introduced as an alternative to using fossil fuel-based trimming equipment and chemical fertilisers.

The Terra team opted for rotational grazing – a method that involves systematically moving livestock through different pasture sections to balance grazing – and with their small stature, pygmy goats are an ideal option for arid landscapes.

In addition to the benefits of enhanced soil health and better vegetation management and water efficiency, the pygmy goats became a visitor attraction in their own right, demonstrating the potential for community engagement in sustainable practices.

Terra is now considering making the pygmy goats a permanent feature at Expo City Dubai.



### We care for our animals

Stray and feral cats are often overlooked in urban planning. Unmanaged cat populations often face challenges such as disease, malnutrition, and overpopulation, which can impact public health and the environment.

To address this issue, Expo City established more than 25 'cat condos' – feeding stations that double as shelters – that provide safety and nutrition to over 80 tracked cats. This initiative is part of a broader animal welfare strategy that includes daily monitoring by the community to ensure the cats' health and wellbeing.

Additionally, Expo City collaborated with a dedicated clinic to enable immediate and effective medical intervention for its feline inhabitants, promoting their overall health and long-term welfare. This collaboration ensures early detection of any issues and facilitates swift intervention for health concerns.

The city's animal welfare efforts also include a humane Trap-Neuter-Return (TNR) programme to ethically control the cat population, while a temporary cat sanctuary has been established to provide medical care for animals requiring isolation.

Internal Expo City communications networks are utilised to streamline the process of caring for, fostering and adopting cats by employees. These networks facilitate the re-homing of cats, ensuring animals are provided with suitable and loving homes within the community.



# Expo City Farm



Expo City Farm was born out of the idea to model a future of sustainable agriculture where the challenges of water scarcity, extreme climates and rapid urbanisation are transformed into opportunities.

Aligning with the UAE's National Food Security Strategy 2051 and the UAE Net Zero by 2050 strategic initiative, and illustrating Expo City's offering as a testbed for climate solutions, the initiative demonstrates how urban farms can optimise resource utilisation, minimise waste, and curtail their carbon footprint.

Teaming with a rich variety of crop plants, birds and insects, Expo City Farm is a vibrant ecosystem that has captured the interest of visitors. Its dedicated workshop space is a centre for learning and dialogue, building awareness through interactive sessions and expert sustainability talks, all hosted in solar panel-shaded areas, with the farm also offering community outreach activities and tours.

Situated in Al Forsan Park, Expo City Farm was designed with accessibility in mind to maximise inclusivity and features well-maintained ramps, tactile paths, induction loops and adjustable tables for cooking classes.

With smart agriculture solutions contributed by local and international partners, the successful launch of Expo City Farm reflects Expo City's belief that innovation and collaboration can propel progress towards a better future for people and planet.

### Our partners



An outdoor organic farm was established with the support of **Emirates Bio Farm**. The creators of the UAE's largest organic outdoor farm based in Al Ain, Emirates Bio Farm has demonstrated the versatility and feasibility of outdoor organic farming in challenging climate, soil and water conditions, yielding a diverse variety of crops. Its commitment to organic principles and sustainable regenerative agriculture has ensured Expo City Farm's produce remains healthy, nutritious and free from synthetic chemicals.



An indoor hydroponics farm leverages **Alesca Life's** cutting-edge hydroponic technology to maximise efficiency and productivity. With precise control over environmental conditions, the indoor farm has achieved impressive yields of leafy greens and herbs, highlighting the potential of urban agriculture in addressing food security. An international agri-tech company, Alesca Life creates products for growing healthy produce with non-genetically modified organism (non-GMO) seeds, using water-saving technology and full-spectrum LEDs.



A biochar plot by **A Healthier Earth** addresses the challenges of arid environments by reducing the need for frequent watering and preventing soil degradation from heat and dryness. A special charcoal made from organic materials through pyrolysis, biochar improves soil water retention and nutrient content, aids plant growth, captures carbon and recycles waste. A UK-based collective of engineers and scientists, A Healthier Earth strives to address global issues through its biochar technology, promoting resilient local food production while also supporting decarbonisation.



Throughout the farm, soil and crops are given a boost by **Emirates Bio Fertilizer Factory**, a sister company of Emirates Bio Farm that produces heat-treated organic fertilisers derived from recycling local organic animal (cow or poultry) waste.



**Montana Technologies'** pilot AirJoule project was used to water crops as it captures moisture from the atmosphere and converts it into water, making the atmosphere a constant renewable water resource



A mushroom farm, with the support of Abu Dhabi-based company Below Farm, offers an innovative approach to cultivating mushrooms in a state-of-the-art 'grow cabinet'. Spent coffee grounds from Expo City's coffee shops are incorporated into a sustainably sourced substrate mix, enhancing the nutritional content of the mushrooms while exemplifying circular economy principles. An automated system, it offers a solution for year-round, pesticide-free mushroom cultivation in an arid environment.



The Farm Café in partnership with **PXB** – a plant-based company that advocates for health and sustainability – is a full-circle farm-to-table outlet that also offers eco-conscious cooking classes by renowned chefs. Reinforcing the concept of circularity, food scraps and waste are composted back into the earth .



## OUR PERFORMANCE — ENVIRONMENT

Expo City Farm has met and exceeded expectations in yield and quality through traditional organic farming, advanced hydroponic systems and specialised mushroom cultivation.

16

outdoor plots

1700

sqm total area of the farm

50

types of crops, including fruits, vegetables, grains, pulses, and medicinal herbs

4

tonnes of food per season production capacity

12

kg of vegetables are produced daily including micro-greens, leafy greens, herbs and edible flowers

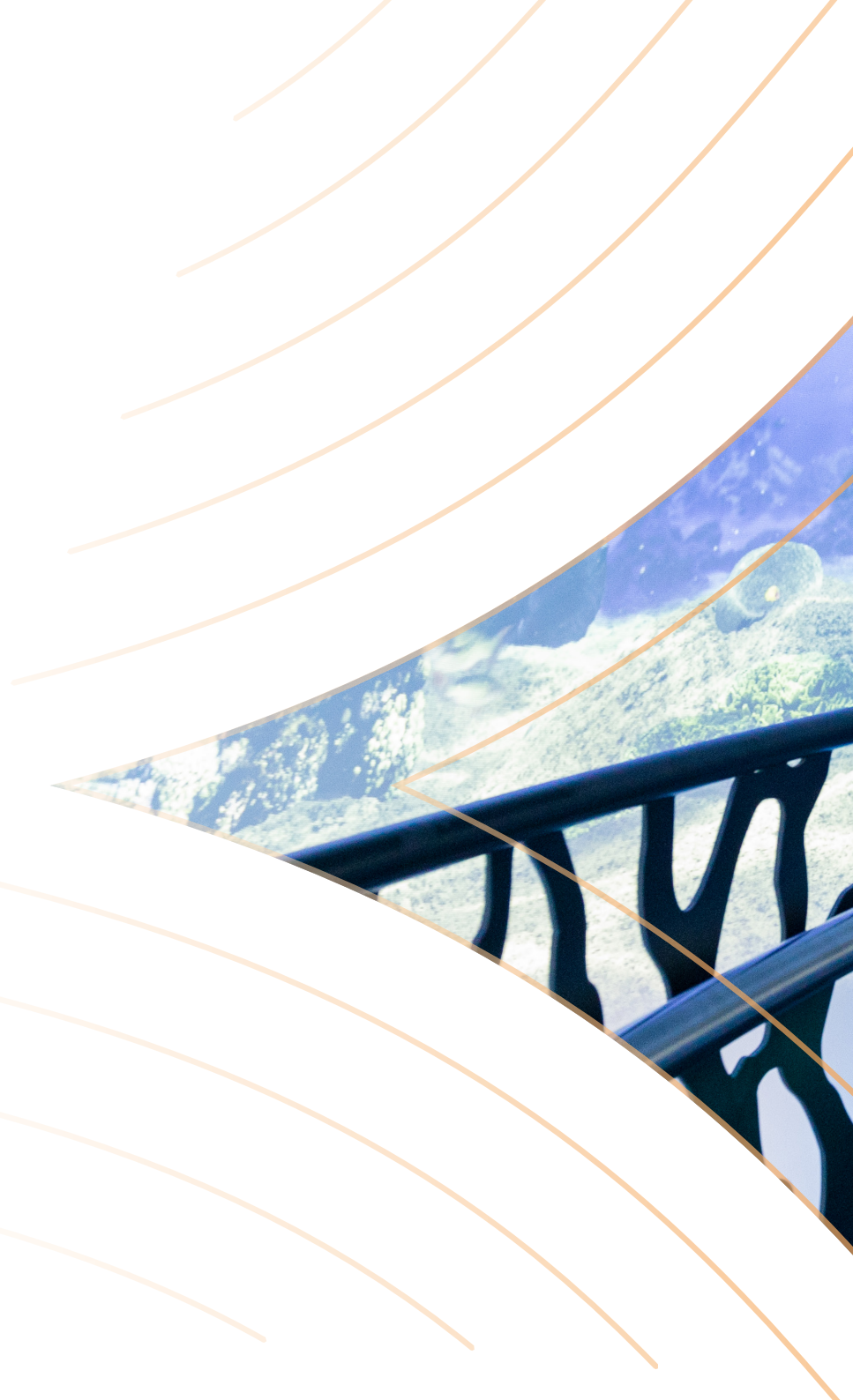






03

**SOCIAL**





# Our values

Expo City Dubai's values reflect our organisation's culture, which strives to enhance collaboration among employees and deliver – as one team – our ambitions to create a better future for people and planet.



## Responsibility

We are always ready to step up and do what needs to be done, and we treat each other and our environment with compassion and fairness.



## Collaboration

We work together, we listen to one another, and we continually seek out new perspectives and alternative points of view.



## Courage

We have the determination to break down barriers, forge new paths and we have the grit to face up to adversity.



## Integrity

We work with honour and accountability and are ready to back our decisions and choices, even when that choice is difficult.






# Our people


A year of growth for us to establish our organisation, the priority in 2023 was to attract the right talent considering newly created roles and the conversion of outsourced staff into full-time positions.

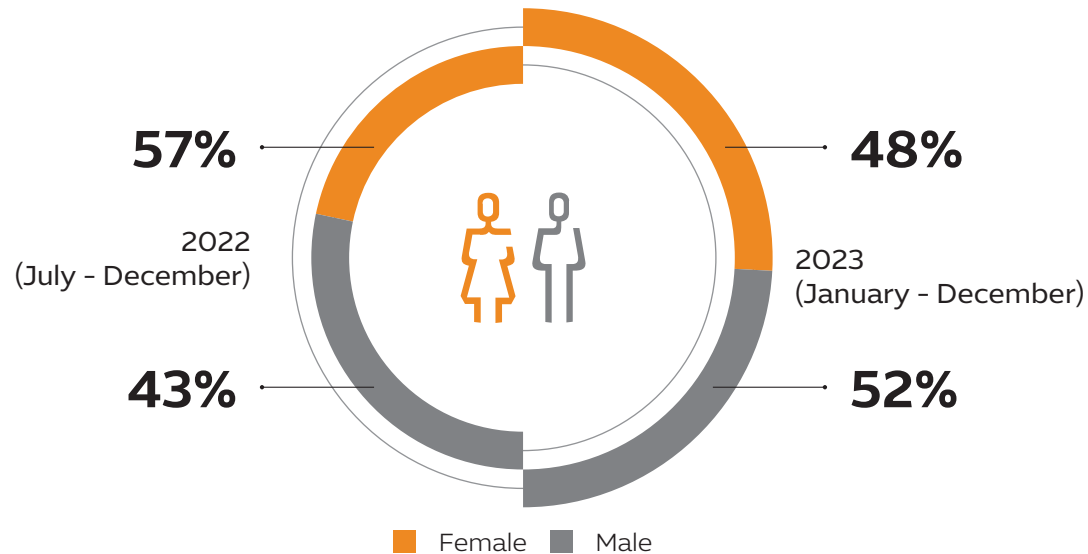
 **233%**  
growth in total workforce

 **12%**  
of new hires are youth (below 30)

## Total Number of Employees

 **220**  
2022 (July - December)

 **733**  
2023 (January - December)



In preparation for hosting COP28, we recruited and managed a dedicated team to ensure expert support for the global climate change conference, with new hires covering a number of temporary roles.

Competitive employee benefits and remuneration help ensure employees feel appreciated and rewarded, and Expo City took significant steps to support these efforts when establishing our operational framework and human resources infrastructure, defining a fair and competitive grading and compensation structure that is cost effective and attractive to new talent.

Expo City Dubai offers a comprehensive range of leave policies, including annual, sick, maternity, paternity, Hajj, accompaniment, study, Iddah, compassionate, event participation and national service leave. Our employees are kept informed of their entitlements through regular communication and any instances of non-compliance are addressed promptly and fairly in accordance with our HR policies.



45%

employees retained from EXPO 2020 event into Expo City Dubai




# Diversity & inclusion

As an equal opportunity employer, Expo City Dubai is committed to workplace diversity, spanning gender, race, age and support for employees with accessibility needs and has welcomed individuals from around the world since its inception.

Expo City's Ethics and Code of Conduct Policy ensures that every employee is treated fairly, transparently and equitably. We maintain a zero-tolerance policy towards harassment and discrimination, nurturing a respectful and inclusive work environment, and strive to provide equal prospects for advancement tied to merit-based evaluations.

Empowering female talent is supported at every level of Expo City Dubai, and we are committed to enhancing female representation in our workforce.

The highest concentration of female employees is in middle management positions, indicating a strong core of professionals driving our operations.


 **33%** of our Executive Committee (ExCom) members are women

 **70+** nationalities





Expo City recognises the importance of maximising UAE National representation in its workforce. We have prioritised retention efforts and career development plans for existing Emirati employees, and implemented internships, graduate schemes and university partnerships to attract top Emirati talent and help them grow their skills with Expo City. Looking forward, Expo City will make Emiratisation a KPI across all divisions, ensuring that the next generation of UAE Nationals will play an integral role in advancing our operations and growth.

 **97** Emiratis in the workforce  
2023 (January - December)



“

Expo City Dubai is an organisation that values the contributions of its Emirati talent, offering the opportunity to collaborate with a variety of internal and external teams across a diverse range of events. A message to my fellow nationals: Expo City is on a remarkable journey to become the new unique hub in Dubai, and there has never been a better time to be part of it. I am excited about the endless possibilities that lie ahead for us all.

”



**Mohammed Al Banna**

Head of Operations, Entertainment & Experiences

## Women's Pavilion

The Women's Pavilion demonstrates an important principle: when women thrive, humanity thrives. The exhibition journey reaffirms a commitment to gender equality and women's empowerment, while celebrating women's achievements and successes, highlighting the challenges they still face, and exploring ways to work together for a more equal world. It emphasises that the only way to peace, prosperity and sustainability is through the full and equal participation of women.

Post-Expo 2020, the exhibition continued welcoming visitors while its upper floor was transformed into a vibrant space for events and workshops that drive meaningful dialogue on gender equality and women's empowerment. A cosy lounge, small library, co-working space and a kids' club to support working parents ensure a welcoming environment for all.



“

Empowering women and girls is a moral obligation and also a strategic imperative for building sustainable societies. Women's voices, through leadership and participation, are essential to foster inclusive and resilient communities.

”



**Maha Gorton**

Head, Women's Pavilion

## Emirati Women's Day

Expo City Dubai marked Emirati Women's Day in 2023 with an expansive creative programme at the Women's Pavilion, including the opening of an engaging exhibition that highlighted the contribution of Emirati women in the arts.

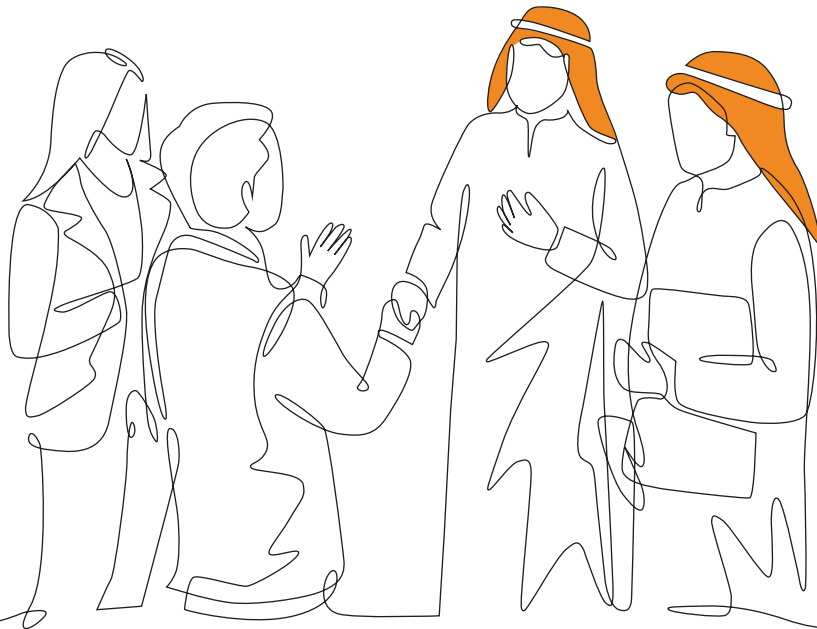
Spotlighting the UAE's achievements and ambitions in gender equality and women's empowerment, the pavilion collaborated with the Khaleeji Art Museum, the first digital museum to exhibit and promote the work of artists and photographers from the Arabian Gulf and those residing there.

Featured artists included Maitha Demithan, Roudhah Al Mazrouei, Alia Bent Sultan Aljoker, and Fatema Al Fardan, and access to both the pavilion and exhibition was complimentary on the day to mark the occasion.

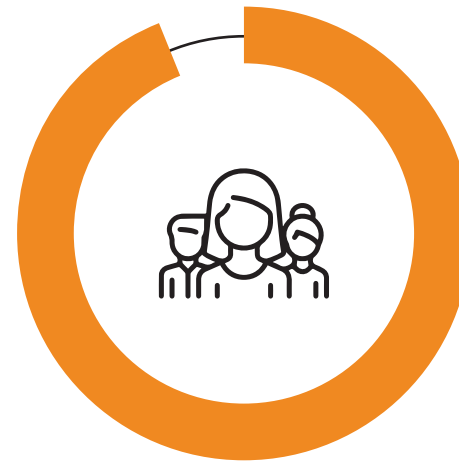


## Engaging with our tribe

Launched in 2023, our people engagement survey gathers inputs on areas of opportunity and challenges, allowing us to gain a deeper understanding of our employees so we can identify actions and initiatives that will enhance their experience, with a participation rate of 82 per cent.



### Engagement Survey 2023



**94%**

of our employees are proud to work for Expo City Dubai

We conducted a sustainability-focused survey which found that:



**89%**

of employees are interested in living a more sustainable lifestyle



**79%**

of employees are willing to participate in Expo City Dubai sustainability initiatives

To communicate and connect with our team further, Expo City's intranet is a hub for resources and events, welcoming more than 31,000 site visits.

Our 'Value Chats' and 'I Value You' initiatives engage our employees, help discover what our values mean to them and provide opportunities for peer-to-peer recognition.

“

Throughout my six years with Expo City, our sustainability values have always inspired me to make a difference. From impactful initiatives such as Expo City Farm to our hosting of COP28 where Expo played a role in global actions, I've seen our dedication to sustainability firsthand, and have no doubt that the city's journey will progress onwards and upwards.

”



**Harsha Jangla**

Senior Project Manager, Chief Finance Office

# Learning & development

In 2023, Expo City set the foundations for the Learning & Development programme. We developed 11 courses, which attracted over 450 attendees, and delivered more than 1,000 training hours to the COP28 Volunteer Programme, as well as promoting the UN Global Compact Academy.



“

We strive to foster a vibrant community by providing meaningful opportunities based on our values of collaboration, integrity, responsibility, and courage. These principles shape our agile, forward-thinking city and enrich the experience of everyone who works and visits Expo City Dubai.

”



**Marjan Faraidooni**

Chief Human Resources Officer and Chief of Education and Culture

As Expo 2020 drew to a close, we were faced with the task of transitioning our workforce into new roles and guiding them through the dissolution period. During this period of change, we designed and launched the Beyond Expo 2020 programme which ran throughout 2022 to support our employees in transitioning into new roles, navigating outplacement opportunities, and reassuring them of our support towards their future careers and financial wellbeing. In addition, Expo City Dubai's Learning & Development strategy was key to maintaining employee morale, offering initiatives that helped ensure every employee possessed the right skills and knowledge to excel in their roles after the event.

Featuring virtual career fairs, career counselling, CV reviews, guidance on resume writing, interview techniques, performance coaching and the creation of a talent directory showcasing our UAE National talent, Beyond Expo 2020 made all possible avenues available to employees for their transition. We launched a 'line manager pack' to help managers support their staff through guidance and Q&As including how to connect with team members, departure checklists and practical relocation information.

The programme was widely and actively used, with significant engagement in learning sessions and resource utilisation via our intranet, registering more than 10,000 interactions.



**700+**  
skill development  
sessions delivered



**112**  
counselling  
sessions held



**564**  
employee participants  
in career fairs



**94%**  
of employees that participated in  
the coaching sessions rated them  
as 'very good' or 'excellent'

## OUR PERFORMANCE — SOCIAL



Expo City's Learning & Development strategy builds on the robust programmes put in place for Expo 2020, while recognising that a growing city will experience changing organisational needs, which in turn will necessitate new talent management structures. To enable us to identify key skill gaps and inform the development of a targeted learning plan for 2024 delivered both face to face and online, the Training Needs Analysis (TNA) programme was initiated in October 2023. A performance and career development review process was also formalised in that period.

In addition, we launched an internship programme in 2023 to offer students the opportunity to explore different career paths within the Expo network. Fifteen students and graduates participated in the 2023 programme, which was offered year-round.

Future plans include the establishment of a learning management system (LMS), a programme to nurture the leadership acumen of managers, employee performance management training sessions and e-learning modules on performance feedback.

The future learning calendar will be aligned to the 2023 TNA results covering soft skills, behaviours and knowledge that is applicable to all Tribe. The programmes are available face-to-face, online and via webinars.

### Improving our induction process

We revamped our induction process in September 2023 to provide new joiners with a warm and welcoming start to their journey at Expo City Dubai, with onboarding experience complemented by easily accessible e-learning offerings.

378 hours of orientation hours completed with 96% attendance.





# Wellbeing

Expo City takes a holistic view of wellbeing, covering physical, emotional, financial, social, career, community and purpose. In the transition from Expo 2020 to Expo City, we integrated wellbeing into all channels, including our dedicated intranet page, Teams and email updates and a regular calendar of activities.

## Our pillars on well-being:



Personal

Looking after your personal physical, mental, emotional wellness and work life balance.

- Tools and methods
- Tribe Talent
- Tribe gym
- Counselling services



Social

Strengthening peer-peer and community wellness, and building a positive workplace environment.

- Tools and methods
- Setup a social club
- Kiswa - Donation of unwanted garments/linens
- Ramadan essentials



Professional

Protecting your financial wellness, professional development and work life balance.

- Tools and methods
- Learning and Development
- I Value You and We Value You
- Viva Insights on Microsoft Teams

In May 2023, Expo City's counselling support offering was strengthened by the 'I Connect You', a platform offering virtual meditation, exercise videos, self-assessments, wellness articles and appointments available with a range of specialists covering more than 30 topics, such as addiction, anxiety, grief, family conflict, stress management and work issues.

187

participants in workplace wellness programmes

More than

85%

employees accessed the wellbeing intranet page, which offers

2,000+

personal, professional and social wellbeing tools

In the future, we plan to broaden our wellbeing initiatives, including offering health checks and hosting a sports day. We will also involve families in future engagement activities such as first aid training for parents and peer support groups, supporting our workforce's diverse needs.

### Tribe Talent Initiative

The 'Tribe Talent' initiative was launched in 2023 to spotlight and encourage our employees' passions, hobbies and skills, inviting them to host sessions/events open to other employees. From creative arts to table tennis tournaments, yoga and general fitness classes to running and football clubs, our employees voluntarily hosted 14 activities, in their own time and beyond their daily tasks. Driven by their passion, the sessions also motivated their peers to try new activities and become more physically active.

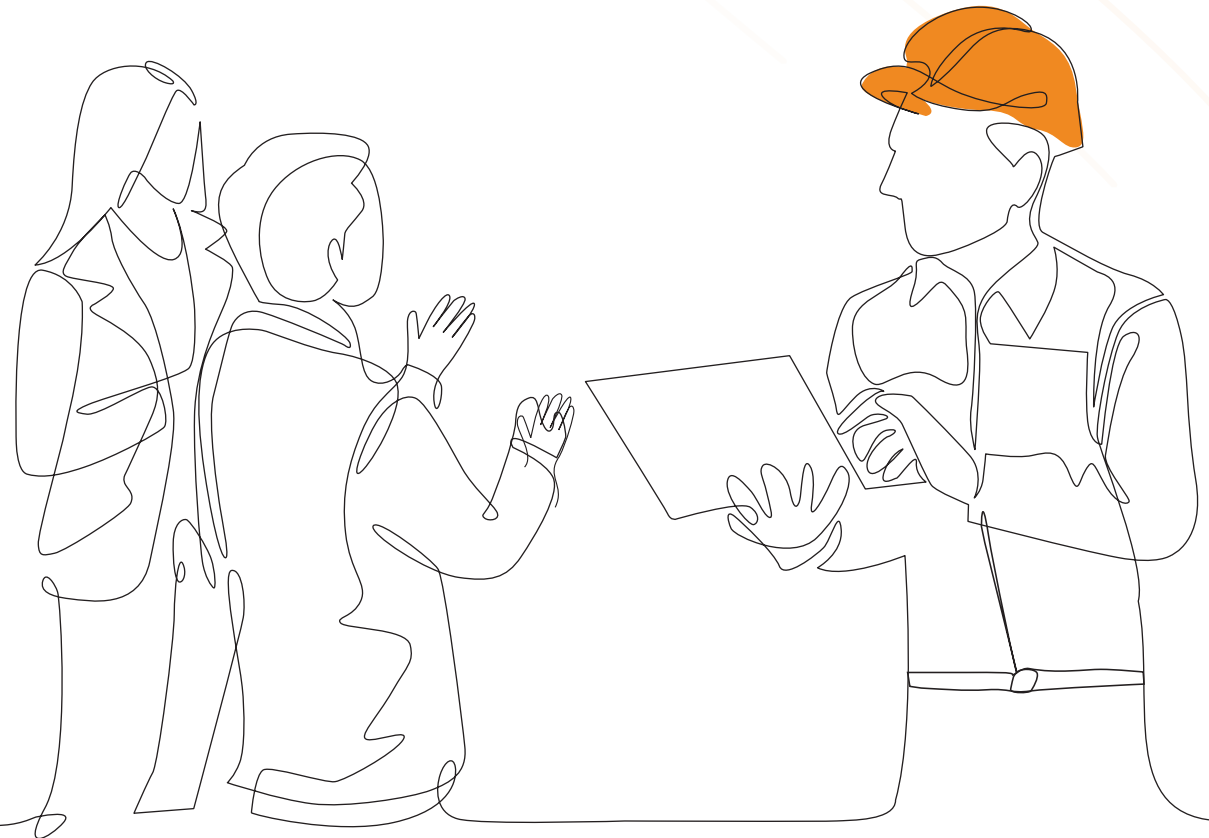


# Health, Safety & Environment

At Expo City Dubai, the health, safety, and wellbeing of our people and all individuals involved in our operations is our top priority. We expect everyone to embrace this commitment and ensure all tasks and activities are conducted safely, without putting anyone at risk.


100 per cent of Expo City Dubai's workforce is committed to compliance with the HSE management system.


Expo City Dubai's investment in occupational health and safety extends beyond its operations, recommending best practices to tenants, their contractors, and offering Expo City's services in these areas. These include medical screenings and 'fit- to- work' health checks for all personnel to ensure the ability to perform safety-critical tasks is not compromised, as well as wellbeing and hygiene awareness programmes.



Expo City developed a HSE Policy, which sets out our Statement of Intent, our duties as an employer and commitment to our workforce. This HSE policy was tailored specifically for our operations, building on the success of the standards established during the World Expo and setting the health and safety culture for the business. To ensure our policy remains relevant and effective, we conduct an annual review to reflect on our HSE performance and consider latest industry best practice.

In 2023, Expo City welcomed a newly appointed Vice President Assurance overseeing HSE, Worker Welfare and Accessibility, and we are continuously looking for ways to improve and provide a safe and healthy work environment. Looking forward, the city is poised to introduce a new HSE framework and strategy, which will be published and communicated across all levels of the organisation.

 **Zero** cases of work related fatalities in 2022 (July to December) and 2023 (January to December)

 **Zero** recorded cases of work-related ill-health for all employees and contractors in 2022 (July to December) and 2023 (January to December)



Expo City Dubai requires all operations to align with national legal mandates, subordinate legislation (Dubai Municipality HSE Regulations) and contractually specified international standards and Codes of Practice (CoPs), as well as relevant manufacturers' instructions and guidelines. We have developed a HSE Legal Register based on federal and local HSE laws, legislation, their articles and requirements that are applicable to the tasks, activities and operations conducted across our city.

### HSE risk assessments

Expo City Dubai provides governance and assurance and monitors all risks associated with the operations and delivery of the city. All projects require suitable and sufficient risk assessments and implementation of relevant risk control measures. Prior to initiating any work, contractors, including subcontractors and service providers, must have their risk assessment and method statement (RAMS) or HSE operating plans reviewed and validated by Expo City Dubai. Inspections and audits are conducted and tracked, and safe systems of work (SSOW) are documented in a risk register.



Identify hazards in the workplace



Assess the risks



Decide on control measures



Implement control measures



Monitor and review

### Measuring performance

Daily monitoring of accident and incident data collection is a critical aspect of Expo City's HSE strategy.

Our proactive HSE monitoring programme enables us to reduce the number of incidents, comply with legal requirements and efficiently manage the hazards and risks associated with employers and subcontractors working within Expo City Dubai.

All HSE incidents undergo tiered investigations, dependent upon the incident's severity, to identify causes and preventive measures.

Everyone in Expo City Dubai has a right and a duty to report unsafe behaviour and hazardous situations to prevent injury or illness to others. From pre-start task briefings and kick-off meetings to daily briefings on-site, management and supervisors regularly address the workforce on relevant HSE requirements. Any incident should be promptly reported to the relevant HSE leadership, which is then responsible for sharing knowledge or issuing safety alerts, reviewing investigation outcomes with the goal of identifying contributing factors, hazards, causation and corrective actions to prevent future incidents.

### Incident and emergency management

In addition, a separate, well-defined Incident and Emergency Management Process (IMP) includes city-wide action plans in cases of emergencies, outlining the roles of designated Expo City Dubai decision-makers, emergency services personnel, communications strategies and containment and remedial actions.

Assurance Standards at Expo City Dubai require that any incident be promptly reported to the relevant authorities, including the Health, Safety, and Environment (HSE) Authority and Divisional HSE. The HSE Authority and Operations function may issue knowledge shares, safety alerts and review investigation outcomes, with the goal of identifying contributing factors, hazards, causation, and corrective actions to prevent future incidents.

Performance is measured through active and reactive monitoring systems in line with assurance procedures, including:

- Accident or incident investigation reports
- Analysis of incidents to identify trends
- Analysis of reported road traffic incidents and collisions
- Assurance of contractor compliance
- Fire alarm tests and fire evacuation procedures
- Monitoring of the assessment process
- Monitoring for fatigue
- Monitoring fitness for work
- Ongoing monitoring of vehicle driver performance
- Planned general inspections
- Real-time incident monitoring
- Keeping records of statutory tests and maintenance such as fire logbooks

Expo City hosts regular HSE forums for stakeholders to voice concerns, receive information and contribute to HSE decision-making. Workers are encouraged to report HSE observations or incidents freely during 'toolbox talks' and campaigns, with management encouraging every worker to report at least one health and safety observation per month. This supports us in identifying and communicating unsafe actions across teams, with any issues requiring further guidance escalated through the established command and control structure.



### HSE training

Expo City Dubai implemented comprehensive training programmes to enhance the knowledge and skills of its employees including in the following areas:

- Risk assessment
- Supervisor activity briefing
- First aid
- Fire warden
- Accessibility and evacuation chairs
- HSE onboarding & induction
- Heat stress training
- Fire safety training
- IOSH (Institute of Occupational Safety & Health) Leading Safely® course
- IOSH Managing Safely® course
- Third-party trainings for service providers or contractors in Dubai Municipality-approved centres

**244** employees from Expo City Dubai Community Management have been trained in various areas including risk assessment, heat stress, fire safety, fire warden responsibilities, first aid, and IOSH courses.

**106** individuals not directly employed by Expo City Dubai have received Supervisor training.





## Food safety at Expo City Dubai

Expo City is home to a number of dining options, and the Food Safety Management team ensures all food establishments adhere to the strict regulations set by the Dubai Municipality's Food Code. The team works closely with site businesses, restaurants and food vendors to guarantee compliance with health codes and sanitation practices. The team safeguards public health through a programme of inspections, training and emergency response protocols.

Expo City's auditing and inspection process includes on-site evaluations, records of reviews, observations of food preparation processes and staff interviews to assess compliance with the food code. The team documents audit findings and recommends corrective actions to ensure adherence to standards and ongoing improvement. Performance metrics such as compliance scores, specific violations, corrective actions and follow-up inspections are tracked to monitor food safety performance and regulatory compliance. Despite occasional schedule disruptions due to the dynamic nature of outlet changes and events, we strive to standardise and optimise the food safety process in line with local initiatives and regulations.



# Worker welfare

Expo City Dubai considers the health, safety, welfare, security, rights and dignity of all workers to be paramount, and is particularly focused on the recruitment, mobilisation and living and working conditions of workers engaged in manual labour.

The city builds on the foundation laid by Expo 2020 Dubai, which set new standards and encouraged considerable behavioural change in the region.

Expo City is committed to enhancing worker welfare through collaboration. We expect our partners, including contractors, tenants and third parties, to embrace our principles as we embed our standards into contracts mainly for workers engaged in manual labour. Our Worker Welfare Policy and Worker Welfare Assurance Standards, which extends to all affiliated entities, demonstrates this pledge.

On average, approximately 4,000 workers engaged in manual labour are engaged in work at Expo City Dubai in a one-year period. Organisations working with us must demonstrate effective leadership on worker welfare and allocate sufficient resources to ensure our policy and standards are implemented throughout the entire supply chain.

## Worker Welfare Policy

**4,000** workers engaged in manual labour at Expo City Dubai



## Worker Welfare Programme

In collaboration with Gratiya Advisory, a leading consultancy in worker welfare and partner of Expo City Dubai, we actively engage with our contractors to ensure the living and working conditions of workers engaged in manual labour are appropriate and maintained. Gratiya Advisory coordinates the compliance programme, which is robustly supported and refined by numerous contractors. The programme's influence extends beyond the workplace benefitting the local community and environment, which in turn boosts productivity and improves ethical conduct.

Steadfast in our commitment to enhancing the living and working conditions for all workers, we require contractors to submit a Worker Welfare Management Plan (WWMP) during the tender stage and a Worker Welfare Action Plan once they are on-site.

Expo City Dubai's Worker Welfare Programme covers:

- Assessments of working and living conditions
- Monthly training sessions to educate worker welfare monitors on roles and responsibilities
- Quarterly worker welfare forums with contractors
- Monthly on-site interviews with workers to obtain in-person feedback and promptly identify and address any concerns

The following activities were carried out as part of the worker welfare programme in 2023:



### Worker welfare forums conducted in 2023

Expo City conducted two worker welfare forums (16 March and 3 November 2023) to enhance awareness among its 100-plus active contractors overseeing more than 4,000 workers at Expo City.

Considering the city's role as host of COP28, the forums shared valuable insights on processes, procedures and escalation protocols for workforce wellbeing issues leading up to and during COP28 and showcased exemplary practices from our contractors.

### Reporting tool

The mechanisms available to support workers in reporting concerns include:

- A 24/7 worker hotline, 800 WORKER, where workers can lodge complaints anonymously
- A 'Worker Connect' app designed to empower workers by providing easy access to the Worker Welfare Policy and information on their rights in eight languages

The Worker Connect app offers a QR code scanning feature for employer identification while maintaining the option for anonymity and includes a complaints section linked to a welfare hotline for reporting issues.

The Worker Welfare team is notified of complaints through the app's dashboard, which displays the relevant company name. The team promptly arranges interviews and works with employers to resolve issues confidentially.

In the reporting period, there have been 31 grievances registered and closed via this platform. The most common complaints are related to food, accommodation, wages, work sites, dignity and respect, recruitment and documents, transportation, health and safety and returning home.

An internal investigation team compiles an issues log containing all outstanding matters to help close each complaint. This log is communicated to a designated worker welfare focal point, who works with relevant stakeholders to promptly resolve the issues.



EX20 Worker Welfare Minimum Standards\*\* : OPERATING PROCEDURES, EMPLOYMENT PRACTICES, ACCOMMODATION AND TRANSPORTATION.

Operations and Employment Practices Requirement*	Accommodation & Transport Requirement**
<p>Human Resources Manager, Worker Welfare Manager, Accommodation Manager</p>	<p>Eight: Maximum Occupancy Per Room</p>
<p>Worker Welfare Requirements in Tender Process</p>	<p>4m<sup>2</sup>: Bedroom Minimum Area Per Person</p>
<p>Company Policies on Passports, Recruitment, Grievance, Procurement, Worker Welfare</p>	<p>1 First Aider per 200 residents. 1 Fire Marshal per 50 residents</p>
<p>Reimburse Recruitment Fees for all New Hires</p>	<p>To follow UAE fire and life safety code of practice. Smoke detection in all bedrooms</p>
<p>Worker Welfare Committee Meetings every two months</p>	<p>Laundry: uniforms twice per week, bed linen once a week. Free of charge. Free facilities for washing personal items</p>
<p>Worker Welfare Issue Tracking, Improvement Action Plans, Reporting</p>	<p>Free Wi-Fi to be provided</p>
<p>Worker Welfare Inspections and Audits of Self and Subcontractors</p>	<p>Provide air conditioned buses. Free transportation during days off</p>

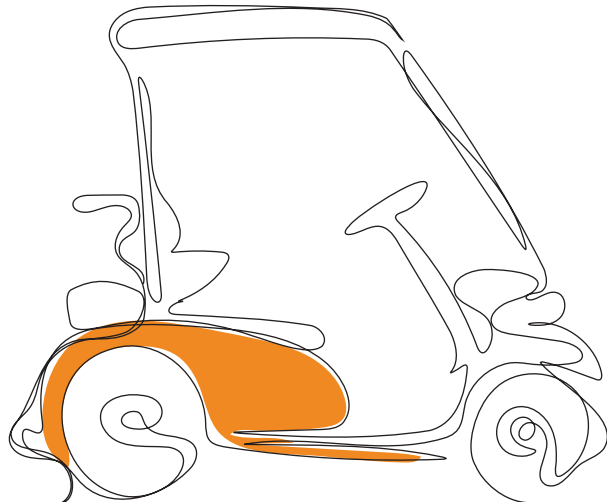
\* Regular text: Legal and Orange text: EX20 Specific Requirements  
 \*\* There are 386 requirements. 70% (269) are UAE Law, 30% (117) are EX20 Specific Requirements



## Accessibility & mobility

Urbanisation has the potential to engineer an inclusive environment where everyone feels welcome and can fully participate. At Expo City Dubai, we have built accessibility into our very fabric, providing policies, governance, technical assistance and regular audits of our facilities to ensure that people of determination are fully supported and their needs are catered to.

As Expo City expands, we are working towards creating spaces that are accessible for individuals of all abilities, centred on Universal Design Principles.



“

I am proud of our achievements implementing comprehensive accessibility measures throughout the city, enhancing the inclusivity of our spaces and cultivating an environment where every individual can fully engage and prosper.

”



**Maisa Obeid**  
Manager, Accessibility



**Autism Awareness month**

**28 April 2023**

Terra – on low sensory mode to welcome children with autism and their families on the occasion of Autism Awareness Month.

**Features include:**

- Dedicated accessible parking zones for people of determination in all parking areas, in close proximity to attractions and working spaces
- Dedicated entrances and seating for people of determination at select pavilions and venues
- Complimentary tickets to pavilions for all people of determination
- Step-free access throughout the Expo site for wheelchair users
- Tactile paving to assist individuals with impaired vision
- Sunflower lanyards
- Wheelchairs and charging points
- Ear defenders
- Quiet rooms and sensory pods
- Hearing induction loops
- Tactile maps and models
- Accessible washrooms
- Changing Places toilets
- Dog relief areas for service dogs



## OUR PERFORMANCE — SOCIAL

### Sunflower lanyards

Sunflower lanyards (also known as 'Hidden Disabilities' lanyards) are available to people of determination to indicate to staff and volunteers that additional assistance or accessible entry may be required.

The sunflower lanyards are for individuals with visible and non-visible conditions, ranging from neurological and cognitive to neurodevelopmental, physical, visual, auditory, sensory and processing difficulties. They also include respiratory, rare diseases and chronic conditions such as asthma and diabetes.

Website: [hdsunflower.com](https://hdsunflower.com)

Several members of our workforce are trained to identify and engage with visitors wearing sunflower lanyards.





## Mobility on-site

Expo City Dubai is committed to promoting sustainable and accessible mobility. Our city features 26 electric vehicle (EV) charging stations and priority parking for an additional 43 EV cars. We have partnered with TIER to provide 100 rentable electric bikes, and with SKURTT to offer 100 electric scooters, available in multiple locations across the city for anyone to use. We also encourage people to bring their own bikes and scooters to use freely across the site.

The Expo City-operated mobility hub, strategically located next to a people of determination parking area, supports a seamless journey and enhances accessibility, offering complimentary wheelchairs and strollers to ensure greater mobility across the city.

More broadly as an urban centre with pedestrian-friendly districts, Expo City Dubai is accessible via public transport, including metro and bus services, or private transportation.

TIER



807,168

Buggy passengers



10,423

Scooters deployed



29,794

Bikes deployed



# Community engagement

## Education

Expo City delivers enriching educational and cultural experiences centred on themes vital to humanity through immersive exhibitions and engaging programmes that inspire learning and creativity and spark curiosity among visitors of all ages. All our programmes aim to drive reflection, instil sense of purpose and inspire action, particularly among young learners and explorers.

### Attractions include:



I am immensely proud of the Education & Culture team's inclusive environmental education approach. Complementing our immersive exhibitions are workshops, tinkering tours, demos, science shows and even a theatrical production. We make topics like climate action, biodiversity loss and food security relevant to our young visitors. The passionate interdisciplinary team who brought these programmes to life continues to inspire me every day.



**Sheena Khan**

Head, Education Programmes

The Expo School Programme invites students to explore Expo City Dubai through a range of thematic journeys consisting of engaging workshops and science shows which delve into sustainable practices and the importance of these issues in the national context. The 'Waste Warriors' workshop engages young minds with the 'Five Rs' of waste management which are Refuse, Reduce, Reuse, Repurpose and Recycle. The 'Net Zero Energy' workshop teaches students about energy conservation and net zero strategies, with Terra's own building systems dashboard serving as a real-time instructional resource. The "Heroes of the Future" Science Show asks students to become eco superheroes to safeguard our planet while learning about microplastics and desalination.

During the reporting period, around 1,000 public and private schools and universities from all seven Emirates experienced an Expo School Programme tour or workshop, with more than 30,000 students now empowered and inspired to take sustainable actions in their own lives.



**48,112**

Expo School Programme visitors

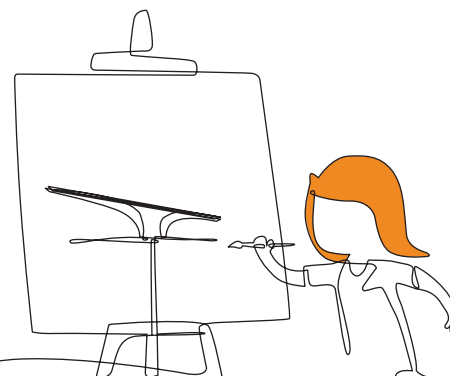
September 2022 to December 2023 (excluding COP28)



**165, 223**

General Visitors

September 2022 to December 2023 (excluding COP28)



## OUR PERFORMANCE — SOCIAL

### The Changemakers Challenge

The Changemakers Challenge was created to capture the ideas and unique perspectives of young women innovators. From March–June 2023, this initiative encouraged girls to develop creative solutions to real-world problems that align with the SDGs and welcomed approximately 100 submissions. Winners included the 'NJ Project', which offered an innovative approach to urban water scarcity; 'No Money Down the Drain!', which focused on water recycling in schools; 'Project Reborn', which focused on recycling and repurposing plastic bottles using 3D printing; and 'Planting Bricks', which introduced a carbon-capturing building material.

### Climate Ambassadors Programme

Launched in collaboration with the Ministry of Climate Change and Environment, the Climate Ambassadors Programme offered students the opportunity to step into the shoes of COP climate negotiators, representing different countries and developing actionable solutions. Running from February–November 2023, the programme educated students on the complexities of international climate negotiations and provided a platform for them to hone their own skills in the lead-up to COP28.



4396

students participated from



470

teachers participants



132

schools from all 7 emirates.



147

sessions conducted.



## Jane Goodall Institute's Roots & Shoots – First permanent regional office at Terra

With a shared mission to advance and enhance youth learning opportunities around sustainability and the environment, Expo City Dubai launched a new collaboration with the Jane Goodall Institute's Roots & Shoots programme – a global environmental, animal welfare and humanitarian youth outreach initiative.

As part of the agreement, world-renowned ethologist Dr Jane Goodall established the region's first permanent office of Roots & Shoots at Terra. By working together, the initiative will help make the world a better place for people, animals and the environment – extending Dr Jane's legacy and Expo City's commitment to preserving our planet to the wider region and beyond.

Roots & Shoots UAE is a hub for cooperation, building on Terra's mission to put the climate at the forefront of everyone's minds and leverage the Expo School Programme's network to expand among Arabic and English public and private institutions. It offers a range of interactive student workshops spanning tree-planting, beekeeping and habitat conservation within Terra's inspiring grounds, as well as in schools and outdoors, while also providing valuable resources for teachers and hosting engaging, educational community events.



\*Partnership was finalised outside of reporting period in 2024.

# Expo Live

The Expo Live Innovation Programme provides grants and support to social innovators from around the world who are developing solutions to humanity's most pressing issues, including those that align with the SDGs. The programme reflects Expo City Dubai's commitment to becoming a centre for global solutions that make a positive, sustainable impact on the planet and on communities.



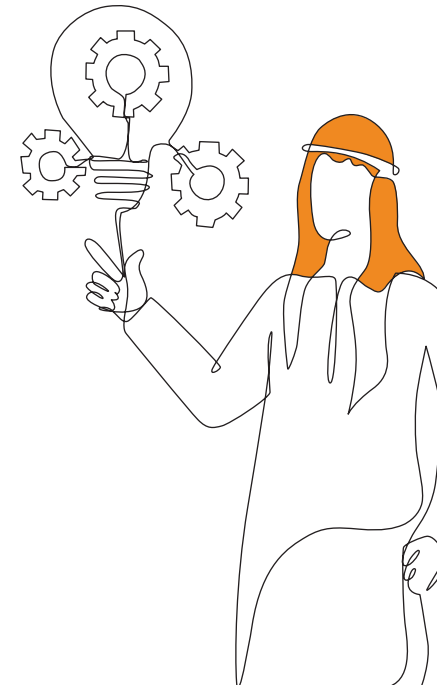
“

We are creating an ecosystem of social entrepreneurs and innovators from across the world who are advancing the pace of solutions against global challenges outlined by the SDGs.

”



**Yousuf Caires**  
Executive Director, Expo City Dubai Foundation



Initiated under Expo 2020 Dubai, Expo Live continued to make an impact with its retention under Expo City Dubai through two programmes:

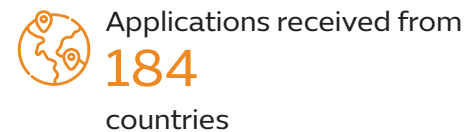
**The University Innovation Programme (UIP)** invited students from universities across the UAE to present their innovative ideas for tackling climate issues, aligning with the nation's Year of Sustainability. Student teams from UAE-based universities presented their ideas to an expert evaluation committee at a live-pitching event on the sidelines of COP28 at Expo City and 17 projects were selected, each receiving a grant of AED 25,000 to help turn their idea into reality.

**The Global Innovator Programme's** sixth cycle focused on solutions that have a positive impact on the future of our planet. Facilitating connections with key figures in climate policy, fostering joint initiatives, and generating prospects for amplified influence.

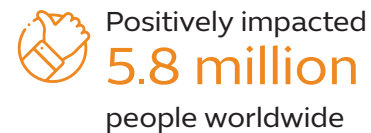


The chosen initiatives received funding and technical guidance and were given opportunity to showcase their ideas at COP28.

Since its launch in 2016, Expo live has had



The programme's first six cycles have



## OUR PERFORMANCE — SOCIAL

Organisation: **Aloi**

Country: **Singapore/Nepal**

Sector: **Climate financing**



Aloi, a financial technology firm based in Singapore, expanded its operations to Nepal in 2019. The company's mission was to revolutionise climate finance, recognising that informal entrepreneurs struggled to secure financing due to absence of credit records or collateral, including for investment in technologies such as solar panels and electric vehicles. Meanwhile, climate-focused investors often found it expensive to fund smaller loan amounts.

Tackling these challenges, Aloi created a non-cash financing system that connects farmers and small business owners with financiers and purchasers while tracking transactions and credit. Their platform, accessible via SMS, promotes transparency, responsibility and confidence among all stakeholders in the supply chain. It helps farmers and businesspeople in Nepal's remote regions build a credit record, qualifying them for environmental funding.



Organisation: **Ecoact Tanzania**

Country: **Tanzania**

Sector: **Waste/Construction**



EcoAct Tanzania is a socially driven venture created to tackle issues related to plastic pollution, inefficient waste management, deforestation and the impacts of climate change.

The company developed a chemical-free and energy-conserving plastic extrusion technology called 'Waxy technology', which recycles post-consumer plastic waste and packaging without using chemicals or excessive energy. This process produces cost-effective plastic timbers that serve as a sustainable substitute for wooden timbers.

EcoAct has recycled more than 3,500 plastic packages, extracted 150 tonnes of waste and saved approximately 500 trees in 12 months.





Organisation: **IRIBA Water Group**

Country: **Rwanda**

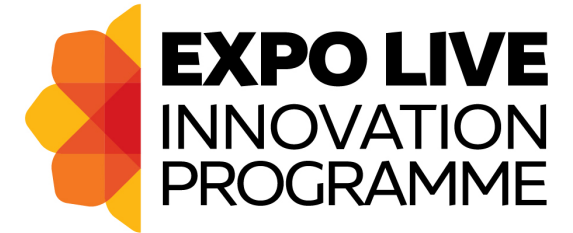
Sector: **Water**

Established in 2017, IRIBA Water Group aims to address the lack of access to potable water in Sub-Saharan Africa, an issue that contributes to 80 per cent of diseases in the region.

IRIBA developed its eco-friendly water 'ATMs', managed by local youth and women in urban communities – creating employment – and priced 70 per cent lower than traditional bottled water.

The system uses environmentally friendly water purification methods, reducing plastic waste. The ATMs were likewise set up in schools, with students paying a low subscription fee per term.

Over the last six years, IRIBA company has provided safe drinking water to more than 300,000 people with 74 water ATMs in Rwanda and the Democratic Republic of Congo, creating jobs while also reducing 201 tonnes of CO<sub>2</sub>e emissions.



## Events

Expo City has become a vibrant hub for education, culture and entertainment events that bring people together and cater to diverse interests, from thought-provoking conferences and innovative tech fairs to lively music concerts, sports activities and cultural festivals.



“

Every moment at Expo City Dubai is designed with intention, ensuring a holistic experience for each visitor. Our commitment to excellence is reflected in the feedback we receive from satisfied visitors and the strong bonds forged with stakeholders.

”



**Amna Abulhol**

Executive Creative Director, Entertainment & Experiences

## Sport and wellness

Expo City Dubai organised more than 20 events catered around sports, attracting more than 25,000 attendees.



**Dubai Fitness Challenge** 12-13 November 2022

For the sixth edition of the Dubai Fitness Challenge, Expo City offered football workshops, fitness sessions and meditation masterclasses, and collaborated with the Dubai Sports Council on the Expo City Dubai Run and Expo City Dubai Ride.



**RaceMe Duathlon** 11 December 2022

Expo City Dubai welcomed sports aficionados from every age group and skill level to gear up in their sneakers and participate in the exhilarating RaceME Run series.



**Dubai Marathon** 12 February 2023

The 22nd edition of the Dubai Marathon welcomed more than 13,000 runners. The Dubai Marathon is organised by the Dubai Sports Council with the collaboration of several governmental bodies.

## OUR PERFORMANCE — SOCIAL



### Kids Spartan Race

15 April 2023

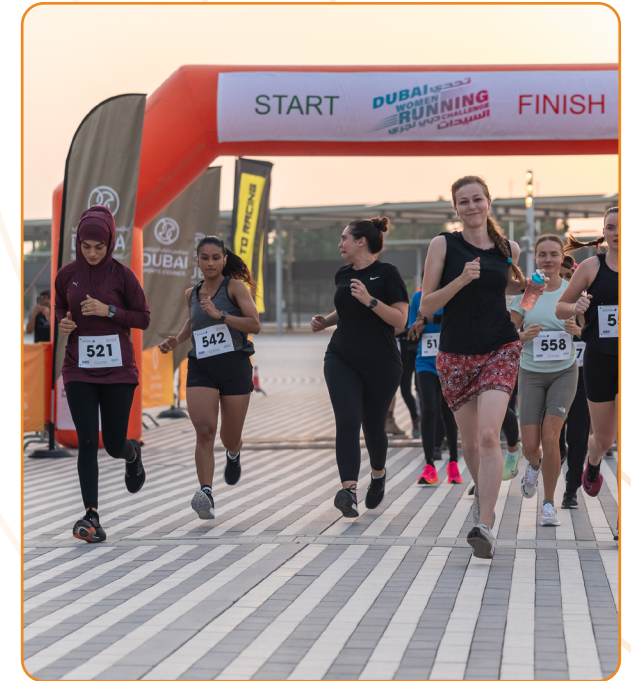
The first ever Spartan Kids Night Race saw more than 1,000 children take on an obstacle course that included climbing, jumping, crawling and running.



### Redbull Wings for Life

7 May 2023

Expo City Dubai joined this global race, welcoming people from diverse backgrounds to unite in an effort to support spinal cord injury research, encouraging participants to run or walk in honour of those who were unable to.



### Dubai Women's Running Challenge

30 September 2023

The first stage of a four-part series that took place in different family-friendly zones in Dubai. The women-only running challenge is dedicated to promoting breast cancer awareness, improving patient care and advancing research in the field.

## Culture



### Hai Ramadan

An annual festival that celebrates the spirit of the Holy Month, Hai Ramadan brings to life the richness of Ramadan experiences from around the world in a journey that mirrors a traditional Emirati neighbourhood, or hai.

The festival offers an array of engaging workshops, informative health and nutrition talks, cultural experiences and sports classes.



### Winter City

The festive season takes centre stage at Winter City as Al Wasl dome transforms into a winter wonderland, with adventures, festive treats and musical experiences for the whole family to enjoy.

In 2023, this unique holiday experience incorporates a meaningful message, with participants engaging with Christmas characters and solving puzzles with sustainability themes.

# Expo Dubai Group

Drawing from a decade of shaping the future of sustainable urban living and pioneering new ways of convening the world for impact, we build global partnerships, catalyse knowledge exchanges and advance innovative solutions with countries, cities, institutions and individuals working to drive transformative outcomes for people and planet.

## Global Partnership

- Centre for the Planet Programme

## Knowledge Exchange

- Thought leadership | Programmes and Events
- Publications and Research Products

## Advisory

- Programme and Events Advisory
- City Advisory



“

Through our Global Initiative, Expo City Dubai is purposefully driving progress forward built on the foundations of the UN SDGs, and addressing our planet's most urgent priorities by sharing our experiences with the world, and catalysing international exchange of knowledge, know-how and practical solutions.

”



**Nadia Verjee**  
Executive Director,  
Expo Dubai Group

## Thought leadership and knowledge exchange

From climate change to gender equality and women's empowerment, Expo City established itself as a hub for thought-provoking discussion and idea exchange on the world's most pressing issues.

### International Event: Expo City Dubai Pavilion at COP28

Expo Dubai Group designed and delivered the flagship Programme for People and Planet at COP28, collaborating with 20+ global partners to bring together over 5,000 thought leaders, experts and changemakers, across all sectors, and launching a host of ongoing, impact driven initiatives.

November 30 - December 13 2023

### Conference: Global Roadmap in the Year of Sustainability

The diplomatic community convened for this invite-only session to share thematic priorities and identify opportunities for collaboration and partnerships.

27 February 2023

### Conference: Business Climate Lab

A new event format hosted at Terra in partnership with the United Nations Global Compact UAE Network on the topic of "Raising Ambition on Climate Action to limit global warming to 1.50C.

28 September 2023

### Roundtable: Fireside Chat

An engaging fireside chat with Her Excellency Razan Al Mubarak, High-Level Climate Action Champion, COP28 and President, International Union for the Conservation of Nature (IUCN), focused on the role of women in leadership, diplomacy and climate change.

23 February 2023

### Roundtable: Connecting Minds Book Club

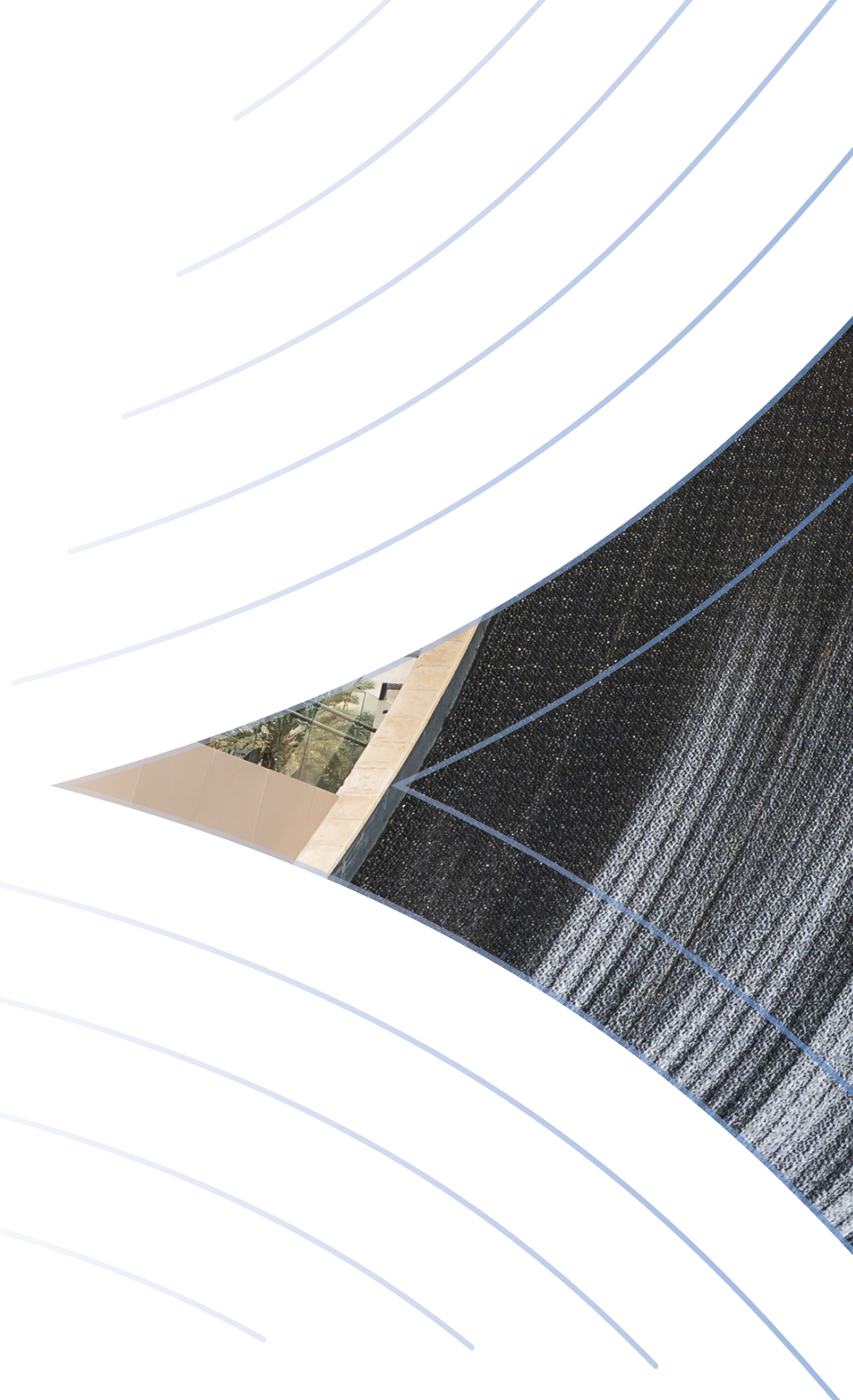
In partnership with the Emirates Literature Foundation featuring authors such as Ben Okri and Sandra Piesek.

1 June & 13 September 2023



04

**ENABLING  
ECONOMIC VALUE**







# Supply chain management

Expo City Dubai approaches the complexity of its value chain with unified guidelines that support every business decision and interaction. This approach is rooted in our commitment to sustainable procurement, ensuring that environmental and social considerations are prioritised throughout our operations.

For example, our RISE Guidelines provide practical, operational guidance to vendors and suppliers on how to incorporate sustainability standards into their products and services. The guidelines are regularly revised to reflect the evolving sustainability landscape, and serve as an important tool in our efforts to create a more sustainable market ecosystem in Expo City Dubai.

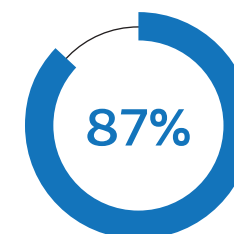
More broadly, the Procurement department at Expo City Dubai is responsible for onboarding and managing vendors and suppliers, ensuring their full adherence to codes of conduct and worker welfare standards. Sustainability criteria are embedded into the tender process, including environmental and social impact assessments as part of the technical evaluation.

## Contractor relationships

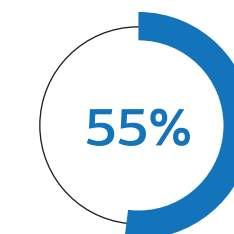
Expo City Dubai has put in place robust processes to ensure contractors deliver on all sustainability, worker welfare and health, safety and environmental requirements. At the procurement phase, all tenders are evaluated to ensure they comply with our standards, and only those contractors able to demonstrate compliance are appointed. During construction, Expo City appoints supervision consultants with sector-specific experience to ensure contractors deliver on their obligations. A Projects Delivery team closely and proactively manages and monitors both contractors and consultants, while strict standardised reporting requirements include weekly and monthly monitoring of a range of metrics to provide full visibility and ensure any variances are addressed immediately.

## AED 1 billion

Expo City's procurement spending in 2023



of total procurement spending awarded to local suppliers



of total procurement spending awarded to SMEs

## Case study

### Partnering with EcoVadis for sustainable procurement

Expo City Dubai's strategic partnership with EcoVadis - a global sustainability ratings provider - enables us to have greater visibility on the ESG performance of our supply chain, while also unlocking powerful insights and providing clear direction to help vendors and suppliers accelerate their own sustainability journey, including through access to the EcoVadis e-Learning Academy.

EcoVadis rates companies' sustainability performance on a scale of 0 to 100, with a scorecard covering 21 sustainability criteria that are grouped into four themes:



Environment



Labour and Human Rights



Ethics



Sustainable Procurement

All Expo City's suppliers are required to register on the EcoVadis platform before contract finalisation and must complete a sustainability assessment within a certain timeframe. In 2023, a total of 127 suppliers were screened on EcoVadis.

For more information, please [click here](#).



At Expo City Dubai, we support local SMEs and assess supplier sustainability and uphold worker welfare standards to ensure our procurement practices pave the way for a responsible and resilient future.



**Anis Tabka**

Senior Vice President, Procurement & Contracts



# Technology & innovation

Expo City Dubai pioneers sustainable innovation and technological advancements, with the Expo City Technology and Future Technology teams specifically playing an important role in supporting the organisation's wider sustainability objectives. This includes the city's energy-efficient network infrastructure, which utilises advanced wired and Wi-Fi technology to minimise environmental impact.

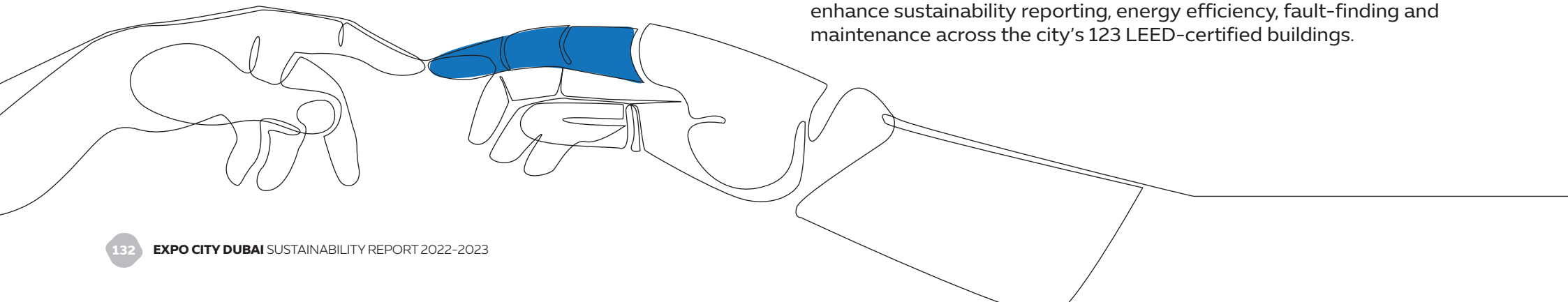
As part of the transition from Expo 2020 to Expo City, a comprehensive analysis of our technology infrastructure looked to integrate innovative solutions that would not only improve efficiency but also significantly reduce their environmental impact.

The initiative led to substantial cost savings, with a reduction of approximately AED 80 million in licences and support. This was accompanied by a decrease in the number of technology assets, power consumption, electronic waste and carbon footprint. For example, the launch of Windows 11 version 22H2 included the introduction of a new carbon-aware feature which schedules updates during times of lower carbon intensity on the electric grid. Expo City also transitioned its security technologies to virtual models and repurposed existing Expo 2020 security technologies where possible.

## Artificial Intelligence (AI)

Artificial Intelligence (AI) continues to play a critical role in achieving Expo City Dubai's sustainability targets by providing cognitive insights and innovative application methods, and enhancing automation.

In addition, Expo City deployed new wireless access point devices with smart sensors across the site, enabling more effective monitoring of KPIs related to energy consumption, air conditioning and water usage, while second-generation IoT solutions are also being explored to enhance sustainability reporting, energy efficiency, fault-finding and maintenance across the city's 123 LEED-certified buildings.



## Looking forward

### Green Data Centre

Working closely with Cisco and Schneider Electric Global, Expo City is developing a Green Data Centre which will feature innovative infrastructure for maximum energy efficiency, including state-of-the-art equipment and green building standards. Solar power will provide electrical energy, while advanced cooling technologies and water-saving systems will significantly reduce energy and water use. Sustainable materials and construction practices will minimise waste, fostering a circular economy.

### Urban Lab

Expo City Dubai's Urban Lab will provide a unique platform for technology startups to test their innovations on a city-wide scale, in a real-world setting. This outreach programme will expedite the integration of cutting-edge technologies to address challenges such as energy efficiency and water and waste management.



# Upcoming residential projects

## Expo Valley

Nestled around the outskirts of the city, Expo Valley is a contemporary residential area comprising Maha and Yasmina villas, and Shamsa townhouses. Dispersed throughout an undulating native landscape that overlooks a nature reserve, lake and wadi, it integrates communal parks and green spaces, recreational amenities and energy-efficient infrastructure to offer a modern and forward-thinking approach to living, where sustainability, convenience and community come together.

### Expo Valley's features include:



#### Unique topography

Expo Valley's 'folded earth' topography creates a microclimate with lower temperatures and provides a natural buffer against environmental noise and dust.



#### Safe and eco-friendly

The community's smart homes are connected by pedestrian walkways, with car-free lanes and dedicated paths for bikes and e-scooters.



#### Built with community in mind

Amenities include clubhouses, gyms, a yoga studio, pop-up cafés, swimming pools, splash pads, playgrounds and an outdoor cinema.



#### Welcomes the outdoors in

Homes are designed to seamlessly blend indoor and outdoor living, with expansive sliding doors and the use of natural materials and colours to reflect the environment, offering a tranquil and spacious ambiance.



## Expo Central

Located at the heart of Expo City, Expo Central is designed for seamless mobility, convenience and connection to daily amenities and attractions, offering a more sustainable way of urban life.

Mangrove Residences includes 3 buildings offering 1-4-bedroom apartments, with spacious balconies and floor-to-ceiling windows providing expansive views of Al Wasl Plaza and Jubilee Park. Three floors are dedicated to community activities, with podium gardens and sky terraces, while the buildings' low-carbon mesh façade is made using recycled construction materials.

The three buildings of Sky Residences also comprise 1-4-bedroom apartments. Located next to Surreal water feature residents will have access to a communal courtyard, featuring art installations, plazas and a sky deck.

For more information, [read here](#).




UNITE.  
ACT.

DELIVER.



**COP28**  
UAE





UNITE.  
ACT.

05

## EXPO CITY DUBAI - THE PROUD HOST OF COP28

From 30 November to 12 December 2023, Expo City Dubai hosted COP28, the 28th Conference of the Parties of the UNFCCC (United Nations Framework Convention on Climate Change). Under the presidency of the UAE, this momentous event drew more than 80,000 participants, including world leaders, policymakers, industry experts and climate activists from across the globe.

# A MODEL HUB FOR RESETTING THE **CLIMATE AMBITION**

COP28 was a defining moment for the future of climate action post-Paris Agreement. The UAE, as host, emphasised its significant investment in clean energy and its position as a regional leader and hub for international organisations. A beacon of inclusivity, it welcomed national leaders, industry bosses, international experts and youth to forge a path from agreement to action, with the COP28 Action Agenda igniting a much-needed shift towards implementing concrete climate change commitments.

The UAE, as host, emphasised its significant investment in clean energy and its position as a regional leader and hub for international organisations. The event emphasised the crucial role of partnerships, knowledge sharing and entrepreneurships, echoing the ethos of the host venue – Expo City Dubai.

Testament to the UAE's dedication to pioneering a model for future cities, centred on innovation and creativity, Expo City Dubai demonstrates its commitment to sustainability and circularity principles through its very design, and brought to the table a proven track record in staging global gatherings with meaningful impact.

Expo City Dubai served as the inclusive platform for open dialogue and the showcasing of ground-breaking initiatives. As home to both the Blue Zone and the Green Zone, it provided a holistic environment for both formal proceedings and public engagement.

Expo City Dubai's first sustainability report is not just a record of this historic event; it is a narrative of hope and the collective ambition to secure a sustainable future for generations to come.

COP28 may have concluded, but the actions and commitments made will echo for decades, inspiring continuous progress in the global climate agenda.

# COP28 features



## Blue Zone: Negotiating the future

The Blue Zone, accessible to accredited party and observer delegates, was at the forefront of climate negotiations and policy-making discussions. Here, world leaders and official delegations deliberated measures and frameworks to tackle the pressing climate crisis, underlining Expo City Dubai’s vital role in international diplomacy and cooperation.



## Green Zone: Voices of action and hope

In the Green Zone, hope inspired action, and action built hope. COP28’s actionists brought stories, ideas and solutions to a platform that engaged youth, individuals, corporates, cities and governments. Open to the public and free to enter, the Green Zone welcomed every individual interested in taking a more active role in safeguarding the future of our planet and eager to contribute to the four main pillars of action:



Fast track  
the energy  
transition



Fix climate  
change



Focus on  
nature, lives  
and livelihoods



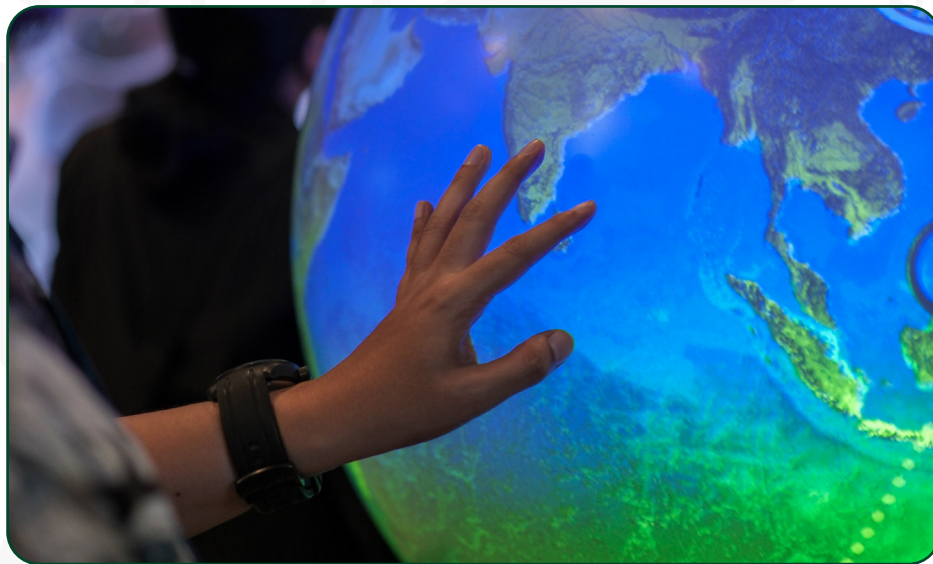
Foster  
inclusivity  
for all



## Expo City Dubai – Scope at COP28

COP28 presented an opportunity for Expo City Dubai to enhance and strengthen sustainable operations and procedures across the event both as host city and as an Event Management Company (EMC) for the Green Zone.

Expo City Dubai played a pivotal role in setting the bar for sustainability, providing guidance on sustainability standards and implementing a Sustainable Procurement Policy. The city also established robust sustainability governance to oversee the event's environmental impact. Through regular engagement with event delivery stakeholders in working groups, Expo City Dubai ensured a collaborative approach to sustainability.



“

The COP28 project was a true testament to the vision set out from our leadership to host global, meaningful and impactful events on our site, solidifying Expo City Dubai's commitment to sustainable development, growth and global impact.

Taking part in the most prestigious event regarding world climate change and caring for our planet, having the largest gathering of world leaders, and acting responsibly, united in the path to addressing climate change, was an extraordinary, multi-organizational, and successful feat.

The immense collaboration between the largest amount of external stakeholders to date, and our internal departments, to carry out the vision of COP28 was truly a great accomplishment to us, and has truly been both professionally enriching and personally fulfilling.

”



Expo City Dubai Tribe members

# Our COP28 highlights

## What we did



### Delivered an integrated sustainability management plan

We developed an integrated sustainability management plan aligned with COP28's sustainability strategy and ISO 20121 standards. This plan outlined specific roles and duties within the event's Green and Blue Zones to ensure effective sustainability practices. The COP28 central delivery team was supported on ISO 20121 and PAS 2060 standards through the implementation of guidelines, data collection, and workshops to track key KPIs for energy, waste, water, and operations, ensuring stakeholders were informed and certifications were pursued.



### Developed ISO20121 Sustainable Events Management System

The Sustainable Events Management System (SEMS), including KPIs, were meticulously documented and pre-event audits were completed, demonstrating Expo City Dubai's sustainable operations and adherence to international standards.





### Provided data in relation to emissions

Data on emissions from activities including energy and water consumption, delivery of good and services and transportation for PAS 2060 certification was collected and analysed, establishing baselines and managing emissions for COP28's carbon neutrality within the Blue and Green Zones. Expo City Dubai developed data streams and shared key consumption and emissions figures, aligning its activities with PAS 2060 standards.



**100%**  
renewable energy

The renewable energy agreement between Dubai Electricity and Water Authority (DEWA) ensured that the grid power supplied to COP28 site was entirely by clean, renewable energy.



### Ensured the use of sustainable materials

Expo City Dubai, in close collaboration with COP28 Event Management and Engineering teams, managed the selection and use of sustainable materials in line with the city's Sustainable Materials Guidelines and Overlay Guidelines. These draw upon best practices from LEED and WELL standards, encompassing a comprehensive set of criteria to evaluate material sustainability and considering factors such as socially and environmentally responsible sourcing, use of recycled content, life cycle cost and durability, utilisation of regional or local materials and product declarations against human health.

Compliance with these sustainability guidelines was a contractual requirement for all companies engaged in the design and construction of COP28, ensuring ecofriendly practices were integral to every stage of the project.

The successful and sustainable execution of COP28 established a benchmark for conducting large-scale events with minimal environmental impact, showcasing Expo City Dubai's leadership in sustainable urban development.





### Adopted an Accessibility Management System Framework

Expo City Dubai was responsible for ensuring that the venue was up to Dubai Universal Design Code and had accessibility provisions. For COP28, the Accessibility Management System Framework was a hybrid model, combining elements of both centralised and decentralised approaches.

The teams on the ground initiated a comprehensive accessibility audit of the site and updated the Expo 2020 Accessibility Guidance to reflect all Green Zone requirements for COP28, drawing upon insights from local and global stakeholder engagement. A training programme for employees, volunteers and security staff was implemented to equip them with the right knowledge of the amenities, while onsite specialist consultants provided ongoing support and expertise throughout COP28.



### Reduced food waste with ne'ma & The Waste Lab

During COP28, Expo City Dubai and ne'ma implemented several initiatives to drive positive change in consumer behaviour and promote practices for sustainable living. These included enhancing food waste reduction efforts by enlisting The Waste Lab to ensure F&B vendors segregated and tracked non-edible food waste. Throughout the event, ne'ma's messaging was strategically placed to educate attendees about food waste and encourage them to pledge their support for its reduction. Expo City Dubai also hosted events featuring sustainability food and waste experts, including Her Excellency Mariam bint Mohammed Almheiri, UAE Minister of Climate Change and Environment and COP28 Food Systems, to engage consumers in reducing their food waste.





### Fostered strategic partnerships at the Expo City Dubai Pavilion

Expo Dubai Group prepared and managed two spaces during COP28 –The Expo City Dubai Pavilion in the Green Zone, with its exhibition and vibrant meetings and events space, and the Nexus, located within the Blue Zone. Both helped cement the city’s reputation as a global centre of thought leadership, partnership and education around substantive issues, and sustainability and the climate emergency in particular.

Reflecting this, His Highness Sheikh Mohamed Bin Rashid Al Maktoum announced during COP28 his vision for Expo City Dubai – a destination for companies focused on sustainability and meaningful partnerships and a centre to launch initiatives focused on preserving and sustaining our planet.

Also during COP28, the UAE’s first Built Environment Blueprint at COP28 in collaboration with the UAE built environment community was introduced, while the COP28 High Level Champions Office hosted programming sessions such as the Business Climate Lab in collaboration with United Nations Global Compact.



### Welcomed school students

Our exhibits at Terra, Alif and Expo City Farm proved to be particularly popular, drawing a high number of student visitors. The Expo School Programme’s events at COP28 captivated youth, with the popular NextGen and Universities Climate Network (UCN) climate events reflecting young people’s keen interest and active participation in environmental discourse during COP28, as well as a wider, growing interest among the younger generation to understand and address the challenges of climate change.







## Next Gen World Majlis

The Next Gen World Majlis on Climate Action: COP28 and Beyond ran from October to December 2023. This flagship initiative featured four rounds of interaction between students and sustainability experts, covering topics from the circular economy to net zero strategies and the SDGs.



## Launched Expo City Farm

During COP28, Expo City Farm was a vibrant hub of activity, offering visitors a packed programme centred around open-air workshops, talks and activities that brought fun and illumination to the serious business of reversing climate change through the way we grow our food. We hosted local, regional and global experts who delivered knowledge-sharing sessions on topics including soil carbon sequestration, food productivity, circularity as well as chemical-free farming in different climates, while visitors experienced guided tours of our organic crops, indoor farming and agri-tech provided by our partners.

The Farm Café was a lively and popular Green Zone destination with international chefs delivering live cooking classes that showcased a variety of farm-to-table dishes.

The farm celebrated key days, such as International Day of Persons with Disabilities, welcoming a curated session for people of determination in collaboration with Emirates Autism Society. World Soil Day was marked with notable speakers such as Dr Vandana Shiva, who captivated audiences with her insights on biodiversity conservation and farmers' rights. Additionally, we hosted the Voices of Future Generations (VoFG Arabia), a UNESCO-patronised writing initiative under the patronage of Her Highness Sheikha Hissa bint Hamdan bin Rashid Al Maktoum, Goodwill Ambassador for the Gulf Region, that celebrated youth voices.



**>30K**  
visitors



**60+**  
workshops



**25**  
Cooking classes



**100**  
People of Determination  
visitors on the International Day  
of Persons with Disabilities



# Sustainability milestones in numbers for Green Zone operations by Expo City Dubai

Discover Expo City Dubai's pivotal sustainability successes and key achievements that defined our environmental leadership at COP28.

## COP28 Green Zone visitation & satisfaction

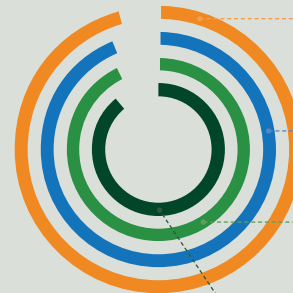


**540,000+**  
visitors



**195+**  
nationalities

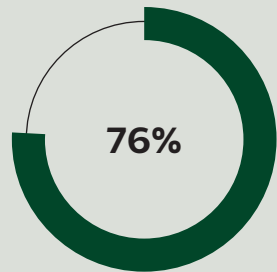
### Impact of ECD pavilions on COP28 delegates:



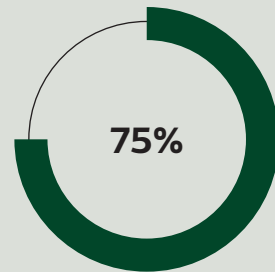
- 96%** of visitors said that Vision Pavilion helped them understand and appreciate the City of Dubai's development journey.
- 94%** of visitors were inspired by Terra Pavilion to make sustainable changes to their life.
- 93%** of visitors were inspired by Alif Pavilion to envision a progressive future for humanity.
- 89%** of the Women Pavilion's visitors had altered their views on the role of women in society.

### Learning new insights about sustainability

Visitors



COP28 Delegate



### Satisfaction with POD facilities

(quire rooms, ear defenders, etc.)

Visitors



COP28 Delegate



### School visits



**53,530**  
visitors



**561**  
schools

### Next Gen World Majlis



**2 UN**  
Speakers



**400**  
students



**250**  
participants

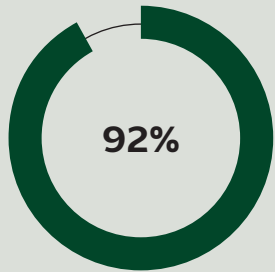


**54**  
schools

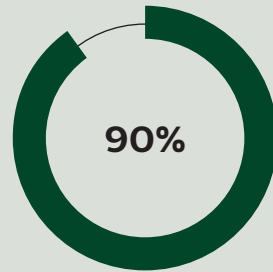


## RISE Guidelines

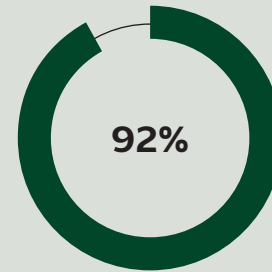
More than 85 F&B vendors were regulated through the implementation of Expo City Dubai's RISE Guidelines.



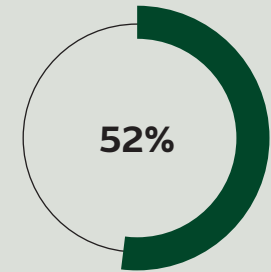
vendors refrained from supplying water in plastic bottles and minimised excessive packaging



committed to reducing food waste through composting



pledged to ensure environmentally responsible cleaning practices complying with waste management regulations



vendors utilised biodegradable or compostable packaging

## Food Rescue Programme



**79%**  
F&B vendors participated



**3,370 kg**  
food donated



**6,700+**  
meals



**7.7 M**  
litres of water saved



**6 tCO<sub>2</sub>e**  
avoided

## Expo City Dubai Pavilion



**100+**

events attended



**4500+**

participants



**300+**

'Plant a Pledge' trees  
planted



**20+**

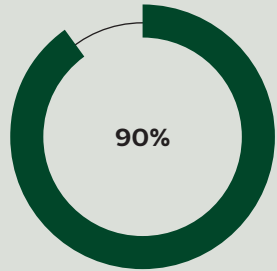
programme partners



**220+**

speakers

## Technology



pre-existing Wi-Fi, core  
network, and cybersecurity  
infrastructure was  
repurposed



**\$30 M**

cost savings

## Worker Welfare



**45+**

audits



**30**

accommodation visits

## Circular economy



**360**

tonnes waste  
collected



**118**

tonnes  
recycled



**201**

tonnes waste  
converted to energy



**90%**

waste  
diverted



**6**

tonnes organic  
waste composted

06

**APPENDIX**







# APPENDIX A – PERFORMANCE DATA

## Environment

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Energy consumption</b>			
Direct energy consumption	GJ	221,403,863	389,455,727
Gasoline	L	126,882	923,581
Diesel	L	0	99,169
Natural Gas	m3	0.04	6,452
Electricity consumption from the grid	KWh	61,497,470	108,165,249
Electricity consumption from solar energy produced	KWh	2,381,284	6,873,397
Solar Energy Produced	GWh	2.38	6.87
<b>GHG emissions</b>			
GHG Scope 1 emissions	tCO <sub>2</sub> e	505	5,575
GHG Scope 2 emissions*	tCO <sub>2</sub> e	24,470	35,460
Total GHG Emissions	tCO <sub>2</sub> e	24,975	41,036
<b>Waste management</b>			
Total waste generated	Tonnes	1,638	3,907
Municipal waste	Tonnes	491	1,345
Recyclables	Percentage	17	24

Emission Factor for electricity is 0.0003979 tCO<sub>2</sub>e/KWh (Ref. DEWA 2023 Emission Factor)

\* As part of the Clean Energy Agreement with DEWA, scope 2 emissions accounted to zero during November and December of 2023.

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
Compostable	Percentage	41	30
General Waste	Percentage	42	46
<b>Operational waste</b>	<b>Tonnes</b>	<b>1,147</b>	<b>2,562</b>
Landscaping waste	Percentage	69	81
Hazardous & medical waste	Percentage	<1	<1
Construction waste	Percentage	0	8
Bulky Waste	Percentage	30	11
Total municipal and operational waste diverted from landfill	Tonnes	214	2,052
<b>Water consumption</b>			
Total water consumption from third-party (DEWA)	IG	114,526,940	108,139,160
<b>Material sourcing efficiency life cycle</b>			
Total non-renewable materials used in construction	Tonnes	0	9,995
Total renewable materials used in construction	Tonnes	0	12,569
Recycled input materials used for construction	Percentage	0	20
<b>Environmental compliance</b>			
Environmental incidents reported during the reporting period	Number	0	0
Total monetary value of significant fines related to environment	Number	0	0

## Social

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Human capital</b>			
Total number of employees	Number	220	733
Male	Percentage	43	52
Female	Percentage	57	48
Total number of permanent employees	Number	217	700
Male	Percentage	43	52
Female	Percentage	57	48
Total number of temporary employees	Number	3	33
Male	Percentage	33	55
Female	Percentage	67	45
<b>New hires</b>			
Total number of new employee hires	Number	147	664
<b>Age group</b>			
Under 30 years old	Percentage	20	16
30-50 years old	Percentage	76	78
Over 50 years old	Percentage	5	6
<b>Gender</b>			
Male	Percentage	50	55
Female	Percentage	50	45

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Turnover</b>			
Total number of employees leaving employment	Number	2	128
Turnover rate	Percentage	1	17
<b>Gender</b>			
Male	Number	1	71
Female	Number	1	57
<b>Age group</b>			
Under 30 years old	Number	0	29
30–50 years old	Number	2	89
Over 50 years old	Number	0	10
<b>Parental leave</b>			
<b>Employees entitled to parental leave</b>			
Male	Number	67	276
Female	Number	53	163
<b>Total number of employees that took parental leave</b>			
Male	Number	0	3
Female	Number	1	11
<b>Number of employees that returned to work in the reporting period after parental leave ended</b>			
Male	Number	0	3
Female	Number	1	11

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work</b>			
Male	Number	0	3
Female	Number	1	10
<b>Diversity of employees</b>			
<b>Age group</b>			
<b>Under 30 years old</b>			
Senior management	Percentage	0	0
Middle management	Percentage	27	30
Staff	Percentage	73	70
<b>30-50 years old</b>			
Senior management	Percentage	18	17
Middle management	Percentage	55	56
Staff	Percentage	27	27
<b>Over 50 years old</b>			
Senior management	Percentage	70	47
Middle management	Percentage	20	42
Staff	Percentage	10	11
<b>Gender</b>			
<b>Female</b>			
Senior management	Percentage	11	12
Middle management	Percentage	43	51
Staff	Percentage	46	37

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Male</b>			
Senior management	Percentage	24	21
Middle management	Percentage	54	52
Staff	Percentage	23	27
<b>Nationalisation</b>			
Total number of Emiratis in the workforce	Number	24	97
Male	Number	9	42
Female	Number	15	55
Emiratisation rate	Percentage	11	13
<b>Occupational health &amp; safety</b>			
<b>Work-related injuries for all employees</b>			
Fatalities	Number	0	0
Recordable work-related injuries	Number	0	1
<b>Work-related injuries for all contractors</b>			
Fatalities	Number	0	0
Recordable work-related injuries	Number	32	136
TRIR (1 million hours)	Rate	39.17	26.1
Total hours worked	Million hours	0.82	5.21
<b>Work-related ill health for all employees</b>			
Fatalities	Number	0	0
Recordable work-related ill health	Number	0	0

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Work-related ill health for all contractors</b>			
Fatalities	Number	0	0
Recordable work-related ill health	Number	0	0

## Governance

Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Executive committee members</b>			
<b>Gender</b>			
Male	Percentage	-	67
Female	Percentage	-	33
<b>Organisational leadership</b>			
<b>Age group</b>			
Under 30 years old	Percentage	0	0
30-50 years old	Percentage	80	70
Over 50 years old	Percentage	20	30
<b>Gender</b>			
Male	Percentage	40	78
Female	Percentage	60	22
<b>Nationality</b>			
Emirati	Percentage	20	30
Non-Emirati	Percentage	80	70



Reporting criteria	Unit	2022 (July – December)	2023 (January – December)
<b>Procurement practices</b>			
Spending on local suppliers	Percentage	64	87
Total procurement spending	Billion (AED)	0.55	1.36
Spending on domestic suppliers	Billion (AED)	0.35	1.18
<b>Compliance</b>			
Whistle-blower Incidents	Number	0	1
Employees receiving Business Ethics and Compliance Training	Percentage	0	100
Number of Ethical Violations Reported	Number	0	1
Remediation Actions Taken on Ethical Issues	Number	0	1
Operations that have been subject to human rights reviews or human rights impact assessments	Number	-	149
Critical concerns that were communicated to the highest governance body.	Number	0	0
Significant instances of non-compliance with laws and regulations	Number	0	0
Instances for which fines were incurred	Number	0	2

# GRI CONTENT INDEX



CONTENT INDEX ESSENTIALS SERVICE

2024



SDG ADD-ON

2024

<b>Statement of use</b>	Expo City Dubai has reported in accordance with the GRI Standards for the period 7th July 2022 to 31st December 2023.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	None

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.

GRI Services reviewed the correct mapping of the GRI disclosures presented in the GRI content index to Sustainable Development Goals (SDGs), based on the 'Goals and targets database' tool available from GRI website.

The service was performed on the English version of the report.

GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>General disclosures</b>				
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	2-3		
	2-2 Entities included in the organization's sustainability reporting	2-3		
	2-3 Reporting period, frequency and contact point	2-3		
	2-4 Restatements of information		As this is Expo City Dubai's first sustainability report, no restatement was done	

GRI Standard	Disclosure	Location	Omission	SDG Linkage
	2-5 External assurance	No external assurance services were pursued for this reporting cycle		
	2-6 Activities, value chain and other business relationships	8-9		
	2-7 Employees	84		SDG 8.5 SDG 10.3
	2-8 Workers who are not employees	160		
	2-9 Governance structure and composition	8-9, 20-23		SDG 5.5 SDG 16.7
	2-10 Nomination and selection of the highest governance body	8-9, 20-23		SDG 16.7
<b>GRI 2: General Disclosures 2021</b>	2-11 Chair of the highest governance body	8-9, 20-23		
	2-12 Role of the highest governance body in overseeing the management of impacts	8-9, 20-23		SDG 16.7
	2-13 Delegation of responsibility for managing impacts	8-9, 20-23		
	2-14 Role of the highest governance body in sustainability reporting	20		
	2-15 Conflicts of interest	22-23		SDG 16.6
	2-16 Communication of critical concerns	20-23		
	2-17 Collective knowledge of the highest governance body	20		

GRI Standard	Disclosure	Location	Omission	SDG Linkage
	2-18 Evaluation of the performance of the highest governance body	-	Requirement (a, b, and c) - Confidentiality constraints - As a government-owned entity, Expo City Dubai does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.	
	2-19 Remuneration policies	-	Requirement (a, b, and c) - Confidentiality constraints - As a government-owned entity, Expo City Dubai does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.	
	2-20 Process to determine remuneration	-	Requirement (a, b, and c) - Confidentiality constraints - As a government-owned entity, Expo City Dubai does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.	
<b>GRI 2: General Disclosures 2021</b>	2-21 Annual total compensation ratio	-	Requirement (a, b, and c) - Confidentiality constraints - As a government-owned entity, Expo City Dubai does not publicly disclose this information to protect the privacy and confidentiality of all involved parties and individuals.	
	2-22 Statement on sustainable development strategy	28-35		
	2-23 Policy commitments	22		SDG 16.3
	2-24 Embedding policy commitments	20-23		
	2-25 Processes to remediate negative impacts	23		
	2-26 Mechanisms for seeking advice and raising concerns	23		SDG 16.3
	2-27 Compliance with laws and regulations	22-23		
<b>GRI 2: General Disclosures 2021</b>	2-28 Membership associations	11, 42		
	2-29 Approach to stakeholder engagement	24-27		
	2-30 Collective bargaining agreements		Collective bargaining agreements are not part of the UAE labor law.	SDG 8.8

GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>Material topics</b>				
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	36-39		
	3-2 List of material topics	42		
<b>Indirect economic impacts</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	108-119, 128-129		
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	108-119, 128-129, 134-137		SDG 5.4 SDG 9.1 SDG 9.4 SDG 11.2
<b>Procurement practices</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	130-131		
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	130-131		SDG 8.3
<b>Business ethics, integrity &amp; compliance</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	22-23		
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	22-23		SDG 16.5
<b>Materials</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	44		

GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	44		SDG 8.4 SDG 12.2
	301-2 Recycled input materials used	44		SDG 8.4 SDG 12.2 SDG 12.5
<b>Energy</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	58-65		
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	60		SDG 7.2 SDG 7.3 SDG 8.4 SDG 12.2 SDG 13.1
	302-4 Reduction of energy consumption	62-65		SDG 7.3 SDG 8.4 SDG 12.2 SDG 13.1
<b>Water &amp; effluents</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	66-67		
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	66-67		SDG 12.4 SDG 6.3 SDG 6.4 SDG 6.a SDG 6.b
	303-5 Water consumption	67		SDG 6.4
<b>Biodiversity</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	71-77		

GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>GRI 304: Biodiversity 2016</b>	304-3 Habitats protected or restored	72, 74, 78		SDG 15.1 SDG 15.5
<b>Emissions</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	30-31, 68-69		
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	69		SDG 3.9 SDG 12.4 SDG 13.1 SDG 15.2
	305-2 Energy indirect (Scope 2) GHG emissions	69		SDG 3.9 SDG 12.4 SDG 13.1 SDG 15.2
<b>GRI 305: Emissions 2016</b>	305-5 Reduction of GHG emissions	50, 52, 54, 59, 60, 69		SDG 13.1 SDG 15.2
<b>Waste</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	33, 46		
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	46-56		SDG 3.9 SDG 11.6 SDG 12.4 SDG 12.5
	306-2 Management of significant waste-related impacts	46-56		SDG 3.9 SDG 8.4 SDG 11.6 SDG 12.4 SDG 12.5
	306-3 Waste generated	46-56		SDG 3.9 SDG 11.6 SDG 12.4 SDG 12.5 SDG 15.1

GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>GRI 306: Waste 2020</b>	306-4 Waste diverted from disposal	46-56		SDG 3.9 SDG 11.6 SDG 12.4 SDG 12.5
<b>Employment</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	84-85		
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	84-85, 160-161		SDG 5.1 SDG 8.5 SDG 8.6 SDG 10.3
<b>GRI 401: Employment 2016</b>	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	86		SDG 3.2 SDG 5.4 SDG 8.5
	401-3 Parental leave	161-162		SDG 5.1 SDG 5.4 SDG 8.5
<b>Occupational health &amp; safety</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	98-103		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	100-103		SDG 8.8
	403-2 Hazard identification, risk assessment, and incident investigation	100-101		SDG 8.8
	403-3 Occupational health services	92-93, 104-106		SDG 8.8



GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>GRI 403: Occupational Health and Safety 2018</b>	403-4 Worker participation, consultation, and communication on occupational health and safety	92-93, 102, 104-105		SDG 8.8 SDG 16.7
	403-5 Worker training on occupational health and safety	102		SDG 8.8
	403-6 Promotion of worker health	104-106		SDG 3.3 SDG 3.5 SDG 3.7 SDG 3.8
	403-9 Work-related injuries	99, 163-164		SDG 3.6 SDG 3.9 SFG 8.8 SDG 16.1

### Training & education

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	94-96		
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	-	Requirement (a) - Information unavailable/incomplete - Expo City Dubai is in the process of collecting this data, and it will be available from next year onwards.	
	404-2 Programmes for upgrading employee skills and transition assistance programmes	86-87		SDG 8.2 SDG 8.5
	404-3 Percentage of employees receiving regular performance and career development reviews	-	Requirement (a) - Information unavailable/incomplete - Expo City Dubai is in the process of collecting this data, and it will be available from next year onwards.	

### Diversity & equal opportunity

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	86, 160, 164		
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GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	86		SDG 5.1 SDG 5.5 SDG 8.5
<b>Local communities</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	108-109, 112-113, 116, 120, 143-151		
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programmes	108-125, 143-151		
<b>Sustainable buildings</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	42-43		
<b>Sustainable innovation &amp; technology</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	132-133		
<b>Environmental compliance</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	70		
<b>Physical &amp; mental wellbeing</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	92-93		
<b>Risk &amp; crisis management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	23		

GRI Standard	Disclosure	Location	Omission	SDG Linkage
<b>Climate risk mitigation &amp; strategy</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	30-34		
<b>Cyber-readiness &amp; data security</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	23		
<b>Corporate governance</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	20-21		
<b>Stakeholder engagement &amp; partnership</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	24-27		
<b>Accessibility &amp; mobility</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	108-111		
<b>Human rights</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	104-106		
<b>Air quality</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	45		
<b>Customer satisfaction &amp; service quality</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	27, 152		

# GLOSSARY

## TABLE

<b>AHU</b>	Air Handling Unit
<b>AI</b>	Artificial Intelligence
<b>ASHRAE</b>	American Society of Heating, Refrigerating and Air Conditioning Engineers
<b>B2B</b>	Business-to-Business
<b>B2C</b>	Business-to-Consumer
<b>CEMP</b>	Construction Environment Management Plan
<b>CEO</b>	Chief Executive Officer
<b>CO2</b>	Carbon Dioxide
<b>COP</b>	Conference of the Parties
<b>CWMP</b>	Construction Waste Management Plan
<b>DEC</b>	Dubai Exhibition Centre
<b>DEWA</b>	Dubai Electricity & Water Authority
<b>DM</b>	Dubai Municipality
<b>DWTC</b>	Dubai World Trade Centre
<b>EAP</b>	Emergency Action Plan
<b>ECD</b>	Expo City Dubai
<b>ECDA</b>	Expo City Dubai Authority
<b>ECM</b>	Energy Conservation Measure

<b>ECT</b>	Expo City Technology
<b>EDG</b>	Expo Dubai Group
<b>EMC</b>	Event Management Company
<b>Emirates GBC</b>	Emirates Green Business Council
<b>EMP</b>	Emergency Management Plan
<b>EPD</b>	Environmental Product Declaration
<b>ERM</b>	Enterprise Risk Management
<b>ESG</b>	Environmental, Social, and Governance
<b>ESP</b>	Expo School Programme
<b>EV</b>	Electric Vehicle
<b>ExCom</b>	Executive Committee
<b>F&amp;B</b>	Food and Beverage
<b>FAHUs</b>	Fresh Air Handling Units
<b>FRP</b>	Food Rescue Programme
<b>GCC</b>	Gulf Cooperation Council
<b>GHG</b>	Greenhouse Gas
<b>GRI</b>	Global Reporting Initiative
<b>GMO</b>	Genetically Modified Organism

<b>HSE</b>	Health, Safety and Environment
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>IMP</b>	Incident Management Plan
<b>I-RECs</b>	International Renewable Energy Certificates
<b>IWBI</b>	International WELL Building Institute
<b>KPIs</b>	Key Performance Indicators
<b>KWh</b>	Kilowatt hours
<b>LCAs</b>	Life Cycle Assessments
<b>LED</b>	Light Emitting Diode
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LMS</b>	Learning Management System
<b>MEASA</b>	Middle East, Africa and South Asia
<b>MENA</b>	Middle East and North Africa
<b>MoU</b>	Memorandum of Understanding
<b>MRF</b>	Materials Recovery Facility
<b>NGO</b>	Non-Governmental Organisation
<b>PM</b>	Particulate Matter
<b>PPE</b>	Personal Protective Equipment
<b>RAMS</b>	Risk Assessment and Method Statement
<b>RVMs</b>	Reverse Vending Machines
<b>SaaS</b>	Software-as-a-Service
<b>SEMS</b>	Sustainable Events Management System

<b>SMEs</b>	Small and Medium-Sized Enterprises
<b>SSOW</b>	Safe Systems of Work
<b>SUDS</b>	Sustainable Urban Drainage System
<b>tCO<sub>2</sub>e</b>	Tonnes of Carbon Dioxide Equivalent
<b>TNA</b>	Training Needs Analysis
<b>TNR</b>	Trap-Neuter-Return
<b>TSC</b>	The Sustainability Consortium
<b>TSE</b>	Treated Sewage Effluent
<b>UAE</b>	United Arab Emirates
<b>UIP</b>	University Innovation Programme
<b>UN</b>	United Nations
<b>UN SDGs</b>	United Nations Sustainable Development Goals
<b>USGBC</b>	United States Green Building Council
<b>VOCs</b>	Volatile Organic Compounds
<b>WGBC</b>	World Green Building Council
<b>WWMP</b>	Worker Welfare Management Plan



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