



سباق برجيل المجتمعي للدراجات الهوائية
BURJEEL ALWATHBA CYCLE RACE

Sustainability Report



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Sustainability lies at the heart of Burjeel Holdings' vision to deliver high-quality care, ensure sustainable growth, and uplift community well-being. Guided by strong ESG principles and recognized for its leading regional ratings, the Group continues to advance responsible growth, empower its people, and foster healthier, more resilient communities. ▶

19.7 – “Low Risk”

Sustainalytics Rating



95%

Employee Satisfaction Score



87%

Patient Satisfaction Score



57%

Women in Workforce





Our Sustainability Approach

Sustainability is central to Burjeel Holdings’ commitment to operational excellence and long-term value creation. The Group embeds sustainability considerations across its operations to minimise environmental impact, strengthen corporate responsibility, and enhance its positive contribution to society.

Guided by a strong focus on patient well-being, community health, and robust governance, Burjeel Holdings incorporates sustainability into decision-making, risk management,

and performance improvement. This approach supports the delivery of strategic objectives, enables an effective response to climate-related challenges, and reinforces resilient

internal systems that underpin responsible and sustainable growth.

Sustainability Governance

The Group’s Board of Directors provides strategic leadership and oversight of Burjeel Holdings’ sustainability agenda, ensuring alignment with long-term value creation and responsible business practices. In March 2024, the Board approved a comprehensive Sustainability Strategy, establishing the strategic direction

and long-term targets for the Group’s sustainable development.

During 2025, the Board continued to oversee the execution of this strategy, with a focus on embedding sustainability priorities into operations, monitoring progress against

defined targets, and ensuring accountability across the organisation. This ongoing oversight supports the resilience of Burjeel Holdings’ healthcare system, strengthens positive social impact, and guides efforts to reduce the Group’s environmental footprint.

Business Development & Sustainability Committee

The Board-level Business Development and Sustainability Committee provides oversight of the integration of sustainability initiatives into the Group’s broader sustainability framework and supervises progress against sustainability KPIs.

The Committee ensures that ESG matters are systematically tracked, monitored,

and addressed, reinforcing the Group’s commitment to responsible business practices, safe operations, and positive environmental outcomes.

ESG Executive Committee

In addition to Board-level oversight, the Group’s sustainability agenda is supported by a dedicated ESG Executive Committee at the executive level. The committee includes the Chief Executive

Officer, Chief Financial Officer, Chief Medical Officer, and the Head of Internal Audit and Risk.

This executive-level governance structure plays a critical role in aligning strategy with implementation and ensuring effective execution of the Group’s sustainability priorities, supporting progress towards its long-term sustainability goals.

Strengthening ESG Risk Management

Burjeel Holdings received an ESG Risk Rating of 19.7 (“Low Risk”) from Morningstar Sustainalytics¹, reflecting effective management of material environmental, social, and governance risks across its operations.

The assessment highlights strong performance in patient safety, data protection, labor practices, and corporate governance, supported by ongoing efforts to reduce environmental impact. The rating places the Group 7th out of 190 companies, reinforcing its position among leading healthcare providers in ESG risk management.

19.7 “Low Risk”



24th

percentile in ESG risk management within its peer group (performing better than 76% of peers)



¹ **Important Notice and Disclaimer:** The ESG Risk Rating referenced is provided by Morningstar Sustainalytics for informational purposes only. Ratings are subject to change and do not constitute investment advice, promotion, or endorsement. For further information, please visit www.sustainalytics.com.



ESG Framework

Burjeel Holdings' ESG framework underpins the Group's sustainability strategy, providing a clear and structured approach to managing environmental, social, and governance priorities across its operations. The framework integrates sustainability into strategic planning, risk management, and decision-making, supporting long-term value creation and organizational resilience.

Through this framework, the Group aligns its sustainability agenda with stakeholder expectations, reinforces accountability, and strengthens its position as a responsible healthcare leader. A strong emphasis on measurable outcomes, transparent reporting, and continuous improvement ensures that sustainability initiatives deliver meaningful and lasting impact.

The ESG framework is built around four strategic pillars that guide the Group's actions and performance: **Healthy System, Healthy Community, Healthy Governance, and Healthy Environment**. Together, these pillars support operational excellence, advance social impact, and promote robust governance practices that contribute to a more sustainable future.

ESG Pillars

Healthy Community



Patient-Centric Care:
Prioritize patient well-being by ensuring accessibility, affordability, and quality of healthcare services.

Community Engagement:
Actively engage with and contribute to the well-being of local communities through CSR initiatives, health education, and community development projects.

Healthy Environment



Mitigate Environmental Impact:
Minimize environmental impact of operations, ensuring compliance with environmental regulations.

Sustainable Practices:
Implement environmentally friendly practices in healthcare operations, including waste reduction, energy efficiency, and responsible sourcing of materials.

Facility Management:
Adopt eco-friendly measures in facility management, waste disposal, and energy consumption to minimize the environmental footprint.

Healthy Governance



Ethical Business Practices:
Comprehensive governance structure with an ethical business culture and strict patient data-protection policies at its core.

Compliance and Risk Management:
Implement effective compliance and risk management strategies to identify, assess, and mitigate risks associated with healthcare operations.

Healthy System



Well-Being:
Foster a workplace culture that prioritizes the health, safety, and professional development of all stakeholders.

Inclusion and Diversity:
Ensure an inclusive human capital development strategy, while keeping healthcare rooted in the local community.

Ethical Supply Chain Management:
Ensure ethical practices in the supply chain, including responsible sourcing of medical equipment and pharmaceuticals.



2025 ESG Highlights



Healthy System

95%

Employee Satisfaction Score

57%

Women in Employees

100%

Employees Completed Health & Safety Training

100%

Hospitals Accredited by Internationally Recognized Standards



Healthy Community

87%

Patient Satisfaction Score

100%

Healthcare Staff Completed Patient Safety Training

60%

Patients with Chronic Conditions Received Training

31%

Corporate Employees Participated in Community Volunteer Activities



Healthy Governance

4 of 7

Non-Executive Directors

100%

Employees Completed Data Privacy & Security Training

Zero

Data Breaches, Corruption, or Bribery & Whistleblowing Cases

100%

Employees Completed Ethics & Compliance Training



Healthy Environment

+2%

Electricity Consumption

-10%

Water Consumption

6%

Water Consumption Reused

40%

Waste Recycled or Incinerated





ESG Targets

Burjeel Holdings is committed to advancing sustainable and ethical healthcare delivery. As a leading healthcare provider, the Group has established clear and measurable ESG targets aligned with its strategic pillars, providing a structured framework to guide performance across environmental, social, and governance priorities.

These targets translate the Group's sustainability strategy into actionable outcomes, supporting continuous improvement, accountability, and long-term value creation for all stakeholders. The year 2023 serves as the baseline for measuring performance and tracking progress against these long-term ESG objectives.

- 1 The leadership team includes key corporate employees and doctors.
- 2 Based on the Abu Dhabi Department of Health assessment for inpatient experience survey across Burjeel hospitals.
- 3 Based only on doctors and nurses dealing with patients.
- 4 Abu Dhabi Healthcare Information and Cyber Security Standard.



Healthy System

Diversity, Equity & Inclusion

1. Increase the representation of women in leadership roles¹ to 30% or higher by 2030.
2. Sustain a balanced workforce by maintaining a 50:50 gender balance by 2030.

Employee Health, Safety & Well-Being

3. Train 100% of active employees on health and safety standards by 2025.

Human Capital Development

4. Achieve an employee satisfaction score of 95% in the annual employee engagement survey by 2026.
5. Achieve a reduction in turnover rate of 15% by 2026.

Responsible Supply Chain

6. Ensure 100% compliance of suppliers with ethical labor practices through regular audit by 2026.

Product Safety & Quality

7. Ensure 100% of hospitals are permanently accredited by internationally recognized standards.



Healthy Community

Community Engagement

1. To touch >7 million lives per year by 2026.
2. Encourage 30% of corporate employees to participate in at least one community volunteer activity each year from 2025.

Access to Healthcare

3. Implement patient education programs for 70% of active patients with chronic conditions by 2026.

Patient Care & Safety

4. Conduct regular patient satisfaction surveys to ensure patient satisfaction rates² of 85% or higher.
5. Ensure 100% of healthcare staff³ complete patient safety training annually by 2026.



Healthy Governance

Business Ethics & Compliance

1. Ensure 100% completion of ethics and compliance training for all active employees by 2026.

Data Privacy & Security

2. Ensure 100% of active employees to complete data privacy and security training annually by 2026.

3. Ensure 100% of hospitals in Abu Dhabi are ADHICS⁴ accredited and achieve 100% of remaining hospitals becoming ISO 27001-certified by 2027.



Healthy Environment

GHG Emissions & Carbon Neutrality

1. Achieve carbon neutrality by 2040.

Waste

2. Achieve zero waste to landfill by 2040.

Water

3. Reduce 10% of water consumption by 2030 and ensure that 5% of total water consumed will be reused each year.





Materiality Assessment

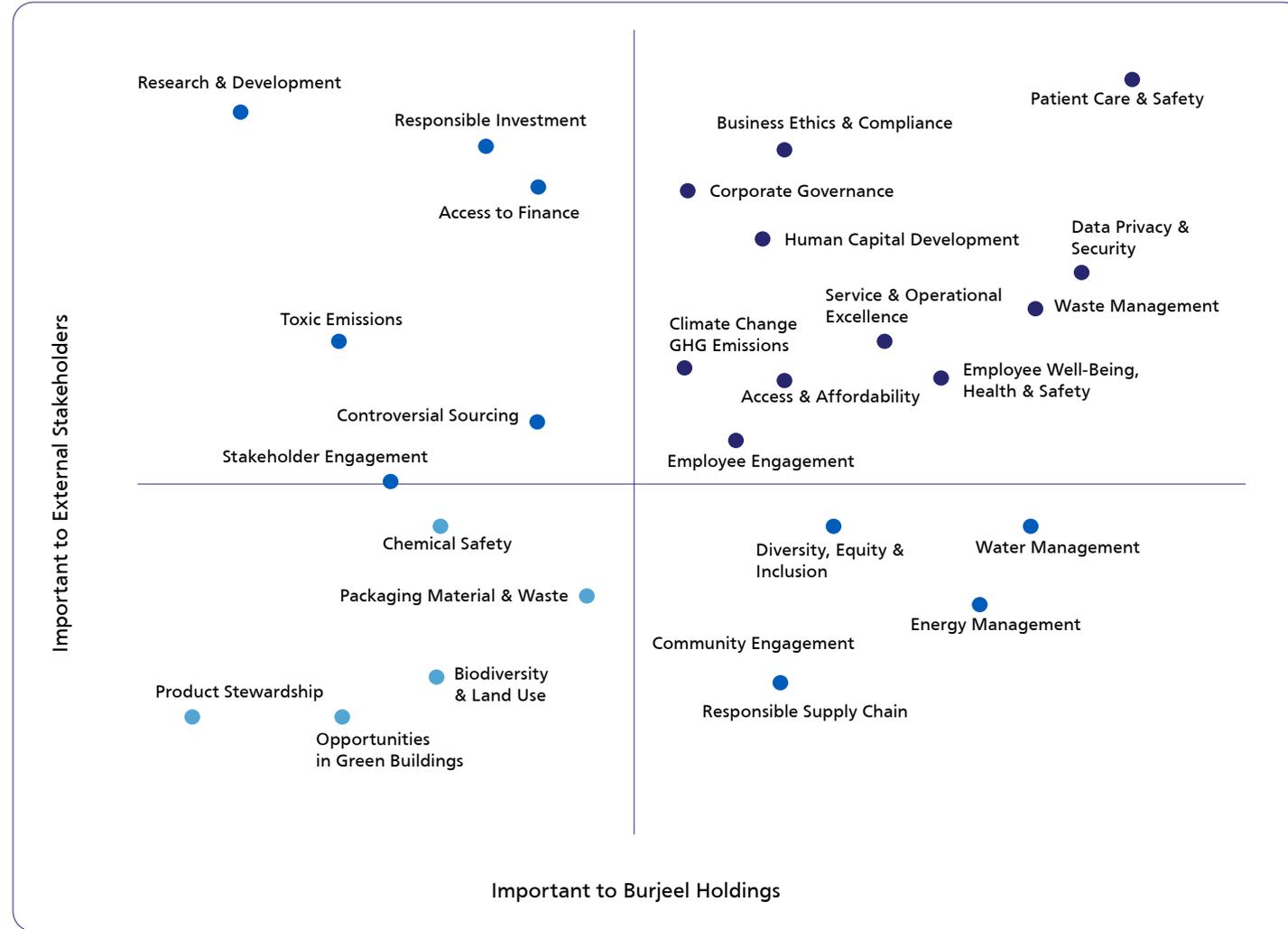
Identifying and prioritising the most material environmental, social, and governance (ESG) topics enables Burjeel Holdings to focus its efforts on issues that are most significant to stakeholders and critical to long-term business performance.

Burjeel Holdings' materiality assessment was conducted using a structured, multi-step approach designed to align stakeholder expectations with business priorities and recognized international standards.

Burjeel Holding's materiality assessment followed a structured multi-step approach:

- 1. Peer Analysis:** A benchmarking exercise was conducted across leading global healthcare peers, drawing on ESG data and ratings from recognized agencies including MSCI, DJSI, and Refinitiv.
- 2. Standards and Framework Review:** Potential material topics were mapped against leading global reporting frameworks and standards, including GRI and SASB, alongside methodologies used by rating agencies such as MSCI, S&P, and Refinitiv.
- 3. Topic Consolidation:** Following this review, 20 potential material issues were identified and evaluated based on their relevance to Burjeel Holdings' operations and stakeholders.
- 4. Stakeholder Engagement:** Internal and external stakeholders were engaged through interviews and surveys to assess expectations and priorities. Insights from this engagement, together with management input, informed the prioritization of ESG topics with the greatest potential impact on business performance and stakeholder decision-making.

Materiality Matrix



- High Priority
- Medium Priority
- Low Priority



Material Topics Mapped Across ESG Pillars



Stakeholder Engagement

At Burjeel Holdings, stakeholder engagement is a core element of the Group’s sustainability approach. In a dynamic healthcare environment, open dialogue and collaboration with diverse stakeholders enable the Group to strengthen relationships, address shared priorities, and support long-term business continuity.

Burjeel Holdings’ stakeholder engagement strategy promotes transparency, responsiveness, and collaboration. By maintaining regular communications, gathering feedback, and supporting community initiatives, the Group ensures that its sustainability efforts remain aligned with stakeholder expectations and contribute to the well-being of local communities.

Stakeholder & Material Topic Identification

Burjeel Holdings identifies internal and external stakeholders and assesses their interests, expectations, and potential influence on the business. This process helps determine material environmental, social, and governance (ESG) topics and ensures that engagement efforts address the most relevant issues.

Communication & Outreach

Stakeholders are engaged through structured channels such as meetings, workshops, surveys, newsletters, and social media platforms. Feedback mechanisms, including surveys, focus groups, and online forms, allow stakeholders to share insights and concerns, which are reviewed and incorporated into the Group’s sustainability priorities.

Documentation & Reporting

All engagement activities are documented, including key feedback and resulting actions. Burjeel Holdings provides regular updates to management and relevant stakeholders on progress and outcomes to ensure transparency and accountability.

Engagement on Environmental Issues

Burjeel Holdings communicates its progress on environmental sustainability and actively fosters awareness among key stakeholders regarding the Group’s environmental initiatives. Through

ongoing dialogue and collaboration, the Group considers stakeholder priorities and expectations in shaping its environmental strategy, ensuring that initiatives reflect shared interests and deliver meaningful impact across its operations.

Engagement on Human Rights Issues

Burjeel Holdings engages with stakeholders to understand and address human rights considerations across its operations and value chain. The Group maintains open dialogue with employees, suppliers, and community representatives to identify potential risks, gather feedback on workplace practices, and ensure that its approach reflects stakeholder experiences and expectations.

Insights from these engagements inform ongoing due diligence and guide the implementation of the Group’s Human Rights & Labor Regulations Policy, Code of Conduct, ESG Policy, and Supplier Code of Conduct.



Stakeholder Groups

Stakeholder Group	Stakeholder Priorities	Methods of Engagement	Engagement Frequency	Engagement Outcomes
Top Management	<ul style="list-style-type: none">• Strategic alignment• Organizational performance• Risk management• ESG integration• Succession planning• Financial performance• Talent attraction and retention	<ul style="list-style-type: none">• Executive meetings• Management reviews• Strategy sessions• Board reporting	Weekly	<ul style="list-style-type: none">• Informed decision-making• Integration of ESG into strategic planning• Improved organizational performance
Doctors	<ul style="list-style-type: none">• Patient safety• Clinical excellence• Professional development• Operational efficiency	<ul style="list-style-type: none">• Medical committee meetings• Training and workshops• Digital communication channels• Performance reviews	Weekly	<ul style="list-style-type: none">• Enhanced clinical governance• Improved care quality• Stronger collaboration among medical teams
Nurses	<ul style="list-style-type: none">• Workplace safety• Career growth• Patient care standards• Recognition and inclusion	<ul style="list-style-type: none">• Departmental meetings• Training sessions• Employee surveys• Internal newsletters	Monthly	<ul style="list-style-type: none">• Strengthened patient safety culture• Higher employee engagement• Improved service delivery
Interns & Students	<ul style="list-style-type: none">• Learning opportunities• Mentorship• Practical training• Academic collaboration	<ul style="list-style-type: none">• Internship programs• Mentorship sessions• Feedback surveys• Academic partnerships	Annually	<ul style="list-style-type: none">• Improved clinical training• Knowledge exchange• Development of future healthcare professionals
Patients	<ul style="list-style-type: none">• Quality and safety of care• Accessibility and affordability• Experience and satisfaction• Enhanced health awareness and education• Patient privacy and data protection	<ul style="list-style-type: none">• Feedback surveys• Call centers• Mobile applications• Complaint resolution mechanisms	Daily	<ul style="list-style-type: none">• Improved patient satisfaction• Enhanced service quality• Continuous feedback integration



› Stakeholder Groups

Stakeholder Group	Stakeholder Priorities	Methods of Engagement	Engagement Frequency	Engagement Outcomes
Investors & Shareholders	<ul style="list-style-type: none"> • Sustainable financial performance • Transparency and disclosure • ESG integration • Long-term value creation • Strong corporate governance • Effective stakeholder engagement 	<ul style="list-style-type: none"> • Investor meetings • Annual General Meetings • Results announcements • Quarterly and annual reports • Conferences • Site visits and roadshows • Meetings with sell-side and buy-side analysts • Investor relations website • Social media platforms 	Monthly	<ul style="list-style-type: none"> • Strengthened investor confidence • Improved disclosure standards • Transparent communication
Vendors & Suppliers	<ul style="list-style-type: none"> • Fair procurement • Payment transparency • Compliance with standards • Long-term collaboration 	<ul style="list-style-type: none"> • Supplier audits • Meetings and reviews • Supplier performance evaluations • Supplier Code of Conduct • Vendor presentations • Product demonstrations 	Monthly	<ul style="list-style-type: none"> • Strengthened supply chain resilience • Enhanced supplier compliance • Responsible procurement practices
Universities	<ul style="list-style-type: none"> • Research collaboration • Knowledge exchange • Innovation • Training opportunities 	<ul style="list-style-type: none"> • Academic partnerships • Joint research initiatives • Conferences and forums • Internship placements 	Annually	<ul style="list-style-type: none"> • Stronger academic collaboration • Enhanced talent pipeline • Innovation in healthcare education
Local Communities	<ul style="list-style-type: none"> • Improving public health awareness • Improving healthcare accessibility • Educational/training programs for aspiring healthcare professionals • Funding for community projects/O&M projects 	<ul style="list-style-type: none"> • Ongoing programs for screening and regular check-ups • Health awareness initiatives • Support humanitarian causes • Provide scholarships and fellowships • Disaster relief • Donations 	Ad-hoc	<ul style="list-style-type: none"> • Contribute to improved health and well-being of local communities • Enhanced reputation
Accreditation Bodies	<ul style="list-style-type: none"> • Regular audits and verifications 	<ul style="list-style-type: none"> • CI audit and inspections • Quarterly internal clinical audits • NABH certification audit 	Ad-hoc	<ul style="list-style-type: none"> • Meet international benchmarks • Testament to quality and safety • Enhanced reputation • Improve patient care and experience



Healthy Environment

Community well-being depends on a healthy environment, and Burjeel Holdings is committed to fostering both through sustainable operations. The Group advances energy efficiency, water conservation, and waste reduction initiatives to minimize environmental impact. These efforts support long-term community health and help safeguard natural resources for future generations.

Environmental & Climate Approach

Sustainability is at the heart of Burjeel Holdings' strategy, reflected in its ambitious environmental goals. These targets aim to enhance community well-being, foster sustainable living, and protect natural resources.

Key Focus Areas:

- **Minimizing the environmental impact** of corporate and operational activities.
- **Promoting sustainable practices**, such as waste reduction, energy efficiency, and responsible procurement.
- **Adopting eco-friendly measures** across facility management, waste disposal, and resource consumption.

A key priority for Burjeel Holdings is achieving carbon neutrality by 2040, guided by a comprehensive roadmap finalized in 2025. The plan outlines actions across operations, regulatory compliance, and the transition to cleaner energy sources to drive long-term decarbonization.

Burjeel Holdings Recognized by WEF for Leadership in Climate & Health

Burjeel Holdings is recognized by the World Economic Forum (WEF) as one of eight leading global organizations actively addressing the health impacts of climate change.

This recognition reflects the Group's ongoing commitment to advancing sustainable healthcare through initiatives such as the Burjeel Holdings Center for Climate and Health and its long-term goals to achieve carbon neutrality and eliminate landfill waste by 2040.

Top-8

Organizations Tackling Health & Climate Change (WEF)

WORLD
ECONOMIC
FORUM

Environmental Management Approach

Burjeel Holdings manages environmental performance through standards and procedures aligned with international best practices. The Group's system for environmental management is decentralized and organized by facility, allowing each hospital or medical center to tailor initiatives to its specific operations.

Environmental data, including water, fuel, and electricity consumption as well as GHG emissions, is tracked and regularly reported to monitor progress and identify trends. Any non-conformities, such as higher-than-expected resource use, are investigated to determine root causes and implement corrective actions.

While a formal environmental management system is under development, Burjeel Holdings continues to enhance performance through measures such as energy-efficient upgrades, detailed impact assessments, and internal training programs that ensure consistent environmental standards across all operations.

Preventing and Managing Environmental Impacts

In 2025, Burjeel Holdings continued to strengthen its environmental management and incident-prevention processes across all facilities. Environmental risks are monitored through an internal reporting system, ensuring that any potential incident is recorded, assessed, and promptly communicated to the relevant authorities when required. Preventive measures, including staff training and regular site inspections, were implemented to minimize the likelihood of environmental events and reduce potential impacts.

Due to these proactive measures, no local environmental incidents were recorded during the reporting period, and no issues arose that affected surrounding communities, ecosystems, or biodiversity.



Climate Risks

Climate change directly affects Burjeel Holdings and its ability to deliver high-quality healthcare services. Facilities across the Group's network are equipped to manage the health risks associated with rising temperatures, ensuring the safety and well-being of both patients and staff.

Burjeel Holdings has implemented a comprehensive climate risk assessment framework to evaluate the physical risks of climate change across its operations. Using internationally recognized methodologies and local climate data, the assessment identifies vulnerabilities in critical areas such as healthcare facilities, supply chains, and patient services.

Key Findings:

- **Flooding Risks:** Coastal facilities are highly vulnerable to extreme weather events, including flooding.
- **Heatwaves:** Increased frequency and severity of heatwaves disrupt operations and pose risks to patients and employees.
- **Supply Chain Disruptions:** Extreme weather events threaten the stability of key medical supply chains.

Mitigation Measures:

- **Code Grey (Weather Warning) Policy:** Ensures safety and continuity during extreme weather events.
- **Heat Stress Policy:** Protects employees in high-temperature environments through acclimatization protocols, hydration support, and scheduled breaks.
- **Infrastructure Improvements:** Upgrades to high-risk facilities include flood-proofing and energy-efficient cooling systems.

To further strengthen preparedness, Burjeel Holdings maintains an emergency operations plan supported by hazard vulnerability assessments and detailed standard operating procedures (SOPs). Regular training sessions, drills, and tabletop exercises ensure that staff are equipped to respond effectively to climate-related emergencies. These measures demonstrate the Group's proactive approach to managing climate risks and safeguarding its people, patients, and operations.

Burjeel Holdings' Center for Climate & Health

The Burjeel Holdings Center for Climate & Health is a pioneering regional initiative dedicated to understanding and addressing the health impacts of climate change. It integrates climate risk insights into everyday healthcare practices, including chronic disease management and discharge planning.

The center also works to enhance resilience to extreme weather events and emerging public health challenges across the UAE, Oman, and Saudi Arabia, supporting the Group's broader commitment to sustainable and climate-resilient healthcare.

GHG Emissions & Carbon Neutrality

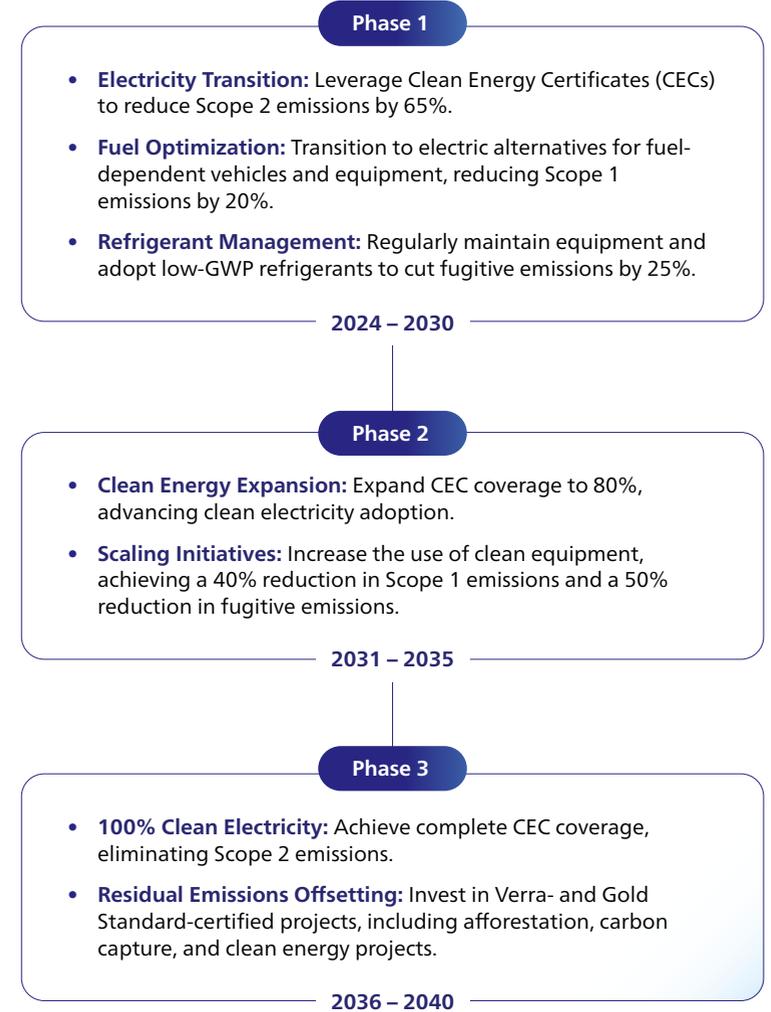
Aligned with its goal of achieving carbon neutrality by 2040, Burjeel Holdings continues to advance efforts to reduce greenhouse gas (GHG) emissions across its operations. Through a phased Carbon Neutrality Roadmap, comprehensive GHG assessments, and targeted efficiency initiatives, the Group is making measurable progress toward a lower-carbon, more sustainable healthcare system.

Carbon Neutrality 2040 Target

Carbon Neutrality Roadmap

As part of its long-term climate ambition, Burjeel Holdings has developed a roadmap toward achieving climate neutrality by 2040. Where emissions cannot yet be eliminated, limited neutralization measures such as verified carbon reduction projects will be considered, ensuring that direct mitigation remains the primary focus.

Burjeel Holdings' roadmap outlines a phased, data-driven approach to achieving emissions reductions while transitioning to clean energy sources.





Managing Energy Consumption

Efficient energy management plays a vital role in reducing the healthcare sector’s environmental footprint while supporting operational reliability and cost efficiency. For Burjeel Holdings, energy optimization is a key pillar of its sustainability and decarbonization strategy.

Through its partnership with the Emirates Water and Electricity Company (EWEC), the Group has implemented energy efficiency initiatives and, where available, leveraged Clean Energy Certificates (CECs) to reduce the carbon footprint associated with purchased electricity. In 2024, the application of CECs resulted in a lower reported Scope 2 emissions baseline. In 2025, CECs were not available, resulting in higher reported Scope 2 emissions despite only a modest increase in underlying electricity consumption.

Notably, total electricity consumption increased by 2% in 2025, remaining below the Group’s revenue growth of 10%, indicating continued improvements in energy efficiency and operational performance. This highlights the importance of assessing emissions performance alongside energy consumption and intensity metrics.

Burjeel Holdings continues to invest in advanced building systems, energy-efficient technologies, and operational upgrades to further reduce electricity demand and support the transition to a lower-carbon healthcare network.

Energy Efficiency Initiatives in 2025

- **Hybrid Fleet Transition:** Replaced 33 traditional vehicles with hybrid models, reducing Scope 1 emissions by 330 tons annually.
- **LED Lighting Installation:** The LED light installation has been completed across all hospitals under Burjeel Holdings, contributing to a 60% reduction in energy consumption for lighting.
- **Automated HVAC Systems:** Demand-based automated controls reduced energy consumption across facilities by 9%.
- **EV Charging Stations:** Installed five electric vehicle charging stations to promote sustainable transportation.
- **Heat-Resistant Glass:** Integrated double-layered glass facades, reducing HVAC energy consumption by approximately 3%.
- **Energy Awareness Campaigns:** Launched initiatives to encourage energy-saving behaviors in clinical and office spaces.
- **BMS Upgrades:** Optimized Building Management Systems to reduce peak energy demand and improve efficiency during off-peak hours.

Looking ahead, Burjeel Holdings aims to conduct comprehensive energy audits of its operations. These audits will identify additional opportunities for efficiency improvements and ensure alignment with the Group’s commitment to sustainable energy practices. Additionally, the Group plans to participate in the Carbon Disclosure Project (CDP) to transparently report its progress on emissions reductions.

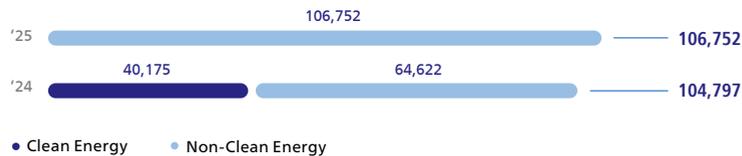
GHG Emissions Monitoring and Reduction

Burjeel Holdings continuously monitors and manages greenhouse gas (GHG) emissions across its operations to support its long-term carbon neutrality objectives. The Group’s emissions inventory covers Scope 1 emissions (direct emissions from fuel combustion and refrigerant leakage) and Scope 2 emissions (indirect emissions from purchased electricity), in line with internationally recognized reporting standards.

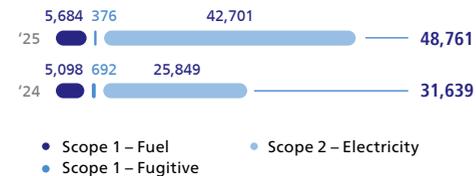
In 2025, total GHG emissions and emissions intensity increased compared to 2024. This increase reflects a temporary distortion in year-on-year comparability, as 2024 benefited from the application of clean energy certificates (CECs), while similar coverage was not available in 2025. As a result, reported Scope 2 emissions and related intensity metrics increased, despite continued focus on operational efficiency and energy management across the Group.

To address this and reinforce its decarbonization trajectory, Burjeel Holding’s intends to participate in the publicly announced Clean Energy Certificate (CEC) procurement process administered by the Emirates Water and Electricity Company (EWEC), with the next tender cycle expected to conclude in mid-2026.

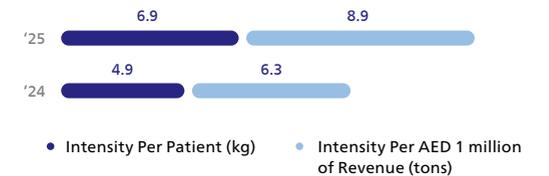
Energy Metrics Breakdown, (MWh)



GHG Emissions, (Metric Tons of CO₂e)



GHG Emission Intensity, (CO₂e)





Plans for Emissions Reductions

- **Clean Energy Expansion:** Increase reliance on nuclear and solar energy through expanded partnerships with EWEC.
- **Fleet Transition:** Replace the existing fleet with hybrid vehicles.
- **Solar Installations:** Introduce solar panels at Burjeel Medical City for water heating and internal lighting.
- **Efficient Heating Systems:** Replace outdated electric calorifiers with solar panel collectors at Lifecare Musaffah.
- **Chiller System Upgrades:** Upgrade aging chiller systems at Burjeel Hospital Abu Dhabi and Burjeel Royal Hospital Al Ain to advanced energy-efficient models.
- **Heat Pump Integration:** Install heat pumps at key facilities to generate hot water using HVAC systems.
- **Water Reuse Projects:** Reclaim water from HVAC systems and develop condensate reuse solutions to reduce water and energy consumption.



Water Use

Healthcare operations require significant water use to maintain hygiene, support medical procedures, and uphold strict infection control standards. This makes efficient water management a key sustainability priority for Burjeel Holdings, helping to reduce environmental impact while ensuring the highest standards of patient safety and care.

Operating in Water-Stressed Regions

All Burjeel Holdings facilities are located in regions classified as highly or extremely water-stressed, making efficient water management a critical sustainability priority. The Group's commitment to water conservation is therefore central to ensuring the continued availability of this essential resource and minimizing its impact on local water systems. Stakeholders are actively engaged on this topic, and their expectations help shape the Group's approach to responsible water use and long-term resource stewardship.

Water Efficiency and Management

Burjeel Holdings is committed to the responsible use of water and full compliance with local regulations on water quality and wastewater management. The Group applies site-specific procedures and operating guidelines to ensure that all facilities adhere to national standards for water use and discharge.

Burjeel Holdings operates in regions with varying levels of water availability and continues to strengthen monitoring and efficiency initiatives across its hospitals and clinics. Ongoing

measures include the installation of water-saving fixtures, the introduction of recycling systems for non-clinical applications, and regular assessments of consumption patterns.

To support these efforts, Burjeel Holdings has implemented targeted initiatives to reduce consumption and promote sustainable practices. The Group is committed to achieving its ESG target of reducing water consumption by 10% by 2030 and ensuring that 5% of its total water consumption is reused annually.

Key Water Reduction Initiatives in 2025

- **Pressure-Reducing Stations:** Installed across Burjeel Medical City (BMC) and Burjeel Hospital Abu Dhabi, these stations optimized water pressure and reduced total water consumption by 2,000 m³ per year.
- **Scale and Bio-Removal Systems:** Implemented at BMC to reduce scale formation in cooling systems, saving approximately 100,000 m³ of water used for cooling towers at BMC annually while eliminating the discharge of harmful chemicals.
- **Recycled Water for Irrigation:** Leveraged recycled water through a unique contract with ADDC for landscape irrigation at BMC, reducing total water consumption by 24,000 m³ per year.

Water Consumption, (m³)



In 2025, Burjeel Holdings recorded a slight decrease in water consumption, with total consumption at 386,804 m³, compared to 427,630 m³ in 2024. Of the total volume used, 6% was successfully reused, reflecting progress in water conservation and resource efficiency. The reduction was achieved despite operational growth and increasing patient volumes, highlighting the effectiveness of the Group's ongoing sustainable water management practices.

◆ **ESG Target: Reduce 10% of water consumption by 2030 and ensure 5% of total water consumed is reused each year**

6%
Total Water Consumption Reused in 2025

10%
Water Consumption Reduction in 2025 (YoY)



Waste Management

Effective waste management is vital in healthcare to safeguard patients, employees, and the environment. Burjeel Holdings applies strict protocols for the handling and disposal of hazardous materials, including medical waste and sharps, to prevent contamination of water, soil, and air and to reduce the risk of infection or disease.

Integrated Waste Management System

Burjeel Holdings implements a comprehensive waste management system to ensure that all medical and non-medical waste is handled safely, responsibly, and in line with regulatory standards. Each facility is responsible for compliance, staff training, and the provision of appropriate equipment and protective gear for waste handling.

Key roles and responsibilities include:

Safety Coordinators

- Conduct internal audits to verify compliance with Group waste management policies.
- Monitor workplace safety and ensure proper use of protective equipment.
- Support continuous improvement in waste handling practices.

Preventive and Corrective Inspection (PCI) Coordinators

- Conduct regular inspections to identify potential risks and compliance gaps.
- Recommend corrective actions and preventive measures to avoid incidents.
- Coordinate maintenance of waste handling systems and equipment.

These teams collaborate with infection control, environmental, and occupational health units to ensure safe disposal practices, minimize environmental risks, and uphold the highest standards of sustainability across all Burjeel Holdings facilities.

Facilities Management System (FMS) Coordinators

- Oversee the implementation of waste reduction and recycling initiatives.
- Maintain records and documentation related to waste management activities.
- Ensure facilities operate in accordance with environmental and operational standards.





Policies & Practices

- **Internal Policies:** Regularly reviewed to address hazardous and contaminated waste handling, chemical and pharmaceutical waste management, and proper sharps disposal.
- **Employee Training:** Comprehensive programs conducted in multiple languages to ensure employees understand waste-handling procedures, injury prevention, and compliance protocols.
- **Third-Party Contractors:** Certified waste disposal companies are selected based on their credentials, regulatory compliance, ESG ratings, and approval by local authorities.

In 2025, Burjeel Holdings effectively managed waste growth in line with patient footfall, ensuring responsible disposal and sustainability efforts. Currently, 70% of waste generated across Burjeel Holdings' operations is non-hazardous, while the remaining 30% of hazardous waste is safely handled by certified third-party operators.

The Group continues to drive waste reduction initiatives, including minimizing disposables, adopting biodegradable materials, and aligning with carbon reduction goals. Notably, 40% of waste was either recycled or incinerated, reinforcing Burjeel Holdings' commitment to environmentally responsible healthcare practices.

◆ **ESG Target: Achieve zero-waste to landfill by 2040**

40%
Total Waste Recycled or Incinerated in 2025

Key Initiatives in 2025

- Segregated 5% of general waste for recycling.
- Launched an initiative to replace 500ml plastic bottles with reusable water containers across all facilities, reducing plastic waste sent to landfills by 160 tons.
- Launched food-waste segregation at BMC for conversion into biodegradable waste, addressing 5% of total waste.
- Replaced plastic bags with paper bags at pharmacies, reducing plastic waste by 104 tons.

Waste Generation, (t)



• Non-hazardous • Hazardous¹

¹ Hazardous waste refers exclusively to medical waste, while non-hazardous waste includes all other waste types.

Medical Waste

Medical waste contains materials that can pose risks to human health and the environment if not managed responsibly. For Burjeel Holdings, effective management of this waste is a core operational priority, ensuring compliance with regulations, minimizing environmental impact, and maintaining the highest standards of health and safety across all facilities.

In 2025, Burjeel Holdings generated 1,886 tons of medical waste, marking a 2% increase from 2024. Through a specialized contract with Cleanco, 100% of this waste was safely incinerated.

100%
Medical Waste Incinerated in 2025

Zero
Waste Management Incidents in 2025

Key Practices & Initiatives

- **Segregation and Compliance:** Medical waste is sorted using color-coded, waterproof plastic bags, marked and labelled according to type, and disposed of in compliance with Department of Health (DoH) regulations. Key performance indicators (KPIs) are reported quarterly to the DoH.
- **Sharps Management:** Specialized containers are used for collecting needles, scalpel blades, and broken glass to prevent injuries.
- **Licensed Contractors:** Environmental service providers manage medical waste transportation, treatment, and disposal. These contractors ensure regulatory compliance and provide proof of active immunization for all waste handlers.
- **Employee Training:** Staff receive training on safe waste handling and injury prevention, with all incidents meticulously recorded to maintain safety and compliance.





Healthy Community

Ensuring affordable, high-quality, and patient-centric healthcare is accessible to patients across the entire socio-economic spectrum is central to Burjeel Holdings' commitment to community well-being. This focus enables the Group to expand healthcare access for diverse populations while supporting a sustainable and inclusive healthcare system.

Access to Healthcare

To deliver world-class healthcare to all socio-economic segments, Burjeel Holdings has built a diversified portfolio of brands designed to meet the full spectrum of patient needs. This model enables the delivery of high-quality, accessible, and affordable care tailored to individual requirements and financial capacities, ensuring that no community is left underserved.

In 2025, Burjeel Holdings recorded 7.0 million patient visits, reflecting the trust it has earned across the UAE. The Group's inclusive approach and strong brand portfolio continue to advance equitable access to healthcare and strengthen its role as a leading provider in the region.



High-income population

48%

Emirati patients



Middle-class expatriates

98%

Expat



Mid- to low-income population

100%

Expat



Industrial workers

100%

Expat

To further expand access to care, Burjeel Holdings is strengthening its presence in underserved areas and partnering with government and insurance programs to deliver affordable healthcare for low-income populations. Patient-centered care models ensure that services are tailored to the cultural, financial, and medical needs of each individual.

The Group remains committed to its ESG target of positively impacting more than 7 million lives annually by 2026, underscoring its dedication to improving community health and advancing equitable access to quality healthcare.

+7.0m
Patient Visits (2025)

◆ **ESG Target: Positively impact >7 million lives per year by 2026**





Patient Care and Product & Service Safety

Burjeel Holdings maintains a comprehensive framework to ensure safe, high-quality, and reliable patient care across its healthcare network. The framework governs clinical practice and service delivery and supports proactive identification, management, and mitigation of risks associated with healthcare service provision, medical products, and clinical operations.

Product & Service Safety Management

Product and service safety is managed through a centralized, end-to-end control framework covering procurement, deployment, use, monitoring, and corrective action, ensuring consistent standards across the network.

The Group’s biomedical and medicine management teams work closely with the Central Quality team, operations, and infection control functions to ensure that all products, consumables, and medical equipment introduced into facilities meet stringent quality, safety, and performance criteria. Prior to deployment, each item undergoes a structured evaluation to confirm compliance with applicable regulatory requirements and alignment with internal safety protocols.

Manufacturer-led training is mandatory for all new products, ensuring appropriate use, competency, and ongoing adherence to safety requirements among end-users.

International Accreditations & Quality Standards

Burjeel Holdings holds accreditations from leading international and regional bodies, including Joint Commission International (JCI), NABH, CARF, and CAP. As of 2025, 100% of hospitals are accredited against internationally recognised standards, reinforcing adherence to global best practices in patient safety and quality of care.

Notably, Burjeel Holdings is home to the first NOVALIS-certified hospital in the GCC and the first ESMO-accredited hospital in the UAE, reflecting its commitment to advanced, high-quality healthcare delivery.

All equipment, including X-ray machines, MRI scanners, and pharmacy equipment, is approved by recognised global regulatory bodies such as the FDA, CE, MHRA, and ISO, ensuring compliance with international quality and safety standards.

100%

Hospitals Accredited by Internationally Recognized Standards (2025)



ESG Target: Ensure 100% accreditation of hospitals with JCI or an equivalent internationally recognized standard



Burjeel Cancer Institute Achieves JCI Gold Certification

The Burjeel Cancer Institute’s Breast Cancer Clinical Care Program achieved JCI Gold Certification, marking an international recognition of excellence in clinical quality, patient safety, and multidisciplinary coordination. This milestone reinforces the Group’s leadership in oncology care and its commitment to meeting the highest global standards of healthcare delivery.





Comprehensive Clinical Governance

Burjeel Holdings' clinical governance framework is designed to uphold the highest standards of safety and quality across all products and services, including healthcare delivery, staff training, patient care, complaint management, and the use of clinical equipment.

The framework is built upon globally recognized standards and guidance from organizations such as NICE (UK), American and European professional colleges, and the World Health Organization. These standards are embedded within clinical practice guidelines, care pathways, and operational protocols to ensure consistent, high-quality care across all facilities.

The Group also complies with stringent local regulatory requirements set by the Abu Dhabi Department of Health and the UAE Ministry of Health and Prevention.

Oversight of clinical governance is provided by the Quality Assurance Committee, comprising the Group Quality Head, Group Medical Director, and an administrative representative. This governance structure supports cross-functional collaboration, ongoing auditing, performance monitoring, and continuous improvement in service quality and patient safety.



Leadership Oversight of Safety & Quality

Product and service safety at Burjeel Holdings is governed through both Group-level and facility-level oversight. The Group Chief Executive Officer (GCEO) is responsible for Group-wide strategy and initiatives related to patient safety, product quality, and clinical governance, supported by the Corporate Development and Quality functions.

At facility level, each hospital is led by a Chief Executive Officer (CEO) and Chief Medical Officer (CMO), who are accountable for service safety, clinical quality, and full compliance with the Group's care standards across all operations.

This multi-tiered governance structure ensures accountability, escalation, and consistent implementation of safety and quality controls throughout the organization.



Ensuring Safety Through Emergency Readiness

Burjeel Holdings conducts regular emergency response exercises, including code blue drills, disaster preparedness sessions, and rapid response evaluations, to maintain readiness and safeguard patient and staff safety under all operating conditions.

Continuous monitoring of clinical outcomes, including sustained improvements in mortality and transplant success rates, supports the Group's commitment to clinical

excellence, product and service safety, and resilient healthcare delivery.

In practice, emergency response systems were successfully tested during the severe flooding of 2024-2025. Facilities activated protocols promptly, maintaining patient care, staff safety, and operational continuity. The effective response demonstrated the strength of the Group's preparedness framework and its ability to perform under extreme conditions

Continuous Quality & Safety Monitoring

Burjeel Holdings conducts regular internal and external audits across hospitals, medical centres, and laboratories to verify compliance with regulatory requirements, accreditation standards, internal policies, and both local and international standards.

Medical equipment, healthcare services, and pharmaceuticals are continuously monitored and assessed to safeguard patient and employee health and safety. These audits form a key component of the Group's enterprise risk management framework and support continuous improvement in clinical care and operational integrity.

Incident Investigation & Corrective Action

Burjeel Holdings places the health, safety, and well-being of patients at the core of its operations. The Group maintains a comprehensive quality assurance framework that includes continuous monitoring of products and services, patient privacy, and the protection of patient information.

Through systematic internal evaluations of care quality and safety across all facilities, identified risks are addressed through defined corrective and preventive actions to improve clinical outcomes.

The Group reinforces these processes through accessible and transparent patient feedback and

complaints management channels, supported by a strict non-retaliation policy. Complaints are received through multiple channels, including written submissions, email, social media, and referrals from government authorities, and are assessed by the Patient Experience and Quality Control Team.

Clinical cases are reviewed in collaboration with the Chief Medical Officer's office to ensure thorough investigation and resolution. Where necessary, patients are guided to escalate concerns to the relevant regulatory body.

Zero

Patient Injuries or Fatalities Recorded as Attributable to the Company's Incompetence (2025)

Zero

Regulatory Warning Letters Received from Any Regulatory Authority for Breaches of Patient Safety or Quality Standards (2025)

0.01%

Patient Clinical Complaints of Total Footfall (2025)

100%

Complaints Resolved (2025)





Patient Education

Burjeel Holdings invests in patient-centered education and consultation programs that foster empathy-driven care, enhance satisfaction, and improve clinical outcomes. By providing guidance on lifestyle management and disease awareness, these programs empower patients to actively manage their health, supporting better long-term outcomes and reduced complications or readmissions.

Currently, patient education programs are offered to 60% of individuals with chronic conditions across the Group's hospitals in Abu Dhabi. These initiatives focus on diabetes management, weight control, chronic kidney disease, and heart failure. The Group continues to expand patient support through one-on-one consultations and multidisciplinary care models.

By 2026–2027, the implementation of the Oracle Cerner system will enable broader access to patient education programs across the Group's hospitals and medical centers. Over the medium term, Burjeel Holdings also plans to include additional educational resources for chronic conditions such as hypertension, autoimmune diseases, and cardiovascular disorders, delivered through physician interactions, waiting area materials, and the Burjeel mobile application.

60%
Patients Received
Supplementary Training¹ (2025)

◆ **ESG Target: Implement patient education programs for 70% of active patients with chronic conditions by 2026**



Patient Engagement

Patient satisfaction and engagement are central to Burjeel Holdings' commitment to delivering world-class, patient-centered care. The Group promotes open communication, transparency, and collaboration throughout the care journey, empowering patients to take an active role in their treatment decisions.

Annual patient satisfaction surveys conducted by the Department of Health across Burjeel Holdings' hospitals in Abu Dhabi provide

valuable insights into service quality and patient experience, enabling the Group to continuously refine its approach and strengthen trust, adherence, and long-term health outcomes.

In 2025, Burjeel Holding's patient satisfaction rates aligned with industry benchmarks, achieving an average of 87% for inpatients and 74% for outpatients.

Global Health Equity Network

Burjeel Holdings' membership in the Global Health Equity Network (GHEN) reflects its commitment to advancing social impact and reducing disparities in healthcare access. The network brings together leaders from the private sector, government, academia, and civil society to pursue a shared vision of achieving Zero Health Gaps worldwide.

Through collaboration with global partners such as Pfizer, AstraZeneca, Gavi, and Philips, Burjeel Holdings contributes to initiatives that promote equitable access to quality healthcare and strengthen community well-being across regions. These partnerships reinforce the Group's role in shaping a more inclusive and sustainable global healthcare ecosystem.

◆ **ESG Target: Conduct regular patient satisfaction surveys to ensure patient satisfaction rate² of 85% or higher**

¹ Patient education programs are currently offered at LLH Abu Dhabi, Burjeel Hospital Abu Dhabi, Burjeel Medical City, and Medeor Hospital Abu Dhabi.
² Based on the Abu Dhabi Department of Health assessment for inpatient experience survey across Burjeel Holdings hospitals (average score).



Community Engagement

Promoting meaningful community engagement is a core part of Burjeel Holdings' commitment to social responsibility. Through active participation in community initiatives, the Group enhances the well-being of the populations it serves while building strong, lasting relationships with local communities.

The Group's social initiatives have positively impacted countless individuals and communities. Key programs include:



Senior Health – The Beauty of Our Home

Burjeel Hospitals in Al Ain collaborated with the Family Development Foundation and ADNOC Distribution to celebrate International Day of Older Persons, aimed at raising awareness about the important of caring for the elderly and highlighting the social services available to ensure their healthy and happy lives.



Academy of Health Discovery

Burjeel Day Surgery Centers and Medical Centers launched an interactive program designed to teach children the importance of taking care of their health in a fun and engaging way. The program also offered free dental, hearing, and vision tests.



Unmasking Flavors

Burjeel Holdings launched a bold and innovative two-week awareness campaign that highlighted the hidden dangers of flavored vapes. The campaign turned heads by installing a mock 'Smokers Lounge' in a hospital, a place where such a setup is not only unexpected, but also discouraged. The lounges, which resembled cozy smoking corners, were set up at Burjeel Hospital Abu Dhabi, and Burjeel Day Surgery Center, Al Reem. While they drew curious visitors, no one was allowed to smoke. Instead, they were encouraged to take a lung test and confront the harsh truths of vape- and tobacco-related harm.



'10 Journeys' Initiative

The founder and chairman of Burjeel Holdings launched the 10 Journeys initiative. This initiative makes the life-changing osseointegration technique for prosthetics accessible to global patients and enabled the Al Muderis Osseointegration Clinic at Burjeel Medical City to offer free osseointegration surgeries to 10 individuals from around the world. During 2025, nine individuals from eight countries have stepped into new lives through this transformative procedure which helps individuals to regain stability, comfort, independence, and the ability to walk with less pain and discomfort.



'Scan for Life' Campaign

Burjeel Cancer Institute provided complimentary breast cancer screenings through a bright pink mammogram truck in Abu Dhabi, Al Ain, and Al Dhafra. The truck is operated by an all-female team and is equipped with advanced digital mammography solutions that deliver screening in a private and comfortable setting. At each stop, specialists also provide educational programs on breast health, self-examinations, and early warning signs. Initially launched as a part of Pink October 'Breast Cancer Awareness Month', the mobile unit will now operate throughout the year to promote breast cancer awareness and detection across the UAE.



'Circle of Hope' Initiative

Burjeel Cancer Institute organized a community gathering that will occur every three months and will provide a platform for emotional support, encouragement, healing, and empowerment for cancer patients. Patients can get together to share their stories, draw strength from one another, form healing friendships, and feel compassionate support from caregivers and fellow patients.



Empowering Community Health Through the 'Health Ambassadors' Program

In 2025, Burjeel Holdings launched the Health Ambassadors initiative to strengthen community health engagement among Emirati families. Building on the success of the previous Etihad Ambassadors program, the initiative aligns with the upcoming Year of Family and the UAE's vision for family-centered well-being.

Under this program, 120 Emirati employees from Burjeel Holdings' hospitals and medical centers across Abu Dhabi, Al Ain, Dubai, and Sharjah were appointed as Health Ambassadors. Serving as trusted community touchpoints, they raise

awareness about preventive care, connect families with medical experts, and guide them through essential health and wellness programs.

Each ambassador undergoes specialized training focused on fertility and reproductive health, mental health, cancer awareness, and family wellness. The program reinforces Burjeel Holdings' commitment to enhancing community health literacy, empowering Emirati talent, and advancing national goals for preventive healthcare and social well-being.





Expanding Community Access to Family and Mental Health Care

Burjeel Holdings strengthened its commitment to community well-being with the opening of a new Burjeel Medical Center in Al Falah, Abu Dhabi. The facility brings comprehensive family care and specialized mental health services closer to residents, addressing the growing need for accessible, holistic healthcare.

Offering expertise in pediatrics, internal medicine, gynecology, and psychological wellness, the center fosters early intervention, continuity of care, and improved quality of life for families across the community.



Burjeel Games 2025 – Celebrating Health, Fitness, and Community Spirit

Hosted by Burjeel Holdings in collaboration with the Abu Dhabi Sports Council (ADSC), Burjeel Games 2025 brought together healthcare professionals and community members for the UAE’s largest healthcare sports event. Held from 8 to 15 March on Al Hudayriyat Island, Abu Dhabi, the sixth edition of the event aligned with the UAE’s Year of Community, celebrating unity, physical well-being, and social connection.

More than 1,700 participants from across Burjeel Holdings’ network took part in a wide range of sporting activities, including football, volleyball, basketball, badminton, padel, and the signature Burjeel Fitness Challenge. A new Tug of War competition was introduced, highlighting teamwork, resilience, and community engagement.

Through Burjeel Games 2025, the Group reinforced its commitment to promoting health and fitness, strengthening employee well-being, and fostering collaboration between healthcare professionals and the wider community in an atmosphere of energy, inclusivity, and shared purpose.



Growing a Greener Tomorrow – Empowering Employees for a Sustainable Future

Burjeel Holdings advanced its ESG agenda through the ‘Growing a Greener Tomorrow’ initiative, which saw employees plant 100 trees around Burjeel Medical City in Mohamed Bin Zayed City. The activity promoted employee engagement in sustainability and encouraged environmental awareness across the organization.

The initiative reflects the Group’s ongoing efforts to integrate sustainability into everyday operations, combining environmental responsibility with community involvement. Building on the previous Better by Nature mangrove-planting campaign, this project helped reinforce Burjeel Holdings’ dedication to meaningful employee participation in creating a greener, healthier future.



100 trees
planted by employees

31%

Corporate Employees Participated in Community Volunteer Activities (2025)

◆ **ESG Target: Encourage 30% of corporate employees to participate in at least one community volunteer activity each year from 2025**



Healthy Governance

Burjeel Holdings' governance framework underpins accountability, transparency, and ethical conduct across all operations. Strong governance practices protect stakeholder interests, reinforce the Group's reputation, and support investor confidence, contributing to long-term and sustainable value creation.

The Group's approach to governance is designed to ensure effective oversight, responsible decision-making, and alignment with international best practices, while complying with applicable regulatory and legislative requirements.

100%

Corporate Employees Completed Ethics & Compliance Training (2025)



ESG Target:
Ensure 100% completion of ethics and compliance training for all active employees by 2026

Corporate Governance Approach

Burjeel Holdings' corporate governance framework forms the foundation of its integrity, accountability, and sustainable success. The framework establishes clear structures for transparent decision-making, ethical conduct, and effective oversight across all operations.

The Group's Board of Directors plays a central role in this framework, providing strategic

direction and independent oversight to ensure decisions are made in the best interests of the Group and its stakeholders. Through this approach, Burjeel Holdings upholds high standards of governance, compliance, and responsible business conduct while supporting long-term value creation.

Code of Conduct

The Burjeel Holdings' Code of Conduct serves as the cornerstone of the Group's ethical governance framework. It sets out the standards of integrity, accountability, and responsible behavior expected of all employees, partners, and third parties.

Ethical conduct is integral to the Group's corporate responsibility and includes respect for internationally recognized human rights, social standards, and ethical principles. Burjeel Holdings is guided by applicable international standards and legislation, while also taking into account local regulatory and market requirements.

The Code provides practical guidance on ethical decision-making, including:

- prevention and management of conflicts of interest,
- protection of organizational assets and confidential information,

- anti-bribery and anti-corruption measures, and
- adherence to human rights and social responsibility principles.

All employees receive the Code of Conduct during onboarding and are required to complete mandatory ethics and compliance training. Compliance with the Code is overseen by the Compliance Officer, who monitors adherence and manages breaches through defined corrective actions.

The Code of Conduct also applies to third-party relationships, ensuring that vendors, suppliers, and business partners operate in alignment with Burjeel Holdings' values and ethical standards.

Further details on governance policies and practices are available in the Corporate Governance section of the [Group's website](#).





Human Rights & Labor Practices

Burjeel Holdings is committed to upholding internationally recognized human rights and labor standards across all operations and throughout its value chain. The Group's approach is guided by the principles of the International Labour Organization (ILO) and the Universal Declaration of Human Rights, ensuring that human rights are respected, protected, and promoted in every aspect of its business activities.

The Group's Human Rights and Labor Regulations Policy establishes minimum social and labor standards applicable to all employees. These include fair treatment, safe and healthy working conditions, non-discrimination, non-harassment, employee privacy, freedom of association, collective bargaining, and access to workplace complaints and grievance mechanisms. The policy strictly prohibits child labor, forced labor, and retaliation of any kind, ensuring that all employees have the right to fair working hours, rest periods, and annual leave entitlements in line with local laws and best practices.

Equal Opportunity & Non-Discrimination

Burjeel Holdings promotes an inclusive and respectful work environment built on equality, diversity, and merit. The Group provides equal opportunities and does not tolerate discrimination or harassment based on nationality or ethnic origin, skin colour, social origin, health status, citizenship, disability status, sexual orientation, age, gender or gender identity, gender expression, marital status, pregnancy, political opinion, religion or belief, or any other characteristic protected by law¹.

All employment-related decisions, including recruitment, development, promotion, and performance management, are based solely on qualifications, skills, and performance. Employees are encouraged to raise concerns related to discrimination or harassment through confidential reporting channels without fear of retaliation.

Fair Pay & Compensation

Burjeel Holdings is committed to fair pay and equal compensation for equal work. The Group's Remuneration Policy defines principles for equitable, market-competitive, and performance-based pay structures that support employee motivation, retention, and career development.

A dedicated compensation team regularly reviews remuneration practices to ensure pay levels remain competitive, internally fair, and compliant with applicable labor laws. The Group pays wages that meet or exceed legal minimums and industry benchmarks in every market in which it operates and responds promptly to any concerns related to pay equity, taking corrective action where necessary.²

Oversight & Governance

Oversight of human rights and labor practices is embedded within Burjeel Holdings' governance framework. The Board of Directors, supported by the Sustainability Committee and the Human Resources function, provides strategic oversight and ensures that relevant policies, training programs, and practices are effectively implemented across the Group.

Dedicated HR and compliance teams monitor performance, identify emerging risks, and coordinate corrective actions when required. Regular reporting to Executive Management and the Board supports accountability, transparency, and continuous improvement in managing human rights impacts.

Human Rights Training & Awareness

To embed a culture of respect and responsibility, Burjeel Holdings conducts regular training for employees, managers, and clinical staff on human rights and ethical conduct. Training topics include:

These programmes reinforce the Group's expectation that all employees comply with the Human Rights and Labor Regulations Policy without exception and that lower standards are not tolerated under any circumstances.

Human Rights Due Diligence & Ongoing Assessment

Burjeel Holdings proactively assesses human rights' impacts as part of its core business processes. Continuous monitoring and due diligence activities help identify and address potential risks related to working conditions, labor practices, supply chain relationships, and community interactions.

Insights from these assessments inform ongoing improvements in policies, training programs, and management systems, ensuring alignment with international standards, regulatory expectations, and stakeholder priorities.

1 Non-discrimination and unconscious bias

2 Personal data protection and confidentiality

3 Informed consent and patient rights

4 The right to raise concerns without retaliation

5 Workplace harassment and grievance procedures

► Further information on Burjeel Holdings' human rights commitments is available in the [Code of Conduct](#) and the [Human Rights and Labor Regulations Policy](#).

¹ Guided by ILO Conventions 110, 111, and 159.

² Guided by ILO Conventions 26 and 131.



Anti-Corruption & Ethical Governance

Burjeel Holdings prioritizes transparency, integrity, and ethical conduct across all operations to prevent corruption, bribery, and unethical practices. The Group adopts a zero-tolerance approach to corruption and ensures that resources are directed exclusively toward the delivery of high-quality, ethical, and patient-centered healthcare.

The Group enforces a comprehensive framework of policies, including the Anti-Bribery and Corruption Policy, Conflict of Interest Policy, and Code of Conduct, which apply to all employees, partners, and third parties. These policies establish clear behavioral expectations, accountability mechanisms, and reporting requirements to safeguard ethical business practices and regulatory compliance.

Oversight of the anti-corruption and ethical governance framework is provided by the Board of Directors, which ensures that relevant policies are effectively implemented, monitored, and regularly reviewed. This governance structure reinforces accountability and aligns the Group's operations with applicable laws, regulations, and recognized international best practices.

Burjeel Holdings proactively identifies and mitigates corruption-related risks relevant to healthcare operations. These include:

1 Improper submissions or claims to insurers or patients

2 Overprescription or overtreatment intended to inflate billing

3 Bribery or kickbacks during procurement processes

4 Asset misappropriation, including unauthorized refunds or misuse of funds

Employees are required to comply with all applicable policies and to report any suspected violations to the Compliance Officer. All reports are handled confidentially and investigated rigorously in accordance with established procedures, with appropriate disciplinary or corrective actions taken to uphold accountability.

The Group conducts rigorous due diligence on third-party vendors, suppliers, and business partners to ensure adherence to ethical standards and compliance with applicable laws. Procurement and tender processes are conducted transparently and awarded solely on merit, with payments aligned to fair market value for bona fide services. All third parties are required to comply with Burjeel Holdings' Code of Conduct, with non-compliance subject to corrective measures, including contract termination.

To further reinforce ethical standards, Burjeel Holdings' hospitals, medical centres, and assets are subject to annual internal audits. These audits include assessments of ethics, anti-corruption controls, and compliance practices, alongside other key risk areas. Audit outcomes are used to identify potential risks, strengthen internal controls, and prevent misconduct, supporting continuous improvement and operational integrity.

Zero
Regulatory Warnings Related to Ethics or Anti-Corruption Violations (2025)

Zero
Corruption or Bribery Cases Recorded (2025)

Whistleblowing & Grievance Mechanisms

Burjeel Holdings upholds high standards of integrity and transparency through a comprehensive Whistleblower and Grievance Policy. The system enables employees, contractors, suppliers, patients, and other stakeholders to report suspected misconduct, unethical behavior, or violations of laws and internal policies without restriction of time or location. Reports may be submitted confidentially or anonymously, where permitted, through multiple secure channels, including a multilingual hotline, online reporting platform, dedicated email addresses, or an independent ombudsperson.

All reports are formally documented, reviewed, and escalated through defined governance channels, with oversight from the Audit Committee to ensure impartial investigations and timely corrective action. This framework reinforces the Group's commitment to ethical governance and safeguards individuals who raise concerns in good faith.

Burjeel Holdings enforces a strict non-retaliation principle to protect all individuals who report concerns in good faith. Oversight of whistleblowing and grievance processes is maintained by the Audit Committee, ensuring that all cases are handled objectively, confidentially, and resolved promptly.

To strengthen governance and accountability, the Group provides targeted training for managers and designated case officers on handling reports related to misconduct, harassment, and human rights issues. These programmes build organizational capacity to manage cases with professionalism, confidentiality, and fairness. Ongoing system reviews further support continuous improvement and reinforce a culture of integrity across the organization.

Zero
Whistleblowing Cases Recorded (2025)

► Detailed information on the Whistleblower Policy is available on the Group's website under [Corporate Governance](#).





Digital Security & Privacy

Burjeel Holdings integrates digital security and privacy across its operations to protect sensitive information and ensure strict compliance with applicable regulatory standards. Through continuous investment in cybersecurity systems, governance frameworks, and employee awareness, the Group safeguards patient confidentiality and maintains the integrity, availability, and resilience of its digital infrastructure. Robust data protection measures support the confidentiality, integrity, availability and privacy of information throughout the patient care journey, reinforcing the Group's commitment to safe and high-quality healthcare delivery.

Oversight of privacy and information security is provided by the Information Security Governance Committee, which comprises senior executives including the CIO, CEO, COO, GMIT, CISO, CFO, Head of Accounts, Head of HR, Head of Audit, and the Data Protection Officer (DPO). The Committee convenes regularly to oversee the Group's information security governance framework, review cybersecurity performance, assess emerging risks, and approve improvement initiatives.

The Chief Information Security Officer (CISO) plays a central role in implementing cybersecurity objectives, advising leadership on information security risks, and maintaining the Group's overarching security architecture. The Data Protection Officer (DPO) oversees data privacy compliance, policy implementation, employee training, and engagement with regulatory authorities.

Burjeel Holdings enforces centralized policies and procedures governing information security and data privacy to ensure consistency and

effectiveness across all operations. These are supported by mandatory training and awareness programs delivered to all employees, reinforcing their responsibilities in safeguarding sensitive information and complying with data protection requirements.

100%

Employees Completed Data Privacy & Security Training (2025)



ESG Target: Ensure 100% of active employees complete data privacy and security training annually

Cybersecurity & Data Protection

The Group maintains a comprehensive cybersecurity framework designed to protect sensitive data and ensure full compliance with regulatory requirements. Regular internal IT security assessments are conducted across all facilities and are complemented by partnerships with Managed Security Service Providers (MSSPs) that provide real-time monitoring and continuous visibility into potential threats.

To strengthen its defences, Burjeel Holdings conducts vulnerability assessments, penetration testing, and dark-web monitoring across on-premises, cloud, mobile, and web environments. Cloud infrastructure is managed by trusted service providers, while additional

regulatory scanning services assess critical systems to identify and address vulnerabilities proactively.

Key cybersecurity measures deployed across the Group include:

- **MSSP with XDR:** Managed Security Service Provider monitors security with Extended Detection and Response.
- **ITSM Tool:** Manages ticketing, asset management, and patch management.
- **DLP Implementation:** Data Loss Prevention is enabled to prevent unauthorized data transfer.
- **DDoS Protection:** Serves to safeguard internet-facing services against Distributed Denial of Service attacks.
- **NAC:** Network Access Control ensures only trusted devices can access the network.
- **PAM:** Privileged Access Management controls access for privileged and third-party users.
- **Network Security:** Protected by firewalls.
- **Endpoint Security:** Endpoints are secured with EDR and endpoint protection solutions.
- **Email Security:** Spam filters protect against malicious emails.
- **Web Security:** Users have a web proxy for safe browsing.
- **User Awareness Training:** Regular training ensures users understand security practices.
- **Dark Web Scanning:** Monitors for potential data exposure.

Cybersecurity Risk Coverage

Burjeel Holdings adopts a comprehensive approach to cybersecurity risk management, supported by dedicated policies and specialized insurance coverage. Cybersecurity insurance provides protection against key risks, including data breaches, ransomware attacks, and third-party liabilities related to data exposure, strengthening the Group's preparedness and resilience in an evolving threat landscape.

Incident Response & Escalation Management

To ensure swift and coordinated incident response, Burjeel Holdings has implemented an Escalation Management Policy governing all IT-related incidents. Incidents are logged and triaged by the IT team before escalation to relevant corporate units overseeing applications, networks, or infrastructure.

The CISO, GMIT, and key vendors jointly investigate incidents, while senior management, is kept informed throughout the process. Confirmed incidents are reported to relevant stakeholders and regulatory authorities, where required. Lessons learned are embedded into mitigation plans and system enhancements, supporting operational continuity and continuous improvement.

Zero

Substantiated Complaints Received Regarding Customer Privacy Violations (2025)

Zero

Data Breaches (2025)



ESG Target: Maintain zero data breaches by 2026



Regulatory Compliance & ADHICS Alignment

Burjeel Holdings complies with the Abu Dhabi Healthcare Information and Cyber Security (ADHICS) framework, including annual audits conducted for the Department of Health (DOH). Internal audits led by the CISO and independent auditors ensure continued adherence to ADHICS requirements and relevant industry standards.

The Group organizes an annual Cyber Safety Week to reinforce this proactive approach. During this week, ADHICS compliance is a primary focus. This initiative features comprehensive training sessions designed

for employees at all levels, including senior management, to promote awareness and best practices in cybersecurity.

The Group has maintained ADHICS certification since 2020 and achieved an 88% score in the 2025 ADHICS IT Security audit. In 2025, 100% of Abu Dhabi and Al Ain hospitals, including day surgery centres, were ADHICS accredited. The Group is progressing toward ISO 27001 certification, with gap assessments and implementation plans underway to achieve full compliance by 2027.

In 2026, the Group is set to undertake a structured gap analysis against ISO/IEC 27001 to assess alignment with

the standard, initiate the first phase of ISO 27001 certification across selected entities, and strengthen policies and governance frameworks to support sustained compliance with both ADHICS and ISO 27001 going forward.

Protecting Patient Data

To safeguard Protected Health Information (PHI) and Personally Identifiable Information (PII), Burjeel Holdings has implemented a comprehensive IT security policy that defines the Group's security measures and acceptable usage standards. This policy ensures that all users handle PHI and PII ethically and responsibly.

Patient Data Protection & Access Controls

To ensure the highest level of data security, Burjeel Holdings maintains strict protocols for patient information handling and transfer. Documents are shared only through authorized channels, following a defined identification process and multiple verification checks before release. Access to mobile and patient portals is protected by multi-factor authentication, safeguarding sensitive information and maintaining confidentiality at every stage.

Cybersecurity Awareness & Patient Empowerment

Beyond internal controls, Burjeel Holdings is strengthening patient trust through cybersecurity awareness initiatives designed to educate patients on the secure use of mobile applications, patient portals, and online services. These initiatives promote digital literacy, transparency in data usage, and informed engagement with the Group's digital healthcare platforms.

88%

Score in ADHICS IT Security Audit (2025)



ESG Target: Ensure 100% of hospitals in Abu Dhabi are ADHICS accredited and 100% of remaining hospitals are ISO 27001 certified by 2027



The following privacy-enhancing technologies and measures are in place:

- 1. Encryption:** Applied to PHI and PII during transit and storage to ensure data security.
- 2. Role-Based Access Control (RBAC):** Restricts access to sensitive data based on user roles.
- 3. Multi-Factor Authentication (MFA):** Enhances security for accessing critical systems and data.
- 4. Explicit Consent:** Patients are informed about the potential sharing of their data and are asked for their explicit consent.
- 5. Sharing PHI/PII:** Unauthorized sharing is strictly prohibited, with compliance monitored by the Medical Records Department.
- 6. Physical Security:** Access to PHI/PII data is restricted and requires proper approvals.
- 7. Regular Training:** Delivered through a learning management system and email communications to promote compliance and awareness.
- 8. Compliance with Regulations:** Policies align with ADHICS, NABIDH, and other industry specific standards. Annual audits by regulatory authorities ensure ongoing compliance.
- 9. Internal Audits:** A dedicated team conducts internal audits to verify adherence to the IT security policy.



Healthy System

Burjeel Holdings is committed to maintaining a safe, efficient, and ethically managed healthcare system that supports its employees, patients, and partners. The Group prioritizes workplace safety, transparent procurement practices, and operational excellence to strengthen organizational resilience and uphold the highest standards of integrity, accountability, and continuous improvement.

Occupational Health & Safety

Burjeel Holding’s OSH framework is a cornerstone of its mission to deliver trustworthy and high-quality healthcare. By prioritizing the safety and health of all stakeholders and employing best practices, the Group ensures compliance with legal obligations while establishing itself as a leader in healthcare excellence.

Occupational Safety & Health Management System

A structured approach to health and safety is essential to fostering well-being and operational resilience in healthcare. Burjeel Holdings demonstrates this commitment through its Occupational Safety and Health Management System (OSHMS), which combines risk assessments, proactive policies, and continuous training to protect employees, patients, visitors, and service providers.

Cross-departmental collaboration, supported by regular evaluations and targeted safety measures, ensures a secure and compliant environment. Through ongoing improvement, Burjeel Holdings maintains trust, safeguards its workforce, and delivers the highest standards of care and protection.

Group OSHMS Structure

Leadership	HSE Department	Oversight
Top management: Responsible for overall policy and direction	Implementation of the policy and development of additional policies	Regular safety committee meetings
OSH Committee: Responsible for the Group’s OSH strategy and performance	Monitoring and assessments by internal inspections and third-party audits	Periodic reviews by top management
HSE Head & HSE Team: Ensures implementation and compliance	Managing safety training and awareness programs Coordinating employee health programs	Internal and external safety audits

Operational Safety & Health Committee

The OSH Committee oversees Burjeel Holdings’ Operational Safety and Health (OSH) strategy and performance, ensuring effective implementation and continuous improvement of safety measures across the Group. By proactively identifying and addressing potential hazards, the Committee plays a key role in preventing accidents and fostering a secure working environment.

The Committee acts as a bridge between management and employees, empowering employees to actively contribute to safer and healthier work environments. Workplace health and safety incidents are addressed through a structured approach established by the OSH Committee, which drives the continuous improvement of OHS practices. The Committee promotes safety awareness, regulatory compliance, and a culture of shared responsibility. These efforts help minimize risks, protect employee well-being, and uphold the highest standards of occupational safety, supporting the Group’s commitment to operational excellence and stakeholder protection.

Burjeel Holdings’ OSH Pillars

Training & Education

- Continuous safety training for all employees
- Emergency response drills
- Promoting a safety culture

Hazard Identification & Risk Assessment

- Regular assessments of workplace hazards
- Implementing controls to mitigate risks

Incident Reporting & Investigation

- Establishing a clear incident reporting system
- Investigating incidents to determine root causes

Emergency Preparedness

- Developing emergency response plans
- Ensuring availability of first aid and emergency equipment

Safety Communication

- Regular communication on safety updates
- Promoting an open-door policy for safety concerns



OSH Safety Control Assessments & Improvements

Risk Assessments

- Conducted regularly
- Carried out after any process change
- Focused on identifying and mitigating new risks

Safety Audits

- Regular internal audits
- Regular external audits
- Continuous improvement based on audit results

Incident Analysis

- Immediate investigation of any incidents
- Regular analysis of incidents to identify trends

Continuous Improvement

- Periodic reviews of the OSHMS
- Internal systems to incorporate audit recommendations

Occupational Health & Safety Safeguarding Systems

Through Burjeel Holdings’ strict adherence to Occupational Safety and Health (OSH) regulations, the Group has established a robust OSH system that ensures the safety of all staff and patients. Notably, the Group reports zero non-compliances with OSH regulations during the reporting period, reflecting the effectiveness and excellence of its safety approach.

Staff Clinic (OPD/ER)¹

- Request necessary investigations and tests as required
- Review all results of tests ordered
- Advise employees with positive results
- Advise high-risk groups of staff on the benefits of immunization
- Examination of employees referred by the HOD

Laboratory Department

- Perform screening and tests as requested by staff physicians
- Report results related to infectious diseases to infection control
- Forward results to relevant personnel while maintaining confidentiality

Employees

- Report to staff clinic or physician when requested or necessary
- Undergo any requested tests
- Undergo all education initiatives and training on OSH
- Follow hospital protocol on reporting and following up on injuries or exposure to infections

Infection Control Practitioner

- Ensure all employees are seen at the staff clinic when safety incidents occur
- Ensure any cases of staff with a suspected or confirmed infectious disease are reported to the CDD of the local health authority
- Refer occupational exposure incidents to OSH officer
- Ensure employees are up-to-date with their vaccinations

OSH Officer

- Responsible for implementation of OSHMS
- Responsible for ensuring the Group OSHMS is compliant with local laws and regulations
- Conduct risk assessments to identify occupational hazards
- Implement emergency response protocols



¹ OPD denotes outpatient department. ER denotes emergency room.



Protecting Staff & Patients

Burjeel Holdings is committed to protecting healthcare workers and patients from communicable diseases, occupational injuries, and exposure to hazardous substances. By prioritizing health and safety, the Group ensures a secure, supportive, and resilient environment for everyone within its facilities.

Occupational Health & Safety Safeguarding Systems

As part of Burjeel Holding's comprehensive staff health and safety program, employees exhibiting symptoms of infectious diseases are required to consult an OPD/ER physician and remain off duty until fully recovered. To encourage timely reporting, all staff undergo orientation on illness reporting procedures and actions to take during health-related incidents.

Before commencing work, all new employees, including both national and non-national visa holders, undergo a comprehensive health assessment. This includes occupational health screenings for blood-borne pathogens and active tuberculosis, as well as verification of vaccination or immunity against key communicable diseases.

Operational Safety & Health Data¹

	2023	2024	2025
Total recordable incident rate (TRIR)	1.22	1.58	1.14
Days away, restricted or transferred rate	0.26	0.05	0.00
Lost time incidents rate (LTI)	0.36	0.34	0.21
Fatalities	0	0	0

Work-Related Incidents

Sharp injuries, particularly needle-stick incidents, are among the most common occupational hazards in healthcare due to the frequent use of needles and sharp instruments. Such injuries may result from accidental exposure to contaminated needles or splashes of blood or body fluids, with the primary associated risk being the transmission of the hepatitis B virus (HBV). The risks of transmission of HIV and hepatitis C virus (HCV) are comparatively lower.

Burjeel Holdings addresses these risks through comprehensive policies and procedures covering the prevention and management of sharp injuries, including the safe disposal of sharps. Regular staff training, routine risk assessments, and up-to-date employee vaccinations form core elements of the Group's preventive approach.

Other occupational risks, including slips, trips, falls, and vehicle-related incidents, are mitigated through continuous safety training and awareness programs. By maintaining robust health and safety practices and promoting a culture of vigilance, Burjeel Holdings safeguards the well-being of its workforce and patients while upholding high standards of operational safety.

Operational Health & Safety Training

Burjeel Holdings is committed to maintaining a safe working environment through comprehensive Occupational Safety and Health (OSH) training programs tailored to specific job requirements. These programs cover safe work procedures, hazardous materials, high-risk activities, equipment use, and hazard prevention and control measures.

The Group closely monitors training attendance, evaluates program effectiveness, regularly updates course content, and maintains detailed training records to ensure alignment with OSH best practices. Ongoing communication and regular training enable employees to understand their responsibilities in maintaining workplace safety, while managers foster open dialogue to promptly address health and safety concerns.

Approach to OSH Training

In a dynamic healthcare environment, Burjeel Holdings adopts a structured and systematic approach to Occupational Safety and Health (OSH) training, equipping its workforce with the knowledge and competencies required to mitigate risks, respond effectively to emergencies, and uphold high standards of patient and workplace safety.

► [Read more about the Group's approach to product and service safety](#)

The Group's approach to OSH training is guided by the following objectives:

Structuring Learning

Ensure the consistent identification, implementation, and monitoring of training programs.

Aligning with Role Risks

Deliver training aligned with the risk profiles of specific roles for employees and contractors.

Mapping Competencies

Identify, assess, and monitor the competencies needed to perform tasks across the organization safely.

Maintaining Qualified Oversight

Ensure personnel involved in activities with significant OSH impacts possess the necessary qualifications and competencies.

Developing Skills

Provide clear guidance to identify training needs and enhance the technical skills of personnel responsible for critical activities and the implementation of the OSHMS.

¹ Based on the UAE hospitals and assets of the medical centers, given their predominant contribution to the Group revenue. In alignment with OSHAD/OSHA guidelines, all incident rates and related calculations are standardized and reported based on the number of cases in relation to total hours worked.



Monitoring & Managing OSH Training

Burjeel Holdings ensures the effectiveness of its Occupational Safety and Health (OSH) training programs through a structured and closely monitored evaluation process. OSH training initiatives are categorized into two main formats.

Internal Training:

Delivered by Burjeel Holdings' in-house specialists, these internal training sessions are designed to address specific occupational safety risks. Participant understanding and knowledge retention are assessed through written evaluations conducted at the end of each session. The results are then reviewed to measure training effectiveness and guide improvements.

External Training:

External training programs are delivered by accredited third-party providers and focus on enhancing professional qualifications and specialized competencies. Participant performance is assessed through exams, quizzes, and other evaluation methods, with the results submitted to the Head of OSH, OSH Department Head, and Head of HR for record-keeping and review.

Through this comprehensive monitoring system, Burjeel Holdings continuously enhances its OSH training programs to address specific safety risks, uphold professional standards, and empower employees to maintain a safe and compliant workplace.

OSH Training Initiatives

Maintaining up-to-date OSH training is essential to Burjeel Holdings' operations, ensuring employees are equipped with the latest knowledge and skills to effectively manage workplace risks.

In 2025, the Group conducted over 30 OSH training sessions, covering topics such as fire safety, PPE usage, heat stress management, hazardous material handling, and OSH risk management. Additionally, specialized competency-based training was delivered in areas such as electrical safety, radiation safety, lab safety, and contractor management.

Demonstrating its strong commitment to workplace health and safety, Burjeel Holdings achieved 100% health and safety training for all employees in 2024 and 2025, achieving its safety training objectives.

◆ **ESG Target: Train 100% of active workforce on health and safety standards by 2025**

100%
Employees Completed Health & Safety Training (2025)

Our Employees

Burjeel Holdings' success is built on the skill, dedication, and professionalism of its employees. The expertise and commitment of its healthcare teams underpin clinical excellence, elevate patient satisfaction, and form the cornerstone of the Group's continued growth and achievements.

The diverse age range within Burjeel Holdings' workforce enhances its resilience by combining the experience of seasoned professionals with the fresh, innovative perspectives of younger talent. This balance fosters a dynamic healthcare environment that promotes knowledge sharing, continuous learning, and adaptability to the evolving needs of patient care.

57%
Women Share in Workforce



Workforce Structure¹

	2023	2024	2025
Number of total employees	11,240	12,302	14,151
Total full-time employees	11,212	12,240	14,088
Full-time employees (women)	6,096	6,662	8,040
Full-time employees (men)	5,116	5,578	6,048
Share of women in full-time employees (%)	54	54	57

Employee Age, %

	2023	2024	2025
Share of employees under the age of 30	27	32	31
Share of employees between 30 and 50 years old	66	62	63
Share of employees over the age of 50	7	6	6

¹ Growth in 2025 reflects the inclusion of the Group's Saudi Arabian operations and centralized back-office functions in India, with no retrospective restatement of prior periods.



Diversity & Inclusion

Burjeel Holdings is committed to fostering a diverse, equitable, and inclusive workplace where every employee feels valued, respected, and empowered to contribute their unique strengths and perspectives. Guided by the Diversity, Equity, and Inclusion (DEI) Policy, the Group’s strategy aims to create a globally inclusive culture that supports innovation, collaboration, and the delivery of fair patient-centric care. The policy defines clear objectives, assigns responsibilities across all management levels, and ensures accountability in advancing DEI principles throughout the organization.

Representation and Inclusive Recruitment

The Group’s workforce represents a diverse mix of nationalities, reflecting the communities it serves across its operations. While employee data is not collected by ethnicity, the breadth of nationalities within Burjeel Holdings demonstrates its commitment to global inclusivity and cultural diversity. In 2025, women held 31% of leadership positions, achieving the target of reaching 30% or more by 2030.

Burjeel Holdings is dedicated to broadening and strengthening its talent pipeline by intentionally attracting, recruiting, and hiring candidates from diverse backgrounds. Recruitment practices are designed to expand access, remove barriers, and ensure fairness and equity throughout the hiring process. Through intentional outreach, equitable employment practices, and continuous accountability, the Group seeks to attract and retain diverse talent that drives excellence and innovation.

The Group strictly complies with the UAE Federal Decree-Law No. 34 of 2023 which prohibits discrimination, hate speech, and extremism based on race, religion, gender, or disability.

Building a Culture of Inclusion

All employees participate in cultural orientation sessions as part of onboarding, reinforcing the Group’s inclusive values and respect for diversity. These initiatives, supported by a defined DEI strategy and measurable diversity targets, demonstrate Burjeel Holdings’ ongoing commitment to fostering a workplace that reflects the diversity of the communities it serves.

Burjeel Holdings is strengthening workplace inclusivity through specialized leadership and management development programs for women. These initiatives include an eight-month curriculum combining tailored learning modules and group coaching to support leadership capabilities.

In parallel, the Group is also implementing structured succession planning for female senior management officers, supported by external consultants to identify high-potential talent and establish clear career progression pathways. These initiatives are designed to increase women’s representation in leadership positions and provide them with the skills, resources, and support needed to succeed in senior roles.

Diversity in Management

	2023	2024	2025
Total of managers and directors	1,920	2,176	2,538
Managers and directors (women)	683	837	1,047
Managers and directors (men)	1,237	1,393	1,491
Share of women in managers and directors	36%	38%	41%
Entry and mid-level positions held by men	42%	42%	43%
Entry and mid-level positions held by women	58%	58%	57%

¹ The local minimum wage for UAE nationals was AED 4,000 per month for 2023–2024 and AED 5,000 per month for 2025, in accordance with applicable law.

31%

Women in Leadership Roles (2025)

◆ **ESG Target: Increase the representation of women in leadership roles to 30% or higher by 2030**

◆ **ESG Target: Sustain a diverse workforce by maintaining a 50:50 gender balance by 2030**

Remuneration by Gender

	2023	2024	2025
The ratio of average women’s salary to average men’s salary	0.63	0.64	0.63
Ratios of standard entry level wage by gender compared to local minimum wage ¹	Male – 3.24 Female – 2.37	Male – 3.90 Female – 2.47	Male – 3.19 Female – 2.04



Local Employment

Promoting local employment is a strategic priority for Burjeel Holdings and a key contributor to the UAE’s national development goals. The Group actively supports the government-led Emiratization program and aligns its initiatives with targets set by the Ministry of Human Resources and Emiratization (MOHRE). The Board and senior management ensure that Emirati recruitment and career growth remain integral to the Group’s workforce strategy.

A dedicated Emiratization department oversees initiatives across the Group’s hospitals and medical centers, with a focus on building sustainable career pathways, mentorship, and leadership development for UAE nationals.

In addition, Burjeel Holdings invests in future talent by sponsoring educational programs and community partnerships, supporting the development of national capabilities and strengthening the healthcare workforce of the future.



Local Employment

	2023	2024	2025
Total number of nationally employed	562	652	823
Share of local nationals in total employees	5%	6%	8%

Employee Turnover and Hires

Burjeel Holdings is committed to strategic talent acquisition and continuous professional development, ensuring a resilient and adaptable workforce equipped to deliver world-class healthcare and exceptional patient care.

to enhance flexibility and work-life balance; and annual upskilling workshops for line managers focused on leadership, innovation, and growth.

The Group promotes employee well-being and engagement through several initiatives, including a Rewards & Recognition Program to celebrate top performers; on-demand counseling services for mental health support; remote work options

◆ **ESG Target: Achieve a reduction in turnover rate of 15% by 2026**

Turnover Rate, %

	2023	2024	2025
Total employee turnover rate	20	20	20
Number of doctor turnover rate	15	16	16
Number of nurse turnover rate	20	17	16
Number of non-medical turnover rate	17	24	26

Hiring Data

	2023	2024	2025
Total number of hires	3,124	3,796	2,965
Rate of hires for men	39%	41%	42%
Rate of hires for women	61%	59%	58%
Number of doctor hires	413	500	399
Number of nurse hires	880	1,550	1,265
Number of non-medical hires	1,484	1,746	1,301
Rate of hires for those younger than 30 years old	45%	50%	54%
Rate of hires for those aged between 30 and 50 years old	52%	47%	43%



Employee Satisfaction

Maintaining high levels of employee satisfaction is a strategic priority for Burjeel Holdings, given its close link to quality of care, patient outcomes, and organizational efficiency. The Group fosters a supportive and inclusive work environment through opportunities for professional development, recognition programs, and initiatives designed to enhance employee well-being.



Burjeel Holdings has been certified as a 'Great Place to Work' by Great Place to Work Middle East, based on anonymous employee feedback collected through an independent external survey.

This certification reflects the Group's commitment to building a workplace where employees are empowered with the resources, support, and opportunities to reach their full potential.

In line with Abu Dhabi and Dubai labor regulations, the Group provides comprehensive health insurance coverage for all employees, ensuring their access to quality healthcare and reinforcing the Group's commitment to employee well-being.

Additional employee benefits include:

- Health insurance coverage for families is provided for managerial or role-specific positions.
- Family visa support and expenses are reimbursed for managerial and clinician roles.
- Specific employee groups are provided with office transportation.
- Senior clinicians and leadership are offered company accommodation and private transport.
- Biennial or annual airfare allowance is provided for eligible employees' home locations.
- Clinicians are selected for sponsorship of CME workshops, with paid leave for CME/CNE activities.
- Salary advance options are available for employees in need of relocation, higher education, or medical emergencies.
- Special discounts across various categories, such as food, lifestyle, travel, and wellness, are available to all Burjeel Holding employees.
- Dedicated banking services are offered to employees.

In 2025, Burjeel Holdings achieved an impressive 86% overall satisfaction score in the Great Place to Work survey, exceeding the average benchmark and placing the Group in the top performance category.

Additionally, Burjeel Holdings conducts its internal employee satisfaction surveys annually to gain deeper insights into workforce engagement and experience. In 2025, the Group recorded a remarkable internal employee satisfaction rate of 95%.

86%
Great Place to Work Employee Satisfaction Score

95%
Internal Employee Satisfaction Score (2025)

◆ **ESG Target:**
Achieve an employee satisfaction score of 95% in the annual employee engagement survey by 2026

Parental Leave

Burjeel Holdings recognizes the importance of fostering a supportive and inclusive workplace and strongly emphasizes parental leave as a key aspect of its commitment to employee well-being. By enabling the workforce to balance professional responsibilities with important family commitments, the Group supports healthy work-life balance and contributes to a resilient workforce.

Parental Leave Data

	2023	2024	2025
Total number of employees that were entitled to parental leave (women)	3,204	4,222	4,840
Total number of employees that took parental leave (women)	7	405	498
Total number of employees that were entitled to parental leave (men)	3,099	4,032	4,116
Total number of employees that took parental leave (men)	213	185	284
Total number of employees that returned to work after parental leave (women)	7	384	494
Total number of employees that were still employed 12 months after their return to work from parental leave (women)	65	278	432
Total number of employees that returned to work after parental leave (men)	213	177	284
Total number of employees that were still employed 12 months after their return to work from parental leave (men)	207	200	247



Talent Development & Retention

Burjeel Holdings places talent development and retention at the core of its mission to deliver world-class healthcare across the MENA region. By fostering continuous learning and professional growth, the Group ensures its workforce maintains exceptional expertise, supporting both the quality of patient care and the resilience of its operations.

The Group supports degree and certification acquisition through initiatives like Young Executive Leaders (YEL) and Harvard University Executive Education. The Burjeel Academy for Training and Development, launched at Burjeel Hospital in Abu Dhabi, continues to expand across facilities, while the Continuous Medical Education (CME) program includes management and skills training to support professional growth.

Training programs cover professional, behavioral, cognitive, and diversity and inclusion development, featuring tailored modules in leadership, communication, and change management, as well as mandatory courses in occupational health and safety and data protection.

Meanwhile, individual learning needs are identified through regular discussions between employees and managers, supported by the performance management module in the Group’s global HR system. This platform facilitates collaboration in setting, monitoring, and reviewing development goals, integrating workforce development into Burjeel Holdings’ broader operational strategy.

Emirati Talent Development

Aligned with the UAE Government’s Nafis program, Burjeel Holdings collaborates with ACTVET to train and employ graduates from the Fatima College of Health Sciences (FCHS), supporting the development and competitiveness of Emirati talent within healthcare.

The Group further invests in leadership development through:

1 The High Impact Leadership Program
Prepares clinicians and health professionals for advanced leadership responsibilities, in collaboration with HIT Abu Dhabi.

2 Step Up to Leadership
A three-month program for early-career professionals with FCHS Abu Dhabi.

3 Innovate4Change
A six-month mid-career development program with Sharjah University, focusing on driving innovation and change in healthcare.

Clinical Training

Clinical training lies at the heart of Burjeel Holdings’ commitment to healthcare excellence. Delivered under the Continuous Medical Education (CME) framework, these programs equip doctors, nurses, and allied health professionals with advanced skills and up-to-date knowledge to meet international standards of care.

In 2025, all healthcare staff completed mandatory patient safety training, reinforcing the Group’s dedication to a culture of safety. Core programs include Basic Life Support (BLS), Infection Control, Patient Safety Standards, and Medication Administration, complemented by specialized modules such as Blood and Blood Products Management, Hand Hygiene, Fall Prevention, Privacy and Confidentiality, and Emergency Response.

For nurses, training focuses on both clinical and leadership excellence. Accredited by the American Nurses Credentialing Center, programs cover General Nursing Orientation, Code Management, and competency-based learning. Technology-enabled education platforms, including Cerner Training and Elsevier Competencies, further enhance clinical readiness and operational efficiency.

Through these initiatives, Burjeel Holdings cultivates a skilled, adaptable workforce aligned with global best practices, strengthening its position as a regional leader in healthcare excellence and patient safety.

100%

Healthcare Staff Completed Patient Safety Training

Average Hours of Training Per Employee

	2024	2025
Male employees	15	34
Female employees	16	34
Doctors	19	46
Nurses	20	37
Non-medical staff	34	18

◆ **ESG Target: Ensure 100% of healthcare staff complete patient safety training annually by 2026**



Soft-Skills Training

Soft-skills training at Burjeel Holdings focuses on emotional intelligence, adaptability, diversity and inclusion, as well as professional demeanor to improve patient interactions and foster a culture of empathy.

Key areas include:

- Building emotional intelligence for meaningful patient connections
- Developing resilience in order to handle stress effectively
- Role-playing exercises to cultivate empathy and open-mindedness.

In 2025, Burjeel Holdings conducted over 100 clinical training sessions and 100 non-clinical sessions across its network. Attendance is tracked through the Learning Management System (LMS) and performance reviews, while on-the-job mentoring reinforces learning. This approach ensures that Burjeel Holdings’ workforce remains skilled, inclusive, and compassionate, ready to meet the evolving demands of healthcare delivery.

Employee Performance Reviews

At Burjeel Holdings, performance reviews are conducted through a structured process designed to evaluate employee contributions, support professional growth, and align individual performance with organizational goals. These periodic reviews enable open dialogue between managers and employees on their strengths, potential development areas, and career aspirations.

To strengthen talent management, Burjeel Holdings has implemented a standardized performance rating scale and integrated recent assessment outcomes to improve consistency and fairness. The Group is also implementing digital performance management systems to streamline evaluations, enhance transparency, and align individual objectives with the Group’s strategic priorities.

40%
Corporate Employees Completed Performance Reviews (2025)

Employees Receiving Performance Reviews, %

	2023	2024	2025
Performance reviews for male employees	10	48	60
Performance reviews for female employees	8	52	65
Performance reviews for doctors	2	13	100
Performance reviews for nurses	8	35	100
Performance reviews for corporate office	8	38	40

◆ **ESG Target: Complete performance reviews for 100% of corporate employees by 2026**

Responsible Supply Chain

Burjeel Holdings prioritizes a sustainable and efficient supply chain to ensure the responsible delivery of healthcare services. Suppliers are carefully selected to align with the Group’s sustainability principles, while a centralized supply-chain system enhances inventory management, reduces waste, and ensures reliable access to essential medical resources.

The Group operates a centralized network with two warehouses in Abu Dhabi to manage medical, pharmaceutical, and non-medical procurement. This integrated approach strengthens vendor partnerships, optimizes inventory control, and improves formulary management across all Burjeel Holdings facilities.

Sustainable Procurement

The Group is committed to procuring goods and services in a manner that minimizes environmental impact, promotes social responsibility, and ensures patient safety and well-being.

To enhance supply chain resilience and reliability, Burjeel Holdings applies a multiple supplier policy. This approach reduces reliance on any single source and mitigates the risk of product or service disruptions.

While certain specialized products may require partnerships with specific suppliers, Burjeel Holdings actively seeks diversification to strengthen supply chain stability and adaptability.

The Group does not maintain direct contractual relationships with manufacturing facilities or production partners.

100%
Key Suppliers Signed ESG Compliance Letter (2025)¹

◆ **ESG Target: Ensure 100% compliance of suppliers with ethical labor**



¹ Key suppliers are defined as those responsible for 90% of the Group’s total procurement volume.



Sustainable and Resilient Procurement Strategy

Burjeel Holdings' procurement strategy ensures continuity of care, operational efficiency, and long-term resilience across its healthcare operations. Key pillars of this strategy include:

Procurement Strategy Pillars

Security of Supply

Ensuring the availability of adequate quantities of essential pharmaceuticals, surgical supplies, and medical equipment to support uninterrupted patient care.

Cost Management

Optimizing procurement processes to manage costs effectively, while maintaining safety and quality standards.

Risk Mitigation

Implementing contingency planning and establishing alternative sourcing options to address potential disruptions.

Strong Supplier Relationships

Building collaborative relationships with multiple vendors to enhance resilience, quality, and efficiency.

Burjeel Holdings relies on third-party providers for pharmaceuticals, surgical supplies, medical equipment, and selected outsourced services such as cleaning and catering. The Group's Global Responsible Sourcing Policy provides further details on its sustainable procurement practices.

Annual Supplier Evaluation (2025)

- › **ESG Integration:** Incorporated ESG criteria into vendor evaluation forms to strengthen responsible sourcing and inform supplier selection.
- › **Compliance Monitoring:** Evaluated supplier alignment with Burjeel Holdings' sustainability and ethical standards.
- › **Supplier Development:** Provided training and ongoing support to help suppliers maintain compliance and improve ESG performance.

Completed assessments for

85%

key suppliers

Quality Assurance in Healthcare Procurement

In line with local regulations, Burjeel Holdings adheres to internationally recognized standards such as the CE (European Union), the Food and Drug Administration (USA), and the International Organization for Standardization (ISO), where applicable. This commitment ensures the highest standards of safety, quality, and reliability for medical equipment, pharmaceuticals, and consumables procured across the Group.

The Group partners exclusively with suppliers registered under recognized regulatory authorities and holding valid ISO or Good Manufacturing Practice (GMP) certifications. Any deviations from these standards are promptly addressed through regulatory guidance and corrective actions, reaffirming Burjeel Holdings' commitment to legal compliance, patient safety, and high-quality care. Exceptions, such as those related to COVID-19 vaccines or medical trials, are strictly managed under the oversight of relevant regulatory bodies and ethics committees.



Responsible Supply Chain Roadmap

To achieve the Group's ambitions to significantly improve the sustainability of its supply chain, Burjeel Holdings has developed a three-part roadmap which will build upon its existing systems for sustainable procurement.

Supplier Compliance: Achieved in 2025

- 1. Compliance Letter:** All key suppliers must formally acknowledge and agree to the Group's compliance requirements by signing a Compliance Letter.
- 2. ESG Code of Conduct:** Suppliers must also comply with Burjeel Holdings' ESG Code of Conduct, encompassing diversity, inclusion, employee health and safety, anti-child labor practices, and equal wages. This will be a mandatory requirement for all existing and new suppliers.
- 3. ESG Supplier Survey:** The Group is implementing an ESG Supplier Survey to monitor ongoing supplier compliance with the Code of Conduct.

Supplier Audits (2026-2027)

- **Strategic Vendors:** Identify high-spend, strategic, and risk-sensitive vendors based on the results of the Annual Vendor Evaluation forms.
- **Audit Process:** Perform targeted audits of selected top priority vendors to verify the authenticity of the information, ensuring accuracy and transparency across the supply chain.
- **Relationship Building:** Include discussions to assess performance, identify improvement opportunities, and strengthen long-term relationships within the scope of the audit process.
- **Labor Practices Audits:** The Group's ESG framework includes targets related to the labor practices audits of suppliers, which are conducted as part of the regulatory body product registration process. By engaging only with companies registered and licensed by the regulatory body, Burjeel Holdings ensures adherence to ESG principles.