



Sustainability Report 2025

Abu Dhabi National Company for Building Materials
PJSC (BILDICO)

1 January – 31 December 2025

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Section 1: Company Profile

1.1: About BILDCO

Abu Dhabi National Company for Building Materials PJSC (BILDCO) operates as an integrated building materials and industrial services platform serving the UAE market.

Our operations span four primary verticals:

01
Trading and distribution of core construction materials

02
Manufacturing of aerated concrete, rebar services, and cement products

03
Industrial expansion projects, including steel manufacturing initiatives

02
Strategic investments aligned with national development objectives

Over the past four decades, BILDCO has established a strong distribution network and manufacturing presence across the UAE. In 2025, the company transitioned toward a more structured industrial model, emphasizing efficiency, sustainability, and long-term asset value creation.



Section 1: Company Profile

1.2 ESG Vision, Mission and Values

In 2025, BILDSCO formalized its ESG governance framework to ensure structured oversight and accountability.

Sustainability oversight is integrated at Board and executive management levels, with sustainability considerations embedded into:

- Investment evaluation
- Risk management processes
- Capital expenditure planning
- Operational efficiency programs



The company strengthened internal control systems and reinforced ethical conduct standards to ensure full compliance with UAE corporate governance regulations and market disclosure requirements. 2025 marks the baseline year for structured ESG data monitoring across environmental, workforce, and operational performance metrics.



Section 2: OSHMS, Sustainability Strategy and Governance

2.1 OSHMS Overview and October 2025 Revision

BILDCO's Occupational Safety and Health Management System (OSHMS) is the central framework through which all workplace safety and environmental management obligations are identified, implemented, monitored, and continually improved. In October 2025, BILDCO completed a comprehensive revision of the OSHMS Manual (Document No. BCP-OSHMS-MAN, Revision 01, Issue Date 30/10/2025), upgrading from the previous OHSAS 18001:2007 standard to ISO 45001:2018 and aligning all elements with ADOSH-SF Version 4.0.

The 2025 revision scope included:



- Development of revised OSH Policy, Environmental Policy, and a new Drug and Alcohol Policy.
- Review and approval of all 16 OSHMS Element Procedures (BCP-OSHMS-MAN-PR-01 through PR-16).
- Development and approval of 33 Safe Operating Procedures covering all significant workplace hazards identified through risk assessment
- Introduction of updated document numbering conventions, retention schedules, and AL-ADAA reporting obligations.
- Full alignment with applicable UAE Federal laws, Abu Dhabi Emirate regulations, and ISO 45001:2018 requirements.



Section 2: OSHMS, Sustainability Strategy and Governance

2.2 The documentary structure of the occupational health and safety management system

Level I — Policies and Manual

The OSHMS Manual (BCP-OSHMS-MAN), OSH Policy (BCP-OSHMS-OSH-POL), Environmental Policy (BCP-OSHMS-ENV-POL), and Drug and Alcohol Policy (BCP-OSHMS-DRUG&ALC-POL).

Level II — OSHMS Procedures

16 documented procedures aligned to ADOSH-SF Elements, covering roles and responsibilities, risk management, contractor management, communication and consultation, training and competency, emergency management, OSH targets and objectives, performance monitoring and reporting, incident notification and investigation, audit and inspection, legal compliance, management of change, document control and record retention, management review, standard operating procedures, and corrective and preventive action.

Level III — Safe Operating Procedures (SOPs):

33 task-specific and hazard-specific procedures, including hazardous materials, PPE, occupational noise and vibration, first aid, heat safety, electrical safety, confined spaces, working at heights, powered lift trucks, hot work, waste management, traffic management, permit-to-work systems, lock-out/tag-out, lone working, and spray finishing.

Section 2: OSHMS, Sustainability Strategy and Governance

2.3 Key Policies

OSH Policy:

commits BILDSCO to prevention of injury and illness, enhancement of employee health and wellbeing, identification and management of OSH risks, legal compliance, setting and reviewing measurable OSH targets and objectives, provision of adequate resources, and continual improvement. The policy is authorized by top management, displayed at all operational locations, and communicated at induction and through regular toolbox talks.

Environmental Policy:

commits BILDSCO to protecting the environment and the communities in which it operates, conserving energy, water, and natural resources, reducing waste generation, recycling, reducing the use of toxic materials, and meeting or exceeding all applicable environmental regulatory requirements.

Drug and Alcohol Policy:

acknowledges that being under the influence of alcohol or drugs can seriously affect cognitive function and reaction time, increasing the risk of unsafe acts, incidents, mental health deterioration, and anti-social behaviour. The policy establishes clear rules for all employees, contractors, and visitors on company premises and vehicles, and provides a support framework for employees with dependence concerns.

Section 2: OSHMS, Sustainability Strategy and Governance

2.4 Alignment with National and International Frameworks

ADOSH-SF v4.0

All OSHMS elements, mechanisms, and codes of practice are aligned to ADOSH-SF v4.0 requirements. OSH performance is reported to ADPHC through the AL-ADAA electronic platform on a quarterly basis, per regulatory requirements under Decree No. 42 of 2009.

UAE Net Zero by 2050

Supported through hybrid generator deployment, energy-efficiency investment, and the environmental management objectives embedded in the revised OSHMS.

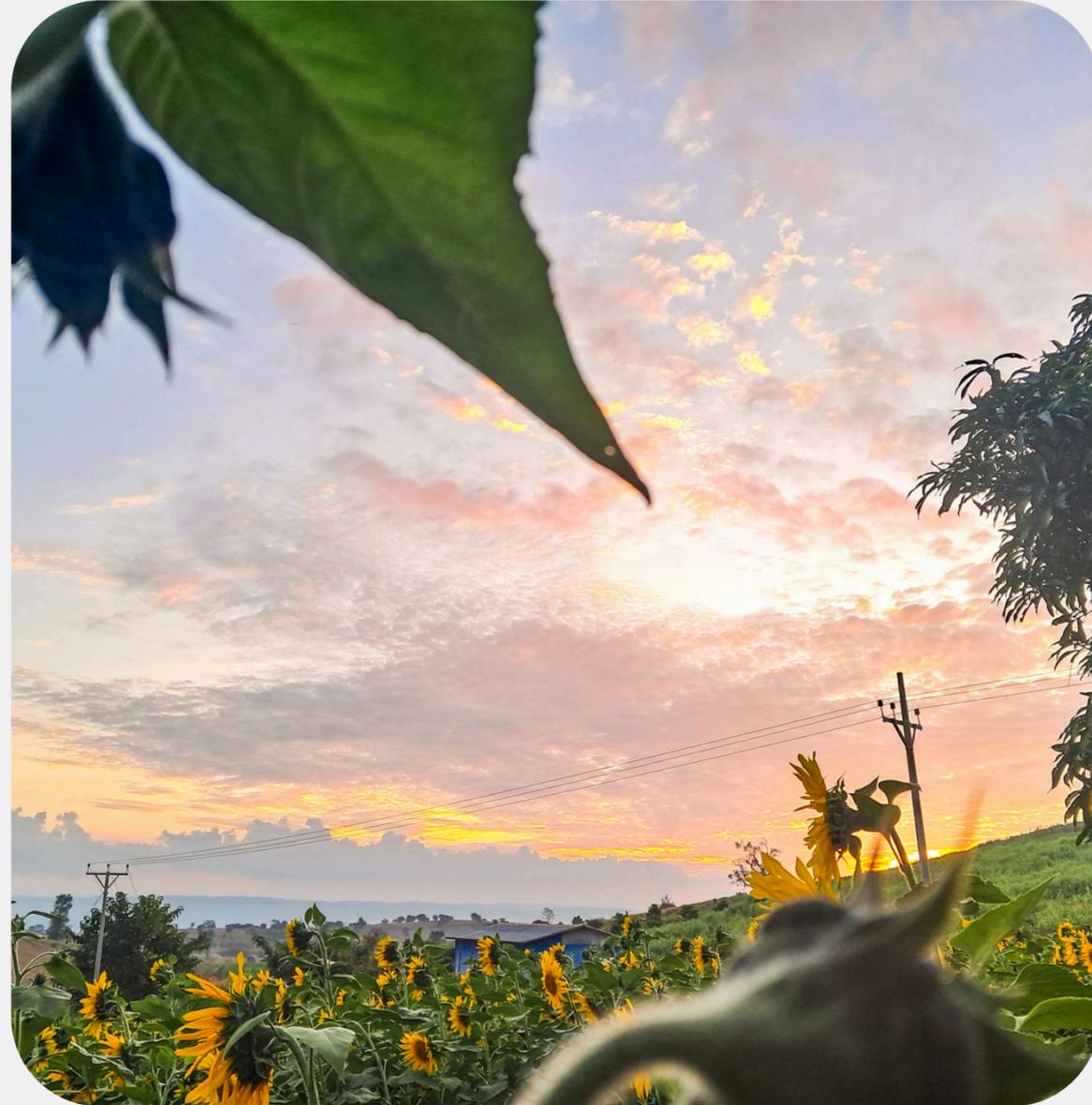
UAE National Agenda 2031–2021

Supported through the Emiratisation programme

UN Sustainable Development Goals

BILDCO's activities are most directly aligned to SDG 3, 4, 5, 8, 9, 12, and 13.

Section 2: OSHMS, Sustainability Strategy and Governance



2.5 Materiality Assessment

Material ESG topics for 2025 include: air quality and dust emissions management, energy consumption and GHG emissions, heat stress management, occupational health and safety, workforce development and Emiratisation, gender equality and inclusion, corporate governance, waste management, water consumption, emergency preparedness, contractor management, and community engagement. A formal documented materiality matrix exercise with stakeholder engagement is planned for the 2026 reporting cycle.



Section 3: Environmental Stewardship

3.1 Environmental Management Framework

BILDCO's environmental management obligations are governed by UAE Federal Law No. 24 of 1999, Cabinet Decree No. 12 of 2006, Dubai Local Order No. 61 of 1991, and applicable Dubai Municipality and Abu Dhabi environmental regulations. All environmental monitoring is conducted by EIAC-accredited third-party laboratories. The company's environmental management system is aligned to ISO 14001:2015 and embedded within the OSHMS framework updated in October 2025.

3.2 Air Quality and Stack Emissions Management

Air quality management is one of BILDCO's most significant environmental obligations at the Dubai Industrial City facility. Primary emission sources include the facility boiler stack, fugitive dust from aggregate and cementitious material handling, and exhaust from diesel-powered mobile equipment.

Independent stack emission monitoring was conducted at the DIC boiler by Jansal Calibration Services (EIAC-accredited, Test Report No. JE12/2500021). Monitoring comprised three one-hour sampling runs using equipment calibrated to ISO/IEC 17025:2017, in accordance with US EPA EMC Methods 1, 2, 6C, 7E, and 17. All results were within the limits prescribed by UAE Cabinet Decree No. 12 of 2006.



Section 3: Environmental Stewardship

3.3 Energy Consumption and Carbon Emissions

Energy consumption arises primarily from electricity at manufacturing facilities and diesel consumption by mobile equipment and on-site generators. BILDSCO continued the transition to hybrid generators in 2025, with five of eight operational sites now operating on hybrid technology. This programme delivers an estimated 40% reduction in diesel consumption at those five sites relative to conventional diesel-only arrangements.

3.4 Water Management

Water is consumed in AAC block production, equipment and vehicle washing, and facility maintenance activities. The proposed Readymix Concrete Plant incorporates a slurry recovery system that collects, separates, and recirculates process wash water, reducing freshwater demand. Estimated wastewater generation from the RMC plant is less than 5 tonnes per day, to be substantially recovered and reused. No discharge to groundwater or surface water is proposed at either facility.

3.5 Waste Management

Approximately 50% of materials used in BILDSCO's production processes incorporate recycled content. Cement dust collected through cartridge dust collectors at the DIC facility is recovered and reintroduced to production processes. Aggregate residues are separated through sand and gravel separators and reused, minimising landfill disposal. Hazardous waste streams — primarily used lubricants, oils, and contaminated maintenance materials — are segregated, labelled, and disposed of exclusively through licensed waste contractors in compliance with Dubai Municipality requirements and UAE Federal Law No. 12 of 2018 (Integrated Waste Management).

Section 4: Social Responsibility and Workforce

4.1 Our People

BILDCO's workforce is its most important operational asset. The company employs a diverse team at facilities in Abu Dhabi and Dubai. As of 2025, 159 people are directly employed at Abu Dhabi National Company for Building Materials. BILDCO is an equal opportunity employer, prohibiting discrimination on the basis of age, gender, race, religion, or nationality in all aspects of recruitment, employment, training, and advancement.

4.2 Emiratisation and National Talent Development

BILDCO is committed to the UAE Government's Emiratisation programme and to building a sustainable pipeline of Emirati professionals in the building materials and industrial manufacturing sector.

4.4 Occupational Health and Safety

BILDCO regards occupational health and safety as a non-negotiable operational commitment. The OSHMS revised in October 2025 upgraded all HSE procedures to ISO 45001:2018 and ADOSH-SF v4.0 standards. The hierarchy of control measures applied at BILDCO follows the mandated sequence: elimination, substitution, engineering or isolation controls, administrative controls, and personal protective equipment (PPE).

All 33 Safe Operating Procedures were reviewed and approved during 2025, providing task-specific guidance for every significant hazard at Musaffah and Dubai Industrial City. Key SOP categories include working at heights, confined spaces, electrical safety, lock-out/tag-out, hot work, powered lift trucks, manual handling, permit-to-work, heat safety, hazardous materials, and waste management.

4.3 Gender Equality and Inclusion

BILDCO remains committed to fostering a workplace culture that promotes equal opportunity, fairness, and inclusion across all levels of the organization. Gender inclusivity principles are integrated into our hiring practices, leadership development approach, and internal policies.

In 2025, management reinforced its commitment to non-discriminatory recruitment, merit-based promotion, and equal access to professional development opportunities. Representation of women at Board level was maintained during the reporting period, reflecting the company's continued support for balanced governance and leadership diversity.

BILDCO is committed to strengthening gender inclusion frameworks progressively and will continue evaluating structured initiatives that further enhance equal participation across operational and administrative functions.

Section 4: Social Responsibility and Workforce

4.5 Heat Safety

Given UAE summer temperatures regularly exceeding 49°C, heat stress management is a critical occupational health priority. The Safe Operating Procedure for Safety in the Heat was reviewed in 2025. Controls include mandatory rest periods, hydration stations, shaded rest areas, heat stress awareness training, and heat acclimatisation protocols for new workers during the summer period.

4.6 Training, Competency and Awareness

The Training, Awareness and Competency Procedure governs all OSHMS, subject-specific, and task-specific training. Training formats used in 2025 included HSE site inductions, weekly toolbox talks, emergency drill participation, and specialist equipment and process safety training.

4.7 Community Engagement

Community engagement activities in 2025 included participation in UAE national celebrations and workforce welfare initiatives. The company's primary community contribution remains the provision of high-quality, locally manufactured building materials that directly support the UAE's construction and infrastructure development agenda.

Section 5: Corporate Governance and Business Ethics

5.1 Governance Framework

As an ADX-listed public joint stock company, BILDCO is subject to ADX Corporate Governance requirements, Securities and Commodities Authority (SCA) regulations, and UAE Federal Commercial Companies Law. The Board of Directors sets strategic direction, oversees management performance, approves material transactions, and ensures the integrity of financial reporting and ESG disclosures.

5.2 Internal Audit, Oversight & Compliance

BILDCO maintains a structured internal oversight framework to ensure operational integrity, regulatory compliance, and accountability across all business activities, not limited to manufacturing operations.

Internal audits are conducted periodically across operational, financial, compliance, and safety functions to assess adherence to company policies, legal requirements, and risk management standards. Where necessary, independent external reviews are engaged to provide objective assurance and reinforce transparency.

Routine site inspections and compliance checks are implemented across BILDCO facilities to monitor workplace conditions, operational standards, and adherence to internal procedures. Findings are reviewed by management and addressed through structured corrective action processes to ensure continuous improvement.

This multi-layered oversight structure supports responsible decision-making, regulatory compliance, and sustainable long-term operations.

Section 5: Corporate Governance and Business Ethics

5.3 Management Review & Accountability

Senior management conducts periodic reviews of company performance, governance systems, and risk exposure to ensure the continued adequacy and effectiveness of internal controls.

These reviews evaluate:

- Operational performance and strategic alignment
- Compliance with legal and regulatory requirements
- Risk management effectiveness
- Workplace safety and incident trends
- Audit findings and corrective action progress
- Recommendations for improvement

Management review sessions form part of BILDICO's commitment to institutional discipline, transparency, and continuous enhancement of governance standards.

5.4 Business Ethics, Integrity & Anti-Corruption

BILDICO is committed to conducting business with integrity, fairness, and full compliance with applicable UAE laws and regulatory standards.

The company adheres to:

- Anti-corruption and anti-bribery regulations
- Anti-money laundering (AML) obligations
- Fair competition principles
- Transparent procurement practices
- Conflict-of-interest disclosure standards

Procurement and contractor engagement are conducted on the basis of merit, quality, commercial value, and regulatory compliance. Supplier selection processes aim to ensure fairness, accountability, and long-term reliability.

BILDICO promotes a culture of ethical conduct across all levels of the organization and expects employees, contractors, and partners to uphold the same standards of professional responsibility.

Ethical performance is considered fundamental to maintaining shareholder trust, regulatory confidence, and sustainable business growth.

Section 6: Looking Ahead – 2026 Strategic Priorities

Building on the 2025 baseline year for structured ESG governance and performance monitoring, BILDSCO's 2026 priorities focus on strengthening environmental efficiency, workforce development, and governance maturity. Our objective is to move from system establishment to measurable performance improvement.

Environmental Priorities

In 2026, BILDSCO will prioritise operational efficiency and structured environmental performance management.

- Completing the transition of all remaining operational sites to hybrid generator systems, achieving full hybrid coverage across all eight facilities and reducing reliance on conventional diesel technology.
- Conducting technical and commercial feasibility studies for solar photovoltaic (PV) installation at the Musaffah and DIC facilities, supporting alignment with UAE Net Zero 2050 objectives.
- Establishing fully metered and quantified energy and water consumption baselines across all operations to enable meaningful year-on-year performance tracking and structured ADX ESG disclosures aligned with GRI 302 (Energy) and GRI 303 (Water).
- Assessing and implementing technically viable solutions to reduce NOx emissions from DIC boiler systems, improving air quality performance and regulatory alignment.

Section 6: Looking Ahead – 2026 Strategic Priorities

Social & Workforce Priorities

BILDCO's 2026 social priorities focus on workforce capability, inclusion, and safety culture maturity.

Key initiatives include:

- Advancing the Emiratisation programme in alignment with national regulatory requirements and sector targets.
- Conducting a comprehensive OSH competency and training needs assessment across all job categories, followed by implementation of a structured skills development programme at both facilities.
- Promoting proactive safety culture by increasing near-miss reporting as a leading indicator of risk awareness and operational maturity.
- Establishing formal, quantified targets for female workforce participation and women in management roles, with structured quarterly monitoring of progress.
- Implementing an enhanced heat stress management programme prior to summer 2026, aligned with updated UAE Ministry of Human Resources and Emiratisation guidance.

Section 6: Looking Ahead – 2026 Strategic Priorities

Governance & Institutional Development Priorities

In 2026, BILDSCO will continue advancing governance transparency and ESG disclosure maturity.

Key initiatives include the following:

- Investing in ESG data collection and management systems to support fully quantified, internally verified disclosures across all material KPIs in the 2026 Sustainability Report.
- Formalising and communicating a documented Code of Conduct policy across the organisation, reinforcing ethical standards and compliance culture.
- Progressively aligning climate-related disclosures with TCFD recommendations to enhance transparency around climate risk and financial exposure.
- Engaging an external assurance provider to review the 2026 sustainability data set, enhancing credibility for ADX, regulatory, and investor audiences.
- Ensuring structured quarterly reporting of OSH performance and compliance metrics throughout the 2026 regulatory cycle.

Annex A: Applicable Regulatory Framework

Regulation / Framework	Jurisdiction	Relevance to BILD CO
UAE Federal Law No. 24 of 1999	Federal	Protection and Development of the Environment
Cabinet Decree No. 12 of 2006	Federal	Air emission limits, ambient air quality and noise standards
Federal Law No. 12 of 2018	Federal	Integrated Waste Management
UAE Federal Labour Law	Federal	Employment, workforce rights, and occupational health
Dubai Local Order No. 61 of 1991	Dubai	Environment Protection Regulations, Emirate of Dubai
Dubai Municipality EC Guidelines (April 2024)	Dubai	Environmental Clearance for industrial projects including EIAR
ADOSH-SF Version 4.0 (July 2024)	Abu Dhabi	OSH System Framework for all Abu Dhabi operations
Abu Dhabi Public Health Centre (ADPHC)	Abu Dhabi	Supervision and monitoring of ADOSH-SF implementation; AL-ADAA reporting
Decree No. 42 of 2009 (Abu Dhabi)	Abu Dhabi	Implementation of OSHMS in the Emirate of Abu Dhabi
ADX ESG Reporting Guidelines	ADX / SCA	ESG disclosure requirements for listed companies
ISO 45001:2018	International	Occupational health and safety management systems
ISO 14001:2015	International	Environmental management systems
ISO 9002	International	Quality management — held by BILD CO
GRI Standards	International	Global Reporting Initiative sustainability reporting
UN Sustainable Development Goals 2030	International	SDG 3, 4, 5, 8, 9, 12, 13
UAE Net Zero 2050 Strategic Initiative	UAE Government	Carbon neutrality commitment — energy and emissions targets