



شركة الأسمنت الوطنية ش.م.ع.
NATIONAL CEMENT CO. P.S.C.

2024 Sustainability Report

FOR A BETTER FUTURE ... FOR A BETTER WORLD



A Message from The General Manager

“ Sustainability is our promise to the future. In 2024, we reduced our environmental impact, improved efficiency, and strengthened communities. These achievements reflect our commitment to innovation and responsible growth. Together, we are building a legacy that balances progress with preserving our planet.

”

Ladies and Gentlemen,

As we close the year 2024, we are pleased to share the progress we have made in our sustainability journey at National Cement Company. This year has been marked by meaningful achievements that reflect our unwavering commitment to environmental stewardship, operational excellence, and social responsibility.

Sustainability is deeply embedded in our operations, and this year, we took significant steps to reduce our environmental impact while strengthening our contribution to the communities we serve. One of our most notable accomplishments is the increased use of alternative fuels and raw materials, which increased by 66% compared to the previous year. This shift underscores our dedication to reducing reliance on non-renewable resources and advancing the principles of the circular economy.

In addition, we achieved a 2.44% reduction in heat consumption per ton of clinker, a milestone that underscores our dedication to energy efficiency. At the same time, we increased clinker production by 12.14%, demonstrating our ability to balance growth with sustainability. These achievements highlight the success of our ongoing efforts to optimize processes, invest in innovative technologies, and reduce our carbon footprint. Our commitment to the circular economy remains a priority. By incorporating industrial by-products and recycled materials into our production processes, we have minimized waste and conserved natural resources.



Furthermore, our investments in renewable energy, including solar power, have reinforced our position as a leader in sustainable practices within the industry.

Beyond our operational achievements, we have expanded our efforts to support local communities through education, training, and sustainable development initiatives. We believe that empowering people and fostering partnerships are essential to creating a lasting positive impact.

As we move forward, we remain focused on transparency and collaboration. This annual sustainability report reflects our progress, challenges, and future goals. We are grateful for the support of our employees, partners, customers, and stakeholders, who have been instrumental in driving our sustainability efforts.

National Cement Company is committed to building a sustainable future, and we will continue to innovate, adapt, and lead by example. Together, we are shaping a legacy that prioritizes the well-being of our planet and future generations.

Mohamed Abdullah A. Al Ghurair
General Manager

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About The Report

National Cement Company is proud to present its 2024 Sustainability Report, marking the fifth consecutive year of publicly disclosing our sustainability performance. This report underscores our commitment to transparency, informed decision-making, and advancing sustainable practices within the industry. As a trusted contributor to the community and the region, NCC continues to lead by example, serving both the local market and GCC countries with a focus on innovation and responsibility.

This report details NCC's sustainability performance from January 1st to December 31st, 2024, in the Emirate of Dubai. Prepared in alignment with the Global Reporting Initiative (GRI) Standards, it also integrates the United Nations Sustainable Development Goals (SDGs) and the Dubai Financial Market (DFM) ESG Reporting Guidelines for key performance indicators.

Structured around the three core pillars of Governance, Environmental, and Social Sustainability, the report provides a clear and comprehensive overview of our efforts. The material topics addressed were identified through a robust process involving cross-departmental collaboration, senior management input, and materiality assessment workshops with both internal and external stakeholders.

Through this report, we aim to highlight our progress, challenges, and future aspirations, reaffirming our dedication to sustainable growth and positive impact. Together, we are shaping a more sustainable future for our industry, our community, and the planet.



Overview

1968

Founded in Dubai 1968
under the patronage of late
H.H. Sheikh Rashid Bin
Saeed Al Maktoum.

1978

- Commissioned with a clinker capacity of 500.000 ton per year
- Wet Process.

1981

- Converted to dry process
- Upgraded, and the capacity increased to 700,000 ton per year.

2024

- Production capacity around 1,200,000 ton per year of clinker.
- Cement grinding capacity of about 1.5 million tons per year.
- Producing OPC, SRC, MSRPC & GGBS.

Business Overview

How Did We Start?

National Cement Company, Dubai has been founded in 1968 under the patronage of late His Highness Sheikh Rashid Bin Saeed Al Maktoum, the Former Ruler of Dubai. It had been the first serious stride towards setting up heavy industry in the Emirates of Dubai.

Project contracts were awarded in 1974 to M/s. Costain Civil Engineering to design and construct the cement works and to M/s. F.L. Smidth & Co. Ltd. For the supply of equipment and machinery. The design of the plant had taken into consideration the utilization of abundantly available coastal sand and inland sand in this region. The choice of these raw materials had dictated the selection of wet process for the clinker production as the most suitable process for such raw materials. For overcoming the problem of the availability of good water for the process and cooling of the machinery, it was decided to use sewage wastewater in the process. The combination of these raw materials and usage of sewage water as the main source for the process has made National Cement Company, Dubai a unique plant in the Middle East and even maybe in the world using such raw materials.

The plant was commissioned in the month of August 1978 for the production of 1500/- TPD of clinker. However, taking into consideration the soaring cost of energy in 1981 the management decided to convert the kiln from a wet process to a short three-stage pre-heater dry process kiln with an increase in production capacity from 1500 TPD to 1850 TPD. The contracts for this modification were concluded in June 1982 with M/s. SKET Export-Import, East Germany for reducing the energy cost, improving the process, and meeting the cement demand in Dubai and in the U.A.E. in general. The plant had been successfully commissioned in February 1985. Subsequently, National Cement Company took a further step to increase the capacity by a small modification to the kiln pre-heater and the burning process and concluded a contract in 1989 with M/s. KHD Humboldt Wedag, West Germany to produce about 2100 TPD of clinker. Recently a new kiln modification work has been completed, the project was concluded with M/s.

F.L. Smidth & Co. Introducing Kiln Feed Calciner and Four Stages Cyclone Preheater with the latest State of Art in clinker cooling technology by introducing SF Cross Bar Clinker Cooler. Moreover, a modern Tyre Burning System has been introduced just to create more savings in energy consumption and to assist in cleaning the environment by getting rid of plenty of used / unwanted rubber tires. Today the plant is producing about 3,500 TPD of clinker and the grinding capacity of the plant is about 1.5 million M ton per annum. Moreover, during these years National Cement Company has taken a major share in the Dubai Market and U.A.E. in general.

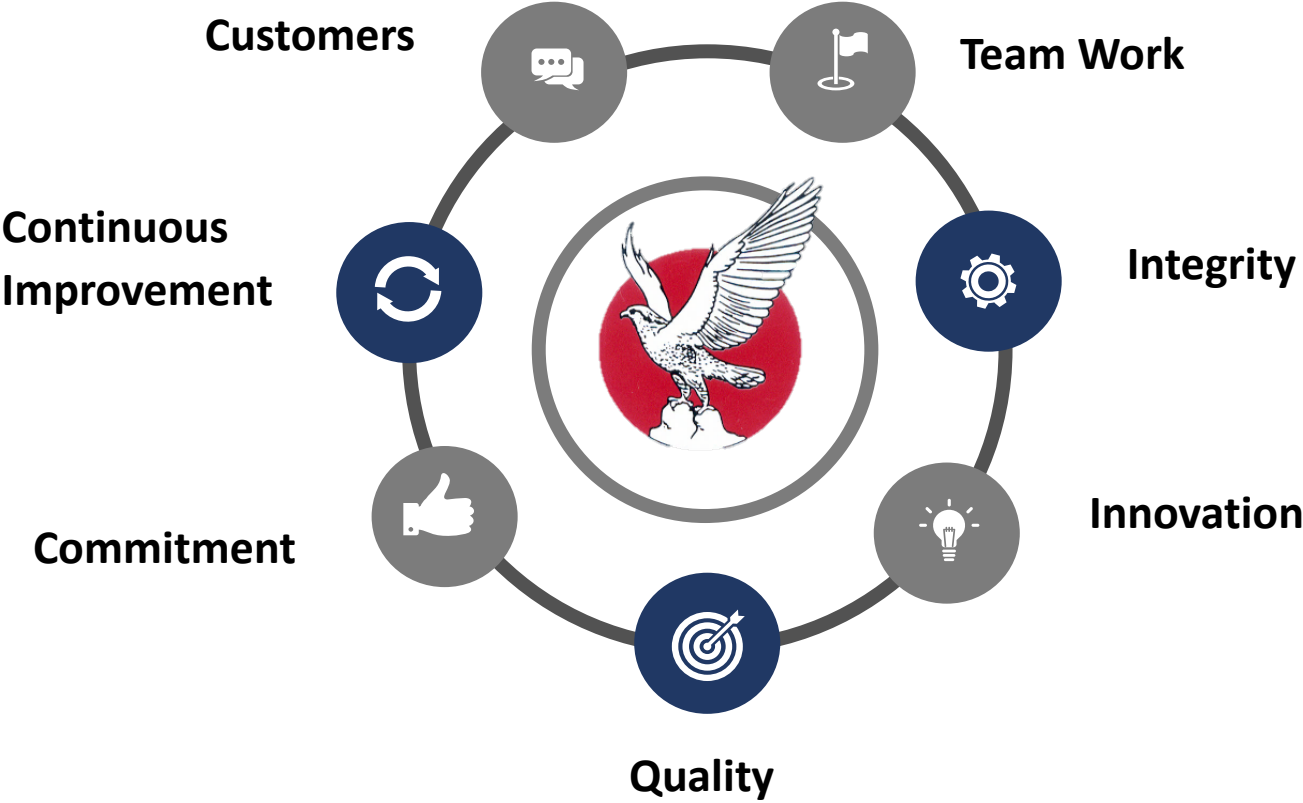


National Cement Company's range of production at present includes four types of cement in addition to grinding of pure granulated blast furnace slag which satisfies all present market demands. Nevertheless, National Cement Company has the potential and technical know-how to meet the future demands for other types of cement. The following types of cement are being produced under a stringent quality control system to meet all the specified specifications.

1. Ordinary Portland Cement,
2. Sulphate Resistant Cement,
3. ASTM type II Cement,
4. Portland Blast furnace slag cement,
5. Ground Granulated Blast Furnace Slag.



Our Values



Our Vision, Mission, and Commitment

To supply high quality products and services to customers, and to continue to be the leading producer and supplier of cement in the region.	To be the most sustainable and competitive company in the industry.	• To enhance customer satisfaction by providing quality products and services through competent, trained, and knowledgeable personnel and state of art technology. • To promote teamwork and provide our staff with a safe and friendly working environment.
 Mission	 Vision	 Commitment



Corporate Governance



The board of directors is consisted of 7 members



4 meeting has been held for the board of directors during the year of 2024

Meet Our Board of Directors



**Rashid Saif Ahmad
Al-Ghurair**

Chairman
Non-Independent
Non-Executive

Duration since first appointment: 6 years.

Currently, Mr. Rashid Saif Ahmad Al-Ghurair is Chairman for Taghleef Industries SAOG. He is also on the board of Mashreq Bank P.S.C., Sahara Petrochemical Co. and Al Jazeera Petrochemical Co.



Iyad Mazhar Saleh Malas

Vice Chairman
Non-Independent
Non-Executive

Duration since first appointment: 3 years.

Mr. Iyad Mazhar Saleh Malas is a member of the Board of Directors and CEO of Al Ghurair Group, and a member of the boards of directors of Al Shafar General Contracting Company, Bin Dawood Holding Company, and many other companies. He has MBA from George Washington University, USA



Thani Abdulla Suhail Al Zaffin

Board Member
Independent
Non-Executive

Duration since first appointment: 3 years.

Mr. Thani Abdulla Suhail Al Zaffin is the Vice Chairman of Emirates Real Estate Solutions and Digital Economy Solutions, and a member of the board of directors of Emirates Technology Solutions and Zajil parcel delivery company. He has a Bachelor's degree in computer science from California State University, USA.



**Salem Ali Abdulla Alsharhan
Alnuaimi**

Board Member
Independent
Non-Executive

Duration since first appointment: 3 years.

Currently, Mr. Salem Alnuaimi is a member of the board of directors of the Dubai International Financial Centre and the American University of Ras Al Khaimah, and Ras Al Khaimah University of Medicine and Health Sciences. He holds Bachelor's degree in accounting and business administration from UAEU.

Meet Our Board of Directors -Cont.



Raja Mohammed Ghanim Almazrouie

Board Member
Independent
Non-Executive

Duration since first appointment: 2 years.

Ms. Raja Almazrouie is a board member at Harvard Business School in the Middle East and North Africa, Dubai Fintech Projects, Afkar Ventures, and the Arab Investment Bank and foreign trade. She has a Bachelor of Business Information Technology from Higher Colleges of Technology.



Omar Issam Ashur

Board Member
Independent
Non-Executive

Duration since first appointment: 3 years.

Mr. Omar Ashur is currently working as Chief Financial Officer of Future Management Group Limited and CEO of the Family Office at Future Holding Group. He holds an MBA in Finance, an MBA in Business Economics and a PhD in Business.



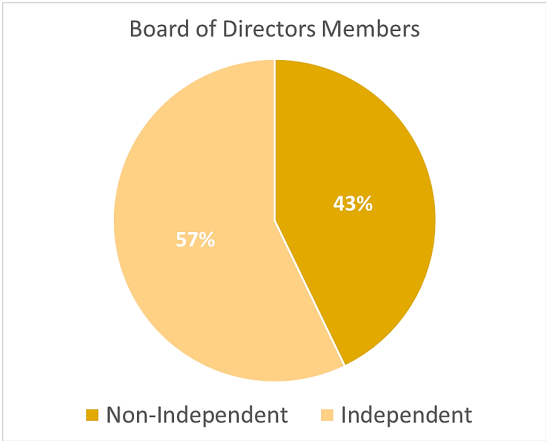
Sultan Abdulla Ahmed Al-Ghurair

Board Member
Non-Independent
Non-Executive

Duration since first appointment: 6 years.

Mr. Sultan Al-Ghurair is a member of the Audit Committee of Mashreq Bank, Director of Abdulla Al Ghurair Holding, CEO of Al Ghurair Properties LLC and Al Ghurair Energy DMCC, Vice Chairman of Libyan Emirates Refinery Company and Board Member of RAK Petroleum plc.

The role of the Board Chairman and the General Manager are distinct, separate and there is a clear division of responsibilities. The Chairman leads the Board and ensures the effective engagement and contribution of all Directors. The General Manager has the responsibility for all the company and its strategy, policy, and operational management.



NCC Board of Directors Overview

National Cement Company Board of directors currently comprises of seven directors as mentioned above. All the Board Members are non-executive. Out of the seven directors, four board members are independent and three board members are non-independent, fulfilling to the criteria of Article (40/2) of Resolution No.7 of 2016 of The Chairman of Authority's.

Currently, all members of the board of directors of NCC are males. However, NCC is looking to increase the participation of women in the governance body of NCC.

NCC Committees

A total of three board committees has been appointed to look after specific takes. In addition to that a fourth internal committee consisting of 3 members of NCC executives appointed to oversee the board decisions implementation as well as preparing and reviewing the financial statements of the company.

The three board committees and their members together with their main tasks are as follow:

The Audit Committee

Salem Ali Abdulla Alsharhan Alnuaimi: **Chairman**
Iyad Mazhar Saleh Malas: **Member**
Thani Abdulla Suhail Al Zaffin: **Member**
Sultan Abdulla Ahmed Al-Ghurair: **Member**

Main Tasks:

- Follow up and monitor the external auditor.
- Monitoring the integrity of the company's financial statements.
- Reviewing the company's financial control, internal control, and risk management systems.
- Monitoring the extent to which the company adheres to the rules of professional conduct.

Nomination and Remuneration Committee

Raja Mohammed Ghanim Almazrouie: **Chairman**
Thani Abdulla Suhail Al Zaffin: **Member**
Omar Issam Ashur: **Member**

Main Tasks:

- Ensure the independency status of the independent board members.
- Make recommendation on rewards, benefits, and remuneration to the company's senior executive management.
- Prepare, monitor, and review the company's human resources and training policies.

Investment Follow-up Committee

Iyad Mazhar Saleh Malas: **Chairman**
Rashid Saif Ahmad Al-Ghurair: **Member**
Salem Ali Abdulla Alsharhan Alnuaimi: **Member**
Raja Mohammed Ghanim Almazrouie: **Member**

Main Tasks:

- Follow up with the company investments.
- Oversees the company investment plans and strategies.
- Asses investment performance.

NCC Stakeholders



Shareholders

NCC engages with its shareholders through committee and board meetings, formal reports, and updates.

Guiding principles:

- To conduct our business in conformance with all legal requirements and to the highest moral and ethical standards.
- To plan and undertake all business opportunities in a professional manner, weighing risk exposure against identified returns.
- To deliver a planned and progressive increase in financial returns to our owners.

Customers

NCC engages with its customers through online platforms, newsletters, and regular customer satisfaction surveys.

Guiding principles:

- To provide value added assistance that consistently meets agreed requirements and specifications.
- To accept contracts only if we can meet our customers' requirements and where those requirements are compatible with our expertise and business activities.
- To provide products and services that meet and exceed the customer expectation.

Employees

NCC engages with its employees through surveys, newsletters, and performance assessment.

Guiding principles:

- To ensure that the working environment and conditions are conducive for effective working and constitute minimum hazards for all employees
- To provide a climate where employees are given the opportunity to maximize their potentials and to participate fully in the operation of the business.

Community

NCC engages with its community through volunteering, sponsorships, and lead by example.

Guiding principles:

- To create job opportunities for the local community and support causes.
- To minimize any adverse impact on the environment that results from our business.
- To create awareness regarding sustainability.
- To help divert waste from landfilling as per UAE vision 2030.



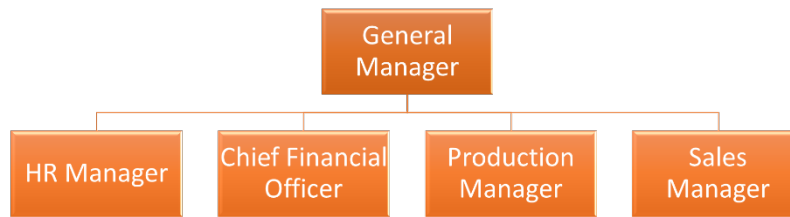
Suppliers

NCC engages with its suppliers through procurement process, code of conduct, meetings, and workshops.

Guiding principles:

Partnership with reliable suppliers and provide a long-lasting partnership.
Ensure that every supplier is compliance to NCC procurement process and code of conduct. In 2024 100% of the suppliers were compliant.

NCC Organizational Structure

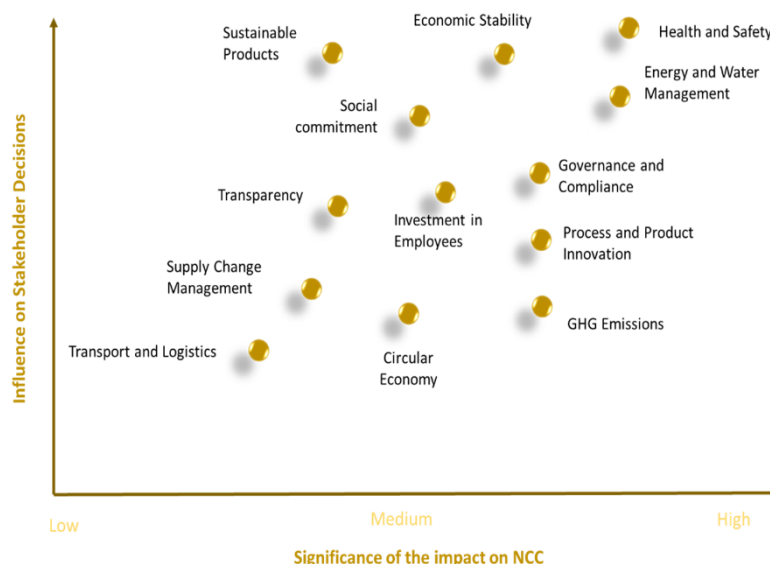


What Matters to Us the Most?

Materiality Assessment

NCC understands the importance of engaging with its stakeholders as a key for success, and that our sustainability journey is not one we make in isolation. It is influenced and driven by both our internal and external stakeholders, ranging from our employees, our partners and to the communities in which we operate. Our material topics are determined by workshops held regularly. The objective of these workshops is to identify and priorities issues or material topics and better support our reporting and decision making. Addressing key questions will enable us to have smart, sustainable and inclusive growth that is both profitable and sustainable.

During 2020, internal and external key stakeholders took part in a materiality survey to identify key topics that may impact on the way we do business. These workshops gave us great insight into how we can continue to serve and build a stronger long-term relationship with our stakeholders, in return creating shared value for everyone involved. The following matrix shows the most important materiality topics for National Cement Company.





Environmental Sustainability



3.90 thousand MTons of Alternative Fuel used in NCC in 2024.



343 thousand m3 of water used in NCC in 2024.



In 2024 CO₂ emission factor was 0.804 ton CO₂ per ton clinker

Environmental Overview

Energy, Alternative Fuel and GHG

National cement company (NCC) is one of the oldest and leading companies for cement manufacturing in the UAE. Minimization of resource consumption and recycling of waste are important factors for ensuring the future welfare of humankind. That is why NCC has taken the lead step by collaborating with Dubai municipality for recycling some of the industrial wastes that are being produced from other industries. Waste recycling is taking place along with the production of cement; therefore, a very strict quality control system is applied to ensure that the quality of the final product (cement) is not compromised when incorporating waste recycling.

NCC monitors closely GHGs emitted from its cement factory with a continuous online analyzer for these gases. In addition to that, one of the main points in the management strategy is the utilization of alternative fuel which helps in reducing GHGs. It also monitors closely the soil quality and air quality and noise levels in the surrounding area where it assigns an external laboratory to carry out these tests regularly throughout the year.

In addition to the government regulations and Ministerial decree number (137) for 2012, NCC has developed its guidelines and policies for waste recycling. Moreover, it possesses ISO 14001 certification for environmental management which certifies that NCC is following the international best practice in its environmental operations.

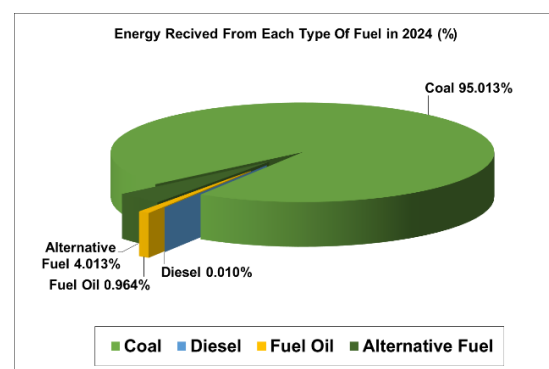
In terms of energy performance, NCC is having a daily management meeting where the energy performance and review are discussed daily.

Energy and Fuel

There are four main sources of thermal energy in NCC factory, these are:

- Coal, (the main source of energy)
- Fuel Oil,
- Diesel,
- Alternative Fuel.

The following figure shows the percentage of total energy received from each type of fuel used in NCC:



When we look at the energy in terms of the total thermal energy consumed in NCC, putting into consideration coal as the prime source of energy we find that the total thermal energy consumed in 2024 was around 2.29 million GJ

In terms of energy consumption for clinker manufacturing, in 2024 an average of 725 kcal/kg of clinker was recorded which represents a reduction of 2.44% from the previous year.

Water Consumption

Water is a vital element for any industry, it is mainly used in NCC for process uses and domestic uses. The process uses mainly involves the cooling tower for machinery cooling. It also involves cooling gasses and capturing dust particles in kiln gases conditioning towers along with other minor uses. In NCC, water consumption for the year 2024 was recorded to be around 343 thousand m³.

Alternative Fuel

National Cement Company is aspiring to be one of the most environmentally friendly plants in the region, therefore, several projects have been executed to reduce the consumption of fossil fuel and substitute it with alternative fuels to reduce its carbon footprint and preserve national resources.

Some of the current projects that are taking place in NCC factory are:

Waste Heat Recovery

NCC is equipped with a Tire Derived Fuel (TDF) system, and gravimetric weigh feeder (Pfister). The choice of feeding strategy depends upon the type, physical and chemical characteristic of the fuel. Some of these fuels are:

- Food items and chocolate,
- Plastic products and cotton rags
- Grease and waste oil,
- Tires and rubber pieces,
- Paint sludge, paint powder and resins,
- Waste paper and cartons,
- Wood, carbon dust, tobacco,
- Other burnable.

Mineral Industrial Waste Used as Raw Materials

These are industrial wastes that are being generated from different companies and being incorporated with raw materials. The waste material will be mixed with the raw materials in a calculated manner before processing it in the plant. Mixing of the waste material will be according to its chemical composition which will determine the type of raw material that will be mixed with.

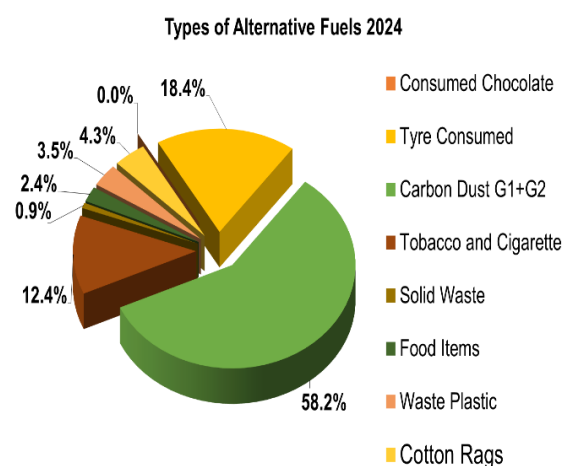
The total Industrial (non-burnable) waste materials consumed in NCC in 2024 is estimated to be around 42 thousand metric tons. Which represent and increase of 91% from the previous year.

Bailing and Wood Shredding Machines

As per the NCC vision which aims to reduce fossil fuel and increase the use of alternative fuel to provide a clean source of energy, another strategy was made to get rid of the in-house waste internally by burning them inside the system. This plan came to life in August-2017 after which 100% of NCC-generated waste is being disposed internally. Wastes from NCC factory and labor camp are being accumulated bailed into blocks and then fed to the kiln through the TRF system. In 2024 the quantity of domestic waste disposed internally is around 166.80 ton.

In addition to that, a wood shredding machine was installed in 2018 to increase the utilization of alternative energy. It is being used as means of preparation to shred big pieces of wood into a fine powder which is being fed through a Pfister weigh feeder.

The following figure shows the distribution of the main streams of Alternative fuel used in NCC's kiln in the year 2024, where the highest percentage of waste was recorded for carbon dust with a percentage of 58.20% followed by scraped tires with a percentage of 18.40%.



In terms of the overall alternative fuel (burnable) consumed in the kiln, the percentage achieved of waste utilization recorded in 2024 was 3.90 thousand metric tons. This quantity is equivalent to a thermal substitution percentage of about 4.01% of the total required thermal energy for the kiln in 2024.

Green House Emission

One of the direct results of using Alternative Fuels as a source of energy in cement factories is the reduction of greenhouse gases because of fossil fuel reduction.

For scope 1 GHG emissions include the CO₂ emissions from fuel consumption and limestone calcination. In 2024, the total emissions from NCC factory were 606.95 Gg of CO₂.

For scope 2 GHG emission includes emissions resulting from the generation of purchased or acquired electricity. In NCC, the total indirect CO₂ emissions from purchased electricity for the year 2024 were recorded to be 34.02 Gg of CO₂.

In terms of the CO₂ emissions associated with clinker production. In 2024 the CO₂ emission recorded for NCC was 0.804 tons of CO₂ per ton clinker.





Social Sustainability



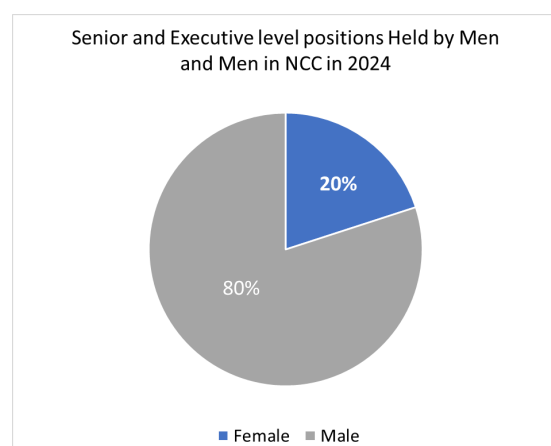
Total Number of employees 449 in 2024.



12,000 total man-hours of training in 2024.

Our Employees

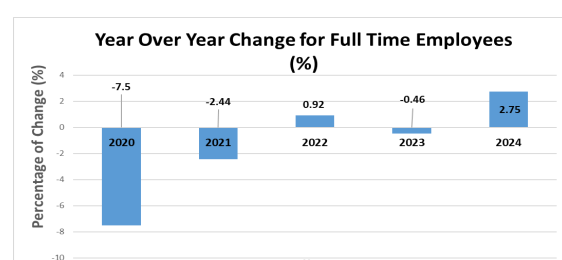
At National Cement Company, we consider employees to be our strengths. We understand how employee satisfaction translates into direct economic and social impacts for a company. Efficient employee management also improves employee retention, productivity, and overall engagement. We owe a lot of our achievements to the dedication, determination, and passion exhibited by our employees. Our employees have taken up our sustainability initiatives with purpose, enabling us to grow sustainably and responsibly. Consequently, we are dedicated to ensuring a safe and satisfactory work environment for our employees. In this line, our Healthcare Policy and EHS Policy were put in place with the efforts of the Human Resources Department and safety office to ensure that our employees are taken care of. We make continual efforts to provide a conducive environment to our employees for their growth and development which helps in building their careers. We aim to continue to improve our performance while focusing on employee engagement, interaction, training programs, etc.



Employee Headcount

NCC Cement recognizes that employee diversity in terms of multiple factors such as gender and age is important to facilitate sustainable, profitable, and responsible growth. As a growing company, we are constantly looking out for fresh talent along with experienced minds. By 2024, our total number of employees was recorded to be 449 employees. Out of which 99.01% were male and 0.89% were females. However, the representation in the senior and executive levels was about 20% for females and 80% for males, and we are looking for ways to increase this percentage furthermore in the future. The median compensation for males and females is equal. All NCC employees were full-time employees

In 2024 the percentage of change for the headcount was recorded to be +2.75%. The increase in headcount was a natural response to the need to replace retiring staff, reflecting NCC's long-standing reputation for high employee retention over its 50+ years of operation. Many of our team members have been with us throughout this remarkable journey, resulting in a higher percentage of retirements as these loyal employees transition into the next phase of their lives. The entry level positions percentage for the year 2024 was recorded to be 8.02% of the total headcount.



Health and Safety

Our occupational health and safety policy is applied all over the company. The basic principles governing this policy are detecting and managing the possible risks arising from our occupational activity, internal communication, and generating a safe and healthy working culture. It is also important to constantly search for solutions to prevent risks and improve working conditions and comply with health and safety legislation. In order to apply these principles, a formal occupational risk management system exists, and a follow-up in the form of internal and external audits. On the other hand, our safety office has run a program called Committed to Safety aimed at reaching zero damage and injury to people.

Our Health and Safety Policy follows the United Arab Emirates Regulations, including ISO-14001 and International Best Practice Standard. The Policy covers all employees, contractors, and visitors to all our production units, office buildings, workers' accommodations, and workshops, with our goal to prevent all accidents, injuries, and occupational illnesses. We also display safety bulletins and safety hazard posters in strategic areas around our factories to emphasize the importance of health and safety.

The Environment, Health, and Safety Office (EHSO) team are responsible for the day-to-day management of our health and safety systems. In 2024, the injury rate relative to the total workforce was recorded to be 0.22%.

Employee Benefits

- All employees are provided with medical insurance covering all work-related and non-work-related health issues or injuries and free health check-ups. Moreover, we have a monthly awareness campaign carried out by the health and safety office on a variety of topics including health and risks inside the workplace and outside the workplace.
- Retirement benefits such as gratuity are considered as defined benefit obligations; it is provided following UAE Laws.
- Women employees are entitled to maternity leave. All female employees are eligible for 45 days of maternity leave following UAE Laws and can be extended to another 45 days subject to management approval.
- Local minimum wage rules are followed, and employees are paid above the local minimum wage. Merit is the main parameter for recruitment. We are an equal-opportunity employer providing equal remuneration for women and men.



- All employees are granted leave travel allowance, graded according to their Company designation, paid at prevalent market rates.
- Employees are provided with accommodation following the NCC accommodation Policy. If no accommodation is provided, employees are provided with an accommodation allowance

determined by their respective pay grades. Free transportation is provided to all employees residing in the emirate of Dubai.

- A health bounce is being paid to the employees depending on the number of sick leaves availed by each employee to encourage them to take care of their health. In 2024 a health was given to every eligible employee.

Long Service Awards

Employees who spend more than a decade with the organization are felicitated with 'Long Service Awards. There are two categories for these awards, these are 15 years awards and

25 years awards. The award is being granted to the employees regardless of their grades. For factory employees, the induction training also covers detailed guidelines from the EHS office regarding health and safety at work.

Training and Development

in 2024, around 12,000 man-hours were spent undertaking employee education for all factory employees. The largest initiative was Manufacturing Excellence, which included the principles of lean manufacturing and Total Productive Maintenance cutting across various management levels. External industry webinars were widely attended by employees.

All employees receive regular performance and career development reviews. At the start of any year, employees along with their managers set out specific key performance indicators that the employee will work towards throughout the year, and employees are reviewed based on these metrics. As for the new joiners, the Human Resources team leads a general induction program for new starters, followed up by departmental-specific training organized by individual departments.

New starters are also provided with a copy of the Employee Code of Conduct during induction. Furthermore, all new employees receive a performance review upon completion of their probation period.

Training & Development in HRM



Sports & Leisure

A big part of employee well-being is to live an active life that involves exercising and practicing sports, therefore NCC has provided recreational facilities for the employees in both the factory and the worker's accommodation, including a gym, volleyball, and badminton courts, and a football field. NCC also organizes regular sports tournaments in chess, badminton, cricket, and football to stimulate the employees mentally and physically.

NCC Social Responsibility Initiatives

National Cement Company is dedicated to sustainability, community welfare, and environmental responsibility. Through key partnerships with Dubai Municipality, Dubai Civil Defence, and educational institutions, NCC has driven waste diversion, water conservation, emergency support, and employee well-being initiatives. These efforts reinforce its commitment to responsible operations and long-term positive impact. Some of these initiatives are:

1. Environmental Sustainability Initiatives

National Cement Company is committed to reducing CO₂ emissions through the utilization of alternative fuels and waste heat recovery (WHR) technology to generate electricity. These efforts contribute to energy efficiency, lower carbon footprints, and align with UAE's environmental sustainability objectives. Moreover, NCC has launched a new cement type called 'DubaiCem' which has 50% less embodied carbon than the normal OPC cement.

2. Rainwater Drainage Assistance

During the April 2024 rainstorm, National Cement Company worked closely with Dubai Municipality to remove accumulated rainwater surrounding the factory. By deploying specialized equipment and personnel, the initiative helped prevent flooding, ensuring the safety of both industrial operations and nearby communities.

3. Waste Diversion Initiative

In collaboration with Dubai Municipality, National Cement Company successfully diverted 47,000 tons of waste from landfills in 2024. This initiative supports Dubai's sustainability goals by repurposing industrial and municipal waste as alternative fuel in cement production, significantly reducing environmental impact and promoting a circular economy.

4. Support for Dubai Civil Defence

National Cement Company partnered with Dubai Civil Defence to enhance emergency response efficiency by facilitating quick water refilling through its machinery. Additionally, the company provided a fast route through its internal roads, ensuring rapid access for firefighting operations and reinforcing community safety.

5. Employee Health & Wellness Program

As part of its commitment to employee well-being, National Cement Company organized a comprehensive health and eye checkup on its campus. This initiative provided workers with essential medical assessments, early disease detection, and awareness on preventive healthcare, fostering a healthier workforce.

6. Educational Engagement with Al Qasimi Foundation

In collaboration with the Al Qasimi Foundation, National Cement Company hosted educational tours for university students. These visits provided hands-on insights into cement manufacturing, sustainability practices, and industrial operations, bridging the gap between academic learning and real-world applications.

7. Water Conservation Initiative

To promote water conservation, National Cement Company has implemented the reuse of treated water for cement processing and machinery cooling. This initiative reduces freshwater consumption, optimizes resource efficiency, and supports sustainable industrial practices in line with Dubai's environmental vision.



Indicators



3 key indicators
(ESG)



GRI Index

Performance Indicators

Governance

GRI Indicator	GRI Ref	2024	2023
Sales			
Net sales (million AED)	201-1		187,922
Cement (million tonnes)		0.985	1.010
Clinker (million tonnes)		0.00	0.00
Aggregates (thousand tonnes)		0.437	0.282
Materials			
Total clinker production – all segments (million tonnes)	301-1	0.755	0.673
Total cement production – all segments (million tonnes)		0.983	1.010
Total raw material consumption – all segments (million tonnes)		1.40	1.25
Alternative raw materials substitution rate – cement production (%)	301-2	4.66	2.72
Waste-derived resources – all segments (thousand tonnes)		45.83	27.50
Financial			
Revenue (million AED)			187,922
Profit/Loss (million AED)			62,234

Social

GRI Indicator	GRI Ref	2024	2023
Workforce			
Injury rates (%)	403-2	0.22	0.23
Deaths (%)		0.00	0.00
Full-time employees (%)	102-8	100	100
Part-time employees (%)		0.00	0.00
Employee turnover and retention			
Overall employee turnover rate (%)	401-1	12.03	12.34
Hirings (%)		7.13	10.30
Hours of training per employee	404-1	12,000	13,500
Diversity: Female Workforce			
Senior management level (%)	405-1	20	20
Non-management level (%)		0.45	0.23
Women in total workforce (%)		0.67	0.46

Environmental

GRI Indicator	GRI Ref	2024	2023
Waste and recycling			
Burnable hazardous waste disposed of (thousand tonnes)	306-2	3.90	5.77
Mineral Hazardous waste disposed of (thousand tonnes)		41.93	27.50
CO ₂ emissions			
Specific CO ₂ emissions – gross (kg/tonne clinker)	305-4	804	804
Total Scope 1 emissions (thousand tonnes of CO ₂) (Cement, aggregates, ready-mix and own-power generation)	305-1	607	541
Total Scope 2 emissions (thousand tonnes of CO ₂) (From the generation of purchased or acquired electricity)	305-2	34	30
Energy			
Total power consumption – all segments (MWh)	302-1	9.47	8.45
Total fuel consumption – all segments (million GJ)		2.29	2.09
Clinker production (Kcal/tonne clinker)		725	742
The thermal energy mix of clinker production			
Dry Coal (thousand tons)		86.35	75.10
Oil (thousand tons)		0.528	0.175
Alternative fossil fuels (thousand tons)		3.90	5.77
Water			
Total water consumption – all segments (thousand m ³)	306-1	334	330
From treated effluent municipal water supplies (thousand m ³)		259	188
From drinking municipal water supplies (thousand m ³)		76	69
From other water sources (thousand m ³)		5	71



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