

Category	Stakeholders (Interested Parties)	Key Issues	Expectations	Engagement Method (Frequency)	Actions/ Outcomes
Internal	Shareholders, Board of Directors	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Sustainable Business, Growth</li> <li>Quality, Environmental, Health &amp; Safety, Social, Financial Performance</li> <li>Improved operational efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable growth and shareholder return</li> <li>Contribution to local economy</li> <li>Leading steel manufacturer</li> </ul>	<ul style="list-style-type: none"> <li>Board Information Pack (quarterly, annual)</li> <li>Board/Committee meetings (quarterly, as required)</li> <li>Site visits and correspondences</li> <li>Media releases and publications</li> </ul>	<ul style="list-style-type: none"> <li>Developed and integrated corporate governance policies to core business activities</li> <li>Identified key business risks</li> <li>Defined management plans</li> <li>Developed long-term and short-term strategic goals and objectives.</li> <li>Corporate Social Responsibility programs</li> <li>Namaa' project</li> </ul>
Internal	Top Management	<ul style="list-style-type: none"> <li>Company's vision, mission, and core values</li> <li>Company's Culture and Ethics</li> <li>Business strategy and planning</li> <li>Company BSC/ KPIs</li> <li>Customer satisfaction</li> <li>Risks and opportunities</li> <li>Quality, Environmental, Health &amp; Safety, Social, Financial 9=Performance</li> <li>Improved operational efficiency</li> <li>Management of change</li> <li>Internal &amp; External Communications</li> <li>Employees' safety culture</li> <li>Employees Happiness</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of company vision, mission, and core values across the organization</li> <li>Strictly adhere to company's ethics and culture</li> <li>Strong safety culture and safety excellence</li> <li>Achievement of company BSC/ KPIs</li> <li>High customer satisfaction</li> <li>Improved business performance</li> <li>Mitigation of risks and taking advantage of opportunities</li> <li>Mitigate any adverse effects arising from unplanned changes.</li> <li>Improved performance of IMS and desired outputs.</li> </ul>	<ul style="list-style-type: none"> <li>EXCO/Top Management meeting</li> <li>Regular progress reporting of strategy implementation, monitoring, and review of BSC/ KPIs</li> <li>Management review meeting (monthly/quarterly)</li> <li>Operation meetings (weekly /monthly)</li> <li>HSE ExCo Meeting (monthly)</li> <li>Operations Function HSE Meetings (monthly)</li> <li>Non-operation Function HSE Meeting (monthly)</li> </ul>	<ul style="list-style-type: none"> <li>Established Vision, Mission, Core Values and Company Policy</li> <li>Code of Ethics Policy</li> <li>HSE Principles and Life Saving Rules</li> <li>Safety Excellence Transformation Program (AMAN)</li> <li>Established BSC/ KPIs</li> <li>Customer feedback process, Perception Survey</li> <li>Risk Management framework</li> <li>Corporate Social Responsibility programs</li> <li>Defined management Action Plans</li> <li>Change Management plans</li> <li>Improvement in IMS</li> <li>Plant efficiency and capacity enhancement</li> <li>Product quality Improvements and conformity</li> <li>Company website and Intranet (Steel Hub)</li> <li>Namaa' project</li> <li>Happiness Committee</li> </ul>

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Internal	<ul style="list-style-type: none"> <li>Employees</li> </ul>	<ul style="list-style-type: none"> <li>Employee Health, Safety, &amp; work environment</li> <li>Remuneration and benefits</li> <li>Effective leadership and supervision</li> <li>Employee trainings and competency development</li> <li>Developing high potential employees</li> <li>Recognition and rewards</li> <li>Effective career development program</li> <li>Employee performance</li> <li>Employees' engagement, empowerment, and accountability</li> <li>Organizational knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for personal and professional development and success</li> <li>Provide a safe, healthy, and environment-friendly workplace, and welfare &amp; wellbeing</li> <li>Job security</li> <li>Reward &amp; recognition; competitive compensation</li> </ul>	<ul style="list-style-type: none"> <li>Face to face communication</li> <li>Emails and other correspondence</li> <li>On-line Employee Services System and correspondences</li> <li>Safety tours and site visits (monthly, quarterly)</li> <li>Internal training and toolbox talks (as per plan, as required)</li> <li>Participation in external training programs, seminars, conference etc.</li> <li>Performance review (semi-annual, annual)</li> <li>Employee Engagement Survey</li> <li>Internal communication email blasts</li> <li>Behavioral Observations (monthly)</li> <li>Middle Management Meeting (quarterly)</li> <li>Town-hall Meeting</li> <li>Accelerated Young Leaders Program</li> <li>Company programs and events (as scheduled)</li> <li>Operations Department HSE Meeting (monthly)</li> <li>H&amp;S Department HSE Meeting (monthly)</li> <li>Events &amp; Recreation Program Survey (annual)</li> <li>Suggestion schemes and grievance procedure</li> <li>Company website, press releases, social media posts</li> <li>Violation Reporting</li> <li><b>HC Forum</b> (quarterly)</li> </ul>	<ul style="list-style-type: none"> <li>Safety Champions Recognition</li> <li>Behavioral safety tours</li> <li>Increased involvement of top management in EHS programs and initiatives- Aman Safety Excellence</li> <li>Review and updating of HC policies and procedures, including compensation and benefits, training and career development plans, Performance Management System, awards, and recognitions, etc.</li> <li>Communication of company policies, objectives, and performance</li> <li>Development of talents through Bedayati Program</li> <li>Future Leaders Program, Talent Acquisition Module</li> <li>Think Smart (online suggestion scheme)</li> <li>Tamkeen- Emirati Women's Committee</li> <li>SANAAD HC Digital Platform</li> <li>Internal promotions and organizational changes</li> <li>Enhanced competence and improved performance of employees</li> <li>Career Aspiration Program</li> <li>Learning Management System (LMS)</li> <li>mySHEQ application</li> <li>Knowledge Management Hub</li> <li>Risk &amp; BCM Community</li> <li><b>Youth Council</b></li> <li><b>Yammer Platform</b></li> </ul>

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External	Lenders and Financial Institutions	<ul style="list-style-type: none"> <li>Ability for repayments</li> <li>Company reputation for ethical business practices</li> <li>Potential liabilities due to environmental and social issues</li> </ul>	<ul style="list-style-type: none"> <li>Business performance</li> <li>Transparency and corporate governance</li> <li>Environmental and Social risks</li> </ul>	<ul style="list-style-type: none"> <li>Financial reports (annual)</li> <li>Meetings and correspondences</li> </ul>	<ul style="list-style-type: none"> <li>Corporate governance policies and procedures</li> <li>Financial controls, management, and investments</li> <li>Third party audits</li> </ul>
External	Customers	<ul style="list-style-type: none"> <li>Products and management system certifications</li> <li>Competitive price</li> <li>Customer complaints</li> <li>Green building schemes</li> <li>Ethical Business Practices</li> </ul>	<ul style="list-style-type: none"> <li>Product quality and availability</li> <li>Product Innovation and solutions</li> <li>Product cost and value creation</li> <li>Reliable and efficient customer service</li> <li>On time delivery</li> </ul>	<ul style="list-style-type: none"> <li>Customer meeting/visits (monthly or as required)</li> <li>Perception (Customer Satisfaction) Survey</li> <li>Customer complaint meeting (monthly or as required)</li> <li>Events, conferences, and exhibitions (as scheduled)</li> <li>Project prequalification and tendering (as scheduled)</li> <li>Brochures, product catalogs</li> <li>Company website, press releases and social media posts</li> <li>Violation Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Effective implementation of Integrated Management System (IMS)</li> <li>Market research and pricing committee</li> <li>Customer complaint management</li> <li>Product Research and Development</li> <li>Communication with authorities on product regulations and important duties</li> <li>Environmental Product Declaration reports</li> <li>Product and management system certifications</li> <li>Sustainable Constructional Steel Certification</li> <li>Corporate governance policies</li> </ul>
External	Suppliers, service providers, and contractors	<ul style="list-style-type: none"> <li>Quality, environment, health &amp; safety issues</li> <li>Cost reduction and value creation</li> <li>Long-term business relations</li> <li>Compliance and corporate governance policies</li> </ul>	<ul style="list-style-type: none"> <li>Quality products and services</li> <li>Responsible sourcing principles</li> <li>Sustainable Supply Chain practices</li> <li>Ethical business practice</li> <li>Long term contracts to ensure sustainable demand</li> </ul>	<ul style="list-style-type: none"> <li>Direct communications through meetings, phone calls and emails</li> <li>Inquiries, coordination, and clarification meetings</li> <li>Site visits and supplier audits (annual or as required)</li> <li>Supplier Feedback Survey (annual)</li> <li>Training and awareness sessions (as scheduled)</li> <li>Contractors HSE Meeting (monthly)</li> <li>Awards/recognition events (as scheduled)</li> <li>Company website, press releases and social media</li> <li>Violation Reporting</li> </ul>	<ul style="list-style-type: none"> <li>Supply Chain Policies, manual, and procedures</li> <li>Supplier Qualification and Registration</li> <li>Supplier audit and Performance Evaluation</li> <li>Partnership and long-term contract program</li> <li>ARIBA Digital Procurement</li> <li>Improvement of Supply Chain Functions</li> <li>Contract administration</li> <li>Code of Ethics and Whistle blowing policies</li> <li>Contractor management and safety programs</li> </ul>
External	Regulatory Authorities	<ul style="list-style-type: none"> <li>Emissions and Discharges</li> <li>EHS Management System Implementation</li> <li>Incidents and emergencies</li> <li>Environmental complaints</li> <li>Statutory and regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory Compliance</li> <li>Environment, Health &amp; Safety performance</li> <li>Contribution to local economy</li> <li>Climate Change</li> <li>Self-regulation</li> </ul>	<ul style="list-style-type: none"> <li>Direct communication through meetings, phone calls and emails.</li> <li>Conferences, forums, and workshops</li> <li>Site visits, inspections, and audits</li> <li>Company website and publications</li> </ul>	<ul style="list-style-type: none"> <li>Audit, inspections, monitoring, and reporting</li> <li>Incident Notification, Investigation, and reporting</li> <li>Implementation of environmental projects</li> <li>Carbon capture and storage project</li> <li>Business Continuity and Emergency procedures</li> <li>Regular performance and compliance reporting</li> <li>Environmental Projects and Initiatives</li> </ul>
External	Certification Bodies	<ul style="list-style-type: none"> <li>Effective implementation of management systems.</li> </ul>	<ul style="list-style-type: none"> <li>Conformity to certification and technical standards</li> </ul>	<ul style="list-style-type: none"> <li>Direct communication through meetings, phone calls and emails</li> <li>Audits, inspections, and site visits (semi-annual, annual)</li> <li>Conferences, forums, and workshops (as scheduled)</li> <li>Company website and publications</li> <li>Participation in Working Group meetings</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Integrated Management System</li> <li>Internal audits and inspections</li> <li>Regulations, standards, and scheme reviews</li> <li>Training and awareness</li> </ul>
External	Industrial sector and business community	<ul style="list-style-type: none"> <li>Government regulations and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Responsible and ethical business practice</li> <li>Industry best practice and benchmarking</li> <li>Innovation and value creation</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, presentations, and site visits</li> <li>Project collaboration and studies</li> <li>Technical conferences, workshops, and forums</li> </ul>	<ul style="list-style-type: none"> <li>Active involvement in industry and business community initiatives</li> </ul>

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		<ul style="list-style-type: none"> <li>Industrial and economic challenges</li> <li>Environment, Health &amp; safety</li> <li>Water, energy and material consumption and wastes</li> </ul>		<ul style="list-style-type: none"> <li>Exhibitions, sponsorships, and industry events</li> <li>Websites and social media posts Publications and press releases, brochures, and catalogs</li> </ul>	<ul style="list-style-type: none"> <li>Endorsement of policies to industrial sectors and authorities</li> <li>Sharing of best practice and benchmarking</li> <li>Recycling, reuse of by-products and wastes</li> <li>Active participation in World Steel Association (WSA) programs</li> <li>Active member of WSA Climate Action and Sustainability Programs</li> <li>Benchmarking activities</li> </ul>
External	Local society and community	<ul style="list-style-type: none"> <li>Occupational health and safety issues.</li> <li>Emissions and environmental complaints</li> <li>Employment and Emiratization</li> <li>Promoting local products and business initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Supporting community development and local economy</li> <li>Environmental protection and cultural heritage preservation</li> </ul>	<ul style="list-style-type: none"> <li>Community and medical out-reach programs</li> <li>Cultural events</li> <li>Training and awareness sessions</li> <li>Site visits, plant tours</li> <li>Scholarships and internship program</li> <li>Charity projects and volunteering in community services</li> <li>Conferences and Seminars</li> <li>Brochures, press release and social media posts</li> <li>Violation Reporting</li> <li>Company website and social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>Promoting health and safety program and improving EHS performance</li> <li>Emiratization and career development program for UAE nationals</li> <li>Scholarships and work placement programs</li> <li>Cultural, community and charity programs and sponsorships</li> <li>Corporate Social Responsibility programs</li> <li>Communication through social media</li> </ul>
External	Media	<ul style="list-style-type: none"> <li>Availability of information for market research and campaigns</li> <li>Promotion of new products and innovations</li> <li>Reliable and timely information</li> </ul>	<ul style="list-style-type: none"> <li>Information on latest news, trends, events, and industry practices to public or interested parties.</li> <li>Journalism ethics and transparency</li> </ul>	<ul style="list-style-type: none"> <li>Public and POSM advertisements</li> <li>Events</li> <li>Face to face meetings</li> <li>Case studies</li> <li>Annual reports</li> <li>Press releases and social media posts</li> <li>Brochures, catalogs, and flyers</li> <li>Company website and social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>Publishing, posting or press release of news, events, and awards.</li> <li>Interviews, site visits and use of reliable media platforms</li> <li>Follow-up and verification of information</li> <li>Use of different social media platforms for Internal and External communications</li> </ul>

Reviewed by: Abdel Moneim Tawfik – QA & Environment Manager

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## Appendix 2 – Maturity Matrix

Sustainability Principles	Practices (Please add any additional practices that are relevant to your approach to sustainability management)	Characteristics of the approach to sustainability in developing organizations		
		Maturity		
		Immature	Engaged	Proactive and Learning
		Ad-hoc engagement, an informal approach to stakeholders in relation to these Practices. Limited understanding of the implications of the Practices on business priorities and decision making.	Policies and approach documented and well understood. Accountable party identified and responsible implementing roles/tasks resourced, trained and operational. Certified or uncertified management systems in place to manage the Practices. <b>Demonstrable performance improvements.</b>	<b>Engaged plus:</b> Proactively using sustainability to drive innovation into the organization at every level to deliver improved performance. Company success is viewed in broader terms than foundation financials only. Positive and negative impacts on our natural capital, wellbeing, local communities and economic contribution should be considered and built into all decision making. <b>Science and context based transition plans and targets are in place that define a pathway towards sustainable and responsible operations. Performance improvements aligned to the context and scientific pathways.</b>
Inclusivity	Stakeholder identification and mapping			Emirates Steel considers its existing stakeholders from within the company, community, industry, national, regional, and international environment. The company is also identifying new and potential stakeholders from new markets, new customers, suppliers, impending regulations, government policies etc. which might be relevant to company's long term and short-term goals and activities.
	Open engagement in various formats for various stakeholders			Different methods and platforms are used in engaging different stakeholders to ensure the effectiveness, efficiency, and timeliness of engagement activity. Emirates Steel is always seeking opportunities and most appropriate means to reach and engage with stakeholders whether using traditional means or new technology such as personal visits, interviews, research, surveys, press releases, the internet, social media, publications, forums, conferences, meetings, events.
	Stakeholder issue identification			From each engagement activity, legitimate issues relevant to company activities and objectives are identified and reviewed by responsible persons in the organization and discussed during management meetings. Action plan and programs are defined and implemented to address material issues.
	Communication of organization response to issues raised			Emirates Steel has developed and implemented policies and procedures to respond to legitimate and relevant issues raised by stakeholders such as customer complaints, community complaints, supplier's concerns, employee complaints, etc.  The effectiveness and timelines of response to relevant stakeholder issues are monitored and reviewed by the management during monthly meetings.

	Sustainable development culture		<p>Emirates Steel employs employees and contractors from different backgrounds, cultures, and nationalities.</p> <p>Hence, Emirates Steel has integrated and implemented the sustainability principles in its business, management system, policies, and procedures, it is also implementing programs to develop its employees to adopt the culture of sustainability through regular engagement, training, behavioral and</p>	
	Responsible/Sustainable Supply chain approach adopted			<p>Emirates Steel is managing its supply chain to ensure the flow of materials and information and provide the highest degree of satisfaction and value to its stakeholders. Strategic partnerships and relationships are developed with suppliers with the most impact to company business and activities. Emirates Steel is collaborating with preferred suppliers and/or service providers in developing capabilities which would address existing and future needs of the company in a cost-effective manner such as by-product and waste management processes, logistics, service out-sourcing, etc. Purchasing policies and procedures are reviewed and updated to optimize the process and ensure alignment with corporate governance policies and procedures. Suppliers acknowledge to abide and follow the ES code of conduct when they register.</p>
	Systematic Environmental Management			<p>Emirates Steel is implementing an Integrated Management System certified against ISO 14001 and Abu Dhabi Environment, Health and Safety Management System and complying with legal regulations and other requirements.</p> <p>The Environmental Impact Assessment and Operation Environmental Management Plan are also implemented across the organization.</p> <p>Aspect registers for each department activities have been developed to assess the environmental impacts and identify the monitoring and mitigating controls to reduce</p>

<b>Stewardship</b>	Systematic Social Management			<p>Emirates Steel is implementing an Integrated Management System certified against ISO14001, ISO45001, OSHAD Standard Framework, local regulations, and other requirements.</p> <p>Risk assessments are carried out by internal and external teams to identify the hazards/risk and the required control measures to reduce the risk to acceptable level.</p> <p>Health and Safety programs are communicated implemented across the organization to prevent injuries, illness and incidents.</p> <p>Emirates Steel's approach towards community development has evolved considerably over the years and increasingly became integral to company business practice in order to build trust make positive contribution to the social and economic development of the communities around its operating sites.</p> <p>Emirates Steel's strategy for shaping and contributing to communities focuses on three key areas: education, health, and community development. Corporate Social Responsibility (CSR) programs and</p>
	Systematic Economic Management			<p>Emirates steel was developed by Senast as part of Abu Dhabi's drive towards diversification of its economy.</p> <p>Emirates Steel the largest integrated steel plant in the UAE and producing 3.5MPTA steel products. It continues to demonstrate resilient cash flows and strong growth opportunities.</p> <p>Emirates Steel is spending more than 2 billion AED on local purchases, employs more than 3400 employees and contractors which contributes to the Abu Dhabi's economy.</p> <p>Emirates Steel has captured a large portion of the local market and a positive growth in the export market through exporting steel products to more than 50 countries globally. Emirates Steel is also supporting the development of medium and small scale down stream industries by providing innovative products, technical assistance and</p>
	Skills and training			<p>Emirates Steel strives to develop a culture of progressive learning by regularly assessing the learning and development needs of employees and providing opportunities to enhance their skills and competencies.</p> <p>Emirates steel is investing in its people to improve competencies and maintain its competitive edge.</p> <p>Training requirements of employees are identified by Line Managers during Performance Reviews, new assignments/tasks, new responsibilities, new requirements from regulations or standards, new business or organizational requirements.</p>
	Career development			<p>Emirates Steel is providing its employees opportunity for growth and successful career in the company. Career development planning is a joint responsibility of the employee and the management to provide linkage of employee's performance and career growth.</p> <p>Emirates Steel recognizes the need to develop employees from within the work force to acquire higher roles and responsibilities to meet future business objectives and the employee's career aspirations through succession planning. Specific attentions are provided to UAE nationals at all stages of their career in the company through internship, management training schemes, and continuing</p>

<b>Transparency</b>	Identify appropriate metrics/KPIs		Emirates Steel is owned by ADG, a government owned entity mandated by the Abu Dhabi government to develop capital intensive investments to contribute to Abu Dhabi's Economic Vision 2030. As a government-owned company, Emirates Steel is reporting its performance to the owners, authorities and providing information to other interested parties upon request. Information on company performance, programs and practices periodically published on the company website, ADG website, company brochures, newsletters, and press releases.	
	Monitor performance			Emirates Steel has developed BSC and KPIs to measure its performance, considering global benchmark.
	Publicly report management practices and performance		Our management practices and performance are regularly being reported to different stakeholders such EAD, OSHAD, SCAD, IDB, ADG. ES has published sustainability report for 2020 & 2021 internally and externally through Arkan ESG report	
	Review performance			Emirates Steel has reviewed BSC and KPIs to measure its performance, considering global benchmark.
	..... / Additional practice			
	..... / Additional practice			
..... / Additional practice				