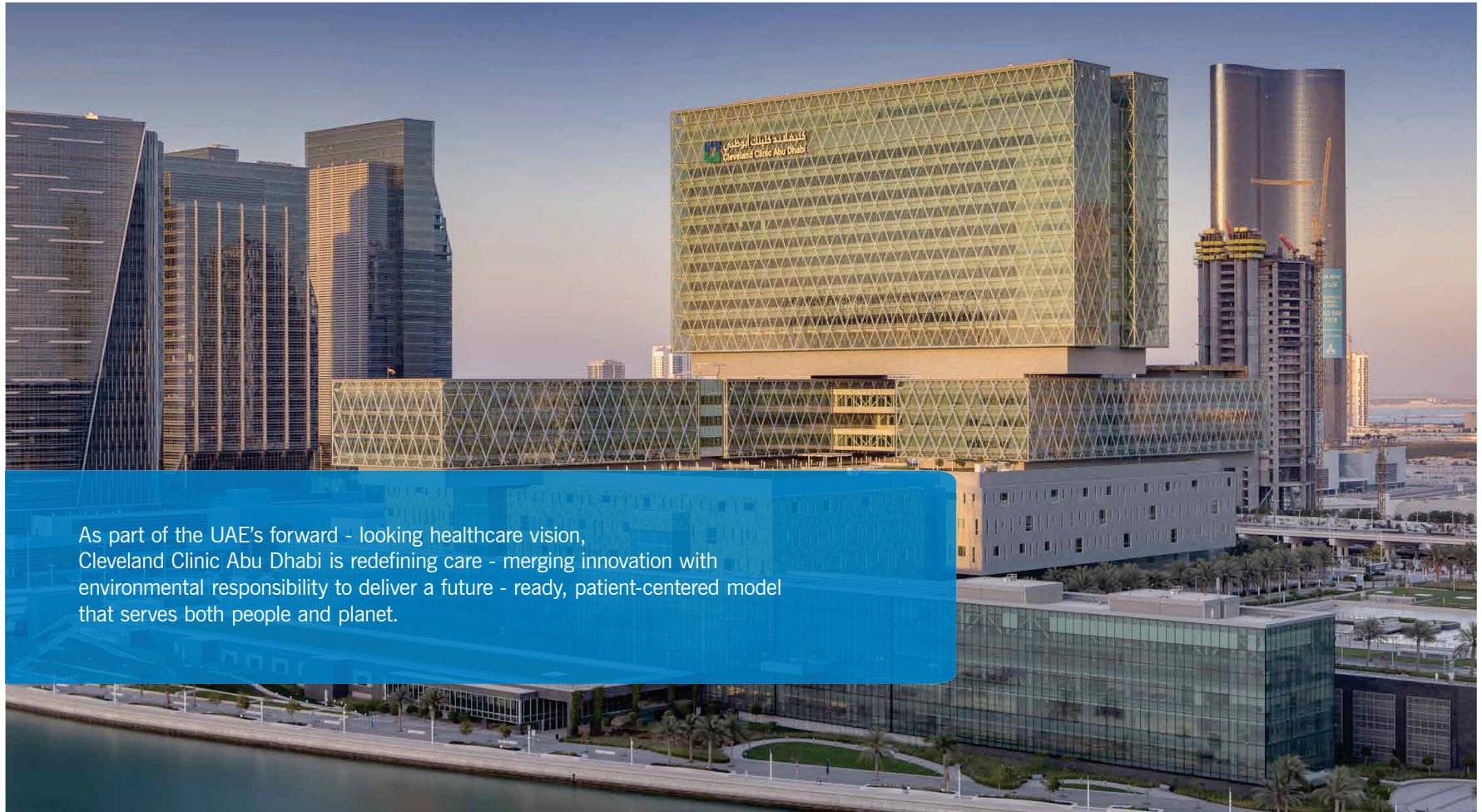


SUSTAINABILITY REPORT 2024

Measuring ESG Performance

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Message
from our CEO

MESSAGE FROM OUR CEO



As we mark a decade of transformative care, Cleveland Clinic Abu Dhabi has grown from a bold vision into one of the region's most advanced medical institutions. The publication of our first Sustainability Report is a testament of our continuous commitment to delivering clinical excellence, advancing innovation, and prioritizing compassionate care - all while embedding sustainability into our operations.

2024 was a year of remarkable achievements. In line with the UAE and Abu Dhabi's strategic goals to promote access to quality healthcare across the region, we delivered over 830,000 outpatient visits and 26,275 surgeries and procedures, and we served 5% more patients than in 2023. Highlights from this year include the region's first simultaneous robotic kidney transplant for both donor and recipient using a single robot, the UAE's first heart and lung transplant, and the first deep brain stimulation (DBS) surgery for epilepsy - each demonstrating our leadership in complex care.

Our sustainability journey is mainly driven by our caregivers. We continue to foster a culture of awareness, responsibility, and collaboration, investing in our people's continuous professional growth in a sector where capacity building is critical and a driver for innovation and excellence. During this reporting period, we conducted 624 trainings and workshops, participated in pioneering projects

and scientific conferences while our work has been recognized by esteemed organizations.

In the environmental pillar, in line with the UAE's Net Zero 2050 strategy and the Department of Health - Abu Dhabi's strategic goals, we made measurable progress in reducing our environmental footprint. We conducted a Greenhouse Gas (GHG) emissions audit in line with the Greenhouse Gas Protocol, and we placed particular focus on decarbonizing our supply chain. By shifting from daily to weekly delivery schedules, we reduced deliveries by 46% and we have reduced carbon emissions per patient by 57.8% since 2017. Additionally, we implemented targeted initiatives to improve energy and water efficiency, enhance waste management, and addressed emissions across our value chain.

Together, we are redefining healthcare in the UAE and setting new standards across the region. We are committed to building on this momentum. By aligning with national strategies and investing in clinical innovation, research, and sustainable practices, we will continue to lead the way in delivering healthcare that is not only excellent, but ethical, inclusive, and future-ready.

I extend my heartfelt thanks to all our caregivers, partners, and stakeholders for your dedication to shaping a healthier, more sustainable future for generations to come.

“We are building on a decade of innovation by delivering healthcare that is ethical, inclusive, and future-ready, setting new standards for sustainability and clinical leadership across the region.”

Georges-Pascal Haber, MD, PhD
Chief Executive Officer,
Cleveland Clinic Abu Dhabi

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2024 HIGHLIGHTS

GOVERNANCE AND PERFORMANCE



22

Members in the Cleveland Clinic Abu Dhabi Sustainability Committee

203

Local suppliers based in UAE

A dedicated project

in collaboration with 20 high-volume vendors, responsible for 75% of our deliveries, to reduce environmental impacts

PATIENTS



5%

Increase in patients served

830,902

Outpatient visits

229

Active research projects

CAREGIVERS



3,942

Caregivers

3,290

Caregiver appraisals

547

New Caregivers joined

1st institution

in the UAE to receive provisional accreditation from the Accreditation Council for Continuing Medical Education (ACCME)

SOCIETY



10,000+

Participants in community actions and awareness events

735

Participants in volunteering actions from our caregivers

ENVIRONMENT



LEED

Leadership in Energy and Environmental Design Building design and Construction (BD+C) Certification

335,800 kWh

Utilized from renewable sources

72%

LED Lighting Coverage

5.3%

Decrease in energy consumption per patient day

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Cleveland Clinic Abu Dhabi, part of the M42 group, is a world-class multispecialty hospital built on Al Maryah Island in Abu Dhabi, specifically designed to address a range of complex and critical care requirements for the people of Abu Dhabi and beyond.

In addition, we also have Pathology and Laboratory Medicine services, as well as our Quality, Patient Safety and Experience service.

The construction of the Fatima bint Mubarak Center, the dedicated oncology wing of Cleveland Clinic Abu Dhabi which officially opened in early March 2023, added 12% of additional built-up area at Cleveland Clinic Abu Dhabi. This new addition has expanded the hospital's capability and capacity to provide high quality care for the people of Abu Dhabi and beyond.

Both Cleveland Clinic Abu Dhabi and its Fatima bint Mubarak Center achieved Leadership in Energy and Environmental Design (LEED) Gold Certification from the United States Green Building Council (USGBC). In 2024, a new prayer hall in the premises obtained LEED Gold rating under the USGBC LEED V4 for Building Design and construction. Cleveland Clinic Abu Dhabi is preparing for LEED Existing Building Operation and Maintenance (EBOM) certification.

At Cleveland Clinic Abu Dhabi, we are committed to fostering a culture of sustainability among our caregivers while shaping a resilient, patient-centred, and environmentally conscious healthcare ecosystem in the UAE.

The organization is a unique and unparalleled extension of US-based Cleveland Clinic's model of care. It comprises eight Institutes:



Heart, Vascular & Thoracic Institute



Cancer Institute



Neurological Institute



Digestive Diseases Institute



Integrated Surgical Institute



Medical Specialty Institute



Integrated Hospital Care Institute



Diagnostics Institute



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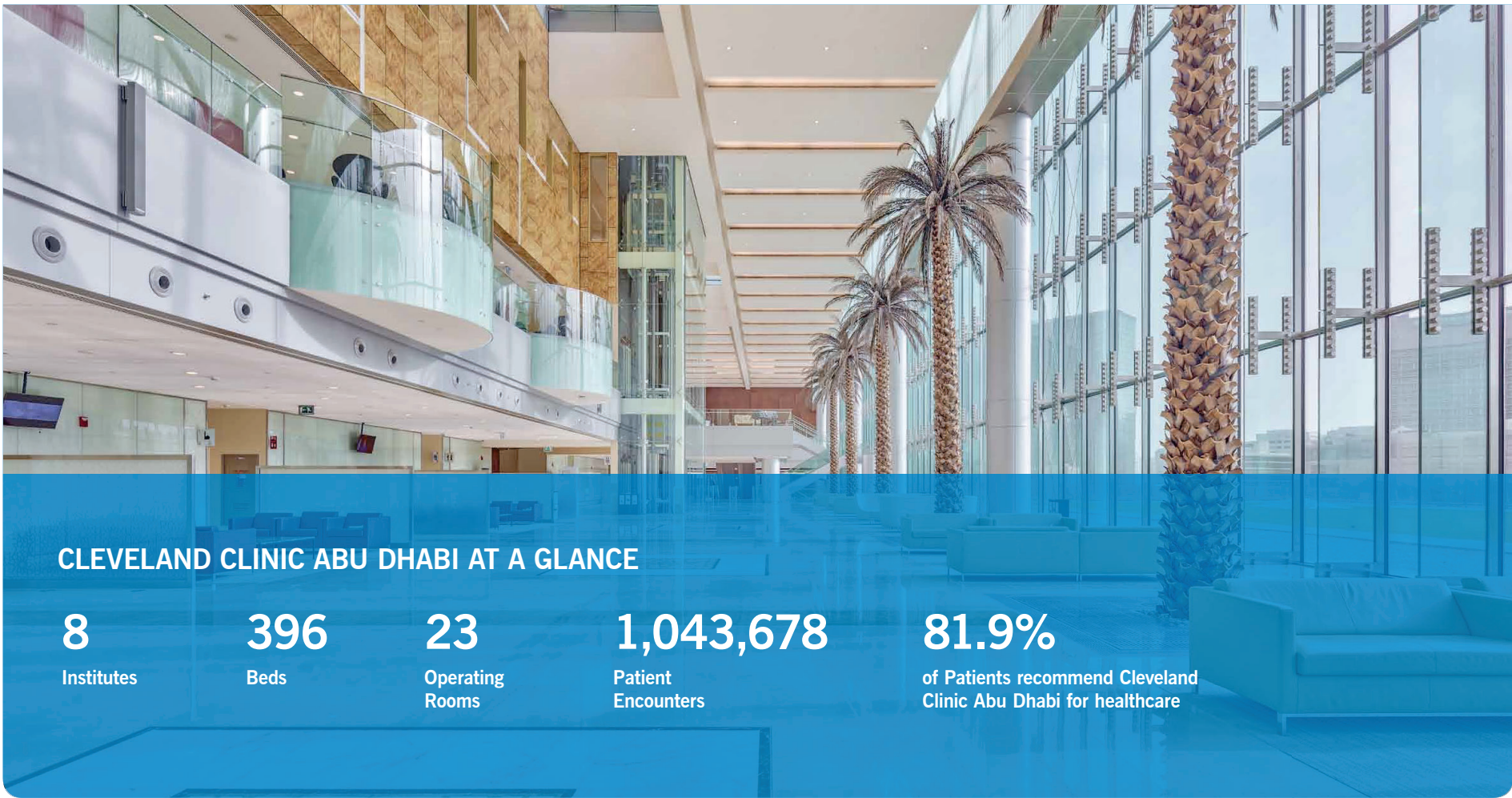
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CLEVELAND CLINIC ABU DHABI AT A GLANCE

| | | | | |
|----------------------------|------------------------|----------------------------------|--|---|
| <p>8</p> <p>Institutes</p> | <p>396</p> <p>Beds</p> | <p>23</p> <p>Operating Rooms</p> | <p>1,043,678</p> <p>Patient Encounters</p> | <p>81.9%</p> <p>of Patients recommend Cleveland Clinic Abu Dhabi for healthcare</p> |
|----------------------------|------------------------|----------------------------------|--|---|

2 2.1 MISSION, VISION, AND VALUES

Cleveland Clinic Abu Dhabi: Our Story
 Cleveland Clinic Abu Dhabi's vision, mission, and values are the cornerstones which inspire all activities within the organization. Our seven core values are instrumental in enabling us to realize our mission and vision, acting as guiding principles to ensure patients across the Clinic's global network receive the same world-class care regardless of location.

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OUR VISION



To be the best place to receive care and the best place to work in healthcare.

OUR MISSION



To provide compassionate, complex care, research for health, and educate those who serve.

OUR VALUES



TEAMWORK:
 We work together to ensure the best possible care, safety, and wellbeing of our patients and fellow caregivers



INCLUSION:
 We intentionally create an environment of compassionate belonging where all are valued and respected



INTEGRITY:
 We adhere to high moral principles and professional standards by a commitment to honesty, confidentiality, trust, respect, and transparency



QUALITY & SAFETY:
 We ensure the highest standards and excellent outcomes through effective interactions, decision-making, and actions



INNOVATION:
 We drive small and large changes to transform healthcare everywhere



STEWARDSHIP:
 We are committed to building a world-class, sustainable healthcare sector in the UAE, growing our caregivers and using resources



EMPATHY:
 We imagine what another person is going through, work to alleviate suffering, and create joy whenever possible

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2.2 KEY MILESTONES OF OUR JOURNEY



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2.3 OUR STRATEGIC PARTNERS



Mubadala Investment Company (Mubadala)

Mubadala's network of world-class healthcare facilities provides a wide range of healthcare services and more than 60 medical specializations, addressing the specialist healthcare needs of Abu Dhabi and the UAE, reducing the need for people to travel abroad for treatment.

By establishing partnerships with renowned international medical institutions, Mubadala is actively developing a full range of healthcare services, providing general to highly specialized care that provides patients with the highest quality care and treatment.

<https://www.mubadala.com/>



US-based Cleveland Clinic

Cleveland Clinic is a nonprofit multispecialty academic medical Center that integrates clinical and hospital care with research and education.

Located in Cleveland, Ohio, Cleveland Clinic was founded in 1921 by four renowned physicians with a vision of providing outstanding patient care based upon principles of cooperation, compassion, and innovation.

Among Cleveland Clinic's 51,000 Caregivers are more than 3,500 full-time salaried physicians and researchers and 14,000 nurses, representing 120 medical specialties and subspecialties.

<https://my.clevelandclinic.org/>



M42 Group

M42 is a global tech-enabled healthcare company, headquartered in Abu Dhabi.

By harnessing unique medical and data-centric technologies, including genomics and AI, M42 delivers the highest level of personalized, precise, and preventative health solutions to disrupt the global health landscape.

The Group has 20,000 employees and more than 450 facilities in 26 countries. It includes Diaverum, Imperial College London Diabetes Center, and Moorfields Eye Hospital Abu Dhabi, among others.

<https://m42.ae/>



Group 42 Holding Ltd (G42)

Group 42 Holding Ltd (G42), founded in 2018 in Abu Dhabi, is an Emirati artificial intelligence company focused on advancing AI solutions across sectors such as government, healthcare, finance, and aviation. Through its research arm, the Inception Institute of Artificial Intelligence (IIAI), G42 drives innovation and is constantly re-imagining the role of technology, applying advanced thinking and innovation to accelerate progress and address some of the world's most pressing challenges.

<https://www.g42.ai/>

2.4 OUR CENTERS OF EXCELLENCE AND INSTITUTES

Cleveland Clinic Abu Dhabi: Centers of Excellence

Through the work of our eight Institutes and more than 55 medical and surgical specialties, at Cleveland Clinic Abu Dhabi we remain committed

to our patient- centered and physician-led model, by bringing together multidisciplinary experts to address complex medical cases.

Being globally acknowledged for our advanced technologies and specialized programs, especially those leveraged within the hospital's multi-organ

Transplant Center, the Heart, Vascular & Thoracic Institute, we offer complex treatments such as cardiac surgery and interventional cardiology, treatments which are in particularly high demand among international patients. We are also recognized as a regional center of excellence for cardiac surgery and stroke care.

Our Institute model organizes physicians by disease groups or organ systems rather than by traditional specialties, which fosters integrated, comprehensive care. Each Institute is strategically chosen to address the region's most critical health needs, ensuring world-class care tailored to our community.

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2.5 INFRASTRUCTURE AND OPERATIONS

Cleveland Clinic Abu Dhabi is designed with sustainability at heart, responding to the needs of its patients and other stakeholders while respecting the environment, legacy, and rich history and customs of the country itself and all surrounding communities.

CLEVELAND CLINIC ABU DHABI INFRASTRUCTURE

| | 2024 | 2023 | 2022 |
|---------------------------|------|------|------|
| Operating rooms | 23 | 22 | 21 |
| Beds (including ICU/NICU) | 396 | 360 | 357 |
| ICU/ NICU beds | 84 | 75 | 72 |
| MRI equipment | 4 | 3 | 3 |
| CT equipment | 4 | 3 | 3 |
| PET and PET/CT equipment | 1 | 1 | 0 |

CLEVELAND CLINIC ABU DHABI HEALTHCARE UTILIZATION METRICS

| | 2024 | 2023 | 2022 |
|--|-----------|---------|---------|
| Patient Encounters | 1,043,678 | 949,948 | 872,049 |
| Outpatient visits | 830,902 | 787,863 | 693,325 |
| Inpatient admissions | 14,645 | 14,445 | 13,059 |
| Emergency visits | 61,640 | 61,205 | 57,036 |
| Same-day appointments | 286,040 | 269,547 | 253,224 |
| Surgical cases (Operating Room and Procedure Room) | 26,275 | 25,177 | 22,676 |
| Transplants | 241 | 194 | 119 |
| Cancer patient visits (Oncology Institute) | 34,924 | 26,840 | 13,517 |
| Hospital transfers | 2,626 | 2,508 | 2,582 |

FATIMA BINT MUBARAK CENTER HEALTHCARE UTILIZATION METRICS

CANCER PATIENTS SERVED



CANCER PATIENTS' CLINIC VISITS



RADIATION TREATMENTS



CHEMOTHERAPY INFUSIONS



IMAGING STUDIES



■ 2024 ■ 2023

2 2.6 ECONOMIC PERFORMANCE

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By bringing world-class complex medical care to Abu Dhabi, Cleveland Clinic Abu Dhabi eliminates the need for costly care abroad. In addition to eliminating the need for thousands of patients to travel from Abu Dhabi, in 2024 Cleveland Clinic Abu Dhabi cared for thousands international patients from outside of the UAE. These achievements highlight the organization's commitment to affordable care, close to home and to supporting Abu Dhabi's growing medical tourism sector which contributes to economic diversification.



2 2.7 CERTIFICATIONS AND ACCREDITATIONS

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Comprehensive Stroke Center Certification

American Stroke Association (ASA), of the American Heart Association.

2024



Special Accreditation for Cleveland Clinic Abu Dhabi's Nurse Residency Program

American Nurses Credentialing Center's (ANCC) Practice Transition Accreditation Program (PTAP).

2024



Magnet® designation

The American Nurses Credentialing Center (ANCC) for nursing excellence.

2019, 2024



LEED Gold Certification for the hospital and the Fatima bint Mubarak Center

USGBC.

2024



Accredited Center Status

The International Accreditation System for Interventional Oncology Services (IASIOS).

2024



Certified as Center of Reference and Excellence

Global Allergy and Asthma European Network (GA²LEN).

2024



Authorized accreditor for the Accreditation Council for Continuing Medical Education (ACCME)

Accreditation Council for Graduate Medical Students (ACGME), National Institute of Health Science (NIHS) and ACCME accredited.

2024



JCI Accreditation

Joint Commission International Accreditation for quality and safety standards.

2016, 2019, 2022

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2.8 PARTNERSHIPS, MEMBERSHIPS

Cleveland Clinic Abu Dhabi is a member of numerous associations, bodies, and other organizations that play a pivotal role in regulatory affairs, clinical governance, accreditation, research, and academic affairs.

Memberships and Partnerships

- Department of Health - Abu Dhabi (DOH)
- International Hospital Federation (IHF)
- Joint Commission International (JCI)
- Emirates Green Building Council (EGBC)
- Accreditation Council for Graduate Medical Education (ACGME)
- Accreditation Council for Continuing Medical Education (ACCME)
- Extracorporeal Life Support Organization (ELSO)
- Commission on Accreditation of Rehabilitation Facilities (CARF)
- Infectious Diseases Society of America (IDSA)
- UAE Alliance for Climate Action (UACA) Advisory Committee, led by Emirates Nature-WWF
- Magnet Accreditation (ANCC)



In 2024

we partnered with The Authority of Social Contribution – Ma'an, established by the Department of Community Development in Abu Dhabi, a partnership that brings together the government, private sector, civil society, and local community to support Abu Dhabi's sustainable social development goals. The program will run in 2025.

2.9 AWARDS AND RECOGNITIONS

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No.1 research hospital in the UAE for the second consecutive year.

National Center for Health Research of the Ministry of Health and Prevention (MOHAP).

‘Existing Sustainability Building Project of the Year’

MENA Green Building Awards, 2024

Silver Winner of the Ashikaga-Nikken Excellence Award for Low-Carbon Healthcare

The International Hospital Federation

‘World’s Best Hospitals’ list: Top and only hospital in the UAE and GCC for a third consecutive year

World’s Best Hospitals rankings - Newsweek’s World Best Hospitals’ 2024 list

Bronze RESUS Award in recognition of our world-class resuscitation program.

The American Heart Association

Hamdan Medical Award for Innovation in Healthcare

The UAE Lung Transplant Program: “Hope with Every Breath” 2024

Ranked amongst the Top Smart Hospitals in the world for the adoption of smart technologies which are leading personalized, precision patient care.

Newsweek’s 2024 ‘World’s Best Smart Hospitals’

Platinum Champion in the “Safest Working Environment Mentally and Physically” category

The Arab Hospitals Federation (AHF)

Hamdan Medical Award for Best Research in Healthcare

The Study “Testicular Torsion Code: A Multidisciplinary Approach to Improve Outcomes in Testicular Torsion Cases” 2024

Recognized as the International Center of Excellence for high-quality culture and cardiovascular care

The American College of Cardiology, 2024

Best Innovative Learning and Development initiative

The Future Workplace Award

The Emerald Sustainability Index 2024

The Emerald Muashir Program was launched by the DOH to rate and evaluate the sustainability levels of healthcare facilities through three main dimensions: infrastructure, operations, and healthcare waste management.

2

Cleveland Clinic Abu Dhabi: Our Story

2.10 PUBLIC PRESENCE

In 2024, Cleveland Clinic Abu Dhabi strengthened its public presence by participating in conferences, summits, and specialized events, and contributing to crucial discussions in the medical sector. This engagement underscores the hospital's role as a global leader in medical education and innovation.

CONFERENCES AND EVENTS

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Arab Health Exhibition and Conference 2024

Physicians from Cleveland Clinic in the U.S. and London contributed visionary thinking and learning at the Arab Health Exhibition and Conference 2024
 Date: January 29th - February 1st, 2024
 Location: Dubai, UAE

The Cleveland Clinic Global Summit on Innovations in Cancer Care and Frontiers in Advanced Hepato-Biliary Cancers and Transplant Oncology

The Summit convened over 50 oncology and digestive diseases experts from Cleveland Clinic worldwide
 Date: April 19th-21st 2024
 Location: Abu Dhabi, UAE

"Advancing Nursing Excellence"

Under the patronage of Her Highness Sheikhha Fatima bint Mubarak, we inaugurated our first Nursing Conference in Abu Dhabi. The two-day conference, led by the Nursing Institute, provides insights into innovative practices and advancements in complex patient care.
 Date: November 20th-21st, 2024
 Location: Cleveland Clinic Abu Dhabi, UAE

Abu Dhabi's Robotic Surgery Collaboration Summit 2024

The Summit was organized by Cleveland Clinic Abu Dhabi and focused on abdominal wall reconstruction, bariatrics, and colorectal medicine. It brought together experts to explore innovative robotic techniques and share insight into the future of surgical care, showcasing the cutting-edge technology transforming the region's surgical landscape.
 Date: November 2nd-3rd, 2024
 Location: Cleveland Clinic Abu Dhabi, UAE

Annual UAE Organ Donation and Transplantation Congress

Cleveland Clinic Abu Dhabi was platinum sponsor.
 The Congress was organized by Hayat - the National Programme for Donation and Transplantation of Human Organs and Tissue and endorsed by the MOHAP, the DOH and the Dubai Health Authority (DHA)
 Date: January 27th - 30th, 2024
 Location: Dubai, UAE

Frontiers in Advanced Hepato-Biliary Cancers and Transplant Oncology

The event brought together leading experts in transplant and hepatic, biliary, and oncological diseases to discuss cutting-edge interventions and innovations in the field. At the event, we launched the annual Resident Surgery Education Week, where residents from around the UAE received practical hands-on skills training and guidance from world renowned surgeons.
 Date: April 27th-28th, 2024
 Location: Cleveland Clinic Abu Dhabi, UAE

6th Internal Medicine Update Conference

Under the Patronage of His Excellency Sheikh Nahyan bin Mubarak Al Nahyan, Minister of Tolerance and Coexistence, we hosted a conference that brought together over 1,000 participants from local, regional, and international communities for a collaborative knowledge-sharing experience
 Date: November 22th-24th, 2024
 Location: Cleveland Clinic Abu Dhabi, UAE

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2.11 MOVING FORWARD

At Cleveland Clinic Abu Dhabi we are aware of the rising demand for complex care, resource optimization, and regulatory adaptation. Sustaining high-quality care while scaling services requires continuous innovation. These challenges present growth opportunities through specialized service expansion, technology-driven efficiency, and data-driven care. Strategic partnerships and referral networks will enhance accessibility. Our growth strategy prioritizes specialized care, broader geographic reach, and improved patient outcomes through technological innovation. By aligning objectives, fostering continuous improvement, and emphasizing innovation, patient experience, and operational efficiency, we aim to meet rising demand, enhance satisfaction, and drive sustainable growth within complex healthcare services.



3

Our Sustainability Strategy

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3. OUR SUSTAINABILITY STRATEGY



3 3.1 OUR APPROACH

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Sustainability is deeply embedded in Cleveland Clinic Abu Dhabi's operations and governance, enabling proactive responses to evolving healthcare challenges, regulatory shifts, and opportunities for improvement. We align with global healthcare frameworks and national health priorities, and we uphold the highest ethical standards to ensure excellence in patient care and institutional responsibility. Our commitment to responsible growth manifests through our continuous efforts to integrate ESG principles into our business strategy, fostering environmental stewardship, social integrity, and resilient governance.

3.2 SUSTAINABILITY FRAMEWORK

Cleveland Clinic Abu Dhabi's approach to sustainability is anchored in five key pillars, each reflecting our commitment to environmental stewardship, social responsibility, and exceptional patient care.



Governance and Performance

We recognize that we have a responsibility at both the macro and microeconomic level in the area in which we operate. By maintaining a robust and ethical value chain, we aim to generate positive economic, social, and environmental impacts, aligning with global sustainability standards and the Abu Dhabi Environment Vision 2030.



Patients

Our pursuit of excellence drives us to deliver high-quality care, continually enhancing healthcare standards. Leveraging the latest research and technology, we strive to improve our patients' quality of life, ensuring their well-being remains at the forefront of our mission.



Caregivers

We are committed to fostering a supportive and inclusive environment for our caregivers, recognizing that their well-being is integral to delivering exceptional patient care. By investing in their development and promoting a culture of sustainability, we empower our team to lead by example in environmental and social responsibility.



Society

We collaborate closely with the communities we serve; we conduct our operations in an inclusive, cooperative manner. Our initiatives aim to foster healthy communities, enhance environmental impact, and promote innovative models of care, thereby championing sustainability across the region.



Environment

We are committed to environmental stewardship and demonstrate that commitment through carbon footprint management, waste reduction, water efficiency, and green buildings.

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OUR VALUE CREATION MODEL

INPUTS

HUMAN CAPITAL

- 3,942 Caregivers
- 547 New Caregivers

INDUSTRIAL CAPITAL

- 396 Beds
- 23 Operating rooms

INTELLECTUAL CAPITAL

- 3,640 Training hours offered to caregivers
- 560 caregivers participated in trainings

SOCIAL CAPITAL

- 280 Caregivers participated in the blood donation drive
- 735 Participations in volunteering actions from our Caregivers

NATURAL CAPITAL

- 72% LED Lighting Coverage
- Utilized 335,800 kWh from renewable sources
- Launched a successful Supply Chain Decarbonization program
- Structured plan to set SBTi-aligned targets across our operations

VALUE CREATION

VISION

To be the best place to receive care and the best place to work in healthcare.

MISSION

To provide compassionate, complex care, research for health, and educate those who serve.

VALUES

TEAMWORK: We work together to ensure the best possible care, safety, and wellbeing of our patients and fellow caregivers.

INTEGRITY: We adhere to high moral principles and professional standards by a commitment to honesty, confidentiality, trust, respect, and transparency.

INNOVATION: We drive small and large changes to transform healthcare everywhere.

EMPATHY: We imagine what another person is going through, work to alleviate suffering, and create joy whenever possible.

INCLUSION: We intentionally create an environment of compassionate belonging where all are valued and respected.

QUALITY & SAFETY: We ensure the highest standards and excellent outcomes through effective interactions, decision-making, and actions.

STEWARDSHIP: We are committed to building a world-class, sustainable healthcare sector in the UAE, growing our caregivers and using resources wisely using resources wisely.

OUTPUTS

HUMAN CAPITAL

- 65.1% Female caregivers*
- 18% Nationals
- Accreditation from ACCME

INDUSTRIAL CAPITAL

- 1,043,678 Patients encounters
- 8 Globally recognized Certifications and Accreditations
- 26,275 Surgeries and procedures conducted
- 11 Prestigious awards and recognitions

SOCIAL CAPITAL

- 24 Open events organized to raise awareness regarding community well-being and health education
- 10,000+ Participants in community actions and awareness events

INTELLECTUAL CAPITAL

- 3,290 Caregiver appraisals conducted
- 7 Summits and conferences contributed to, with medical knowledge and innovation
- 81.9% of Patients recommend Cleveland Clinic Abu Dhabi for healthcare

NATURAL CAPITAL

- Achieved LEED EBOM certification
- Awarded the MENA Green Building Award for three consecutive years
- Achieving an 8.5% reduction in greenhouse gas emissions
- Engaged with 20 high-volume vendors to reduce their climate impact

SUSTAINABLE DEVELOPMENT GOALS (SDGs)



3 Alignment with National Visions

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At Cleveland Clinic Abu Dhabi, we contribute to the future of the UAE and Abu Dhabi through our forward-thinking approach towards sustainability and our patient-centered and collaborative approach towards healthcare. Through comprehensive efforts and offerings, we have solidified Abu Dhabi's standing as a prominent global healthcare destination with a robust capacity to provide advanced treatment for complex conditions.

| NATIONAL VISION, STRATEGIES, AND PLANS | | |
|--|---|---|
| NATIONAL VISIONS AND PLANS | MAIN STRATEGIC ACTIONS AND GOALS | HOW CLEVELAND CLINIC ABU DHABI CONTRIBUTES |
| Through our focus on environmental responsibility, innovation, and healthcare excellence, we contribute to the emirate's vision of a sustainable, knowledge-based economy. | | |
| UAE Vision 2030 | <ul style="list-style-type: none"> Aims to increase the healthcare system's readiness to deal with epidemics and health risks Targets include reducing cancer and lifestyle-related diseases, lowering prevalence of smoking, and improving preparedness for potential health risks UAE aims to become among the best countries focusing on a building world-class healthcare system | Research & Development (R&D) and Medical Innovation <ul style="list-style-type: none"> Of 330 global hospitals from 28 countries, Cleveland Clinic Abu Dhabi has been recognized for its cutting-edge technologies, including AI, robotics, telemedicine, digital imaging, and electronic functionalities Cleveland Clinic Abu Dhabi is positioned as a medical tourist hub with a 9.6 % increase in international patient volume in 2024 compared to 16.6% increase in 2023 New Technologies and Innovation |
| Abu Dhabi Economic Vision | <ul style="list-style-type: none"> This long-term plan aims to diversify the emirate's economy, focusing on knowledge-based industries including healthcare. Objectives involve developing a highly skilled workforce and resilient infrastructure to support anticipated economic growth, which encompasses healthcare services | Ethical & Responsible Business Practices Publication of 1st ESG/Sustainability report |
| Abu Dhabi Healthcare Strategic Plan | Aims to reduce gaps in capacity, improve the quality of healthcare services including patient safety and experience, and attract, train, and retain qualified healthcare professionals. | Human Resources data - Contribution to the creation of a knowledge economy |
| National Climate Change Plan of the UAE 2017–2050 | Manage GHG emissions while sustaining economic growth, minimize risks and improve capacity to adapt to climate change, and enhance the UAE's economic diversification agenda through innovative solutions | Sustainable Healthcare Infrastructure <ul style="list-style-type: none"> LEED Gold certified for our hospital infrastructure Awarded the MENA Green Building Award (Existing Sustainable Building Projects of the Year) for three consecutive years |
| Abu Dhabi Climate Change Strategy | The plan will deliver a 22% reduction in carbon emissions in the emirate by 2027 – equivalent to sequestration by 500 million trees over 10 years – to support the UAE's Net Zero by 2050 strategic initiative | Environmental Stewardship & Climate Action <ul style="list-style-type: none"> Robust Environmental Management Systems in place: ISO 14064 GHG emissions inventories. Continuous improvement of Air Quality in the hospital premises reflected in zero infections being reported -Green Guide for Healthcare (GGH) Annual Environment of Care Seminar to educate staff on waste management, sustainable transportation, GHG emissions, and green purchasing. Carpooling initiatives and feasibility studies for shuttle services aim to reduce congestion and emissions Supplier training programs help reduce carbon footprint, promote green procurement and minimize logistics-related emissions. 100% Forest Stewardship Council (FSC)-certified paper and furniture, ensuring responsible sourcing. Installing a Solar Water heater and collecting condensate water and energy efficiency projects. |

Strategic Sustainability Partnerships

- United Arab Emirates Alliance Climate Action (UACA)** Advisory Committee, led by Emirates Nature-WWF supports climate action and net-zero initiatives. The hospital serves in an advisory and knowledge-sharing capacity to drive greater sustainability in the healthcare sector
- Emirates Green Building Council (Emirates GBC)**, promoting sustainable building practices, operational efficiency, and networking
- Abu Dhabi Sustainability Group (ADSG)**, engaging in knowledge sharing and best practice for sustainability in Abu Dhabi

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3.3 STAKEHOLDER ENGAGEMENT

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As a healthcare organization dedicated to serving patients and the community at large, stakeholder engagement is integral to our hospital's operations and long-term strategy. We thus prioritize open, transparent communication to embed ESG principles into decision-making, ensuring our sustainability strategy remains responsive to our stakeholders' evolving needs. Stakeholders are identified based on their impact on patient care, regulatory requirements, business operations, and community engagement. Cleveland Clinic Foundation in the U.S., M42, and the Department of Health—Abu Dhabi (DOH) are among our critical stakeholders, whose collaboration supports our commitment to deliver exceptional and sustainable healthcare. Active and continuous engagement with all of our stakeholders helps us drive innovation, operational efficiency, and high-quality, patient-centered care.

| STAKEHOLDER GROUPS | METHODS OF ENGAGEMENT | PURPOSE OF ENGAGEMENT |
|--|--|---|
| Strategic Partners | Stakeholder Steering Committee meetings | Align all partners with the purpose, mission, and vision of Cleveland Clinic Abu Dhabi |
| Board of Directors | Regular reporting and updates to Cleveland Clinic Abu Dhabi Board members through quarterly meetings | Ensure robust leadership and governance practices |
| Patients and families | <ul style="list-style-type: none"> • Patient Experience Family Advisory Council • Surveys (Press Ganey) and feedback mechanisms for patients and families | Ensure patient-centered care by gathering insights that help us improve the quality and safety of services |
| Regulatory bodies | Stakeholder Steering Committee meetings | Maintain compliance and improvement by aligning with regulatory standards. Lead with innovation and obtain leading accreditations |
| Accreditation bodies | Stakeholder Steering Committee meetings | |
| Government Regulatory Authorities, i.e., the DOH | <ul style="list-style-type: none"> • Collaborative forums with government agencies and regulatory bodies • One-to-one meetings with government officials | |
| Academic institutions and research organizations | <ul style="list-style-type: none"> • Participation in advisory panels for healthcare policy discussions and healthcare innovations • Collaborative forums | Foster innovation and research through collaboration with academic institutions and research bodies. |
| Technology providers | Stakeholder Steering Committee meetings | Foster innovation and ensure access to all latest technologies in the healthcare sector |
| Community organizations and advocacy groups | <ul style="list-style-type: none"> • Participation in advisory panels for healthcare policy discussions • Healthcare conferences and speaking engagements | Align with community needs and promote our vision in terms of access to high quality healthcare |
| Caregivers | <ul style="list-style-type: none"> • Caregiver town hall and leadership meetings to ensure alignment with organizational goals • Personal and professional growth support | Empower and align our workforce to drive organizational success and ensure a high standard of care |
| Suppliers and vendors | Regular reviews and alignment meetings | Promote sustainable procurement and best practices across the value chain |
| Wider public and community | <ul style="list-style-type: none"> • Community outreach initiatives and partnerships with local organizations to enhance our social impact • Healthcare conferences and speaking engagements | Align with community needs to contribute to social development and health initiatives |

3.4 MATERIALITY ASSESSMENT

At Cleveland Clinic Abu Dhabi, we recognize that organizations operate in increasingly complex and dynamic environments, marked by emerging risks and growing stakeholder expectations. Given the nature of our operations and our people-centered approach, we are highly attuned to stakeholder perceptions—regularly monitoring their views and incorporating their feedback into our decision-making processes. During this reporting period, we conducted a materiality assessment to identify and prioritize the sustainability topics which are most critical and relevant to our business and stakeholders. The insights gained from this process support our ongoing efforts to refine our priorities, validate our strategic direction, and strengthen our overall sustainability framework. This includes aligning key performance indicators, reporting objectives, and stakeholder communications.

Process and Methodology

Our materiality assessment methodology is based on the Global Reporting Initiative (GRI) standards, AccountAbility's AA1000 principles, international guidelines, and global best practices. It has been tailored to reflect our strategic objectives, organizational culture, stakeholder expectations, national sustainability commitments, and healthcare sector benchmarks. We considered the principles of double materiality, evaluating the impact of sustainability topics on Cleveland Clinic Abu Dhabi's performance and the hospital's impact on sustainable development. In addition, we considered the potential financial implications of the identified topics, ensuring a comprehensive and forward-thinking approach to materiality.

Identification of Material Topics

To identify potential material topics relevant to Cleveland Clinic Abu Dhabi and its stakeholders, we followed a structured, multi-step approach:

- Benchmarking Analysis:** We conducted a comprehensive benchmarking exercise, analyzing leading healthcare delivery providers globally to understand emerging sustainability trends and sector-specific priorities.
- Preliminary List of Topics:** Based on the benchmarking insights, we compiled an initial list of sustainability topics that are relevant to the healthcare sector.
- Evaluation Criteria:** We considered the following **criteria and parameters**:
 - International sustainability standards and frameworks (e.g. the GRI, the Sustainability Accounting Standards Board (SASB), and the United Nations Sustainable Development Goals (SDGs))
 - National, regional, and international legislation and guidelines
 - Global best practices
 - Sector benchmarks
 - Cleveland Clinic Abu Dhabi's operations, values, and organizational culture
 - Feedback and expectations from key stakeholders

Following the assessment, 15 material topics were identified and organized under the three key pillars of sustainability:



Governance

- Strategy and Business Conduct
- Safety and Security of Patients' Medical Records and Personal Data
- Technological Excellence
- Sustainable Value Chain



Social

- Patient Safety and Quality of Care
- Patient Experience and Satisfaction
- Caregiver Safety
- Equitable and Open Workplace
- People Empowerment and Development
- Caregiver Wellbeing
- Accessibility of Healthcare and Medical Services
- Awareness-raising on Important Health Issues
- Research and Innovation



Environment

- Climate Change
- Materials, Resources and Waste Management

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The materiality assessment was designed to capture both **quantitative** and **qualitative** insights through a two-part engagement process:

ONLINE SURVEY

A structured questionnaire was developed and shared with internal stakeholders. It included predefined sustainability topics as well as open-ended questions to capture deeper insights and future-focused perspectives.

IN DEPTH INTERVIEWS

One-on-one interviews were conducted with selected external stakeholders to explore key sustainability issues in more detail. These conversations allowed for extended, qualitative feedback on sector-specific challenges, impacts, and opportunities—as well as perceptions related specifically to Cleveland Clinic Abu Dhabi.vision of Cleveland Clinic Abu Dhabi.

This dual approach ensured a well-rounded understanding of stakeholder expectations, concerns, and priorities—providing a strong foundation for identifying material topics which are both relevant and impactful.

STEP 1

Identification of potential material topics

Identification of potential material topics based on sector trends, organizational maturity, international standards, and emerging sustainability themes.

STEP 2

Development of the Materiality Questionnaire

Creation and approval of a questionnaire combining both quantitative (topic ranking) and qualitative (open-ended) elements.

STEP 3

Engagement via the Materiality Questionnaire

Distribution of the questionnaire to selected internal stakeholders to gather structured feedback.

STEP 4

In-depth stakeholder interviews

Conduct of targeted interviews with key external stakeholders to explore sustainability-related challenges, opportunities, and expectations in more detail.

STEP 5

Validation of material topics

Aggregation, analysis and prioritization of input based on specific parameters. Final topics were validated in alignment with strategic priorities.

STEP 6

Communication of outcomes

The list of material topics presented in this report reflects the consolidated and validated results of the materiality assessment process.

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KEY HIGHLIGHTS



280
responses



Profile of internal stakeholders:

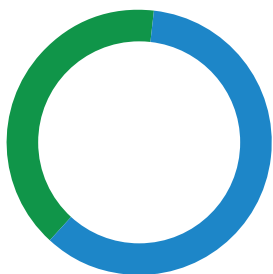
- Caregivers
- Management
- Shareholders
- Leadership

We interviewed high-ranking executives and partners of Cleveland Clinic Abu Dhabi.

Profile of internal stakeholders who participated in the survey:

40%

non-clinical
caregivers



60%

clinical
and nursing
caregivers

Key Material Topics Identified

Following stakeholder input and analysis, the following top five material topics emerged as most important to Cleveland Clinic Abu Dhabi and its stakeholders:

1. Patient Safety and Quality of Care
2. Patient Experience and Satisfaction
3. Caregiver Safety
4. Accessibility of Healthcare and Medical Services
5. Safety and Security of Patients' Medical Records and Personal Data

These topics reflect high expectations for clinical excellence, patient-centered care, and data integrity in a healthcare setting.

TOP MATERIAL TOPICS BY ESG PILLAR

| ENVIRONMENTAL | SOCIAL | GOVERNANCE |
|---|---|---|
| <ul style="list-style-type: none"> • Materials, resources and waste management • Climate change | <ul style="list-style-type: none"> • Patient safety and quality of care • Patient experience and satisfaction • Accessibility of healthcare and medical services | <ul style="list-style-type: none"> • Safety and security of patients' medical records and personal data • Technological excellence • Strategy and business conduct |

These topics form the foundation of our sustainability strategy and guide our efforts to create long-term value for patients, caregivers, partners, and society at large.

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










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3.5 ALIGNMENT WITH THE UN SDGs

Our commitment to the UN SDGs reflects our vision for a sustainable world and our commitment to sustainable growth. In line with our corporate purpose, and considering our stakeholders' input, we have identified 11 SDGs that align with and reflect our goals, long term strategy and dedication to healthcare. We strive to contribute to their advancement through our patient-centered approach, daily operations, and community projects at the local level.

| OUR CONTRIBUTION TO SDGs | | | |
|--------------------------|--|---|---|
| ESG PILLAR | MATERIAL TOPIC | HOW CLEVELAND CLINIC ABU DHABI CONTRIBUTES | SDGs |
| Governance | Strategy and business conduct | <ul style="list-style-type: none"> Cleveland Clinic Abu Dhabi adheres to the principles outlined in M42 Group's Code of Ethics. Mandatory annual Ethics and Compliance Training is completed by all Caregivers. A strong "Speak Up" culture is supported through multiple whistleblowing mechanisms. A comprehensive Data Privacy Strategy ensures compliance with national healthcare regulations and safeguards sensitive information. Daleel, an internal online portal that promotes compliance and transparency. A dedicated Sustainability Committee has been established. Disclosure of environmental performance included in the 1st Sustainability Report for 2024. Engaged 20 high-volume vendors to reduce climate impact. |   |
| | Safety and security of patients' medical records and personal data | <ul style="list-style-type: none"> Supplier training programs support carbon footprint reduction, green procurement, and logistics-related emissions mitigation. 100% of paper and furniture sourced is FSC-certified, ensuring responsible procurement. |   |
| | Technological excellence | <ul style="list-style-type: none"> A dedicated Quality, Patient Safety, and Experience Committee focuses on maintaining and enhancing care quality at Cleveland Clinic Abu Dhabi. |  |
| | Sustainable value chains | <ul style="list-style-type: none"> 11 prestigious awards and recognitions received. 8 globally recognized certifications and accreditations held. | |
| Social | Patient safety and quality of care | <ul style="list-style-type: none"> Dedicated Quality, Patient Safety, and Experience Committee focused on maintaining and enhancing care quality. The "Good Catches" program for proactive reporting of potential incidents to prevent harm. No incidents or fines reported in 2024 for non-compliance with health and safety regulations or voluntary codes. |   |
| | Patient experience and satisfaction | <ul style="list-style-type: none"> Advanced ventilation, filtration, and monitoring systems have been implemented to improve indoor air quality. 26,275 surgeries and procedures conducted. 81.9% of patients recommend Cleveland Clinic Abu Dhabi for healthcare services. |   |
| | Caregiver safety | <ul style="list-style-type: none"> Positioned as a medical tourism hub, with a 9.6% increase in international patient volume in 2024. Contributed medical knowledge and innovation to 7 summits and conferences. 345 academic publications completed. |   |
| | Equitable and open workplace | <ul style="list-style-type: none"> Ranked the #1 research hospital in the UAE by MOHAP. Received the DOH award for most peer-reviewed journal publications in 2024. | |
| | People's empowerment and development | <ul style="list-style-type: none"> Over 5,000 patients enrolled in clinical trials. 3 DOH awards received, including the first Bill & Melinda Gates Foundation grant. | |

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| OUR CONTRIBUTION TO SDGs | | | |
|--------------------------|--|---|--|
| ESG PILLAR | MATERIAL TOPIC | HOW CLEVELAND CLINIC ABU DHABI CONTRIBUTES | SDGs |
| Social | Caregiver wellbeing | <ul style="list-style-type: none"> 12 Graduate Medical Education (GME) programs established. 93,077 attendees participated in conferences and scheduled educational sessions to date. Accredited by ACGME-I, NIHS, and ACCME. 65.1% of caregivers are female. 3,640 training hours delivered to caregivers. 560 caregivers participated in training programs. 3,290 Caregiver appraisals conducted. Numerous professional development programs support UAE nationals, caregivers, medical residents, and interns. Together for Our Patients culture program fosters caregiver wellbeing. Initiated the “Caregiver of the Year Award” to celebrate exceptional contributions. 11 prestigious awards and recognitions received. Since 2017, Cleveland Clinic Abu Dhabi's collaboration with Operation Smile has delivered 89 life-changing surgeries. Supported the national Hayat initiative by promoting organ donation awareness. 280 caregivers participated in the 2024 blood donation drive. 735 caregiver participations in volunteering activities. Over 1,600 participants joined the Cleveland Clinic Abu Dhabi Cancer Run. | <div> <div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> </div> <div> <div>4</div> <div>QUALITY EDUCATION</div> </div> <div> <div>5</div> <div>GENDER EQUALITY</div> </div> <div> <div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> </div> <div> <div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> </div> <div> <div>10</div> <div>REDUCED INEQUALITIES</div> </div> |
| | Accessibility of healthcare and medical services | | |
| | Awareness-raising on important health issues | | |
| | Research and innovation | | |
| Environment | Climate change | <ul style="list-style-type: none"> A GHG audit was conducted as per the GHG Protocol. Recorded an 8.5% reduction in greenhouse gas emissions. Developed a plan to set SBTi-aligned targets across our operations. Implemented solar water heating, condensate collection, and other energy efficient projects. Launched a Supply Chain Decarbonization Program. Achieved LEED EBOM certification. Received the MENA Green Building Award for three consecutive years. Recycled 3,475 kg of food waste in 2024—equivalent to 8 truckloads diverted from landfill. Introduced reverse vending machines for collecting PET, HDPE, and PP plastic bottles, as well as aluminum cans, with user rewards. Smart recycling bins throughout hospital premises are installed to support plastic waste reduction. Launched a laundry hanger reuse program to further reduce solid waste generation. | <div> <div>6</div> <div>CLEAN WATER AND SANITATION</div> </div> <div> <div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> </div> <div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> </div> <div> <div>13</div> <div>CLIMATE ACTION</div> </div> |
| | Materials, resources, and waste management | | |

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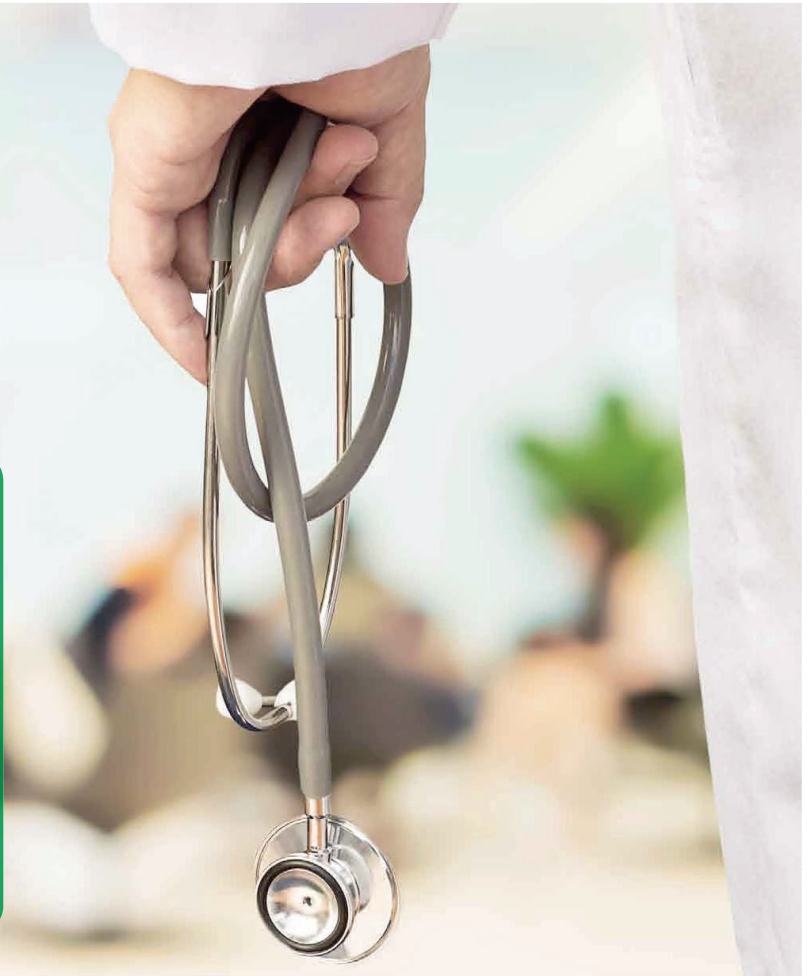
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3.6 MOVING FORWARD

We are committed to continuing to improve our sustainability performance through ongoing systematic engagement with all stakeholders, setting new targets and monitoring our sustainability progress while remaining alert with regards to sustainability developments at the regional and international level.



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4. A CULTURE OF CARE: OUR GOVERNANCE FRAMEWORK



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4.1 OUR APPROACH

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Guided by our values, we develop our governance structures with a view to promoting sustainable economic performance, enhancing ethical practices, maintaining trusted relationships with all our stakeholders, and cultivating a culture of transparency across the organization. Our governance framework facilitates our long-term objectives and our organization's sustainable performance.

22

Members in Cleveland Clinic Abu Dhabi Sustainability Committee

203

Suppliers based in the UAE

3

Dedicated expert committees supporting the Board of Directors

Daleel

a dedicated online portal for compliance and transparency



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4.2 GOVERNANCE MODEL, STRUCTURES, AND COMMITTEES

The governance structure of Cleveland Clinic Abu Dhabi is designed to ensure effective oversight, strategic alignment, and accountability in healthcare delivery. The hospital's organizational structure comprises the Board of Directors and specialized committees with a clear delegation of authority, each with distinct roles and responsibilities with a view to uphold excellence and transparency and promote patient-centered care.

In 2024, following the transfer of Cleveland Clinic Abu Dhabi to M42 in 2023, M42 reestablished its world-class governance framework originally implemented by Mubadala. Additionally, it reconstituted the Board of Directors and its committees to ensure continued strong governance and oversight.



Cleveland Clinic Abu Dhabi

is primarily governed by the Board of Directors and the shareholders through the Delegation of Authority, which grants the management team the authority to operate the hospital while ensuring key decisions are always escalated to the Board and the shareholders for consideration. The hospital's purpose, values, and mission are proposed by the CEO to the Board for endorsement before seeking final approval from the shareholders.

Delegation of Authority Framework

Cleveland Clinic Abu Dhabi operates under a Delegation of Authority framework, which defines decision-making powers and responsibilities across all levels of the organization. This framework ensures decisions are made efficiently at the appropriate level while maintaining accountability and oversight. It specifies the authority granted to various roles within the hospital, from the Board of Directors to executive management and key personnel. By clearly outlining the scope of authority and responsibility for each role, this structured approach enhances governance and operational effectiveness.

Board of Directors

The Board of Directors serves as the highest governing body of the hospital, responsible for establishing strategic direction, overseeing organizational management, and ensuring achievement of the hospital's mission and objectives. It is comprised of individuals with diverse expertise and experience, bringing a broader perspective to governance matters and reinforcing Cleveland Clinic Abu Dhabi's commitment to sustainability. The Board of Directors is appointed by the Cleveland Clinic Abu Dhabi shareholders. One representative on the Board is nominated by the Cleveland Clinic Foundation, the hospital's operator, and must be approved by the shareholders.

COMPOSITION OF THE BOARD OF DIRECTORS AS OF 31.12.2024

| ROLE | NAME | GENDER |
|----------|-----------------------|--------|
| Chairman | Hasan Jasem Al Nowais | Male |
| Member | James Sibley | Male |
| Member | Sir Robert Naylor | Male |
| Member | Michael Cleanis | Male |
| Member | Mina Hamoodi | Female |
| Member | Dr. Tomasso Falcone | Male |

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Committees

The Audit and Risk Committee, the Quality, Patient Safety and Experience Committee, and the Nomination and Remuneration Committee support the work of the Board of Directors. Their role is focused on enhancing the hospital's internal structure, strengthening management mechanisms, and assisting the Board in designing the hospital's strategy while overseeing the management of the organization's impact on the economy, the environment, and people.

| NAME OF COMMITTEE | ROLES AND RESPONSIBILITIES | COMMITTEE MEMBERS |
|---|--|---|
| Audit and Risk Committee Specialized sub-committee of the Board of Directors. | <ul style="list-style-type: none"> Oversees the integrity of financial reporting, the effectiveness of internal controls, and the management of risk within the hospital Ensures that the organization adheres to high standards of financial transparency and accountability Reviews and monitors the implementation of risk management strategies, ensuring potential risks are identified, assessed, and mitigated appropriately | 1. Chairperson: James Sibley 2. Secretary: Kate Frances Gillet 3. Member: Michael Cleanis 4. Member: Dennis Laraway 5. Member: Aman Dillon (Board Secretary) |
| Quality, Patient Safety, and Experience Committee Focuses on maintaining and enhancing the quality of care provided by Cleveland Clinic Abu Dhabi | <ul style="list-style-type: none"> Responsible for monitoring patient safety initiatives, ensuring clinical practices meet the highest standards, and enhancing the overall patient experience Reviews performance metrics, patient feedback, and quality improvement programs to ensure continuous improvement in healthcare delivery Plays a crucial role in fostering a culture of safety and excellence within the organization | 1. Chairperson: Sir Robert Naylor 2. Secretary: Chello Rogers 3. Member: Lynzi Taylor 4. Member: Tomasso Falone 5. Member: Anthony Warmuth 6. Member: Aman Dillon (Board Secretary) |
| Nomination and Remuneration Committee | <ul style="list-style-type: none"> Oversees a wide range of topics and processes such as the company's compensation, benefits, recruitment process, retention strategies, annual merit increases, and salary adjustments Monitors the Emiratisation strategy, succession planning, and learning and development programs Its overall goal is to ensure market competitiveness and adherence to the Cleveland Clinic standard | 1. Chairperson: Mina Hamoodi 2. Member: Suaad Al Hammadi 3. Member: Ashish Koshy 4. Observer: Alistair Scott 5. Observer: Scott Chmielowicz 6. Secretary: Aman Dillon (Board Secretary) 7. Secretary: Kate Frances Gillet |

4 Managing Sustainability

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Managing Sustainability

Leadership Team

Our leadership team is instrumental in assisting us to pursue our purpose and achieve our strategic and operational objectives.

COMPOSITION OF THE LEADERSHIP TEAM (31.12.2024)

| NAME | POSITION |
|-------------------------------|--|
| Georges-Pascal Haber, MD, PhD | Chief Executive Officer |
| Mumtaz Khan, MD, MBA | Chief of Staff and Interim Chief Medical Officer |
| Marc Petre | Chief Operating Officer |
| Francois Van Zyl | Chief Financial Officer |
| Sawsan Abdel-Razig, MD | Chief Academic Officer |
| Bryan Lord | Chief Information Officer |
| Elizabeth Govero, DNP, MSN | Chief Nursing Officer |
| Ali Al Jawdar | Chief Human Capital Officer |
| Dr. Mubarak Al Darmaki | Chief of Administration |
| Dana Dweik | Executive Director, CEO Affairs |

Cleveland Clinic Abu Dhabi Sustainability Committee

The Sustainability Committee at Cleveland Clinic Abu Dhabi aims to implement programs that align with standards set by the USGBC and LEED EBOM, as well as meeting the DOH's Emerald Sustainability KPIs.

The committee's goals include educating staff on effective waste reduction, recycling, water and energy conservation, and the procurement of eco-friendly products among other areas. Additionally, the committee is responsible for tracking the performance of sustainability programs and exploring new initiatives that yield beneficial social, economic, and environmental outcomes for Cleveland Clinic Abu Dhabi. The committee consists of 22 members.

Roles and Responsibilities of the Sustainability Committee:

Prioritizing and coordinating Cleveland Clinic Abu Dhabi sustainability goals and actions plans to include:

- Increasing waste recycling and decreasing landfill
- Monitoring carbon foot print and reducing GHG emissions by 5% in scope 1,2 and 3
- Reducing hazardous chemical use in favor of less toxic chemicals
- Promoting energy and water conservation
- Monitoring and reporting indoor air quality

Collecting data and disclosing the hospital's sustainability performance through the development and publication of an annual sustainability report

Promoting innovative, environmentally friendly solutions such as:

- Purchasing sustainable paper/reducing use of stationery
- Landscape irrigation systems

Implementing educational programs including:

- Continuing professional development
- Sustainability awareness events

Creating a communication strategy to promote sustainability at Cleveland Clinic Abu Dhabi

Measuring the cost impact of the sustainability program in terms of energy, water savings, waste to landfill fee savings, etc.

The Committee seeks to address key aspects of sustainability in operations, including:

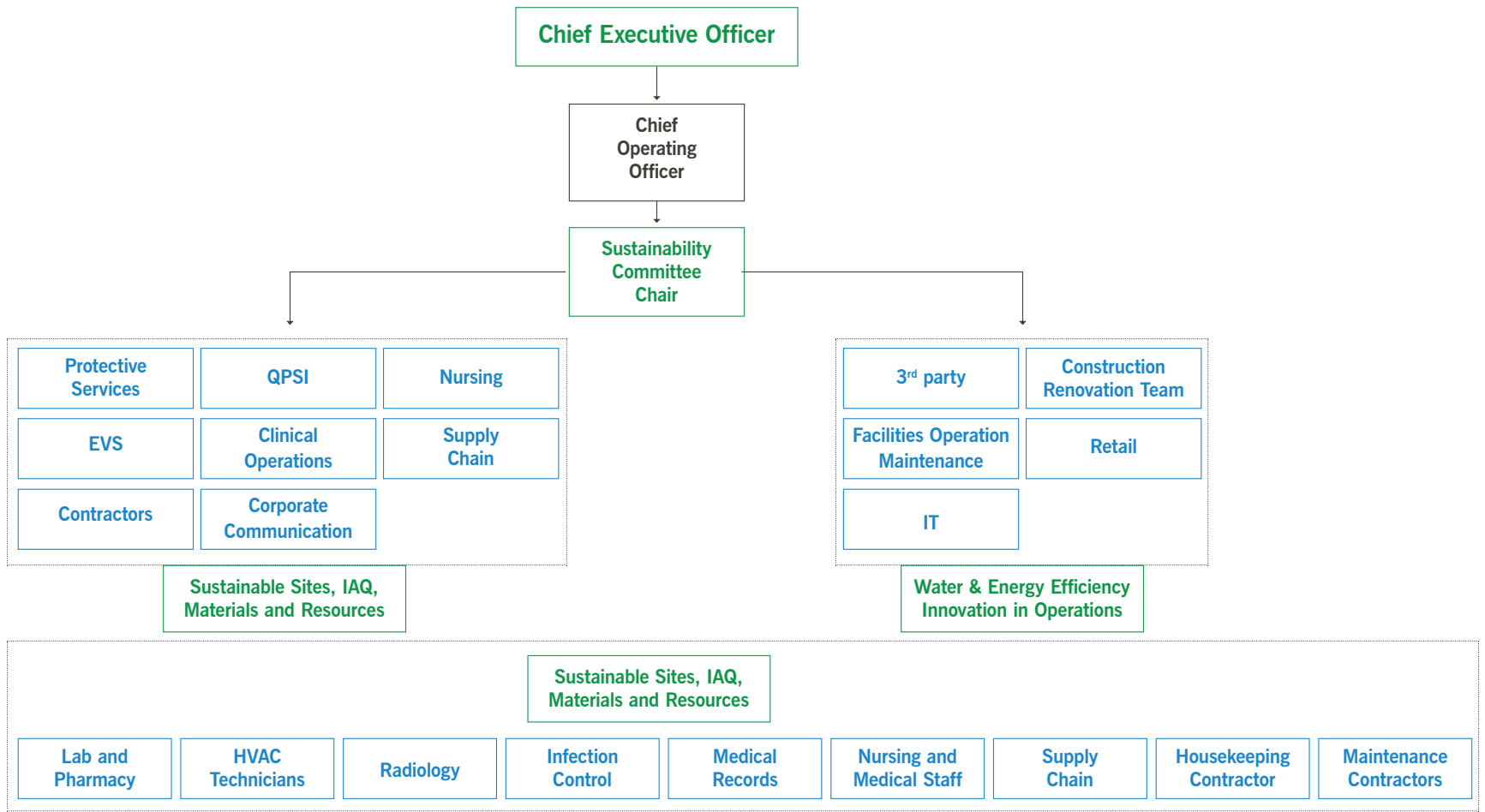
- Sustainable sites, materials, and resources, and innovation
- Energy and water efficiency, indoor environmental quality, and innovation

The Sustainability Committee only meets if necessary and when called by the chair; it reports to the Operations Council (OC) twice per year and quarterly to the Environment of Care Committee (EOC).

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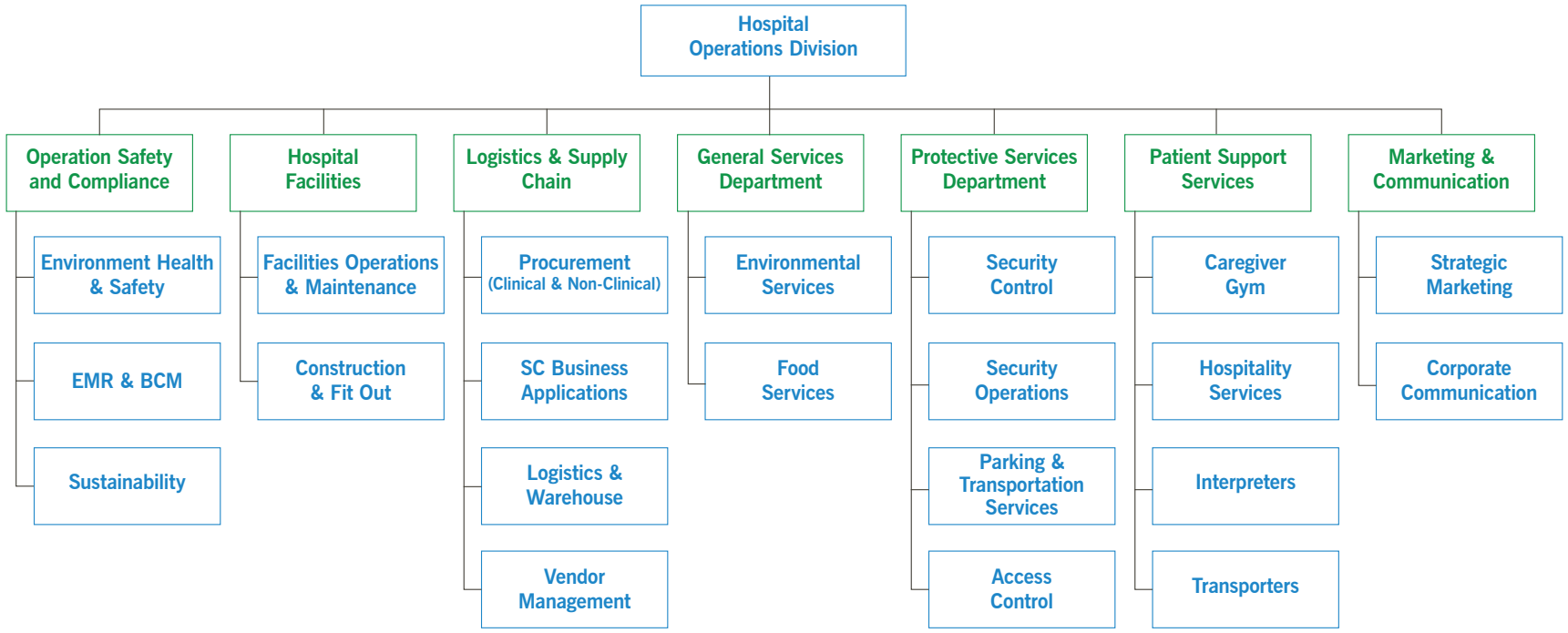
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Hospital Operations and Departments

In full compliance with our mission and vision, as well as our organization's goals and the priorities of our stakeholders, the organizational structure of our hospital operations and departments are developed with a view to ensuring accountability, transparency, and maximum efficiency, fostering patient-centered healthcare.



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4.3 COMPLIANCE FRAMEWORK AND BUSINESS ETHICS

Trust and transparency are core to Cleveland Clinic Abu Dhabi's operations. We foster a culture of compliance, ethics, and transparency through robust policies and auditing systems that manage risks and enhance processes. Caregivers can report concerns via an online portal (Daleel); compliance teams ensure swift, appropriate action. These measures reinforce our commitment to ethical standards, safeguard our reputation, and protect patients and caregivers while promoting accountability and continuous improvement.

Daleel is M42 Group's, Ethics & Compliance Portal and serves as a hub for information relating to the topics of ethics and compliance. The portal includes the Group's Code of Ethics and all related disclosure forms and policies. Guided by the portal's resources, at Cleveland Clinic Abu Dhabi we make every effort to raise concerns regarding possible violations of the requirements of the Code of Ethics or related Ethics & Compliance policies.

with M42 Group policy. This ensures everyone in the organization upholds ethical standards, can use reporting channels effectively, and contributes to a workplace rooted in honesty, fairness, and respect.

Whistleblowing Mechanisms

- Compliance Hotline +971 2 3111 333
- E-mail to compliance@ccd.ae
- For anonymous reporting, caregivers may report to the Ethics & Compliance Office using a non-identifiable personal e-mail

Code of Ethics

As a strategic partner of the M42 Group, Cleveland Clinic Abu Dhabi adheres to and complies with the principles outlined in the M42 Group's Code of Ethics. The principles set out in the Business Partner Code of Conduct also apply to any contractor or subcontractor engaged or employed by Cleveland Clinic Abu Dhabi. For more information and to access the code visit:

<https://m42.ae/media/4mepkdgt/m42-business-partner-code-of-conduct-2023-v10.pdf>

Speak-Up Culture at Cleveland Clinic Abu Dhabi

Cleveland Clinic Abu Dhabi promotes a workplace where Caregivers can voice concerns and report issues safely, without fear of retribution. All Caregivers are required to complete mandatory annual Ethics and Compliance training, aligned



In 2024

there were zero fines associated with fraud, corruption, anti-competitive behavior, malpractice, or other related incidents which would damage the reputation of our hospital and our caregivers.

4

A Culture of Caregiving:
 Our Governance Framework

Our Approach

Governance Model,
 Structures, and
 Committees

Compliance
 Framework and
 Business Ethics

Risk Management
 and Business
 Continuity

Data Privacy and
 Cybersecurity

Responsible
 Value Chain
 and Sustainable
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4.4 RISK MANAGEMENT AND BUSINESS CONTINUITY

Due to the nature and location of our activities and operations (a region characterized by water scarcity, extreme temperatures, and increased risk of desertification), we make sure to be prepared to adopt disaster response plans to handle climate-related emergencies, such as heat- or dust-related illnesses or respiratory diseases, pandemics, and other emergencies. Therefore, the appropriate and timely identification and management of potential and imminent risks with significant impact on our activities and our stakeholders is crucial to our long-term strategic planning and the reputation of the hospital.

ESG Reporting Obligations

Cleveland Clinic Abu Dhabi has not been subject to legal or regulatory requirements regarding disclosure of ESG performance. The communication of ESG-related information and data has been on a voluntary basis, to demonstrate transparency and leadership in sustainability. As Cleveland Clinic Abu Dhabi has transitioned to Abu Dhabi Global Market (ADGM), the international financial center and free zone in Abu Dhabi, the hospital might be subject to ADGM's regulatory requirements, including compliance with ESG reporting standards aligned with International Financial Reporting Standards (IFRS) starting in 2025.

| RISK AND OPPORTUNITIES DUE TO CLIMATE CHANGE | | | |
|---|---|---|--|
| PHYSICAL RISKS AND OPPORTUNITIES | REGULATORY RISKS AND OPPORTUNITIES | OTHER RISKS AND OPPORTUNITIES | METHODS TO MANAGE RISKS/OPPORTUNITIES |
| <ul style="list-style-type: none"> The impact of more frequent and intense storms Changes in sea levels, ambient temperatures, and water availability Impact on Caregivers – such as health effects including heat-related illness or disease, and the need to relocate operations | <ul style="list-style-type: none"> Compliance with new and changing regulations related to emissions, waste management, and resource use New reporting and disclosure requirements for sustainability performance | <ul style="list-style-type: none"> The availability of new technologies, products, or services to address challenges related to climate change as well as changes in customer behavior | <ul style="list-style-type: none"> Carbon capture and storage Fuel switching Use of renewable and lower carbon footprint energy Improving energy efficiency Flaring, venting, and fugitive emission reduction Renewable energy certificates Use of carbon offsets |

4.5 DATA PRIVACY AND CYBERSECURITY

Protecting patient information is a top priority at Cleveland Clinic Abu Dhabi. Our comprehensive Data Privacy Strategy, overseen by the Board Audit, Risk and Compliance Committee, ensures compliance with national healthcare regulations and safeguards sensitive data, ensuring uncompromised patient care.

Key Measures:

- **Secure Data Management:** Ensuring safe collection, storage, and processing of personal health information (PHI)
- **Fraud Detection and Monitoring:** Utilizing advanced systems to detect suspicious activities
- **Regular Audits:** Internal and external audits are conducted to strengthen privacy and data protection measures. In 2024, the Data Management and Privacy Audit identified 7 findings, while the Cybersecurity Audit resulted in 4 findings.
- **Data Protection Agreements:** Governing data sharing and retention with suppliers
- **Sensitive Data Encryption:** Using Oracle's Transparent Data Encryption (TDE) for critical patient information
- **Incident Response Protocols:** Ensuring quick and effective action in case of data breaches

Cybersecurity Measures:

Hospitals are prime targets for cyber threats due to the sensitive nature of patient records and medical systems. To mitigate risks, we deploy:

- **Threat Detection and Monitoring:** Deploying advanced cybersecurity solutions
- **Anti-Fraud and Cyber Controls:** Managed by our Information Security team
- **Vulnerability Assessments:** Regularly identifying and mitigating digital risks

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4.6 RESPONSIBLE VALUE CHAIN AND SUSTAINABLE PROCUREMENT

As sustainability is at the core of Cleveland Clinic's Abu Dhabi procurement strategy, we are committed to sourcing environmentally friendly products and partnering with organizations that uphold ethical human rights practices. To that end, we have established comprehensive internal policies that govern supplier selection, striving to incorporate social, environmental, and human rights principles. All suppliers must comply with rigorous assessment measures, technical requirements, and local laws and regulations while adhering to our compliance policies and procedures.

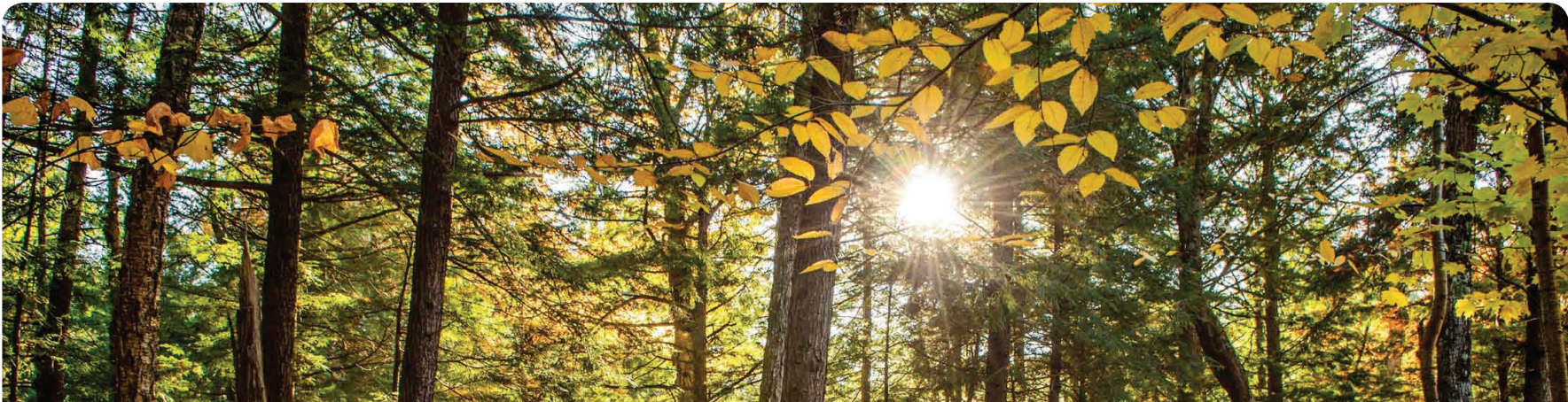
| SUSTAINABILITY CRITERIA FOR VENDORS | | | |
|--|--|--|---|
| Use of sustainable materials in medical products and packaging (certificates, green labels, recycled material) | Provision by vendors of energy-consuming products (e.g. appliances) should show adherence to energy efficiency standards | Sustainable transportation and logistics (fleets composed of electric, hybrid, or fuel-efficient vehicles, or load optimization and route efficiency strategies) | GHG Protocol: Corporate Accounting and Reporting Standard |
| ISO 14025 (Environmental labels and declarations) ISO14001-2015 (Environmental Management System Certification). ISO 14064 (GHG Quantification and Reporting Standard) | Reporting of GHG emissions reduction efforts | Carbon Disclosure Project (CDP) Supply Chain reporting | Publication of Corporate Social Responsibility (CSR) or sustainability reports according to internationally recognized Participation in community sustainability initiatives UAE Green Business Network and Local Sustainability Awards |



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A Culture of Caregiving: Our Governance Framework

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46%
 decrease in average
 monthly trips
 (From 749 to 406)

Cutting Carbon Emissions While Ensuring Patient Safety

Cleveland Clinic Abu Dhabi reduced the carbon footprint of its supply chain while maintaining patient safety. Pharmacy procurement accounts for 50% of total purchases, with daily consumables and medical equipment adding 31%. A Scope 3 assessment identified 20 high-volume vendors responsible for 75% of deliveries. With an 100% response rate to a detailed emissions questionnaire, we demonstrated strong supplier collaboration and transparency. Training was delivered to 19 suppliers to raise climate awareness and foster sustainable practices.

In Q1 2024, delivery schedules shifted from daily to weekly, significantly lowering logistics-related emissions. By Q4 2024, delivery volume dropped by 46% year-on-year, reducing carbon emissions per supplier from 87.5 kg to 17.5 kg of CO₂.

This initiative highlights how operational changes, supplier engagement, and sustainability integration can lead to measurable environmental impact—without compromising quality of care.

60%
 decrease in emissions
 per vendor
 (From 87.5 kg of CO₂
 to 17.5 kg of CO₂)

4 Supply Chain Management

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The hospital's supply chain includes the entire network of entities, activities, resources, market research, and processes involved in sourcing and delivering goods or services for a better patient care experience. Our supply chain function handles procurement, logistics, and distribution of pharmaceuticals, medical consumables, medical equipment, devices, services, etc. which play an important role in patient care. At Cleveland Clinic Abu Dhabi, we engage regularly with our suppliers, vendors, and business partners through annual vendor performance meetings to assess performance and collaborate on improving outcomes.

Service Providers and Distributors


At Cleveland Clinic Abu Dhabi, we prioritize sustainable and eco-friendly consumables, supplies, and materials while supporting the UAE economy by sourcing locally whenever possible. This approach reinforces our commitment to strengthening local businesses and enhancing local supply chains.

IN 2024




60%

of our purchased consumables are sustainable and environmentally responsible



20

suppliers were audited using social criteria in 2024



99%

of our procurement needs are fulfilled by carefully selected local vendors

VALUE OF SUPPLIES (DISTRIBUTION)

LOCALLY SOURCED



NUMBER OF SERVICE PROVIDERS AND DISTRIBUTORS

LOCAL*



INTERNATIONAL



TOTAL



*Based in the UAE

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4.7 MOVING FORWARD

Moving forward, our main objectives regarding corporate governance are as follows:

- Identifying the best reporting structure for ESG goals
- Strengthening risk management in terms of identifying and assessing potential risks and opportunities across all areas of our business, including the physical and transitional risks of climate change
- Regularly reviewing and updating risk management policies, promoting sustainable practices (including development and implementation of a sustainability strategy aligned with global standards)
- Monitoring and reporting on ESG performance
- Engaging stakeholders in sustainability initiatives and ensuring legal compliance
- Regularly reviewing and updating compliance policies and procedures



5

Caregiving for Our Patients

- Our Approach
- Our Multidisciplinary Model of Care
- Patients at the very center of our operations
- Patient Satisfaction
- Our Zero Harm Policy
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5. CARING FOR OUR PATIENTS



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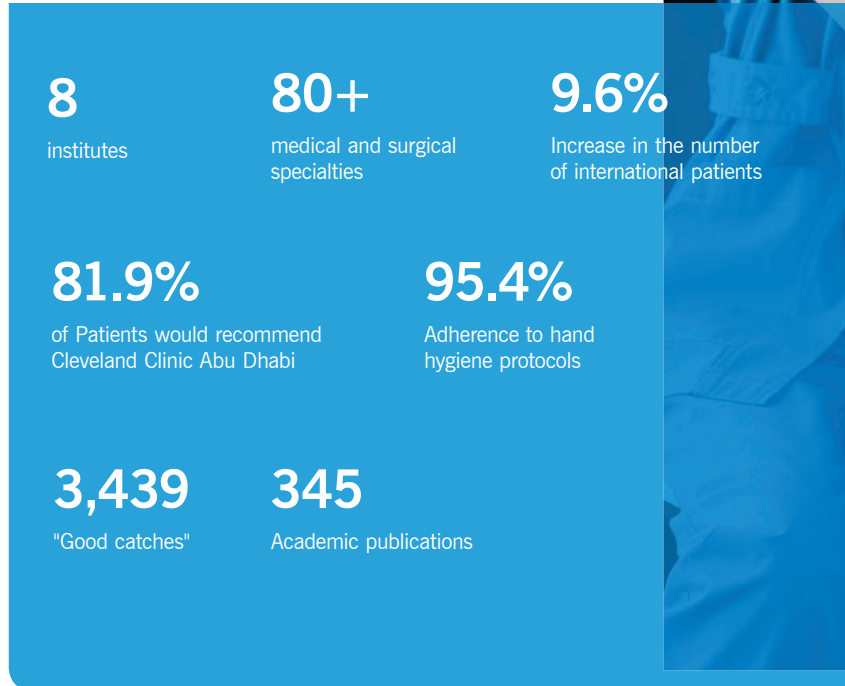
Responsible Communication and Marketing

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5.1 OUR APPROACH

At Cleveland Clinic Abu Dhabi, patients are at the heart of everything we do. We collaborate closely with our healthcare experts and caregivers to deliver exceptional, patient-centered care. Our focus on accessibility, high-quality services, and continuous investment in research, advanced technologies, and digital innovations ensures we meet our medical commitments with excellence.



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5.2 OUR MULTIDISCIPLINARY MODEL OF CARE

Cleveland Clinic Abu Dhabi prioritizes patient-centered, multidisciplinary care by structuring its departments around disease groupings rather than by traditional specialties. This approach enhances collaboration, streamlines treatment, and ensures seamless coordination among caregivers. With eight institutes and more than 80 medical and surgical specialties, the hospital integrates advanced facilities with world-class service. It features 396 beds (expandable to 490), five clinical floors, three diagnostic and treatment levels, and 13 inpatient floors. Led by Western-trained, board-certified physicians licensed by DOH, it provides world-class healthcare, reducing the need for patients to travel abroad for specialized treatment.

Our Institutes



Heart, Vascular & Thoracic Institute



Neurological Institute



Digestive Diseases Institute



Integrated Surgical Institute



Diagnostics Institute



Integrated Hospital Care Institute



Medical Specialty Institute



Cancer Institute

5.3 PATIENTS AT THE VERY CENTER OF OUR OPERATIONS

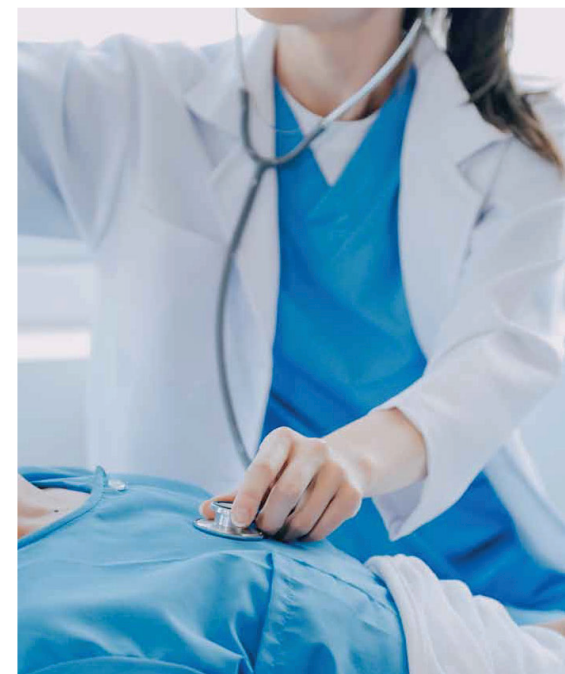
At Cleveland Clinic Abu Dhabi, we adhere to the highest quality of healthcare and patient safety standards, in line with best practice regionally and internationally and in accordance with stringent regulations.

OUR PATIENT PROFILE

| ORIGIN | UNIQUE PATIENTS | PERCENT OF ALL PATIENTS (%) |
|---------------|-----------------|-----------------------------|
| UAE Nationals | 76,527 | 59.7 |
| Expatriates | 49,106 | 38.3 |
| International | 1,955 | 1.5 |
| GCC Nationals | 555 | 0.5 |
| Total | 128,143 | 100 |

Serving International Patients

Positioned as a premier destination for medical tourism in the UAE, Cleveland Clinic Abu Dhabi gained recognition for its superior healthcare services and its success in attracting international patients seeking specialized treatments. Our International Patient Services department offers end-to-end support for individuals and families seeking world-class healthcare close to home, including appointment scheduling, travel assistance, medical records coordination, cost estimation, hospital admission, critical care transfers, and concierge services. Our growth is driven by multiple channels, such as physician referrals, word of mouth, regional proximity, and rising medical tourism awareness in addition to robust strategic partnerships with M42, Cleveland Clinic U.S., the DOH, international insurers, and industry leaders.



International Patients

The number of unique international patients rose to 1,955 in 2024, marking a 9.6% increase from 1,785 in 2023. This follows a 16.6% growth recorded between 2022 and 2023.

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5.4 PATIENT SATISFACTION

At Cleveland Clinic Abu Dhabi, our goal is to ensure all our patients have access to high quality healthcare and receive appropriate treatment. We strive to make their stay as comfortable, secure, and pleasant as possible. To that end, we conduct regular surveys to ascertain patients' views and insights regarding their experience with a view to constantly improving our offerings.

| PATIENT LIKELIHOOD TO RECOMMEND CLEVELAND CLINIC ABU DHABI* | | | | | | |
|---|-------|--------|-------|--------|-------|--------|
| SERVICES | 2024 | | 2023 | | 2022 | |
| | SCORE | TARGET | SCORE | TARGET | SCORE | TARGET |
| Overall healthcare (inpatient, outpatient, ambulatory surgery, emergency) | 81.9% | 81.4% | 81.2% | - | - | - |
| Inpatient services | 85% | 84.1% | 84% | 83.7% | 83.1% | 83.7% |
| Outpatient services | 79.6% | 80.2% | 79.9% | 79.5% | 78.7% | 79.5% |
| Ambulatory surgery services | 87.9% | 88.8% | 88.9% | 90.5% | 87.5% | 90.5% |
| Emergency services | 75.1% | 72.4% | 72% | 75.8% | 66.1% | 75.8% |

*The percentages shown are percentages Topbox scores

| COMPLAINTS RATIO PER 1000 PATIENT ENCOUNTERS | | |
|--|------|------|
| 2024 | 2023 | 2022 |
| 3.2 | 3 | 3 |

Cleveland Clinic Abu Dhabi is dedicated to delivering exceptional, patient-centered care by combining advanced technology, including AI-driven solutions, expert specialists, and compassionate service. We prioritize each patient's unique needs through innovative practices and personalized support, creating a safe and comfortable environment that ensures excellent clinical outcomes and a positive patient experience. At Cleveland Clinic Abu Dhabi, we are committed to listening to the voice of our patients and families through multiple channels, including our Patient and Family Advisory Council (PFAC) and other feedback mechanisms. We also utilize Press Ganey's industry leading patient experience surveys, enabling high level benchmarking across healthcare organizations to continuously enhance quality and patient experience.



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5.5 OUR ZERO HARM POLICY

At Cleveland Clinic Abu Dhabi, patient safety is our top priority. Through our "Good catches" program, caregivers are encouraged to report potential harmful incidents before they occur. This proactive approach ensures continuous assessment, adjustment, and enhancement of our quality and safety processes.

| PREVENTION METRICS | 2024 | 2023 | 2022 |
|---|-------|-------|-------|
| Total number of "Good catches" Efficiency of reporting possible harm incidents caught by caregivers, before they occur, preventing harm from reaching patients. | 3,439 | 2,635 | 2,178 |
| Central Line-Associated Bloodstream Infection (CLABSI) rate (Number/1,000-Line Days) Effective management of bloodstream infections | 0.13 | 0.18 | 0.11 |
| Catheter-Associated Urinary Tract Infection (CAUTI) rate (Number/1,000-Catheter Days) Prevention of urinary infections | 0.07 | 0.00 | 0.19 |
| Rate of inpatient falls with injury (Number/1,000-Patient Days) Minimizing inpatients' accidental injuries | 0.2 | 0.29 | 0.47 |
| Hospital-Acquired Pressure Injury (HAPI) prevalence rate (Number/Number of patients surveyed) Prevention of localized pressure injuries acquired during hospital stays | 1.09 | 0.9 | 1.82 |
| Hand hygiene Adherence to hygiene protocols | 95.4% | 95.1% | 95.4% |
| Falls of patients (including ED, outpatient, and inpatient) | 178 | 179 | 168 |

91.36% Abu Dhabi Department of Health Overall Audit Score



During this reporting period, there have been no reported incidents or fines for non-compliance with regulations and/or voluntary codes concerning the health and safety of patients.

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5.6 RESEARCH AND EDUCATION

At Cleveland Clinic Abu Dhabi, we prioritize research, education, and innovation to address prevalent regional conditions, advancing medical treatments and enhancing patient care. With cutting-edge technology and a specialized multidisciplinary team, the hospital conducts high-quality studies and clinical trials to accelerate disease prevention, diagnosis, and treatment in the UAE.

| RESEARCH | 2024 | 2023 | 2022 |
|--|------|------|------|
| Active research projects ¹ | 229 | 212 | 196 |
| Completed research projects ² | 244 | 204 | 162 |
| Research contracts executed | 36 | 41 | 37 |
| Academic publications ³ | 345 | 234 | 253 |

¹ Active studies since inception to date

² Closed and completed since inception to date

³ Journal articles published

RESEARCH

#1

Research hospital in the UAE
(Ministry of Health and Prevention (MOHAP))

345 academic publications

with DoH award for most peer-reviewed publications

5,000+

Patients enrolled in clinical trials

3 DOH grants

(including first Bill & Melinda Gates Foundation grant)

EDUCATION

12

Graduate Medical Education (GME) programs

239

Interns, residents, and fellows trained

16

Resident graduates

Accreditation Council for Graduate Medical Students (ACGME), National Institute of Health Science (NIHS) and ACCME accredited

93,077

Attendees across all conferences and regularly scheduled series to date

4,248

Applications

2,065

completed experiences for clinical placements

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5.7 MEDICAL INNOVATION

Cleveland Clinic Abu Dhabi is at the forefront of medical innovation, reinforcing Abu Dhabi's position as a global healthcare hub and delivering life-changing treatments through cutting-edge robotic technology. Collaboration and innovation drive medical advancements, ensuring world-class expertise is accessible to patients in the UAE and beyond.

To achieve this, we have been utilizing a wide array of tools and methodologies such as:

| | |
|--|--|
| Strategic partnerships with critical stakeholders such as the M42 Group for the development of new clinical tools based on technology resources including AI and genomics | Joint research projects with a variety of industry partners to help identify and develop new products |
| The Product Evaluation Committee which evaluates commercially available medical technology and equipment | Ongoing education through a variety of training courses for our caregivers |

Cutting-edge technologies that lead medical innovation at Cleveland Clinic Abu Dhabi

Cleveland Clinic Abu Dhabi is at the forefront of medical innovation, redefining global healthcare standards through AI-driven predictive care, real-time adaptation, and seamless digital integration. Recognized in 330 global hospitals across 28 countries, the hospital integrates AI, robotics, telemedicine, digital imaging, and secure electronic health records to set new standards.

Key Innovations:

- **Advanced Therapies:** Adaptive radiation therapy, robotic and non-invasive surgeries, and high-resolution digital imaging
- **AI-Driven Solutions:** The ARTIS Icono facilitates rapid stroke diagnosis through advanced 2D and 3D imaging, while the Ethos system enables real-time, adaptive cancer treatment tailored to each patient.

- **AI real-time cancer treatment:** the Ethos adaptive radiotherapy system at the Fatima bint Mubarak Center uses AI to tailor real-time cancer treatment. A chemotherapy robot ensures accurate, automated preparation of hazardous doses
- **Predictive AI Modeling:** AI improves team communication and patient engagement, optimizing treatment pathways. We have also pioneered invasive microvascular and coronary spasm testing, detecting hard-to-diagnose cardiac disorders
- **Precision Imaging:** Techniques such as Speckle-Tracking Echocardiography (STE) and 3D mapping systems enhance diagnostic accuracy for cardiac and neurological conditions
- **Medical Firsts:** The Neurological Institute restored hearing loss through an auditory brainstem implant, a pioneering achievement in the UAE

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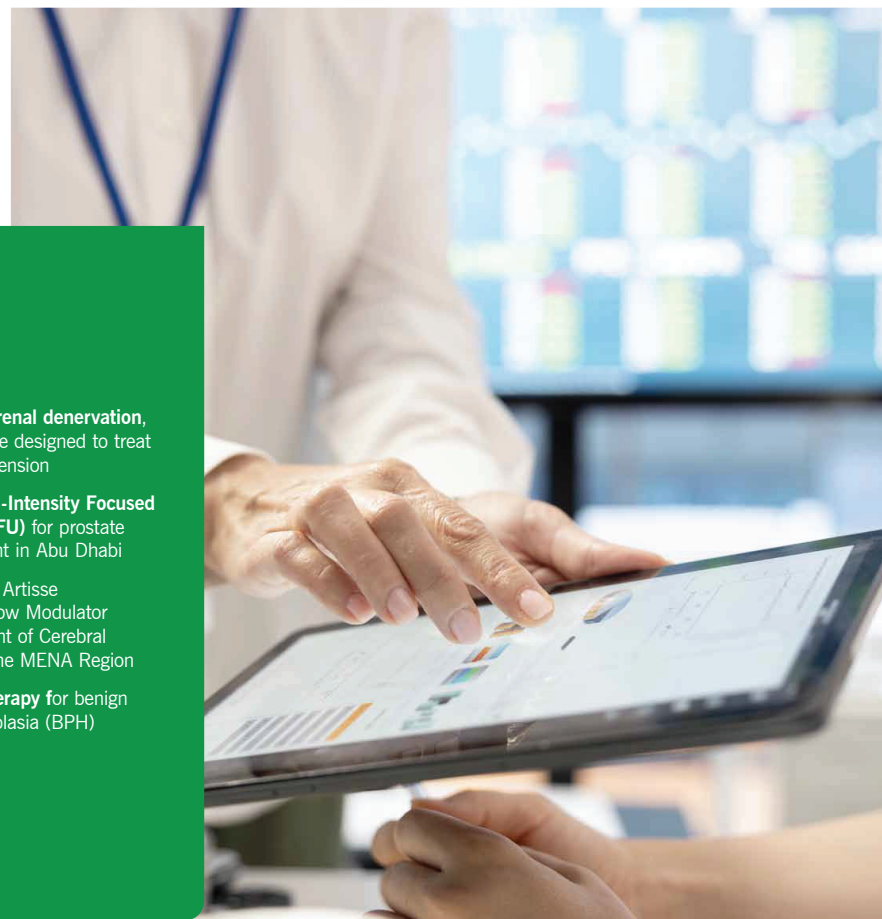
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Key Medical Innovations in 2024

In addition to groundbreaking procedures, Cleveland Clinic Abu Dhabi leads the way in adopting innovative technologies across many disciplines and medical practices with a view to providing world-class healthcare.

KEY ACHIEVEMENTS

- The first **simultaneous robotic kidney transplant** in the region for both donor and recipient using a **single robot**
- The first **heart and lung transplant** in the UAE
- The first **Stereo electroencephalography (SEEG) procedure** to pinpoint the origins of hard-to-treat epileptic seizures within the brain
- The first **Deep Brain Stimulation (DBS) surgery** for **epilepsy**
- The first **robotic mastectomy** in the UAE and in the Cleveland Clinic global network
- The first **bilateral kidney transplant - transplantation** of two kidneys from a single deceased donor
- The first **active middle ear implant** for hearing loss
- Introduction of **renal denervation**, a new procedure designed to treat resistant hypertension
- **Focal One High-Intensity Focused Ultrasound (HIFU)** for prostate cancer treatment in Abu Dhabi
- Adoption of the Artissee Intracascular Flow Modulator for the Treatment of Cerebral Aneurysms in the MENA Region
- **Aquablation therapy** for benign prostatic hyperplasia (BPH)



5 CASE STUDIES

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Fatima bint Mubarak Center utilizes innovation and new technologies for cancer treatment

Committed to advancing cancer research, education, and providing unparalleled support for patients, the Fatima bint Mubarak Center continues to embrace cutting edge technology such as generative AI, virtual reality and augmented reality, and predictive analytics to increase the accuracy and effectiveness of healthcare interventions, making significant contributions to the global battle against cancer.

Prostate Cancer: Advanced Treatment at Cleveland Clinic Abu Dhabi

With 1.41 million new cases annually, prostate cancer is among the most common cancers worldwide. Early detection is vital, and men over 40 should have regular screenings and urologist visits. **Focal One High-Intensity Focused Ultrasound (HIFU)** therapy is a non-surgical treatment for localized prostate cancer. This advanced technology uses focused ultrasound waves to target precisely and destroy cancerous tissue, minimizing side effects such as erectile dysfunction and urinary incontinence. The minimally invasive procedure offers faster recovery and the option for repeat treatments, particularly benefiting patients with low-volume cancer.

Pioneering 3D Printing in Complex Surgeries

Cleveland Clinic Abu Dhabi, in collaboration with NYU Abu Dhabi, used advanced 3D printing technology to plan a complex surgery for Mian Mohamed Shabbie, a 41-year-old with a rare cardiovascular condition. Developed by NYU Abu Dhabi's Core Technology Platform, this technology aids cardiovascular and neurological cases by creating precise 3D models of patient

anatomy for pre-surgical planning. The 3D-printed model enhanced surgical precision and safety, demonstrating the hospital's status as a Center of Excellence for Adult Cardiac Surgery and its commitment to medical innovation.

Cleveland Clinic Abu Dhabi Leads UAE in AI-Assisted Colonoscopy

Cleveland Clinic Abu Dhabi is the UAE's largest center for AI-assisted colonoscopies, screening over 2,000 patients in one year (January—December 2024). With six AI-enabled units, the hospital uses real-time analysis to enhance early detection of colorectal cancer, improving patient outcomes. AI technology boosts polyp detection accuracy, reducing the risk of interval cancer, where undetected polyps develop into cancer over time. The hospital's integration of AI in cancer care programs supports the UAE's vision for AI-driven healthcare, setting new standards in early cancer detection and transforming patient care.

The 1st Simultaneous Robotic Kidney Transplant

Cleveland Clinic Abu Dhabi, in collaboration with Cleveland Clinic U.S., conducted the UAE's first simultaneous robotic kidney transplant, using a single robotic system for both donor and recipient. This innovative procedure offers smaller incisions, reduced blood loss, greater accuracy, and faster recovery. The hospital has successfully conducted seven robotic-assisted donor surgeries and plans to expand robotic surgery to liver transplants and complex urological procedures, continuing to enhance patient outcomes.

UAE's 1st Ever Combined Heart and Double Lung Transplant

Cleveland Clinic Abu Dhabi performed the UAE's first combined heart and double lung transplant on a 56-year-old Emirati woman with pulmonary hypertension. Her deteriorating condition required a complex eight-hour surgery, led by a multidisciplinary team of cardiothoracic surgeons, anesthesiologists, specialized nurses, and perfusion experts. This landmark procedure, in collaboration with the DOH and the HYATT National Program, highlights the hospital's status as the UAE's first multi-organ transplant center and a leader in advanced healthcare.

UAE's First Robotic Mastectomy: A Milestone in Breast Cancer Care

Cleveland Clinic Abu Dhabi performed the UAE's first robotic mastectomy, offering reduced recovery time, minimal scarring, and preserved nerve function. Unlike traditional surgery, the robotic technique uses a small incision under the armpit, enhancing surgical precision and minimizing complications.

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| TRANSPARA SYSTEM | THE ARTIS ICONO STROKE INTERVENTION SYSTEM | ROBOTIC-ASSISTED SURGERIES | MED42 | AI-POWERED CHEMOTHERAPY ROBOTS |
|---|--|--|--|---|
| Aids breast cancer detection by analyzing mammograms with AI, while adaptive radiotherapy customizes cancer treatment in real-time, reducing exposure and improving precision | Provides AI-powered 3D imaging, eliminating the need for preoperative Computed Tomography (CT) scans and allowing immediate treatment, ultimately saving lives | Offers minimally invasive precision, reducing pain, blood loss, and recovery time while improving clinical outcomes, including for kidney transplants. | M42's, generative AI clinical model is set to revolutionize clinical decision-making | Ensures accurate, patient-specific dosage, enhancing treatment safety |

Collaborative research, partnering with institutions like Mohamed bin Zayed University of Artificial Intelligence (MBZUAI) and the DOH to advance AI-driven precision medicine

5.8 RESPONSIBLE COMMUNICATION AND MARKETING

In line with our commitment towards our patients and stakeholders, we adhere to the highest standards of ethical communication and marketing, ensuring our all our marketing and corporate communications are free from harmful, illegal, or misleading content. The Board actively oversees responsible communications, which are also integrated into our Caregiver training. Guided by our Corporate Communications and Marketing Policy and Procedure, we focus on ethical practices including preventing misleading behavior towards our patients and stakeholders.



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5.9 MOVING FORWARD

We intend to receive accreditation by the Association for the Accreditation of Human Research Protection Programs (AAHRPP). This internationally recognized accreditation enhances institutional credibility, supports global research collaborations, and reinforces trust in clinical research practices, positioning the hospital as a leader in ethically responsible, patient-centered research.

6

Caring for the Environment

Our Approach

Cleveland Clinic Abu Dhabi's Environmental Strategy

Environmental Management System

Climate Change Mitigation and Adaptation

Water Efficiency

Waste Management

Improving Air Quality

Sustainable Transportation

Internal Environmental Campaigns

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6. CARING FOR THE ENVIRONMENT



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Caring for the Environment

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Cleveland Clinic Abu Dhabi's Environmental Strategy

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Climate Change Mitigation and Adaptation

Water Efficiency

Waste Management

Improving Air Quality

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6.1 OUR APPROACH

Environmental protection is central to our commitment to operational excellence. As a hospital, we recognize the urgency of addressing climate change and are committed to sustainability, resilience, and operational excellence. We prioritize carbon reduction, energy efficiency, renewable energy adoption, water conservation, and waste management. By leveraging advanced technologies and setting clear environmental goals, we minimize our impact and enhance efficiency. Aligned with the UAE Climate Plan and Abu Dhabi's Economic Vision 2030, we aim to improve community well-being while delivering responsible healthcare that benefits patients and communities alike.



LEED GOLD

Certification for the main hospital and the Fatima bint Mubarak Center from USGBC

335,800 kWh

Utilized from renewable sources

5.3%

Decrease in energy consumption per patient day

72%

LED Lighting Coverage

MENA

Green Building Award

Awarded by Emirates GBC for 3 consecutive years for sustainable operation



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Caring for the Environment

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Cleveland Clinic Abu Dhabi's Environmental Strategy

Environmental Management System

Climate Change Mitigation and Adaptation

Water Efficiency

Waste Management

Improving Air Quality

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6.2 CLEVELAND CLINIC ABU DHABI'S ENVIRONMENTAL STRATEGY

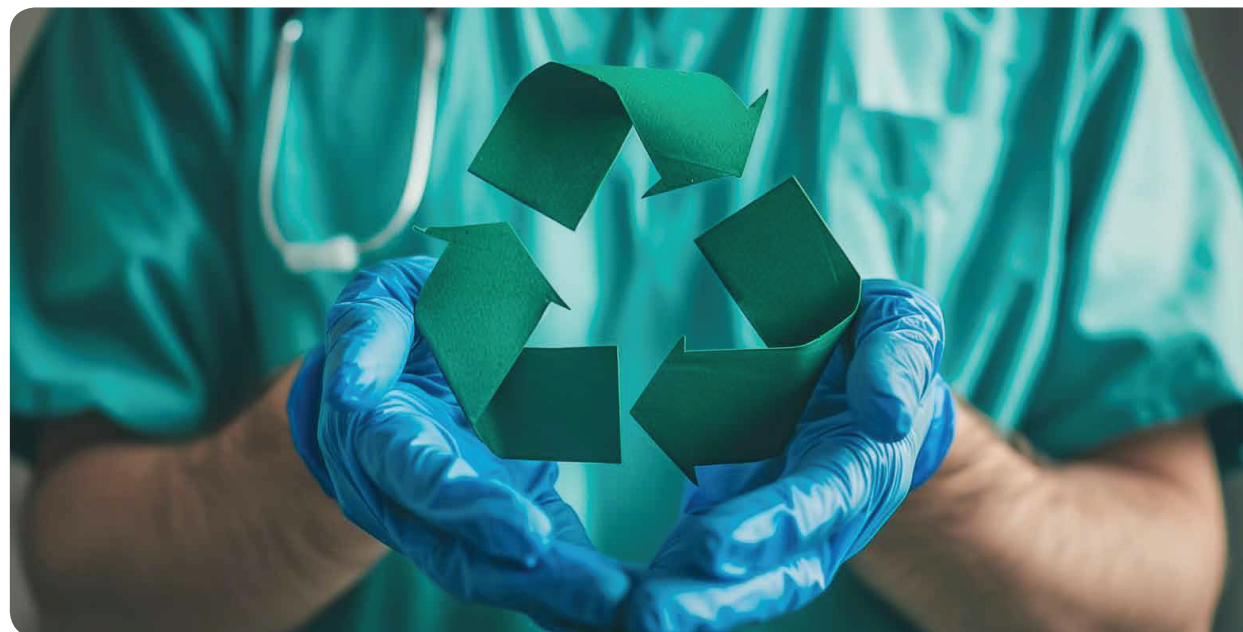
Cleveland Clinic Abu Dhabi has established a comprehensive environmental strategy and management system that aligns with the UAE's environmental objectives. Our sustainability targets and standards are guided by key national and international practices, standards, and regulations, reinforcing our commitment to environmental sustainability.

Key initiatives and targets include:

- **Greenhouse Gas Emission Reduction:** Achieving an 8.5% reduction in greenhouse gas emissions from the baseline year, with a target of a 21% reduction by 2030
- **Energy Consumption Optimization:** Implementing advanced lighting systems, upgrading Heating, Ventilation, and Air Conditioning (HVAC) fan motors, and rebalancing air exchanges in operating theaters, resulting in a 10% reduction in energy costs
- **Water Conservation:** Utilizing condensed water from air conditioning systems and reverse osmosis by-products for irrigation, leading to a 9% decrease in domestic water usage and ensuring that 85% of irrigation water is non-potable
- **Sustainable Infrastructure:** Designing facilities with innovative features, such as a 'double skin' exterior to reduce cooling requirements, and achieving LEED Gold Certification for both the main hospital and the Fatima bint Mubarak Center

6.3 ENVIRONMENTAL MANAGEMENT SYSTEM

Cleveland Clinic Abu Dhabi has developed an organization-wide Environmental Management System in line with our commitment to monitoring, controlling, and enhancing environmental performance. We also adhere to ISO 14064 standards for GHG emissions inventory and verification. Our system includes comprehensive monitoring of environmental impact, strategic initiatives to enhance sustainability, and continuous improvement processes to align with global best practice. Through these strategic initiatives and a robust management system, Cleveland Clinic Abu Dhabi sets a benchmark for sustainable healthcare practices, demonstrating how healthcare institutions can effectively integrate environmental responsibility into their daily operations.



6 6.4 CLIMATE CHANGE MITIGATION AND ADAPTATION

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Our hospital operates in a region vulnerable to extreme weather conditions (heatwaves, water scarcity, mudslides, drought, extreme weather etc.). In line with the goals set by the UAE's National Climate Change Plan 2017-2050 and the Abu Dhabi Climate Change Strategy, we remain committed to monitoring and managing climate-related health risks while setting our own ambitious targets for 2030, including an 18% reduction in energy consumption compared to the 2017 baseline, an increase in waste recycling to 30%, and a reduction of GHG emissions by 21%.

Working in partnership with the UAE Alliance for Climate Action

(UACA) Advisory Committee, led by Emirates Nature - WWF, our hospital is serving in an advisory and knowledge-sharing capacity to drive greater sustainability in the healthcare sector.

We are currently in the process of developing a comprehensive Climate Risk Register that integrates updated local regulations, recent climate-related events, and relevant financial data. This tool is designed to help us systematically identify, evaluate, and prioritize climate risks which may impact our operations, infrastructure, services, and the health and safety of our patients.

Our initial assessment has ranked identified climate factors as low to low-medium risk. However, we recognize that climate risks are dynamic and can evolve rapidly. As a responsible business, we are committed to maintaining a proactive approach by regularly updating the Climate Risk Register to reflect emerging scientific data, regulatory developments, and local environmental conditions. This process reinforces our commitment to climate resilience, sustainable healthcare delivery, and long-term value creation for our stakeholders.

| CLIMATE FACTOR | RISK DESCRIPTION | MITIGATION STRATEGIES |
|---|---|--|
| Extreme Heat | Increased cases of heatstroke, dehydration, and cardiovascular issues | <ul style="list-style-type: none"> Reliable cooling in critical areas with backup power during heatwaves or outages Outdoor work halted from 12–3 PM in summer, in line with Abu Dhabi regulations Advanced systems to maintain indoor comfort for patients and staff year-round Integrated HVAC system actively monitored to ensure consistent cooling in key areas |
| Air Pollution | More respiratory illnesses (COPD, asthma) due to dust storms and emissions | <ul style="list-style-type: none"> Regular Indoor Air Quality (IAQ) monitoring to ensure air quality standards are maintained Layered HVAC systems to provide increased filtration and air circulation Fresh, filtered air in critical areas such as the Operating Room (OR) and Intensive Care Unit (ICU) to protect both patients and staff |
| Water Scarcity | Reduced water availability for sanitation, cooling, and patient care | <ul style="list-style-type: none"> Backup water supply availability to ensure uninterrupted water availability for essential services Water efficiency in critical systems, including air conditioning and hospital sanitation, by using innovative solutions such as greywater reuse and optimizing irrigation for hospital landscaping Regular monitoring of water usage to ensure the hospital adheres to water conservation goals |
| Rising Sea Levels | Flood risks | <ul style="list-style-type: none"> Working on the development of a NetZero strategy to align with Abu Dhabi 2030 and 2050 vision |
| Extreme Weather Events (Sandstorms, Heavy Rainfall) | Disruption to emergency response capability and damage to healthcare infrastructure | <ul style="list-style-type: none"> Mobilization of emergency response teams during extreme weather conditions such as sandstorms, heavy rainfall Backup power systems and infrastructure upgrades to respond to extreme weather Building insulation to protect against extreme temperatures, dust, and moisture Uninterrupted access to critical services during extreme weather events by implementing measures such as reliable backup generators, climate-resilient systems for essential services including OR and ICU |
| Vector-Borne Diseases | Increased mosquito populations due to rising temperatures, leading to outbreaks of diseases | <ul style="list-style-type: none"> Monitoring hospital grounds for mosquito activity and breeding sites to detect risks early Routine insecticide spraying and proactive water management to eliminate stagnant water Enhanced sanitation in waste areas, water tanks, and outdoor spaces to prevent breeding Timely diagnosis and treatment for vector-borne diseases, especially during peak seasons |
| Food Insecurity | Impact on food supply chains, leading to nutritional deficiencies for patients | <ul style="list-style-type: none"> Diversification of food sources by establishing local and sustainable food supply chains Partnerships with local food producers A backup food supply, ensuring critical food items are available during disruptions or emergencies |



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Energy Management

Cleveland Clinic Abu Dhabi's Energy Management Program is a strategic initiative aimed at reducing environmental impact, enhancing energy efficiency, and lowering operational costs. Over the years, we have implemented energy-efficient strategies, adopted best practices, and invested in cleaner energy solutions to enhance sustainability and operational efficiency. Key efforts include lighting upgrades, HVAC optimization, and retrofits, true to our commitment to achieving LEED EBOM certification.

At Cleveland Clinic Abu Dhabi, we have developed an action plan that would assist us in decreasing our energy consumption and environmental footprint. In 2024, we focused on streamlining our business travel, Caregiver commuting, the goods and services purchased, waste generated in operations, and upstream as well as downstream transportation and distribution. In the next couple of years, we are planning to focus on the following areas:

| 2025 | 2026 |
|---|--|
| <ul style="list-style-type: none"> Upstream transportation and distribution Downstream transportation and distribution Purchased goods and services Capital goods Upstream leased assets Downstream leased assets | <ul style="list-style-type: none"> Use of sold products Investments Processing of sold products End-of-life treatment of products sold Fuel -and energy-related activities not included in Scope 1 or Scope 2 |

During this reporting period, key energy conservation and efficiency measures include:

- **Lighting Upgrades:** By transitioning to LED Lighting and adopting smart lighting technologies such as occupancy sensors, daylight harvesting systems, automated dimming, and human-centric lighting
- **HVAC Optimization:** Reducing fan speeds to lower electricity use and enhance system efficiency
- **Ventilation Control Systems:** Utilizing occupancy and air quality sensors to adjust airflow dynamically, and optimizing airflow in non-hospital areas and unoccupied spaces, maintaining American Society of Heating, Refrigerating, and Air Conditioning Engineers (ASHRAE) standards 170-2013 for Ventilation of Health Care
- **Building Automation Enhancements:** Automating temperature, humidity, and airflow regulation based on real-time conditions
- **Heat Recovery Systems:** Reclaiming waste heat from exhaust air to improve HVAC efficiency
- **Duct Sealing and Insulation:** Preventing air leaks to reduce energy waste and maintain indoor climate stability

72%

LED Lighting Coverage

Energy Consumption

| ENERGY AND FUEL CONSUMPTION (KWH) | | 2024 | 2023 | 2022 |
|-----------------------------------|-------------------|----------------|----------------|----------------|
| From non-renewable sources | Electricity | 95,031,000 | 94,023,000 | 92,385,000 |
| | Heating | 23,971,847.15 | 26,426,015.80 | 29,882,370.95 |
| | Cooling | 267,993,019.99 | 265,928,898.77 | 253,433,544.58 |
| | Diesel (vehicles) | 8,826,050 | 11,272,870 | 7,038,620 |
| | Petrol (vehicles) | 243,126.34 | 269,685.68 | 803,264 |
| Total | | 396,065,043.48 | 397,920,470.25 | 383,542,799.53 |
| From renewable sources | Heating | 335,800 | 289,000 | 253,000 |
| Total | | 335,800 | 289,000 | 253,000 |

| OTHER INDICATORS | 2024 | 2023 | 2022 |
|--|-------|-------|-------|
| Energy consumption intensity (kWh/patient day) | 424.1 | 447.8 | 487.9 |
| Energy Use Index (kWh/m²) | 358.3 | 350.2 | 350.2 |
| Energy Star Score | 46 | 50 | 48 |

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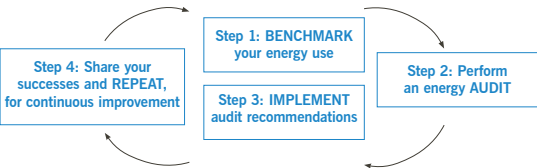
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Energy Audit

From late 2022 to August 2023, Cleveland Clinic Abu Dhabi completed an ASHRAE Level 1 energy audit to identify energy-saving opportunities and develop energy conservation measures. The audit assessed energy usage, equipment efficiency, and utility records, leading to recommendations from operational improvements to system upgrades. Measures were evaluated for savings potential, cost-effectiveness, and ROI, demonstrating our commitment to energy efficiency, sustainability, and operational excellence.

Energy audit key steps



Energy Efficiency

At Cleveland Clinic Abu Dhabi, we are implementing a series of energy efficient and conservation initiatives to reduce operational costs and optimize system performance, including measures to optimize ventilation, temperature setbacks, and demand-controlled ventilation in unoccupied areas. These low-to-no-cost measures have enhanced energy performance beyond LEED EBOM certification requirements, reducing annual operating costs. The hospital has already achieved a 9% energy reduction, reaching an energy use index of 350.2 kBtu/sq.ft. To achieve an Energy Star score of 69, consumption must decrease by 18%. As implementation continues, additional savings opportunities may emerge. The Fatima bint Mubarak Center contributes 7% of total energy use, equivalent to 2% of the hospital's overall energy index.

ENERGY EFFICIENCY MEASURES

AIR FILTER OPTIMIZATION

- Evaluated current filters and schedules for energy and cost savings
- Transitioned from HEPA to MERV E10 filters in Clinic Building (Phase 2) to reduce static pressure from 250 Pa to 113 Pa
- Expected 18% energy savings, reducing consumption by over 597 MWh/year
- Downgraded 1,350 exhaust filters (Phase 2) to cut further static pressure and energy use

CHILLED WATER SUBMETERING (BTU METERS)

- Installed nine BTU meters in 2022 to track chilled water usage and optimize cooling efficiency
- Identified discrepancies between actual and design flow rates so as to make necessary adjustments
- Phase 2 (2024) will add 10 more meters to monitor the full chilled water system

LIGHTING CONTROL ENHANCEMENTS

| | |
|---------------------------------|---|
| Fatima bint Mubarak Center | <ul style="list-style-type: none">• Lights dim/off during non-office hours to conserve energy• Motion sensors ensure activation only in occupied areas• Brightness reduction schedule: Offices: Sensor activation from 8 PM–7 AM |
| Gallery Ceiling Lights Controls | Installed timer-controlled circuits for 135+ lights to switch off during daylight hours, utilizing natural light and reducing energy consumption |
| Lighting Retrofit Project | Installed 1,200 microwave-based sensor LED lights, which consume just 10.6W per fixture Lights auto-dim by 20% when no movement is detected, with no additional control modifications required |

ENERGY MONITORING & OPTIMIZATION

| | |
|--|--|
| Hubgrade Integration | <ul style="list-style-type: none">• Implemented software for real-time energy monitoring and fault detection• Integrated 2,700+ BMS points and completed Power Monitoring Control System (PMCS) setup• Completed HVAC system integration |
| Terminal Unit Programming (VAV Box Scheduling) | <ul style="list-style-type: none">• Adjusted airflow settings in unoccupied areas of the Fatima bint Mubarak Center• Reduced outside airflow by ~75% in non-hospital spaces, aligning with ASHRAE 62.1 standards |

SUSTAINABLE WATER HEATING & FAN MOTOR UPGRADES

| | |
|--|---|
| Solar Water Heater Retrofit | <ul style="list-style-type: none">• Replaced existing solar water accumulators with stainless steel tanks, which ncreases storage capacity, reduces boiler load, and prevents rust issues |
| Fan Motor Upgrades (SAHU & EAHU Systems) | <ul style="list-style-type: none">• Transitioned from IE2 to high-efficiency IE5 motors (30% more efficient)• Installed 12 IE5 motors and monitored performance• Replaced 28 dual fan plug motors in the Diagnostics and Treatment (D&T) building, expected to cut fan electricity consumption by 30% |
| Patient Tower Return Air System (Major Retrofit) | <ul style="list-style-type: none">• Patient Tower (floors 10-18) accounts for 21% of total chilled water flow• Proposed modification: reusing 70% of exhaust air instead of relying on 100% outside air• Expected to reduce chilled water demand in the Central Utility Plant (CUP), lowering overall energy consumption• A third-party energy expert is engaged to conduct studies for implementation |

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GHG Emissions

At Cleveland Clinic Abu Dhabi, we are committed to long-term sustainability through comprehensive emissions management, supplier engagement, and regulatory compliance. Our strategy integrates climate risk assessment, emissions tracking, and reduction initiatives to drive our transition to carbon neutrality and support a sustainable healthcare future. We make every effort to integrate decarbonization into our business strategy, implementing controls across all emissions and evaluating the global warming potential of anesthetic gases and other critical emissions sources.

Our carbon neutrality roadmap focuses on:

- Reducing our environmental impact
- Adapting to climate change
- Ensuring a sustainable future for all stakeholders

GHG Audit

During the current reporting period, we conducted a comprehensive GHG audit of our hospital operations in Abu Dhabi, covering the period from January to December 2024. The GHG inventory was prepared in alignment with the GHG Protocol, the internationally recognized standard jointly developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). Our methodology also adheres to the ISO 14064 standards, which provide a globally accepted framework for the quantification, monitoring, reporting, and verification of GHG emissions and reductions.

At Cleveland Clinic Abu Dhabi, we remain strongly committed to reducing our carbon footprint. We continue to employ robust, internationally recognized tools with the "Built on GHG Protocol" mark, to monitor emissions and support progress toward our sustainability objectives, including our goal of achieving a 21% reduction in GHG emissions by 2030 using year 2018 as reference.

GHG emissions for 2024 were calculated using the updated Global Warming Potentials (GWPs) released by the GHG Protocol in August 2024, which are based on the Intergovernmental Panel on Climate Change's Sixth Assessment Report (AR6). In previous years, emissions were calculated using GWPs from the Fifth Assessment Report (AR5), which reflected comparatively lower values.

Additionally, the efforts undertaken by Abu Dhabi's utility authorities to reduce emissions from their operations have contributed to a decline in overall GHG emissions from related sources. This includes reduction in emissions associated with purchased electricity (Scope 2), purchased water (Scope 3), and avoided emissions resulting from improvements in utility efficiency and sustainability measures.

GHG EMISSIONS BREAKDOWN

| SCOPE | 2024 | | 2023 | |
|--|---------------------|-------|---------------------|-------|
| | MTCO ₂ E | % | MTCO ₂ E | % |
| Scope 1– Direct emissions from boilers, fleet vehicles, lubricant oil, and stationary combustion | 7,659.4 | 10% | 8,070.5 | 8.9% |
| Scope 2– Indirect emissions from purchased electricity and cooling | 64,772.3 | 84.4% | 78,875.7 | 86.6% |
| Scope 3– Indirect emissions from business travel, paper use, and water consumption | 4,317.6 | 5.6% | 4,150.2 | 4.6% |
| Total | 76,749.2 | | 91,096.4 | |

2023

Number of caregivers: 5,701 (includes contracted employees)

Space: 409,234 m²

Total emissions in 2023: 91,096.4 mtCO₂e. While total emissions increased by 8.6% compared to the 2017 baseline, emissions per caregiver decreased by 7.4%.

2024

Number of caregivers: 6,072 (includes contracted employees)

Space: 409,234 m²

In February 2024, the hospital received updated emission factors from Abu Dhabi's Environment Agency, covering grid electricity, water, and district cooling emissions from 2020 to 2023. These updates will refine future emissions calculations and reduction strategies.

GHG EMISSIONS INTENSITY

82.2 Kg

CO₂e/patient



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Supply Chain Decarbonization

Supply chain emissions (Scope 3) are the hospital's most significant and challenging category, often exceeding direct operational emissions. In 2023, we expanded our GHG inventory to include additional Scope 3 categories such as water use, Caregiver commuting, business travel, supply chain logistics, and waste disposal.

Supplier Engagement

We developed a supplier engagement strategy to enhance transparency while setting emissions reduction targets:

- As part of our Scope 3 assessment, we engaged with 20 high-volume vendors responsible for 75% of our deliveries
- Distributing a structured questionnaire to assess suppliers' climate readiness and emissions footprint
- Establishing a goal to reduce total deliveries by 5% by the end of 2024
- Quantifying and documenting past emissions reductions within the supply chain

Reduction in GHG Emissions Through Reuse of Condensated Water

In 2024, Cleveland Clinic Abu Dhabi's collection and reuse of condensated water contributed to a 2.4% reduction of total GHG emissions (1,868.8mtCO₂e), equivalent to 79.2% of GHG emissions from water sources; in 2017, the condensated water contributed to a 2.0% reduction of total GHG emissions, equivalent to 59.6% of the GHG emissions from water.

Future actions include:

- Setting minimum emissions reduction targets for 2030 and 2050
- Conducting climate risk assessments in line with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations
- Defining operational boundaries for the Science Based Targets initiative (SBTi) alignment and Net Zero commitments

Commitment to Science-Based Targets

The hospital's leadership is committed to aligning with the SBTi and Oxford Net Zero standards for the healthcare sector. We are currently in the process of setting SBTi-aligned targets across our operations, with a formal commitment planned for 2024-25 and target announcements expected within 24 months.

| EMISSIONS | 2024 | 2023 | 2022 |
|--------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| GHG emissions intensity | 82.2 kgCO ₂ e/patient | 105.6 kgCO ₂ e/patient | 119.6 kgCO ₂ e/patient |
| GHG emissions difference | -14,347.2 mtCO ₂ e | +4,046.5 mtCO ₂ e | +3,825.9 mtCO ₂ e |
| GHG emissions reduction | -15.7% (reduction from 2023) | 4.6% (increase from 2022) | 4.6% (increase from 2021) |



Supporting Local Produce

Cleveland Clinic Abu Dhabi prioritizes locally sourced food, with 4% of vegetable purchases from local suppliers, reducing transportation emissions and supporting the local economy.

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6.5 WATER EFFICIENCY

At Cleveland Clinic Abu Dhabi, we recognize that an efficient water management system is key to reducing our environmental footprint.

WATER WITHDRAWALS

| TOTAL WATER WITHDRAWAL FROM AREAS WITH WATER STRESS | | 2024 | 2023 | 2022 |
|---|------------------------|---------|---------|---------|
| Fresh water | Third-party water (m³) | 274,042 | 243,827 | 235,127 |
| Other water | Third-party water (m³) | - | - | - |



WATER CONSUMPTION INTENSITY (m³/m²) SPACE: 409,234 m²

2024 **1.02** 2023 **0.91** 2022 **0.88**

Increase in water consumption intensity is due to hospital expansion and patient volume.

From Liquid Ring to Dry Claw Feasibility Study

The hospital's Sustainability and Facilities team conducted a feasibility study to replace liquid ring vacuum pumps with dry vacuum systems to assist water conservation. The study analysed market technologies, costs, and potential water savings, alongside a life cycle assessment of the current system. Preliminary findings indicate that liquid ring pumps discharge approximately 500,000 gallons of water annually, presenting a significant opportunity for improvement. Upgrading to dry vacuum systems could enhance efficiency and sustainability while reducing operational costs.

Improving Water Quality and Conservation

Cleveland Clinic Abu Dhabi is enhancing water quality and conservation by replacing chemical treatments with a non-chemical ultraviolet (UV) and cartridge filtration system for irrigation, in line with local regulations. Upgrades include an ozone treatment system for water features, a UV system for irrigation, and automated monitoring to boost water efficiency. Additional flow meters track recycled water use, reducing dependence on domestic water. System components, including valves, buffer tanks, and pumps, are regularly upgraded for efficiency.

Flowmeter Testing

Flowmeter testing is an initiative that ensures efficient use of water for irrigation. By comparing the actual flow rate to the design flow rate, adjustments were made to valves and other components to optimize water usage and reduce waste. In 2022, 134 points were tested to verify the flow rate of water used for irrigation. Based on the results of the testing, adjustments were made to the valves and other components with higher flow rates than necessary, helping reduce water usage. The next testing will take place in 2026.

Irrigation Conservation Measures:

- **Metering:** Connecting existing and new irrigation water meters to the Energy Management Control System, enabling daily, weekly, and monthly tracking
- **Design Modifications:** Linking the decommissioned grey water tank to the irrigation system to increase water availability, and automating the use of recovered condensation with reverse osmosis water.
- **Conservation:** Replacing plants with regionally native species, collaborating with a landscape consultant to meet EPA requirements and adapt to local climate, and installing soil conditioners to retain water and reduce irrigation needs

Sustainable Landscape Practices

Cleveland Clinic Abu Dhabi uses organic compost for 90% of its landscaping needs, applying it directly on-site to enrich soil health and reduce dependence on synthetic fertilizers and prioritizes sustainable landscaping with drought-tolerant, native plants. Since 2016, a soil conditioner test has demonstrated positive effects on plant growth, enhancing sustainability efforts. The landscape features resilient species such as Caralluma Arabica, Senna Occidentalis, Vitex Angus, and Phoenix Dactilifera (Date Palm), covering 12% of the total landscape. The remaining 78% of green areas are planted with drought-tolerant species approved by the Abu Dhabi Public Realm Manual. These practices support water conservation, promote biodiversity, and contribute to a holistic and resilient healthcare environment.

6.6 WASTE MANAGEMENT

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Cleveland Clinic Abu Dhabi Waste Management Practices

Smart Bins

Cleveland Clinic Abu Dhabi has adopted and gradually introduced smart bins, a new type of recycling bin for recycling plastic waste, encouraging people to recycle and help reduce the amount of plastic waste that goes to landfill. The bins are equipped with sensors that identify the type of plastic being recycled and calculate its weight.

Food Waste

We collect, monitor, and analyze food waste data and generate trends to support our ongoing efforts to identify reduction opportunities and enhance overall waste management practice.

In 2024, we recycled 3,475 kg of food waste, equivalent to eight trucks of diverted organic material. This effort has played a key role in reducing the hospital's environmental footprint. The initiative led to a reduction of 1,870.71 kg of CO₂ emissions, saved 44.19 ft³ of landfill space, and created 294.60 kg of compost—a valuable resource for soil enrichment and sustainable agriculture.

 **3,475 kg**
Food waste recycled in 2024

Reverse Vending Machine

To improve our waste recycling, we have launched reverse vending machines which are smart machines for collecting plastic bottles (PET, HDPE, PP) and aluminum cans. The bottles or cans are recycled, and users given rewards for their contribution.

| HAZARDOUS WASTE | WASTE COMPONENTS | 2024 | 2023 | 2022 |
|----------------------------|--------------------|--------------------|--------------------|------------------|
| Diverted from disposal | Engine oil (l) | N/A | 820 | N/A |
| | Total | - | 820 | - |
| Not diverted from disposal | Medical waste (kg) | 1,102,248.5 | 1,028,881.2 | 885,253.1 |
| | Total | 1,102,248.5 | 1,028,881.2 | 885,253.1 |

| NON-HAZARDOUS WASTE | WASTE COMPONENTS | 2024 | 2023 | 2022 |
|---------------------------------|-----------------------------------|------------------|------------------|------------------|
| Diverted from disposal (kg) | Ferrous metal scrap | - | 775 | 155 |
| | Cardboard/carton/paper (kg) | 110,045 | 144,115 | 135,720 |
| | Plastic | 3,451 | 4,176 | 2,100 |
| | Wood | - | 750 | 6,235 |
| | Construction and demolition waste | 62,700 | 152,885 | 150,445 |
| | Mixed recyclables | - | 23,540 | 73,230 |
| | Agriculture | - | 236,008 | - |
| | Total | 176,196 | 562,249 | 367,885 |
| Not diverted from disposal (kg) | Municipal/urban waste | 1,257,283 | 1,861,652 | 1,198,500 |
| | Plastic | 4,500 | - | - |
| | Bulk waste | 32,210 | 11,025 | 43,170 |
| | Total | 1,293,993 | 1,872,677 | 1,241,670 |

| WASTE COMPONENTS | 2024 | 2023 | 2022 |
|--|--------------------|--------------------|--------------------|
| Total amount of hazardous waste (kg) | 1,102,248.5 | 1,029,619.2 | 885,253.1 |
| Total amount of non-hazardous waste (kg) | 1,470,189 | 2,434,926 | 1,609,555 |
| Total Amount of Waste (kg) | 2,572,437.5 | 3,464,545.2 | 2,494,808.1 |

At Cleveland Clinic Abu Dhabi, we use 100% Forest Stewardship Council (FSC)-certified A3 and A4 paper across the facility and ensure any wooden furniture purchased meets FSC certification standards, reinforcing our dedication to responsible sourcing and environmental stewardship across all our operations.

6 6.7 IMPROVING AIR QUALITY

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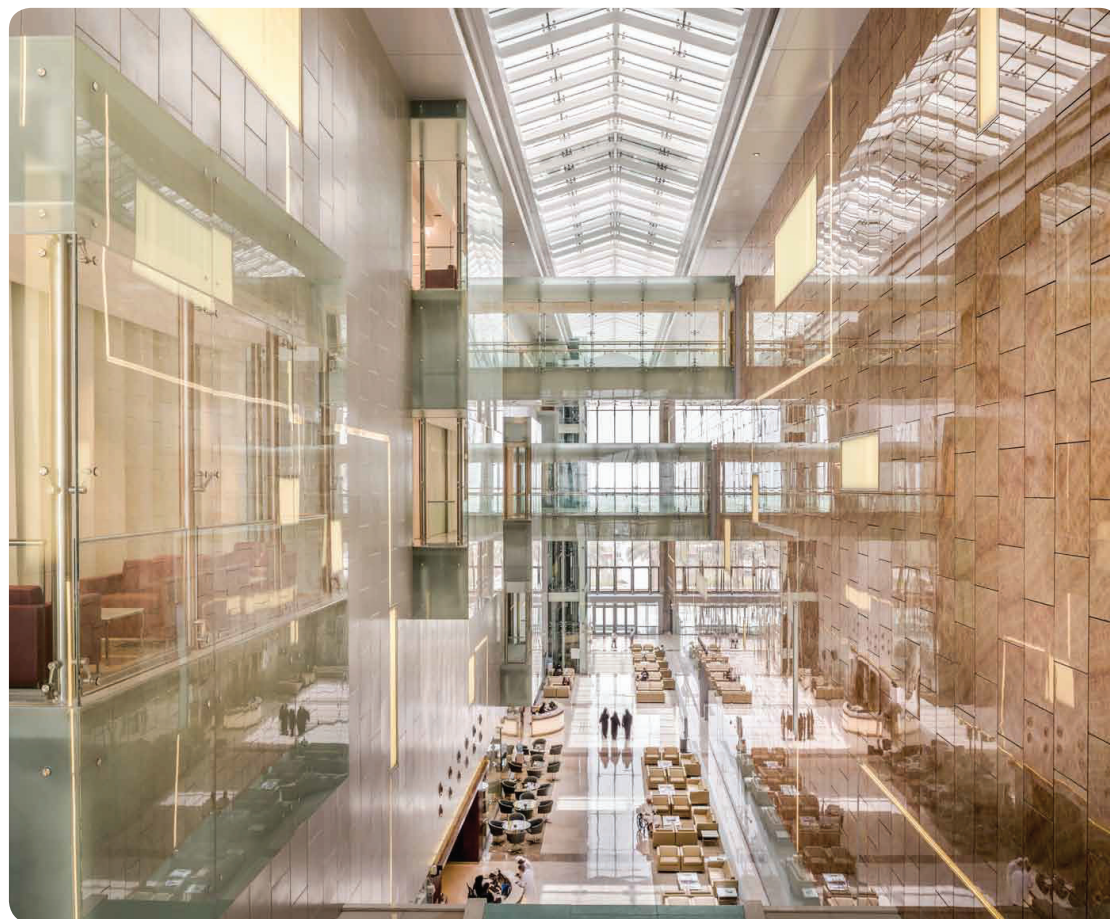
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Cleveland Clinic Abu Dhabi prioritizes indoor air quality by implementing strict maintenance protocols, policies, and initiatives to minimize contaminants such as environmental tobacco smoke, carbon dioxide, and particulate matter. By integrating advanced ventilation, filtration, and monitoring systems, we ensure a safe, healthy, and comfortable indoor environment while meeting high sustainability and regulatory standards.

Key measures include:

- **Annual Air Quality Testing:** Conducted by independent specialists at 177 locations, meeting U.S. EPA and local regulatory standards
- **Smoke-Free Environment:** Smoking is prohibited across all hospital grounds
- **Advanced Air Filtration:** Three-stage filtration (MERV 6, 13, 17) with regular maintenance
- **Enhanced Ventilation:** Systems exceed ASHRAE 62.1 standards, providing 30% more fresh air than required
- **Adjustable Lighting:** More than 50% of workspaces offer customizable lighting
- **Optimized Thermal Comfort:** Managed by an energy management system, maintaining ASHRAE standards for temperature and humidity
- **Climate Control:** Relative humidity is kept below 60%, with regular temperature monitoring to ensure optimal indoor conditions

The hospital monitors outdoor air delivery using a centralized control system that tracks airflow data every 15 minutes. Carbon dioxide sensors are tested and calibrated every five years, maintaining accuracy within 75 parts/million. The system triggers alerts when CO₂ levels exceed 10% above the minimum threshold, ensuring proper ventilation adjustments. Finally, the hospital conducts regular environmental quality assessments to reduce exposure to hazardous contaminants.



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6.8 SUSTAINABLE TRANSPORTATION

To encourage sustainable transportation, Cleveland Clinic Abu Dhabi launched a carpool app in partnership with Poola, enabling caregivers to share rides in alignment with the hospital's Sustainable Transportation Policy. The initiative rewards participants with "Green Points" each time they carpool through the app. For every 20 points earned, caregivers receive a voucher worth AED 100 encouraging eco-friendly commuting through practical incentives.

Electric Vehicles (EV) Charging Stations

In line with our ongoing commitment to promoting sustainable transportation and reducing carbon emissions, newly installed EV chargers are now available at P3 and P2 parking levels for patients, visitors and caregivers.

2024

5 additional fast chargers installed, each equipped with dual ports, charging up to 10 cars simultaneously

IN TOTAL



9

chargers



18

charging points

6.9 INTERNAL ENVIRONMENTAL CAMPAIGNS

Cleveland Clinic Abu Dhabi hosts an Annual Environment of Care seminar to educate caregivers on environmental topics such as waste management, indoor air quality, sustainable transportation, GHG emissions, green cleaning, and sustainable purchasing. The seminar aims to raise awareness and promote environmental protection. Suppliers receive training on green purchasing, selecting durable goods, and reducing trips to minimize emissions.



3,913

Caregivers trained in the environmental and social drivers of health



107

Caregivers trained in climate change or sustainability



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6.10 MOVING FORWARD

Moving forward, we are upgrading our fan motor systems with a view to enhancing energy efficiency. We plan to replace 28 dual fan plug motors in the Diagnostics and Treatment (D&T) building with high-efficiency IE5 motors, expected to cut fan electricity consumption by 30% (fans operating at higher speeds are projected to yield better return). We also continue to make progress on our 2030 goals, namely:

- Utilizing 100% non-potable water for landscape irrigation
- Recycling 30% waste
- Reduction of GHG emissions by 21% (baseline year 2018)
- Energy reduction of 18% (baseline year 2017)
- Achieving Energy Star Score of 69
- 10% Green Cleaning chemical use



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Caring for Our Caregivers and the Community

- Our Approach
- Our Caregivers
- Occupational Health and Safety
- Learning and Development
- Promoting Well-Being
- Celebrating our Caregivers
- Promoting Public Health Awareness and Education
- Community Initiatives
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- Moving Forward

7. CARING FOR OUR CAREGIVERS AND THE COMMUNITY



7 7.1 OUR APPROACH

Caring for Our Caregivers and the Community

Our Approach

Our Caregivers

Occupational Health and Safety

Learning and Development

Promoting Well-Being

Celebrating our Caregivers

Promoting Public Health Awareness and Education

Community Initiatives

Supporting Local Youth

Moving Forward

At Cleveland Clinic Abu Dhabi, our caregivers are the cornerstone of our mission. We prioritize their well-being and professional development by fostering a culture of fairness, collaboration, inclusivity, and excellence. Beyond healthcare, we focus on building healthier communities through preventive healthcare, education, and awareness initiatives. Our partnerships support public health, community development, humanitarian efforts, and sports, demonstrating our commitment to medical excellence and societal well-being.

OUR CAREGIVERS

3,942

Caregivers

601

Physicians

547

New Caregivers

81

Nationalities

3,640

Training hours delivered

COMMUNITY IMPACT

10,000+

Participants in community actions and awareness events

280

Caregivers participated in the blood donation drive

735

Participations in volunteering actions from our caregivers

1,600+

Participants in the Cleveland Clinic Abu Dhabi Cancer Run



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Caring for Our Caregivers and the Community

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7.2 OUR CAREGIVERS

| EMPLOYEES BY GENDER | MALE | FEMALE | TOTAL |
|---------------------|--------------|--------------|--------------|
| Full time | 1,360 | 2,506 | 3,866 |
| Part time | - | 5 | 5 |
| Other* | 30 | 41 | 71 |
| Total | 1,390 | 2,552 | 3,942 |

By Headcount

* Includes, CCAD FTE's and CCAD non-FTE's

35.3% Male
64.7% Female

| EMPLOYEES BY SPECIALTY ¹ | |
|-------------------------------------|--------------|
| Allied Health (technical staff) | 593 |
| Non-clinical (administrative staff) | 1,029 |
| Nursing | 1,725 |
| Physicians | 595 |
| Total | 3,942 |

| EMPLOYEES BY NATIONALITY ¹ | |
|---------------------------------------|--------------|
| UAE citizens | 678 |
| Other nationalities | 3,264 |
| Total | 3,942 |

¹ Not including contracted employees, employed mainly in security, facility management, housekeeping, warehouse, and food services.

| NEW EMPLOYEES BY GENDER | MALE | FEMALE | TOTAL |
|-------------------------|------------|------------|------------|
| Full time | 144 | 402 | 546 |
| Part time/other | - | 1 | 1 |
| Total | 144 | 403 | 547 |

By Headcount

| NEW EMPLOYEES BY SPECIALTY | |
|-------------------------------------|------------|
| Allied Health (technical staff) | 78 |
| Non-clinical (administrative staff) | 96 |
| Nursing | 283 |
| Physicians | 90 |
| Total | 547 |

| NEW EMPLOYEES BY NATIONALITY | |
|------------------------------|------------|
| UAE citizens | 108 |
| Other nationalities | 439 |
| Total | 547 |

Employee Benefits and Other Schemes

At Cleveland Clinic Abu Dhabi, we attract and retain top talent by offering a fair, secure, healthy, and continuously evolving professional environment for our caregivers, including clinicians and nurses. As outlined in our Human Capital Policy and Procedures documentation, Caregivers are informed of our policies and processes regarding our governance structures, policies, ethics, onboarding processes (including employee benefits), remuneration packages, trainings programs, and all additional perks in line with their ranking and position, with a view to promoting transparency and professional growth across the organization.



In 2024:

- Our workforce consisted of approximately 18% UAE nationals
- 2,113 Contracted employees supported us on non-clinical operations

7 7.3 OCCUPATIONAL HEALTH AND SAFETY

Caring for Our Caregivers and the Community

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Committed to achieving and maintaining a safe and healthy working environment for our caregivers, we have established a framework of policies and procedures which promote a culture of health and safety across the organization.

THE PURPOSE OF QUALITY, HEALTH, SAFETY, AND ENVIRONMENT (QHSE) PRINCIPLES

| | | | |
|--|-------------------------------------|--|--|
| Establish an integrated and comprehensive system and programs that include: <ul style="list-style-type: none"> • Safety Management system • Quality Management system • Sustainability and Environmental Management system, • Business Continuity Management system | Ensure a safe and healthy workplace | Enable the delivery of workmanship and service to the highest standard for all patients, caregivers, contractors, and visitors | Protect and preserve our natural and built environment, thus meeting the needs and expectations of relevant interested parties |
|--|-------------------------------------|--|--|

QHSE PRINCIPLES

| | | | |
|--|---|--|---|
| Comply with all applicable local and federal QHSE laws and regulations, i.e., Abu Dhabi Occupational Safety and Health System Standard Framework other applicable international quality, safety, sustainability and environmental requirements to which the hospital subscribes | Prevent injury, illness and environmental pollution for our patients, caregivers, contractors and visitors Enhance the overall health and wellbeing of caregivers and patients | Establish, monitor, evaluate, review, and continually improve the performance of the integrated management systems | Ensure the delivery of relevant training and awareness for caregivers and stakeholders |
| Identify the potential for errors, unsafe acts, and conditions, and take the necessary actions to eliminate, isolate, reduce, and control them within each management system | Provide adequate resources, competent capabilities, support, tools, and mechanisms to ensure system effectiveness | Identify and manage operational risks associated with regulatory requirements | Ensure that premises operate in full compliance with the Department of Health's Occupational Safety and Health Management System (OSHAD) Standard |

This policy applies to all our caregivers, patients, contractors, visitors, and any others, and the hospital's related facilities. The policy formalizes the commitment of QHSE and defines the strategy for achieving and maintaining hospital-wide compliance with all applicable and relevant regulatory framework and standards.

| HEALTH AND SAFETY INDICES | 2024 | 2023 | 2022 |
|--|-----------|-----------|-----------|
| Number of hours worked | 5,671,196 | 5,563,146 | 5,401,456 |
| Number of work-related fatalities | 0 | 0 | 1* |
| Sharps injuries | 65 | 55 | 54 |
| Number of high consequence work related injuries | 6 | 7 | 5 |
| Number of recordable work-related injuries | 224 | 147 | 144 |
| Number of near misses | 72 | 32 | 41 |
| Health and safety training hours | 490,864 | 552,826 | 703,734 |
| Number of unsafe acts | 0 | 0 | 0 |
| Number of unsafe conditions | 123 | 156 | 153 |

* Refers to contracted workforce

7 7.4 LEARNING AND DEVELOPMENT

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At Cleveland Clinic Abu Dhabi, we are dedicated to cultivating a culture of learning and innovation, enabling caregivers to enhance their expertise while educating the next generation of healthcare professionals. As a designated teaching hospital, we prioritize competency-based learning across all disciplines, including physicians, nurses, and allied health experts. Our Education Department focuses on clinical research training, offering foundational courses for residents, fellows, and early-career researchers. Our commitment to medical education excellence is reinforced by multiple accreditations and recognitions, solidifying our position as a leader in medical training and healthcare excellence.

- First institution in the UAE to receive Provisional Accreditation from ACCME. Now holds full accreditation from ACCME
- Accredited by the Accreditation Council for Pharmacy Education (ACPE)
- Accredited by the Accreditation Council for Graduate Medical Education (ACGME-I)
- Recipient of the American Medical Association (AMA) Physician's Recognition Award (PRA) Category 1 Credit™

Cleveland Clinic Abu Dhabi has strategically prioritized online training programs over traditional classroom-based instruction:

"Mindspace" e-learning platform hours

25,520 **12,740**
hours in 2024 hours in 2023



| NUMBER OF EMPLOYEES PARTICIPATING IN TRAINING | 2024 | | | 2023 | | | 2022 | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | MALE | FEMALE | TOTAL | MALE | FEMALE | TOTAL | MALE | FEMALE | TOTAL |
| Executives | 7 | - | 7 | 5 | 1 | 6 | 33 | 10 | 43 |
| Managers of managers | 23 | 18 | 41 | 22 | 20 | 42 | 30 | 26 | 56 |
| Managers | 35 | 44 | 79 | 24 | 38 | 62 | 52 | 71 | 123 |
| Employees without management and people in positions of responsibility | 107 | 326 | 433 | 172 | 518 | 690 | 169 | 472 | 641 |
| Total | 172 | 388 | 560 | 223 | 577 | 800 | 284 | 579 | 863 |

| TRAINING HOURS* | 2024 | | | 2023 | | | 2022 | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | MALE | FEMALE | TOTAL | MALE | FEMALE | TOTAL | MALE | FEMALE | TOTAL |
| Executives | 45.5 | - | 45.5 | 35 | 7 | 42 | 330 | 100 | 430 |
| Managers of managers | 149.5 | 117 | 266.5 | 154 | 140 | 294 | 300 | 260 | 560 |
| Managers | 227.5 | 286 | 513.5 | 168 | 266 | 434 | 520 | 710 | 1,230 |
| Employees without management and people in positions of responsibility | 695.5 | 2,119 | 2,814.5 | 1,204 | 3,626 | 4,830 | 1,690 | 4,720 | 6,410 |
| Total | 1,118 | 2,522 | 3,640 | 1,561 | 4,039 | 5,600 | 2,840 | 5,790 | 8,630 |

At Cleveland Clinic Abu Dhabi, we prioritize our caregivers' professional development through a structured employee appraisal process. We invest in caregivers' resilience and growth, providing them with the tools and support needed to thrive in a dynamic and challenging environment.

* Face-to-face training, not including EHS training hours

| EMPLOYEES THAT RECEIVED PERFORMANCE APPRAISALS | 2024 | | | 2023 | | | 2022 | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | MALE | FEMALE | TOTAL | MALE | FEMALE | TOTAL | MALE | FEMALE | TOTAL |
| Executives | 45 | 9 | 54 | 48 | 11 | 59 | 55 | 11 | 66 |
| Manager of managers | 221 | 83 | 304 | 216 | 83 | 299 | 209 | 74 | 283 |
| Manager | 165 | 109 | 274 | 157 | 110 | 267 | 165 | 118 | 283 |
| Employee without management and people responsibility | 864 | 2,077 | 2,941 | 824 | 1,889 | 2,713 | 825 | 1,833 | 2,658 |
| Total | 1,295 | 2,278 | 3,573 | 1,245 | 2,093 | 3,338 | 1,254 | 2,036 | 3,290 |

7 7.5 PROMOTING WELL-BEING

Caring for Our Caregivers and the Community

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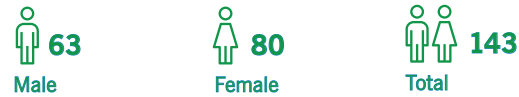
Moving Forward

At Cleveland Clinic Abu Dhabi, we prioritize our caregivers' well-being as a vital component of exceptional patient care. We offer a comprehensive support system for physical, emotional, and social health, including annual health checkups, nutritious meals, and access to the Layaqa fitness gym. Our health-focused environment features walking paths and wellness programs, promoting a balanced and healthy workplace.

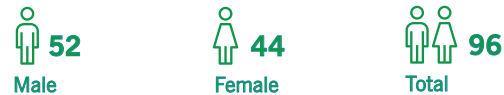
The "Together for our patients" culture program, launched in 2023, reinforces the hospital's commitment to taking a unified, empathetic approach to the delivery of healthcare. This program, celebrated through caregiver stories and workshops, further cements the hospital as an exemplary place for care and professional growth.

PARENTAL LEAVE 2024

Total number of Caregivers entitled to parental leave



Total number of Caregivers who took parental leave



7.6 CELEBRATING OUR CAREGIVERS

Every year, we take the opportunity to celebrate our caregivers, recognizing their role and achievement as exceptional caregivers who uphold the hospital's core values and contribute to the hospital's ethos of excellence.

Caregiver of the Year Award

The Caregiver of the Year Award is a distinguished accolade at Cleveland Clinic Abu Dhabi, honoring a caregiver who exemplifies the hospital's core values through exceptional dedication, expertise, and compassion. This award is presented during the Caregiver Annual Awards ceremony, a highly anticipated event that celebrates outstanding caregivers across various institutes. The ceremony features two main categories: the Values Awards, recognizing caregivers who consistently demonstrate the hospital's values, and the prestigious Caregiver of the Year Award, bestowed upon one exemplary caregiver selected from a group of finalists representing all eight institutes. This recognition underscores the hospital's commitment to acknowledging and appreciating the remarkable contributions of its caregivers in delivering world-class care.



At Cleveland Clinic Abu Dhabi, we celebrate the inspiring contribution of women in our society and globally, with special appreciation for our 2,552 dedicated female caregivers who consistently deliver world-class care. On International Women's Day, Emirati Women's Day, and Nurses Day, we honor their professionalism and commitment.



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7.7 PROMOTING PUBLIC HEALTH AWARENESS AND EDUCATION

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Cleveland Clinic Abu Dhabi promotes community well-being through health education and awareness programs. We invest in infrastructure and initiatives that support proactive health management, offering wellness centers, health education hubs, and provide accessible resources on preventive care, chronic disease management, and healthy living. We provide free health screenings, wellness checks, nutrition and fitness workshops, and educational seminars on managing conditions like diabetes and heart disease. Our cancer screening, heart health, and transplantation events further enhance community engagement. Through partnerships with schools, local organizations, and businesses, we broaden our impact, fostering a culture of health awareness.

Partnering with Operation Smile

Cleveland Clinic Abu Dhabi, in partnership with Operation Smile, transforms lives by providing corrective surgeries for children and adults with cleft lip and palate. Operation Smile UAE provides comprehensive support, including surgery, dental, speech therapy, and psychosocial care. In total, 46 medical professionals and community volunteers deliver life-changing treatment. Since 2017, this collaboration has delivered 89 life-changing surgeries, empowering patients with renewed confidence and improved quality of life. This partnership combats community stigma and isolation.

Through this program, in 2024, 17 patients received free cleft lip and palate surgeries as well as dental care. Marking our eighth collaboration this year, this partnership reflects a strong, ongoing commitment to accessible surgical care in the UAE. Cleft conditions—among the most common birth defects—affect essential functions such as feeding, speech, and breathing, as well as emotional well-being.

Promoting Cancer Awareness: Cancer Run 2024

On World Cancer Day, February 4, 2024, Cleveland Clinic Abu Dhabi hosted the Cancer Run at Al Maryah Island, welcoming participants of all ages. The annual event highlights the risks of cancer and the importance of healthy lifestyle choices for prevention and management. Featuring health awareness booths, community activities, and direct engagement with healthcare professionals, the event emphasized the critical need for regular screenings and early detection.

Leading Multi-Organ Transplants in the UAE

As the UAE's first multi-organ transplant center, Cleveland Clinic Abu Dhabi has performed 664 life-saving transplants since 2017, including complex lung-liver and heart-kidney procedures. In 2024 alone, the hospital conducted 131 transplants, demonstrating its leadership in advanced medical care. As the only lung transplant center in the UAE, the hospital also features the first ICU dedicated to multi-organ transplants.

Promoting Organ Donation Awareness

Supporting the national Hayat initiative, the hospital installed its first Hayat booth in 2023 to promote organ donation awareness. In collaboration with Cleveland Clinic U.S. and the Ministry of Health and Prevention, Cleveland Clinic Abu Dhabi advances medical research and encourages organ donation, allowing UAE residents over 21 years old to register as donors.



7 7.8 COMMUNITY INITIATIVES

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2024 Initiatives

Education initiatives

Events organized and run by the Cleveland Clinic Abu Dhabi team in the community to provide education about healthcare and wellness.

Health activities

Events organized and run by the Cleveland Clinic Abu Dhabi team in the community to provide education about healthcare, wellness, and tests.

Sports sponsorship

Sponsoring large city-wide sports events.

Donations for humanitarian activities

Caregivers participate on behalf of Cleveland Clinic Abu Dhabi at city-wide events or blood donations.

Fostering Medical Education

We are committed to developing the next generation of healthcare professionals by investing in medical education and supporting the UAE's evolving healthcare needs. This includes building a skilled and resilient workforce through graduate medical education programs (residency and fellowship), ongoing continuing medical education initiatives, and the advancement of medical research.

Medical Graduates Complete Our Residency and Internship Program

In 2024, 22 medical residents and interns graduated from Cleveland Clinic Abu Dhabi's prestigious residency and internship program, including 20 UAE nationals. The program aligns with national goals to nurture local medical talent and strengthen the healthcare sector. Since its inception, the program has produced 68 medical interns and 16 residents, providing expertise in advanced and complex care. Graduates are encouraged to pursue specialization globally or to contribute to world-class care within the UAE. This year, 43 new trainees joined, achieving an 84% Emiratisation rate, highlighting our commitment to medical education and shaping the future of healthcare in the region.



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| SUPPORTING SOCIAL CAUSES | DESCRIPTION | PARTICIPANTS | VOLUNTEERS |
|---|--|--------------|------------|
| The Galleria Mall activations | Setting up booths in the mall to educate the community on the heart, strokes, cancer, wellness etc | 246 | 8 |
| Emirates Medical Day | An open day run by caregivers to educate the public on health | 150 | 12 |
| Blood Drives | Blood donations by caregivers | 280 | |
| Cancer Survival Day | Event inviting cancer survivors to talk about their journeys with caregivers and patients | 150 | 10 |
| Yas Mall activation | Setting up booths in the mall to educate the community on the heart, strokes, cancer, wellness etc | 1,700 | 30 |
| Cleveland Clinic Abu Dhabi Robot Activation - Surgical Robotic Activation | Inviting high school students for a two-week program to educate them about robotics in healthcare | 588 | 26 |
| Cleveland Clinic Abu Dhabi Cancer Run | Sponsorship and organization of a city-wide run | 1,421 | 230 |
| Pink Run | Caregivers join the community in a charity run | 2,279 | 100 |
| Zayed Charity Run | Caregivers join the community in a charity run | 95 | 95 |
| Adnoc Marathon | Caregivers join the community in a charity run | 75 | 75 |
| World Heart Day and Breast Cancer awareness - Let's walk & Zumba session | Setting up booths in the mall to educate the community on the heart and breast cancer | 246 | 26 |
| Emirates National School Visit to FBMC | Inviting high school students to educate them about robotics in healthcare | 7 | 8 |
| World Heart Day - internal booth activation | An open day run by caregivers to educate the public on health | 150 | 10 |
| Diabetes Day | An open day run by caregivers to educate the public on health | 502 | 11 |
| Stroke Webinar | An open day run by caregivers to educate the public on health | 310 | 2 |
| Stroke internal booth | An open day run by caregivers to educate the public on health | 150 | 14 |
| Seven Wellness - Ovarian Cancer | An open day run by caregivers to educate the public on health | 29 | 4 |
| Heart awareness Week | An open day run by caregivers to educate the public on health | 1,468 | 9 |
| Ramadan Booth | An open day run by caregivers to educate the public on health | 135 | 16 |
| Executive Health | An open day run by caregivers to educate the public on health | 150 | 6 |
| Pulmonary Rehab Week | An open day run by caregivers to educate the public on health | 150 | 8 |
| Clinical Trials Day (external) | An open day run by caregivers to educate the public on health | 50 | 13 |
| World Physiotherapy Day | An open day run by caregivers to educate the public on health | 109 | 7 |
| Breast Cancer Screening awareness | An open day run by caregivers to educate the public on breast cancer screening | 88 | 15 |



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7.9 SUPPORTING LOCAL YOUTH

National Talent Development Programs

At Cleveland Clinic Abu Dhabi, we regard the development of our Emirati caregivers as one of our top strategic priorities and offer a range of development programs to support their engagement, development, and career progression in associate and professional levels.

OUR NATIONAL DEVELOPMENT PROGRAMS OVERVIEW

| TITLE OF PROGRAM | PROGRAM TYPE | REQUIREMENTS |
|-----------------------|-----------------------|---|
| WATEEN Program | Professional Level | Entry Level Competency Assurance Programs |
| PREP Program | Associate Level | |
| IDP | | More than 1 year experience |
| GROW | Clinical | |
| Level Up | Clinical Scholarships | Customized Programs |
| Connect Program (CCF) | | |



More analytically:

WATEEN: CCAD's Graduate Trainee Program

As part of the Abu Dhabi 2030 Economic Vision to build a highly skilled national workforce, Cleveland Clinic Abu Dhabi is committed to attracting, developing, and retaining talented UAE nationals through its graduate program, WATEEN. Named after the aorta—the main vessel of the heart—WATEEN symbolizes the essential role of Emirati graduates in driving the future of healthcare. The program offers structured learning for university graduates, combining practical exposure with professional development. It supports careers in both clinical fields (e.g., nursing, allied health) and non-clinical domains (e.g., HR, IT, finance), preparing participants for long-term success in healthcare.

Participation criteria to the program

To join the program, one should meet the following minimum criteria:

Be a UAE national citizen who has earned an undergraduate degree within a maximum of two years prior to the date of application

Have graduated with a minimum cumulative GPA of 3.0/4.0 or its equivalent

Agree to sign an employment contract with Cleveland Clinic Abu Dhabi in the capacity of Graduate Trainee to be trained in an area of relevance to their degree

During the application process, agree to be assessed in the following fields:

- Numerical proficiency and cognitive abilities
- English proficiency
- Personality

To learn more about the program, please visit:
www.clevelandclinicabudhabi.ae/en/careers

Level Up Program

The Level Up Program is designed to recognize and reward high-performing caregivers by supporting their attainment of globally accredited professional certifications. These include credentials from leading institutions such as Epic Systems Corporation (EPIC), Chartered Financial Analyst (CFA), Project Management Professional (PMP), Association of Chartered Certified Accountants (ACCA), Chartered Institute of Personnel and Development (CIPD), and the Chartered Institute of Procurement and Supply (CIPS). Together, these certifications equip caregivers with cross-functional expertise across clinical informatics, human resources, finance, procurement, and project management—capabilities essential to advancing operational excellence in a world-class healthcare environment.

Participation Criteria to the program

The program accepts caregivers who:

Have completed two years of service at Cleveland Clinic Abu Dhabi

Have an “outstanding” or “above” performance rating in the last two years

Have no active warnings or disciplinary actions on file

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Medical and Health Sciences Specialties Scholarships Programs

In our continuous efforts to support the growth and development of UAE nationals, and to promote UAE nationals within the healthcare industry, an agreement has recently been established between Mubadala Health and the DoH to provide support to UAE nationals who wish to further their clinical education. This agreement with DoH intends to allow eligible clinical caregivers to progress their clinical careers with postgraduate study by providing them with long-term education leave.

Connect Program (CCF)

The Connect Program offers top Emirati caregivers a structured four- to eight-week training on best clinical practices from Cleveland Clinic U.S., reinforcing the hospital's commitment to excellence and Emirati talent development.

Participation Criteria to the program

To join the program, UAE national clinical caregivers should meet the following minimum criteria:

Have completed two years of continuous employment at Cleveland Clinic Abu Dhabi

Have no active warnings or disciplinary actions on file

Have received a performance rating of "Outstanding" or "Inspirational" in one of the last two years, or "Successful" with a strong business recommendation

Have passed the numerical reasoning and cognitive abilities assessment with an above-average rating

The Learning Journey

The program participants will be enrolled in a 4- to 8-week learning journey, during which their performance will be evaluated to ensure that they have the required clinical exposure.

PROGRAM FRAMEWORK



Onboarding



Professional Development



Assessment



Debrief Session



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7.10 MOVING FORWARD

At Cleveland Clinic Abu Dhabi, we strive to make a difference for our people and the community in which we operate through our numerous initiatives. To that end, through our sustainability report we are committed to registering and monitoring our CSR programs and improving the wellbeing of our caregivers taking into account the feedback we receive from all stakeholders.

8

About the Report

ABOUT THE REPORT

The Cleveland Clinic Abu Dhabi 2024 Sustainability Report is the first Sustainability Report issued by Cleveland Clinic Abu Dhabi. It provides an overview of the Environmental, Social, and Governance (ESG) performance of the organization and presents our formal approach and frameworks for identifying and managing the most important ESG impacts as identified by the Cleveland Clinic Abu Dhabi and its stakeholders.

Reporting Period

The report covers the calendar year from January 1st to December 31st, 2024. Information from previous years is provided when necessary.

Report Scope and Boundary

The report covers the sustainability approach, priorities, activities, performance, and achievements of our operations in the realm of sustainability in Abu Dhabi, UAE. Unless specified, information on Cleveland Clinic Abu Dhabi subsidiaries is not included in this report. The report does not include the activities or performance of our suppliers, contractors, or partners, unless otherwise stated.

Reporting Frameworks and Guidelines

As part of our commitment to transparency and international best reporting practices, the report is developed in line with and taking into consideration international frameworks and sustainability standards, including Global Reporting Initiative (GRI) Standards, AccountAbility's AA1000 Standards, United Nations Sustainable Development Goals (SDGs) and the Abu Dhabi National Vision 2030.

Report Content

The content of the report covers areas that are vital to our business and to our stakeholders. We work tirelessly to manage and respond to these challenges while ensuring access to and provision of quality healthcare services for all our patients, as well as protection of our caregivers' well-being. The report's content has been reviewed and approved by the CEO and the Board of Directors.

Support

The report has been prepared with the support of Sustainability Knowledge Group (www.sustainabilityknowledgegroup.com).

External Assurance

We did not commission independent assurance of our Sustainability Report. The content of the report is accurate and correct to the best of our knowledge and ability. We apply the reporting principles; accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability to ensure the quality and proper presentation of the information disclosed in the Sustainability Report in line with our systems, policies, procedures, risk management, and strategy.

Feedback

Your feedback is important to us. Feel free to email us at:

Umar Munir

Sustainability Manager, Cleveland Clinic Abu Dhabi
email: sustainability@ccad.ae

Address: 59 Hamouda Bin Ali Al Dhaheri St - Al Maryah Island - Abu Dhabi Global Market Square - Abu Dhabi



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GRI CONTENT INDEX

GRI
 Content Index

| | | |
|------------------------------------|---|--|
| STATEMENT OF USE | Cleveland Clinic Abu Dhabi has reported the information cited in this GRI content index for the period January 1st 2024-December 31st 2024 with reference to the GRI Standards. | |
| GRI 1 USED | GRI 1: Foundation 2021 | |
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