Environment, Social and Governance (ESG)
Capability Statement
Environment, Social and Governance (ESG)

The impact of business on the environment and society is under more scrutiny than ever as we tackle the climate emergency and the impact of global financial crises. Regulation is increasing, and stakeholders are demanding greater transparency on corporate behaviour.

With regulation and policy developing quickly across the Middle East and North Africa, Al Tamimi & Company’s lawyers are at the forefront of legal, regulatory and policy developments, advising on some of the most significant ESG matters.

We can react quickly because we are on the ground, with 17 offices across ten countries, spanning the MENA region. Our teams have established relationships with national and regional governments across the region. When change happens, we are among the first to know.

Our teams have the insight and expertise to help clients mitigate the risks and seize the opportunities these issues present. We support clients across various sectors, including banks and financial services, energy and utilities, real estate, education, and capital markets, as they integrate ESG into their strategies and apply it in their operations.

We also bring an international perspective, drawing on global best practices through our involvement in The Legal Sustainability Alliance along with The Chancery Lane Project. These collaborative initiatives bring together leading lawyers from across the globe to develop climate-aligned legal models and clauses in contracts.

Our Core Areas

- Climate Change and Energy Transition
- Sustainability-focused Corporate Governance
- Sustainable Sourcing
- Sustainable Finance
Our Services

Climate Change and Energy Transition
• Statutory, compliance and internal ESG risk assessments
• ESG regulation and compliance
• ESG due diligence for mergers and acquisitions and IPO transactions
• Physical and regulatory impacts of Green House Gas (GHG) emissions on business operations
• Climate change disclosure guidelines and strategy advice
• ESG maturity assessment and benchmarking
• Net zero benchmarking and roadmap development

Sustainable Sourcing
• Integration of Environmental and social risks in supply chain activities
• Supply chain and procurement maturity assessments and ethical screening
• Integration of ESG in business code of conduct and ethics
• ESG capacity building and training workshops

Sustainability-focused Corporate Governance
• ESG charters and policies development and review
• ESG disclosure requirements guidance
• Non-financial reporting and alignment with industry requirements and guidelines
• Integrated ESG governance and board accountability
• Integration of ESG in the overall risk management framework
• Executive remuneration and pay-performance links
• Shareholder activism

Sustainable Finance
• ESG due diligence and impact assessments
• Risk assessments and benchmarking of ESG performance at a portfolio level
• Sustainable finance reports and frameworks in line with international standards
• Alignment of investment and lending processes with international principles and guidelines, e.g., Equator Principles, UN Principles of Responsible Investment (UNPRI) and the Task Force on Climate-Related Financial Disclosures (TCFD) reporting framework
Our Key ESG Credentials

- Advising a leading sovereign investment firm managing a diverse portfolio of assets in the region and abroad on a wide array of ESG activities to enhance and adopt a leading practice ESG investment process. The activities involved ESG framework and policy development along with review of existing measures in place.

- Advising a regional real estate and construction developer on the development of a sustainable procurement strategy and framework in line with ISO 20400:2017 certification on the sustainable procurement management system.

- Supporting on the ESG report development for an international financial institution in accordance with the leading international standards and reporting frameworks along with the regional stock market requirements.

- Advising a regional bank and financial institute on the development of a sustainable finance framework to mitigate risks related with transaction structuring, project completion, credit and reputation by adopting the Equator Principles in a standardized and consistent structure.

- Advising an international institutional investor on an acquisition of a Target company through a series of ESG due diligence investigations in line with the acquiring firm’s core ESG investment principles.

- Supporting a leading real estate developer to develop a sustainability agenda that ultimately enhances the measures of the company to support the national net zero commitments as well as the regional ESG commitments and mandates. The activities involved a series of ESG gap assessments and roadmap development to include a number of interventions and initiatives to lead the way forward.

- Advising a multi-national petrochemicals company on GHG risk management through the identification of energy efficiency opportunities, and the development of carbon strategies and policies to ensure compliance with greenhouse and energy regulatory programs.

- Advising a regional utility on the development of a sustainability strategy by assessing the sustainability maturity in alignment with leading sustainable and sector-specific development frameworks adopted by peers. This was followed by the development a long-term sustainability strategy and roadmap, aligned with the organizational objectives that accounts for environmental, economic and social impacts.

- Assessing and leading the ESG maturity and roadmap development for one of the largest food and beverages company in the MENA Region. The work conducted was against global standards and national stock market laws and regulations.

- Advising a leading investment bank in the region on the integration of ESG in the investment activities through conducting a series of materiality assessments and workshops. The ESG workshops covered integration of ESG within asset management, investment banking, private equity and research departments.

- Advising clients across different sectors on the IPO readiness against local and international stock exchanges, including an ESG readiness assessment component to ensure conformance to stock exchange and regulatory agencies listing and disclosure requirements.
Continued

- Advising a global oil and gas operator on environmental law in relation to a joint venture project in Abu Dhabi.
- Drafting regulations on environmental nuisance for one of the Royal Commissions in Kingdom of Saudi Arabia.
- Advising a UAE government authority on waste transport, agreements for solid waste collection and street cleaning services, and on sub-contracts for waste management services.
- Advising an International Glass manufacturer with regard to the acquisition of a float glass manufacturing plant in Kingdom of Saudi Arabia and dealing with environmental regulatory suspension notices issued by the environmental regulator for breach of environmental permit by former occupier.
- Advising prospective buyers and funders on various environmental risks in connection with the overall legal due diligence exercise including assessment of the risk of contaminated land liabilities, non-compliance issues and threatened or actual proceedings associated with the property or target, identifying capital expenditure requirements that may be required to comply with applicable environmental legislation, and providing recommendations to help mitigate against identified risks.
- Advising a number of institutional landlords and tenants in relation to the terms of their green leases, including the drafting of bespoke green clauses which incorporate applicable statutory requirements.
- Advising owners and occupiers on retrofitting agreements, including the negotiation of their respective share of energy savings.
- Drafting and reviewing solar project agreements relating to the installation, operation and maintenance of solar photovoltaic systems.
- Advising public companies and funds (including property funds and REITs) on the terms of their compliance with mandatory ESG disclosure requirements and selection of non-mandatory sustainability reporting frameworks.
- Advising a nuclear power operator in Abu Dhabi environmental, health and safety advice.
Our ESG Advisory Team
Hamza Al-Haboubi
ESG Consultant

Academic / professional qualifications:
2014 – BSc Environmental and Water Engineering, German Jordanian University

Languages:
English
Arabic
German

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Certifications
Foundations in Responsible Investment – Embedding ESG into financial modelling, Principles of Responsible Investment (PRI) Academy, UK

Overview
Hamza has over a decade of experience in the ESG space, working directly with clients to identify their main ESG risks associated with the business exposure and to develop action plans to address them.

Hamza comes with valuable insights in relation to international markets through his experience in working in Europe and the Middle East on projects across ESG strategy development & implementation, sustainable finance, built environment, policy and KPI development, reporting, integration of ESG in investment and lending activities, ESG ratings of listed companies and IPO readiness assessments.

Prior to joining Al Tamimi & Co, Hamza worked as a Climate Change and Sustainability Specialist across several firms, some of which include Ernst and Young (EY) and WSP MENA.

Recent experience
• Advisory to a regional petrochemicals company on regulatory issues including environmental and health and safety due diligence exercise on the “Target” in the UAE.
• Advisory to a public electric and energy utility on the development and implementation of a comprehensive HSE transformation program for generation, transmission, and distribution in KSA.
• Advisory to a global textile company on due diligence issues related to Indemnities in the SPA and indications of future along with the identification of potential ESG related deal breakers.
• Advisory to one of the leading international financial institution on various ESG issues including development of a responsible investment strategy and implementation of the TCFD framework recommendations.
• Advisory to a global aluminum producer on ESG strategy implementation including the development of ESG charters and initiatives along with target setting and scorecard enhancement.
• Advisory to one of the largest food and beverages company in the MENA Region through assessing and leading the ESG maturity and roadmap development in line with global standards and national stock market laws and regulations.
• Advisory to a major regional telecommunications company in developing Security Management Plans and Risk Assessment Plans in accordance with the IFC Performance Standard 4 on Equality and Human rights.
• Advisory to a leading bank in the MENA region in developing an ESG Report, Sustainable Finance Report and the refresh of their Sustainable Finance Framework (SFF) by reviewing international peer best practice, highlighting potential recommendations in line with international standards aligned to ICMA Social Green & Social Bond Principles, EU taxonomy, and Climate Bonds Taxonomy.
Andrew Tarbuck
Partner, Head of Capital Markets

Overview
Andrew is a Partner and Head of Capital Markets at Al Tamimi & Company and, with over 14 years of experience in the region, he is widely recognised as a leading lawyer for capital markets in the Middle East. Andrew has particular expertise in all aspects of capital markets transactions, particularly IPOs, other equity fund raisings, debt securities and Sukuk. He is skilled in all aspects of capital markets, M&A, public company work and corporate law.

Andrew has been ranked in Band 1 in Chambers Global for several years and is a "Leading Individual" in Legal 500 for UAE and Middle East Capital Markets. Commentators described him as "very knowledgeable, practical and energetic, and gets things done", "a big player who brings a lot of expertise to his team" and as "a leading figure in the capital markets space" with "a solid track record in multibillion-dollar IPOs". Clients have been quoted: "Andrew has been stellar; our work would not have come to fruition without his advice." and "I particularly like his blend of technical know-how, commercial knowledge and innovative thinking." Other sources praise his "great reputation" and state that "he is amazingly knowledgeable".

Recent Experience
- Advising Dubai Islamic Bank on its USD1bn acquisition of Noor Bank.
- Advising BLME Holdings PLC on its recommended takeover offer by Boubyan Bank K.S.C.P.
- Advising Dubai Airport Free Zone Authority on the establishment of a UAE free zone stock exchange (a selected Dubai Government 10X Project).
- Advising BLME Holdings PLC on its share buy-back programme on Nasdaq Dubai.
- Advising EFG Hermes, HSBC, Barclays, BAML on the dual listing of Orascom Construction Limited on NASDAQ Dubai and the Egyptian Stock Exchange and demerger from Euronext.
- Advising National Commercial Bank on its USD6bn IPO and listing on the Saudi Tadawul (second largest IPO ever in the Middle East/second largest IPO globally in 2014).
- Advising AIG Alico and Bawan Group on their IPOs and listings on the Saudi Tadawul.
- Advising DAMAC Properties on its global GDR exchange offer and listing on the Dubai Financial Market, which included a de-listing of GDRs on the London Stock Exchange.
- Advising Qatar Petroleum on the retail IPO of Mesaried Petrochemical Holding Company and listing on the Qatar Exchange.
- Advising JLMs on the issuance of USD250m 8.25% notes by Investcorp S.A.
- Advising Nasdaq Dubai on various regulatory matters.

Academic / professional qualifications
- 1995 - Post Graduate Diploma in Law - Legal Practice Course. College of Law, Chester.
- 1994 - Post Graduate Diploma in Law - Common Professional Examination. College of Law, Chester.
- 1993 - BA (Hons) 2:1 History. University of Newcastle-upon-Tyne

Admissions
- 1998 - England & Wales, Solicitor

Areas of expertise
- Capital Markets, Commercial, Corporate Services, Corporate / M&A

Languages
- English

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Francis Patalong
Senior Counsel, Corporate Commercial

Academic / professional qualifications
• 1990 – BA English Literature, Oxford University

Admissions
• 1997 – Solicitor of Supreme Court

Areas of expertise
• Corporate Services, Commercial, Corporate Structuring, Litigation, Legislative Drafting, Projects, Regulatory

Languages
• English & French

Contact
• E: f.patalong@tamimi.com
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Overview
Francis is a Senior Counsel whose practice spans disputes resolution, regulation and projects.

He has deep experience of acting for government departments, authorities, sponsors, developers and contractors on highly complex PPP projects in the power, defence, transport and social infrastructure sectors as well as general corporate and commercial matters in a variety of jurisdictions including UK, South Africa and KSA.

Recent Experience
• Advising on major multi-jurisdictional shareholder disputes including managing interfaces between counsel in multiple states.
• Advising Ministry of Health on pathfinder PPP accommodation project at Al Iman Hospital in Riyadh.
• Advising defendant on significant GCC anti-dumping matter.
• Advising the EPC contractor on the 400 MW Sakaka PV Project in KSA.
• Advising the operator of the North-South railway on health-safety issues and in particular catastrophic event liability.
• Advising National Water Company on the Dammam Integrated Sewage Treatment Plant PPP Project.
• Advising project management companies on the Riyadh Metro Project and the North South Railway line.
• Advised major international port developer on its joint venture with state investment fund in KSA.
• Advised various developer, sponsor and contractor clients on the South African Renewable Energy IPP programme.
• Advised Eskom on its role as principle off-taker multi-billion-pound coal fired power station project including the negotiation of a highly complex cross border joint operations agreement interfacing the IT based control area functions of South Africa with those of Botswana.
• Seconded to UK Ministry of Defence PPP unit.
• Advised MoD and private sector and on several key defence procurement PPP contracts.
• Advised on complex consortium agreements related to infrastructure developments in KSA and elsewhere.
Andrea Tithecott
Partner, Head of Regulatory and Head of Healthcare

Overview
Andrea Tithecott established Al Tamimi & Company’s regional Regulatory Practice, which is ranked by Chambers & Partners, and leads the firm’s Healthcare sector group. She is also a member of the Sports and Events Management, Projects and Rail groups.

Andrea’s regulatory practice has focused on compliance, investigations, risk management, crisis management, trade and customs, public policy and advocacy, corporate governance, due diligence, and licensing/permit issues. For governments she has contributed to the development of new law and policy.

Andrea’s healthcare practice focuses on health sector facilities, healthcare regulation advice, pharmaceuticals, life sciences and biotech advisory services. Her other areas of expertise around health & safety, environmental law, renewable energy, utilities, transport (rail), consumer protection and import/export controls. She is a member of the UAE-UK Business Council Healthcare Working Group.

Andrea’s regulatory work was shortlisted for the Corporate Counsel Middle East awards consecutively in 2014 and 2015, and was awarded In-House Community Firm of the Year, 2016 and 2017 for ‘Compliance and Regulatory UAE’ by Asian-MENA Counsel. Legal 500 (Middle East) 2018 places her as a recommended regulatory specialist. In 2019 the team won the Middle East Legal Awards, Regulatory and Investigations Team of the Year.

Andrea is ranked by Chambers Global in band 3 for Corporate/Commercial & Commercial Contracts (UAE).

Recent experience in Regulatory, Healthcare and Defense

• A government healthcare authority: Drafting law to deliver public hospital services, establish a university hospital, the mechanism for public control of a specialist children’s hospital and a healthcare research foundation. Advising on public-private funding issues and the claw-back of shortfall funding from the Department of Finance.

• A government finance department: A project to establishment of a Mint facility. Advising on the process of procuring approvals for the development land in a free zone in Abu Dhabi, liaising with licensing authorities, environment agency, and consultants on feasibility studies, environmental impact assessments, health safety and environmental compliance during construction and operation.

• Jointly advising Dubai Healthcare City Authority (DHCA) and HRH Princess Haya Bint Al Hussein, on new regulations and other related arrangements concerning the Al Jalila Speciality Childrens Hospital, the Al Jalila Foundation, and the Mohamed Bin Rashid Academic Medical Center.

• A global military ship building company on supply of ships and equipment to the UAE Armed Forces, with offset requirements.

• A US cyber-security company on the supply of technology equipment to the UAE Armed Forces, with offset requirements.

• A US military drone manufacturer on supply of drones and equipment to the UAE Armed forces, with offset requirements.
Rita Jaballah
Partner, Head of DIFC Litigation

Overview
Rita Jaballah is a Partner in Al Tamimi & Company’s Dispute Resolution practice and leads its International Litigation Group. She has extensive experience of handling complex, high value local and international commercial disputes.

Rita specialises in advising and representing clients with respect to a wide range of commercial and regulatory disputes and claims with a particular focus on DIFC Court and ADGM Court litigation and regulatory proceedings in the banking and financial services sector. In this regard, Rita has acted for prominent investment banks and financial institutions in a number of high profile and significant disputes in the banking and regulatory arena. She has been involved in the development of the DIFC Courts and currently sits as a member of the DIFC Courts’ Rules Sub-Committee. In addition, Rita advises and represents local and foreign businesses and financial institutions in a wide range of commercial, property, company and banking disputes under UAE, DIFC, English and International law.

Prior to joining Al Tamimi & Company, Rita practised in leading magic circle firms in Melbourne and London, where she specialised in large scale and multi-jurisdictional litigation with a particular focus on commercial, financial services and regulatory disputes.

Rita is ranked in Band 1 in Chambers Global 2022 Dispute Resolution and as a “Leading Individual” in Legal 500 Dispute Resolution UAE. Rita is also recognized in Who’s Who Commercial Litigation (2022) and as one of the MENA Super 50 Lawyers for 2021 in Asian Legal Business.

Chambers Global describes Rita as frequently sought after by both regional and international banks, as well as financial regulatory authorities, for her wealth of experience in financial services litigation. Rita Jaballah is one of the best lawyers around. ‘is pheonomenally good. ‘She is very strategic, very focused on outcomes and also knows her stuff in terms of legal analysis.”

Academic / professional qualifications
• 1998 – Bachelor of Laws (Hons), University of Melbourne
• 1998 – Bachelor of Commerce, University of Melbourne

Admissions
• 2000 – Solicitor and Barrister of Supreme Court of Victoria

Areas of expertise
• International Litigation Group

Languages
• English & Arabic

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Environment, Social and Governance (ESG)
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Malek Al Rifai
Partner, Real Estate, Hotels & Leisure

Overview
Malek is a Partner in the Real Estate team and a core member of our Education, Hotels & Leisure and Projects sector groups. He represents some of the most recognizable names in real estate and has a track record of leading, structuring and executing complex transactions.

Malek is experienced in a wide range of public and private real estate and corporate real estate transactions, including acquisitions/dispositions, financings, project development, joint ventures, sale/leasebacks, build-to-suit, leasing, recapitalizations, restructurings, formation of property funds and REITs. His clients include developers, owners, investors, operators, joint venture partners, funds, sponsors, investment managers, issuers, borrowers, lenders, banks and financial institutions whom he has advised in connection with commercial real estate investments across various asset classes and types, including office, hospitality, education, retail, health care facilities, industrial, multifamily and mixed-use properties.

Recent Experience
• Advising Apollo Global Management Inc. and its consortium of institutional investors in their USD2.7bn acquisition of a 49% stake in Abu Dhabi Property Leasing Holding Company RSC Ltd from Abu Dhabi National Oil Company (ADNOC). The strategic investment leveraged the rental income streams from an underlying real estate portfolio valued at USD5.5bn pursuant to a 24 years Master Lease Agreement.
• Advising Emaar Development PJSC, the development arm of Emaar Group, in connection with the real estate and regulatory aspects of its USD1.5bn initial public offering of ordinary shares and listing on the Dubai Financial Market (DFM), listed on 11 November 2017.
• Advising Abu Dhabi National Oil Company (ADNOC) in the restructuring of its real estate portfolio during the readiness phase of its USD2bn initial public offering. The shares were listed on the Abu Dhabi stock exchange (ADX) on 13 December 2017.
• Advising Doğuş Group in connection with its portfolio of real estate in the GCC, including the leasing of prime retail premises in the DIFC housing renowned brands such as ‘Nusret’, ‘Saltbae’ and ‘Amazonico’.
• Advising Standard Chartered Bank in relation to its portfolio of commercial leases in Dubai.
• Advising Rasameel Structured Finance Company KSC in connection with a Sharia-compliant acquisition of a leasehold interest and subleasing of a staff accommodation in the Emirate of Dubai.
• Advising a leading REIT on a broad range of transactional and leasing matters relating to its assets in Dubai.
Appendix
The strength of our team comes not only from our in-depth knowledge of relevant laws and regulations in every jurisdiction in which we have a presence, but also from our awareness of the local regulatory practices based on the extensive practical experience and our working relationships with regulatory authorities and Ministries throughout the MENA region.

We use our knowledge, experience and intellectual rigour to find innovative solutions to overcome complex business challenges. We emphasise on the importance of sector expertise as we aim to add value aligned with our clients’ strategic goals. We actively encourage diversity and inclusion, enabling us to attract and retain the best talent, to ensure our clients succeed.
Value Proposition

Our experience is relevant and current. We understand your priorities and deploy the best subject matter experts to be with sound legal advice by your side. We are distinguished by both our legal and industry expertise.

1. **Our legal expertise: Our deep legal know-how distinguishes us.**
   We have unrivalled understanding of the legal landscape and can provide you with on the ground legal experts swiftly and effectively. Regardless of your legal requirements, we are able to provide you with the right resources and a tailor-made solution.

2. **Our business understanding: Your business goals are our priority**
   Every industry has its own specific requirements which can promote or hinder growth. Our experienced lawyers understand your sector’s trends and challenges as well as the complexities facing companies which are operating in it. We can provide best-practice advice tailored to your own business growth journey and build your competitive advantage.

3. **Our local know-how and our global strength: Unique cross-border capabilities**
   Being able to understand and navigate the regional legal requirements, including commercial and geopolitical differences, is key to provide you with the right legal advice. We have unrivalled understanding of the local legal landscape as well as international experience and can provide you with on-the-ground legal experts swiftly and effectively.

4. **Our people: We ensure impeccable service and build trust in our relationships**
   We are by your side to support you and deliver highest quality in our services. Our strong relationships with regulatory authorities, which give us the advantage of always being on top of changing regulatory requirements, are build on trust and knowledge and we are at the forefront of legal innovation.

5. **Our value: We possess full service capabilities and deliver exceptional value**
   Your legal requirements may evolve over time. We provide a vast range of legal services covering every aspect which can accompany your business growth journey along its lifecycle. Regardless of your legal requirements, we stand by your side with the right resources, whether you require English or Arabic capabilities, and a tailor-made solution. Our goal is to provide you with genuine value.
Established in 1989, Al Tamimi & Company are the leading full service commercial law firm in the Middle East and North Africa.

Our clients have access to the best legal solutions through our unparalleled knowledge, experience and expertise. We are committed to the success of our clients and place them at the heart of everything we do.

-Essam Al Tamimi, Chairman

We are proud to serve a diverse national and international client base across the region. With more than 30 years of legal experience, 450 legal professionals in 17 offices across 10 countries, our focus and purpose is the success of our clients.

We provide the highest level of commercial and legal services through innovative solutions for our clients. We’re passionate about using all of our resources and knowledge to ensure our clients get the perfect outcome.

-Samer Qudah, Managing Partner

We are a full service law firm with expertise in the following sectors:

- Defence & Security
- Education
- Energy & Utilities
- Financial Services
- Healthcare & Life Sciences
- Hotels & Leisure
- Industrial Manufacturing

Public Sector
Real Estate & Construction
Retail & Consumer
Sports & Events
Technology, Media & Telecommunications
Transport & Logistics

Regional footprint

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Environment & Sustainability

Al Tamimi & Company recognises the importance of protecting our environment and using precious resources in a responsible and sustainable way. We believe that governments and businesses can contribute to an environmentally healthy future through regulation and incentives to develop renewable energy technology.

We comply with relevant environmental legislation in the jurisdictions in which we operate. In addition, we are committed to continuous improvement and have identified environmental objectives in relation to energy consumption, waste management, pollution prevention, transport, purchasing, awareness / training and conservation.

We have a CSR & Pro Bono Committee who have various policies in place and run regular initiatives.

Al Tamimi & Company recognizes that as a leading law firm in the Middle East we have an obligation to support the communities in which we operate by offering legal services and legal representation to the financially disadvantaged and to extend our full legal expertise for the benefit of those who deserve legal assistance on a Pro Bono basis. Our values stem from our firm belief to what we should serve justice and enhance equal opportunity within our local communities.

Staff Wellbeing

Al Tamimi are fully committed to the wellbeing of our large network of staff. We regularly host sessions that provide support to our staff on topics such as ‘Managing Anxiety’, ‘Health and Nutrition’ and ‘Stress Management and Mindfulness’.

Virtual Working

Al Tamimi have fully embraced the digital future and virtual working. All staff in our many offices across MENA are fully equipped to work remotely, whilst ensure we deliver the highest level of client care.

CSR & Pro Bono

Each year our lawyers, across all practice areas, take on a number of matters aligned to the firm’s pro bono protocol and set out to provide access to justice and meet the legal requirements of those people and organisations who might otherwise be denied it due to a lack of resources.

In total we committed **2,214 hours** to pro bono matters in 2020, which represents an increase of almost 250 hours in comparison to the previous year. For 2021 we will aim to reach our target of 3000 pro-bono hours.
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