



**PILLAR 2:
PEOPLE & COMMUNITY**

Diversity & Inclusion | Emiratization

OVERVIEW

RAK Ceramics employs approximately 5,184 individuals across the Group, with a strong commitment to creating a diverse and inclusive workplace where every employee has the opportunity to contribute to the company's growth. We ensure equal employment opportunities, fair advancement prospects, and equitable remuneration, regardless of age, race, color, religion, gender, or disability. In 2024, we successfully onboarded 478 new employees in UAE, further strengthening our workforce to support increased production capacities and drive continued business success.



5,184

Employees across the Group

EMIRATIZATION

We remain committed to strengthening our workforce with national talent in support of the UAE's Emiratization goals outlined in the 2021 vision, and in line with the Federal Decree-Law No. 33 of 2021 Regarding the Regulation of Employment Relationship, which outlines various aspects of labor relations, including Emiratization targets. Our Human Resources team collaborates closely with the Ministry of Human Resources and Emiratization to enhance the representation of Emiratis within our organization. In 2024, Emiratis made up 10.8% of our administrative workforce, reflecting our ongoing dedication to this important initiative.

10.80%

Employees of local nationality in alignment with the Emiratization law

2.64

Gender pay ratio in 2024

30%

Females in Administrative Roles

DIVERSITY & INCLUSION

In 2024, women made up 30% of administrative employees, an increase from 2023. Gender diversity in Sales and Advocacy functions improved from 1W:3M to 1W:2M, and despite a reduction in overall headcount, female employees increased to 204. We maintain a zero-tolerance policy on gender pay gaps, with women earning 2.64 times more than men on average. Additionally, ethnic diversity in Sales & Advocacy, B2B, and Retail Sales was enhanced to improve representation and meet local market language needs.

Ratio of Total Remuneration – Women to Men		
	2023	2024
Band 1 (para professionals)	2.46	2.55
Band 2 (professionals)	1.67	1.71
Band 3 (middle management)	1.09	1.09
Total Gender Pay Ratio	2.56	2.64

Initiatives for 2025

- **ASCEND program:** ASCEND roll out is scheduled for Q1 2025, draft has been submitted and presented to businesses. The ASCEND program at RAK Ceramics reflects our commitment to fostering employee development and promoting sustainable advancement.
- **Gender Diversity:** Enhancing gender diversity at the Senior Management level is a key priority for 2025 and onwards.

Employee Safety & Wellbeing

EMPLOYEE HEALTH & SAFETY OVERVIEW

At RAK Ceramics, we prioritize the safety and well-being of our employees, recognizing that a secure and healthy workplace is essential for their happiness and productivity. Below is an overview of our Health & Safety Framework:

- 1. Health and Safety Policy:** Our comprehensive policy aligns with UAE Regulations, including ISO 45001 and OSHAD Code of Practice, alongside international best practices. It extends to all employees, contractors, and visitors across our production units, office buildings, workers' accommodations, and workshops, aiming to prevent accidents, injuries, and occupational illnesses.
- 2. Health & Safety Governance:** Our dedicated EHS and Facility Management team oversee the day-to-day management of our health and safety systems. A Safety Committee comprising representatives from various departments meets regularly to address safety concerns and propose necessary controls.
- 3. Monitoring & Audits:** Our NEBOSH certified safety officers and technical team conduct daily monitoring, semi-annual internal audits, and routine inspections to identify hazards, control risks, and identify areas for improvement. All machinery moving parts are properly guarded, and regular risk assessments and plant inspections are conducted.
- 4. Safety Protection, Trainings & Awareness:** We prioritize employee safety through comprehensive safety induction training for all employees, visitors, and contractors. Strategic display of safety bulletins and hazard posters enhances awareness, while provision of dust masks and earplugs mitigates health risks associated with dust, noise, and silica exposure. Regular safety trainings further enhance awareness and knowledge. This year, we increased the topics of Environmental, health and safety tool box talks.
- 5. Employee Reporting:** Our EHS team operates a 24-hour hotline for reporting unsafe conditions, accidents, or incidents. Upon receiving a report, internal investigations are promptly conducted, and appropriate control measures are implemented to prevent recurrence.

6 Managing Specific Safety Risks: Measures to mitigate specific safety risks include air quality testing, dust collector systems, and provision of personal protective equipment (PPE) such as dust masks for respiratory protection against dust and chemical exposure. Installation of silencers and provision of earplugs address high noise levels to prevent hearing problems.

The number of major work-related injuries in 2024 was 24, while recorded minor work-related injuries was 178. This increase, and the increase of TRIR of RAK Porcelain (1.91 to 2.54) and Kludi RAK (0.87 to 2.72) is the result of thorough data capturing and enhancement training for incidents accident reporting. Our audits have identified and resolved 2,218 EHS hazards in 2024.

Through our initiatives and continuous improvement, we remain committed to fostering a safe and healthy workplace for all our employees.

Department	Work Related Injuries (TRIR*)		
	2023	2024	% change
Tiles	2.92	2.71	-7.21%
Sanitaryware	1.75	1.53	-13%
Kludi	0.87	2.72	68%
Porcelain	1.91	2.54	25%
Overall	1.86	2.21	21.5%

EHS Hazards identified & resolved in 2024

*TRIR: Number of incident / Total number of employee hours worked in a year X 200,000

Initiatives for 2025

Health and Safety Framework: Continue to make efforts towards our Health & Safety framework, by identifying & resolving hazards, and eliminating work related injuries.

Employee Safety & Wellbeing (contd.)

EMPLOYEE WELLBEING OVERVIEW

At RAK Ceramics, we firmly believe that our employees are our most valuable asset, and their safety and well-being are our top priorities. We are unwavering in our commitment to providing comprehensive medical insurance to all staff and implementing a range of healthcare initiatives throughout the year. By consistently prioritizing the health and welfare of our team, we foster a supportive and thriving work environment where employees can excel. This dedication goes beyond supporting our workforce—it is integral to our broader vision of becoming a global leader in delivering innovative ceramic lifestyle solutions.

Employee Benefits	Description
Life Insurance	All employees are covered under the Company's Group life insurance policy, which covers disabilities due to work accidents or a work-related demise.
Medical Insurance	All employees are provided with medical insurance covering all work-related and non work-related ill health or injuries and free health check-ups.
Workman Compensation Insurance	All employees are covered under the Company's Group Workman Compensation Insurance, which covers loss of salary due to a work-related accident/injury.
Annual Health Screening	We partner with RAK Medical Center to provide annual health screening and eye examinations for those employees who work in hazardous conditions inside the factories. Any individuals who are identified as "high risk" are provided with one-on-one counselling and briefed on how to improve their health and lifestyle.
Monthly Wellness Campaigns	We organize monthly awareness campaigns on a variety of topics including how to avoid heatstroke, and the common signs of Hepatitis A and C.
Employee Welfare Fund	A welfare fund has been established by the company to help and support employees in serious need of monetary help due to accidents, medical emergencies for self and/ or immediate family members and other approved expenses to the extent not covered by insurance or any other source. The welfare fund is managed by a committee formed for this purpose who shall be the authority for sanctioning of financial help for those in need. The management of the welfare fund shall be governed by the Employee Welfare Fund Policy
Transportation and Accommodation	Employees are provided with accommodation in accordance with the Accommodation Policy. If no accommodation is provided, employees are provided with an accommodation allowance determined by their respective pay grades. Free transportation is provided to all employees residing in Ras Al Khaimah, United Arab Emirates.
Other Leave	All female employees are eligible for 90 days of maternity leave in accordance with UAE Laws (45 days paid and 45 days unpaid). We also provide special leave for Haji/Umrah and on a case-by-case basis.
End of Service Benefits	Employees are provided end of service compensation in accordance with UAE Laws.
Travel Allowance	All employees are granted leave travel allowance, graded according to their Company designation, paid at prevalent market rates.
Counselling for employees	Counselling of employees as per requirement
Sports Activities	We provide recreational facilities including a gym, basketball, volleyball, badminton courts and a football field and organize regular sports tournaments.

Employee Training

OVERVIEW

At RAK Ceramics, we are dedicated to fostering a culture of continuous learning and development to empower our employees across all levels. In 2024, we focused on key training areas such as Manufacturing Excellence, Managerial Effectiveness, the Code of Conduct, and Induction Training. These programs were designed to enhance both technical and leadership capabilities, ensuring that every employee is equipped with the skills needed to contribute to the company's success. We also conducted regular performance reviews to align individual goals with organizational objectives, supporting personal growth and professional advancement. With training programs tailored for both administrative and factory roles, we remain committed to building a highly skilled, efficient, and responsible workforce.

RECRUITMENT POLICY - GRADUATE ENGINEER TRAINEES (GETS) AND MANAGEMENT TRAINEES (MTs)

Continuing from 2023, when we implemented a Recruitment Policy for Graduate Engineer Trainees (GETs) and Management Trainees (MTs) to diversify our workforce, we continue to strive to bring fresh perspectives to our workforce. By developing structured 3 to 4-year career plans, this initiative attracts top graduates from leading global universities. Through continuous investment in their growth, we shape future leaders who embody our values of excellence and innovation, reinforcing our commitment to talent development and long-term success.

PROFESSIONAL TRAININGS FOR CAREER ADVANCEMENT

In 2024, we reinforced our commitment to employee development by significantly investing in training initiatives across our manufacturing plants. These comprehensive programs focused on enhancing both technical and behavioral competencies, fostering a culture of excellence and innovation. By prioritizing technical skill development, we equipped our workforce with the expertise needed to excel in an evolving industry landscape. With a focus on technical competencies, including Lean manufacturing principles, Six Sigma, and Total Productive Maintenance, coupled with programs targeting soft skills such as Sales & Service Excellence (continued from 2023) and Manufacturing Excellence, Managerial Effectiveness, the Code of Conduct, and Induction Training in 2024. We also developed a skill development academy to develop casters in-house. Our training efforts totaled to 109,254 man-hours, reaching 2,645 unique participants. Our dedication to continuous learning and employee growth remains steadfast, driving both long-term success and sustainable progress.

ASCEND: DRIVING SUSTAINABLE PROGRESS

The ASCEND program at RAK Ceramics embodies our dedication to empowering employee growth and driving sustainable progress. Introduced to support career

advancement in our Retail division, ASCEND offers clear pathways for employees, encouraging professional development through two distinct career paths: Managerial and Specialist. By investing in employee growth, ASCEND fosters a culture of continuous learning and inclusivity, promoting equal access to opportunities and strengthening organizational resilience. As a cornerstone of our commitment to sustainable business practices, ASCEND enhances employee engagement, retention, and productivity, contributing to a more dynamic and agile workforce. This program will be scaled to all divisions in 2024.

ENVIRONMENT, HEALTH & SAFETY TRAININGS

In 2024, we maintained a strong focus on ensuring the safety and well-being of our workforce through comprehensive training sessions covering environmental, health, and safety protocols. With 122 topics covered in our training sessions in 2024, compared to 78 in 2023, we provided essential knowledge and skills to navigate potential risks effectively, encompassing areas such as hazard identification, emergency procedures, and general maintenance, reinforcing our commitment to upholding the highest standards of workplace safety.



Initiatives for 2025

- Number of Training Manhours: For 2025, RAK Ceramics has partnered with a leading online provider with a target of 10,000 manhours for Sales and Administrative staff, this will be on top of the trainings conducted for Manufacturing. The target number of training manhours per person will be 20.
- Expand ASCEND: Progress with Purpose to all divisions in the company.

Community Investment

OVERVIEW

In line with our Company's strategic goals and our dedication to Corporate Social Responsibility (CSR), we continue to focus on advancing our CSR initiatives and community development efforts. We are excited to share that in 2024, we have maintained strong progress in our CSR activities, making notable strides across all strategic areas. In fact, we invested 0.29% of our net profit into CSR initiatives to support local communities. Our ongoing commitment to improving the quality of life for those we serve and promoting responsible, sustainable innovation remains a key driver of our business growth.

EMPLOYEE ENGAGEMENT IN OUR COMMUNITY

This year, we prioritized employee engagement through a variety of cultural, health, and wellness initiatives that fostered unity and inclusivity across our workforce. We celebrated key events such as UAE National Day, Christmas, International Women's Day, and the arrival of Ramadan, creating meaningful connections through shared experiences. Sporting events like Chess and Table Tennis tournaments encouraged teamwork, while our sustainability-focused Christmas celebration highlighted environmental consciousness. These events were complemented by health initiatives, including participation in the Terry Fox Run and awareness campaigns on Cancer and Heart Health, reinforcing our commitment to employee well-being.

In addition to internal engagement, we deepened our commitment to social responsibility through impactful CSR initiatives. Our employees participated in the Joy of Giving campaign with the Red Crescent, contributed to the UAE Stands with Lebanon campaign, and marked Earth Day with sustainability-focused activities. These initiatives demonstrate our ongoing dedication to both social and environmental causes, ensuring that our corporate culture extends beyond the workplace to create positive, meaningful change in the community and the world at large.



UAE Flag Day Celebration



Student Knowledge Sharing - Georgetown and Westford Universities



UAE Clean Up Day



Health awareness program conducted for blue collars



'For Our Emirates We Plant' with Emirates Environmental Group (EEG)



Earth Day Annual Tree Planting