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The Rise of Communication Infrastructure

Niall Sallam, Founder and CEO of Elevision, explains why clear communication is now fundamental to building performance, operations, and tenant experience.

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From the Editor

Dear Readers,

Dubai's real estate market is entering a phase where the conversation is moving beyond development and delivery to how buildings and communities perform over the long term.

In this edition of Real Estate Market Times, our cover story features Niall Sallam, Founder and CEO of Elevision, who explores why communication is becoming an essential part of building infrastructure. As assets grow more complex and continuously occupied, clear and timely communication increasingly influences operations, tenant experience and overall asset performance.

We also look ahead to "Preparing for Dubai's Largest Handover Year." With 2027 expected to bring a significant wave of new handovers, we bring together perspectives from facilities management, community management, owners' association and brokerage leaders on mobilisation, governance, service delivery and changing buyer expectations.

This issue also features our Power 30 Facilities Management Companies 2026, recognising established organisations helping shape a more efficient, resilient and sustainable built environment across the UAE.

Together, these stories reflect a wider shift in the market. Real estate success is no longer measured only by what gets built, but by how well assets operate, how effectively communities are managed and how consistently value is delivered after handover.

As always, this edition celebrates the people and organisations shaping the next chapter of the UAE real estate sector.

Until then,

Happy Reading!

Riya Malhotra
Senior Editor
Real Estate Market Times


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DUBAI LAND DEPARTMENT NEWS

DLD's Barwa Programme Concludes 2nd Phase With 169 Participants

The workshops recorded a 94 percent customer happiness rate and strengthened real estate awareness among senior citizens and People of Determination.

Dubai Land Department, in collaboration with the Community Development Authority, has concluded the second phase of the Barwa Programme, bringing together 169 senior citizens and People of Determination through a series of interactive workshops.

The workshops were designed to raise awareness of DLD's real estate services, introduce dedicated initiatives for the target groups and strengthen direct engagement with participants. The programme also supports the objectives of the Dubai Social Agenda 33 by improving access to people-centric government services.

According to DLD, the second phase achieved a 94 percent customer happiness rate. Satisfaction levels increased from 59 percent to 90 percent following the workshop at Al Barsha Community Centre, while satisfaction rose from 50 percent to 90 percent after the workshops held at Thukher – Al Wasl and Thukher – Al Khawaneej.

The sessions introduced participants to the Barwa Programme and its community-focused objectives, while explaining real estate services designed for senior citizens and People of Determination. Participants were also briefed on regulatory procedures, relevant legislation and ways to access services through digital channels or private-sector partnerships under the Al Hasela Initiative.

The Barwa Programme is described by DLD as the region's first sustainable social and humanitarian real estate initiative.

It is designed to empower senior citizens and People of Determination to manage their real estate affairs more independently through field-based, digital and advisory services.

The programme includes initiatives such as Al Barzah, Al Karani, Al Tarash, Al Mersal, Al Kaitoob and Al Hasela, along with awareness programmes that simplify real estate information and improve understanding of rights, services and available support.

The workshop series concluded with a joint session between DLD and CDA teams to review outcomes, assess impact and exchange insights.

The discussion also explored the real estate-related needs of senior citizens and People of Determination, supporting the development of more inclusive and customer-centric services.

The outcomes included an agreement to further strengthen institutional collaboration between the two entities, review participant feedback and develop future services and initiatives based on the needs identified during the workshops.

The programme reflects Dubai's broader move towards inclusive real estate services, where accessibility, digital support and direct engagement are becoming part of how government entities serve different segments of the community.

DUBAI LAND DEPARTMENT NEWS

DLD, UAE Football Association Launch Real Estate Developers League

The partnership will launch football tournaments for developers, brokers, valuation firms and other real estate professionals, supporting community engagement and quality of life across the sector.

Dubai Land Department, represented by the Real Estate Regulatory Agency, has signed a memorandum of cooperation with the UAE Football Association to launch a series of sports events and tournaments for professionals across Dubai's real estate sector.

The partnership aims to strengthen engagement among real estate stakeholders, encourage active lifestyles and promote a culture of teamwork and positive competition across the industry.

Under the agreement, the two parties will launch the Real Estate Developers League, along with sports tournaments for real estate brokerage, valuation and inspection companies, as well as other organisations operating across the sector.

The initiative also includes the development of technical and organisational regulations for the tournaments, technical oversight of competitions, coordination of venues and event schedules, joint media and promotional activities, and the exchange of expertise to ensure the events are delivered in line with international best practices.

A joint governance framework will also be established to plan, implement and oversee the sports initiatives. A dedicated working team will coordinate the programmes and monitor delivery to support the long-term sustainability of the partnership.

The memorandum was signed by **Shamsa Darwish Al Shehhi**, Executive Director of Communication and Commercial Affairs at the UAE Football Association, and **Eng. Abdullah Ahmed Al Shehhi**, CEO of the Real Estate Regulatory

Agency at Dubai Land Department. The signing ceremony was held at the UAE Football Association's headquarters in Dubai.

Eng. Abdullah Ahmed Al Shehhi said the partnership reflects DLD's commitment to strengthening its social responsibility agenda through initiatives that bring real estate professionals together and support quality of life across the sector. "Our partnership with the UAE Football Association marks an important strategic step in expanding our community initiatives, promoting a culture of sport, encouraging healthier lifestyles, and strengthening collaboration across the real estate sector," he said.

He added that the initiative aligns with the Dubai Real Estate Strategy 2033 and the Dubai Social Agenda 33, while supporting Dubai's position as a global destination to live, work and visit.

Shamsa Darwish Al Shehhi said the agreement builds on UAE FA's commitment to partnerships with government entities and institutions across the UAE. "It reflects our belief in the power of sport as a platform that brings communities together, promotes collaboration and teamwork, supports community initiatives, and encourages healthier lifestyles," she said.

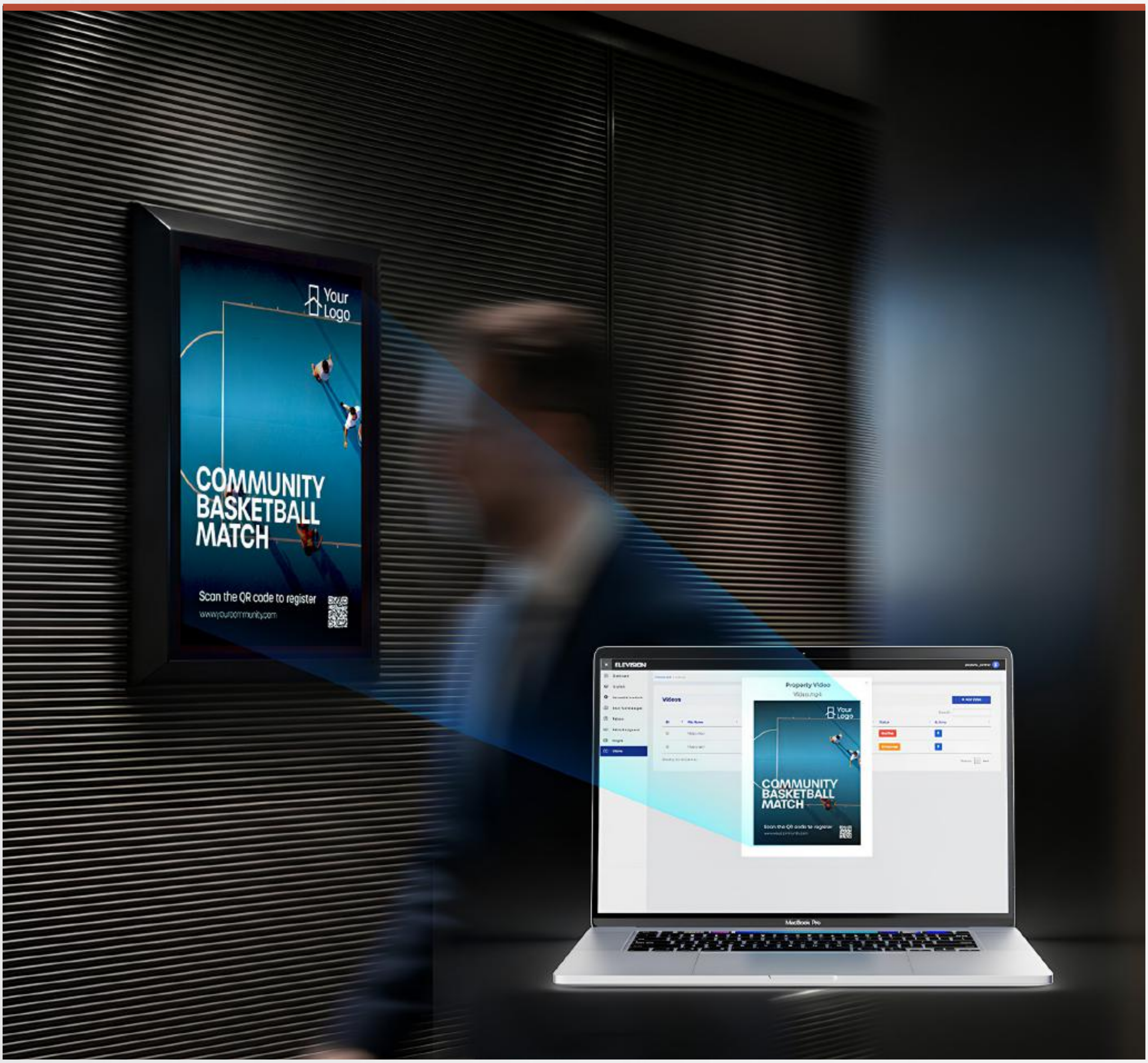
She added that UAE FA will use its technical expertise to help deliver tournaments in line with professional standards and provide a sporting experience that strengthens connections among real estate professionals.

The partnership reflects a broader effort to promote a more balanced and engaging work environment across Dubai's real estate sector. By connecting sport with professional networking and sector-wide participation, the initiative supports wellbeing, collaboration and social responsibility within one of the emirate's most active industries.

Beyond Smart Buildings

The Rise of Communication Infrastructure

As buildings become more complex and continuously occupied, how they communicate is still widely overlooked, directly impacting operations, experience, and long-term performance. **Niall Sallam, Founder and CEO of Elevision**, explains why digital communication is increasingly being treated as core infrastructure rather than an afterthought.



Modern buildings are no longer defined solely by their architecture or amenities, but by how effectively they operate on a daily basis. As assets become denser, more mixed-use, and continuously occupied, the ability to communicate clearly with the people inside them has shifted from convenience to necessity. Yet, across much of the industry, communication remains fragmented, treated as messaging rather than as a system.

This disconnect is increasingly visible. When information is unclear or delayed, friction follows; tenant dissatisfaction rises, operational pressure increases, and perceptions of asset quality begin to erode. In this context, communication is no longer peripheral to performance. It is part of how a building functions.

From the perspective of **Niall Sallam, Founder and CEO of Elevision**, this remains a structural blind spot across much of the real estate industry. Digital communication, he argues, has long been treated as a marketing layer or operational afterthought rather than a system designed into the asset itself.

"Once communication is planned properly and embedded," he says, "it stops being something you manage reactively and becomes something the building relies on."

Elevision's evolution reflects that shift. What began as a digital screen network has developed into a shared communication layer integrated into lifts, lobbies, and communal areas — locations defined not by visual prominence, but by relevance and frequency of use. Over time, these screens became part of a building's operational rhythm rather than a competing source of attention. Alongside essential building updates, curated lifestyle, art and culture programming gives residents relevant content connected to their community, helping the screens become a valued part of the shared environment.

The inflection point was behavioural. Building teams increasingly relied on the screens, managed through CommConnect, Elevision's real-time tenant communication platform, as the most immediate way to communicate changes. Residents, employees, and visitors began referencing them

Buildings don't fail because they lack technology. They fail when people inside them don't know what's happening.

Niall Sallam
Founder and CEO
Elevision

instinctively. Communication moved from being incidental to being functional.

Communication as Infrastructure

When communication is treated as infrastructure rather than messaging, its value is first experienced by the people who live and work within the building. Clear, timely information helps residents and occupants feel informed, reassured, and more connected to their environment. For asset owners and investors, this stronger experience reduces friction, supports satisfaction, and reinforces confidence in management quality. Buildings that communicate clearly tend to feel calmer, more intentional, and better run, strengthening their long-term competitiveness.
This impact typically appears in three areas:

- Experience consistency, where occupants feel informed rather than managed
- Operational clarity, reducing misunderstandings and reliance on frontline staff
- Asset perception, reinforcing professionalism, care, and long-term intent

"There's a persistent assumption that more communication leads to better outcomes," Sallam notes. "In reality, most buildings don't have a volume problem. They have a clarity problem." Screens, however, are only as effective as the discipline behind them. In private living and working environments, the margin for error is narrow. Elevision's approach prioritises relevance and restraint, recognising that the most effective communication often draws the least attention to itself.

"Good building communication is quiet and useful," Sallam adds. "If it needs to shout, it's usually doing the wrong job." This philosophy extends to privacy and governance. Elevision does not track individuals or collect personal data. All content uses non-PII data and is fully GDPR compliant, and operates within frameworks agreed with building owners and managers. Oversight remains firmly with asset stakeholders, ensuring communication remains appropriate to its environment.

"If residents or tenants feel uncomfortable," Sallam says, "then the system has failed, regardless of commercial outcomes."

Trust and Context at Scale

As Elevision has expanded across cities, districts, and mixed-use environments, maintaining contextual relevance has become increasingly complex.

Every building carries its own expectations and sensitivities. Scaling a communication network without eroding trust requires local understanding and discipline, not uniform deployment. This approach is reflected in Elevision's work across major urban districts including Dubai International Financial Centre, Dubai Design District, One Central, and in partnerships spanning premium mobility infrastructure through Skyports, alongside collaborations with leading developers, property managers, and government entities.

"Sustainable growth isn't about applying the same solution everywhere," Sallam explains. "It's about maintaining quality while respecting context. That becomes harder as you scale, but it's also where credibility is built."

At scale, Elevision's model depends on:

- Local sensitivity, adapting communication to building type and audience
- Governance, ensuring owners retain oversight and control
- Restraint, recognising that usefulness matters more than visibility

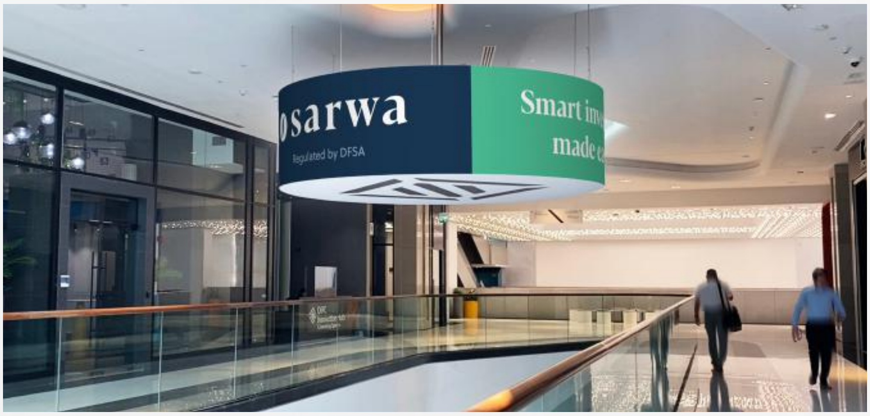
At a Glance

Network Scale
- 3,000+ digital screens
- 1,000+ buildings
- Reach: 1.3 million+ daily

Markets
- UAE: Dubai, Abu Dhabi
- UK: Central London

Environments Served
- Residential communities
- Mixed-use developments
- Commercial buildings
- Premium shared and transit spaces

> Clear communication isn't about saying more; it's about saying what matters, when it matters.



The same thinking shapes how Elevision positions itself alongside PropTech platforms and community apps. Rather than competing for attention, the systems are designed to complement one another. Screens provide shared awareness and timely prompts; apps deliver depth and action. Used together, they simplify communication rather than multiply channels.

Sallam says his belief in communication as infrastructure has strengthened as the industry has begun to look more seriously at how buildings perform over time. That thinking was echoed in discussions he took part in during World Realty Congress 2025, where the focus moved beyond delivery cycles toward experience, resilience, and long-term asset behaviour. For him, those conversations reflected a growing consensus that buildings are increasingly active environments, shaped by the systems embedded within them early on. "When you're designing for decades rather than development cycles," he says, "communication stops being an afterthought and becomes essential infrastructure."

Looking ahead, Elevision's focus remains on large, mixed-use environments designed for longevity rather than launch impact. These districts operate across extended hours, serve multiple audiences, and evolve continuously, placing far greater demands on communication systems than single-use assets.

As cities grow denser and buildings more dynamic, communication is no longer peripheral to real estate performance. It is increasingly part of the structure itself, considered, governed, and essential to how places function.

BNW, Wyndham Sign Dolce Residences on Al Marjan Island

BNW Developments, in partnership with Wyndham Hotels & Resorts, has announced the signing of Dolce Residences Ras Al Khaimah, Al Marjan Island. The project will mark the debut of the world's first Dolce Residences by Wyndham, according to the developer. The boutique residential development will include 93 premium units and five retail spaces, with handover scheduled for the fourth quarter of 2028.

Located on Al Marjan Island in Ras Al Khaimah, the development is positioned around coastal living, hospitality-led services and design-led residences. The project adds to the growing branded residences pipeline on the island, which continues to attract hospitality and lifestyle brands.

Dr. Ankur Aggarwal, Chairman and Founder of BNW Developments, said Dolce Residences reflects the company's focus on quality and the lifestyle appeal of Al Marjan Island. "Dolce Residences is a commitment to quality and a celebration of the serene lifestyle that Al Marjan Island represents. By combining boutique intimacy with the prestige of the Wyndham brand, we are creating a sanctuary that reflects the future of Ras Al Khaimah as a global destination," he said, adding that the project marks BNW Developments' second significant partnership with Wyndham, further strengthening the companies' shared focus on branded residential living in the region.

Sheikh Saqr Bin Omar Al Qasimi, CEO of Marjan Development, said, "The arrival of Dolce Residences by Wyndham on Al Marjan Island is another clear signal of the confidence global hospitality brands are placing in Ras Al Khaimah," adding that BNW Developments' decision to bring the world's first Dolce Residences to Al Marjan Island reinforces the emirate's position as an investment and lifestyle destination.

The development has been designed to maximise views and maintain a strong connection with the surrounding coastal landscape. Its concept focuses on wellness, balance and everyday tranquillity, with a more intimate scale than larger resort-style residential projects.

Residents will also receive Wyndham-linked privileges, including a one-year complimentary Wyndham Rewards Platinum membership, preferred rates across Wyndham's global hotel network and access to member offers and promotions.

Dimitris Manikis, President EMEA, Wyndham Hotels & Resorts, said, "The signing of the world's first Dolce Residences by Wyndham marks a defining moment for Wyndham's branded residences growth strategy across the EMEA region and reflects the strength of our expanding partnership with BNW Developments," he said.

The signing comes as Al Marjan Island continues to build momentum as one of Ras Al Khaimah's key residential, hospitality and investment destinations. For BNW Developments, the project expands its branded residences portfolio in the emirate and adds another boutique-scale development to the island's growing pipeline.

WHAT'S HOT

- Prices starting from AED 2.4 million
- Payment plan: 20/40/40 (20% during booking, 40% during construction, 40% upon handover)
- Handover scheduled for Q4 2028

GRID Breaks Ground on Enchanté in Arjan

GRID has officially broken ground on Enchanté by GRID, marking the start of construction on its first signature residential development in Dubai. Located in Arjan, beside Dubai Miracle Garden and Butterfly Garden, the project carries an estimated development value of AED 300 million and is scheduled for handover in the fourth quarter of 2028.

According to the developer, more than 60% of the project's units have already been sold, reflecting continued buyer interest in Arjan as the district evolves into an established residential destination supported by expanding infrastructure and connectivity.

Enchanté will comprise studio, one- and two-bedroom residences, alongside retail space, with prices starting from AED 662,000. GRID said Enchanté's location provides residents with access to key destinations including Dubai Hills, Business Bay, Meydan, Jumeirah Village Circle and Bur Dubai, while also benefiting from proximity to the planned 42-kilometre Dubai Metro Gold Line and the future Etihad Rail network.

Commenting on the milestone, **Shreen R. Gupta, Founder and CEO of GRID**, said, "Enchanté represents an important milestone in our growth journey. As GRID's first forest-inspired residential community in Arjan, it strengthens our portfolio and demonstrates our ability to bring distinctive concepts to market. Our message is clear: GRID is shaping places with purpose, ambition and long-term value, and with Enchanté we are introducing a residential concept that brings together thoughtful design, nature-led living, wellness and community." **Tushar Bhatt, Chief Marketing Officer at GRID**, added that the ceremony marks the transition from concept to construction.

Built around the theme "Live the Miracle," the development will incorporate 500 square metres of landscaped green space, 100 trees across eight species, and a range of wellness and recreational amenities, including a swimming lagoon pool, gym, children's play areas and landscaped courtyards.

The project forms part of GRID's wider Dubai portfolio, which includes developments in Al Furjan, Jumeirah Village Circle and Business Bay. The developer said construction is now underway as it continues to expand through design-led residential communities across the emirate.

WHAT'S HOT

- Prices starting from AED 662,000
- Payment plan: 10/30/60 (10% during booking, 30% during construction, 60% upon handover)
- Handover scheduled for Q4 2028

Meraas Begins Groundworks at 236-Unit Nourelle

Meraas, a member of Dubai Holding Real Estate, has awarded a contract to International Foundation Group (L.L.C.) for the commencement of groundworks at Nourelle, marking the next stage in the delivery of the residential development within Madinat Jumeirah Living (MJL).

The contract covers site preparation, together with the design and construction of shoring and piling works for the project's initial phase. According to Meraas, the appointment represents another key construction milestone as development progresses across the wider Madinat Jumeirah Living masterplan.

Nourelle will comprise 236 one-, two-, three- and four-bedroom apartments across three residential buildings. A signature skybridge linking the buildings, together with landscaped sky gardens, will provide shared outdoor spaces while enhancing connectivity throughout the development.

Located close to Jumeirah Beach, the project forms part of the expanding Madinat Jumeirah Living community and offers access to Dubai's business, leisure and lifestyle destinations. Meraas said the development has been designed to combine contemporary architecture with the established, pedestrian-friendly character of the wider neighbourhood.

Residents will have access to a range of lifestyle and wellness-focused amenities, including swimming pools, fitness facilities, landscaped communal areas and family-oriented recreational spaces. The development has also been planned to maximise views across the surrounding community while creating a strong connection between indoor and outdoor environments. Shaded walkways, open green spaces and integrated social areas are intended to support an active and community-oriented living experience.

As part of the broader Madinat Jumeirah Living masterplan, Nourelle will benefit from the district's established infrastructure, retail offerings and public realm. The community has been designed as a walkable urban neighbourhood, providing residents with convenient access to everyday amenities while maintaining proximity to key destinations across Dubai.

The commencement of groundworks reflects continued construction momentum across Madinat Jumeirah Living as Meraas progresses its residential development pipeline. Nourelle is the latest addition to the community, reinforcing the developer's focus on delivering integrated residential neighbourhoods with connected public spaces and lifestyle amenities.

WHAT'S HOT

- Prices starting from AED 3.68mn
- Payment plan: 20/55/25 (20% during booking, 55% during construction, 25% upon handover)
- Handover scheduled for Q4 2029

Aldar Unveils AED 100 bn Marsa Al Saadiyat

Aldar has unveiled Marsa Al Saadiyat, activating the final phase of the Saadiyat Island master plan and marking one of Abu Dhabi's largest waterfront development announcements to date. With a gross development value of AED 100 billion, the mixed-use destination will span 6.4 million square metres along eight kilometres of coastline, bringing together luxury residences, hospitality, cultural attractions, retail, marinas and public spaces within a fully integrated waterfront community.

The project was inaugurated by **His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Chairman of the Abu Dhabi Executive Council**, who also directed the renaming of the development from Saadiyat Marina District to Marsa Al Saadiyat during the launch.

Once completed, Marsa Al Saadiyat will accommodate more than 58,000 residents across private mansions, luxury villas, waterfront apartments, branded residences and a hillside villa community overlooking the surrounding coastline. The master plan places a strong emphasis on walkability and public spaces. Residents will have access to 5.6 kilometres of beaches, 140 kilometres of interconnected walking paths, a 46-kilometre cycling network, landscaped parks, sports facilities, schools and healthcare amenities, with every home located within easy reach of recreational infrastructure.

At its centre will be Abu Dhabi's largest marina, featuring more than 350 berths for vessels ranging from leisure boats to superyachts. The marina will be complemented by a one-kilometre waterfront promenade offering retail, dining, two luxury hotels and a yacht club. The development will also strengthen Saadiyat Island's cultural offering through a new theatre district anchored by Dar al Funoon, a performing arts venue designed to host musicals, live productions and international performances for more than 6,000 guests.

Connectivity forms another key element of the master plan. New roads, tunnels and bridges will improve links between Saadiyat Island, Umm Yifeenah Island, Reem Island and Abu Dhabi mainland, while an underground Etihad Rail high-speed station integrated into the development is planned to enhance regional mobility. The project is targeting an Estidama 2 Pearl rating at the master-plan level, with key buildings aiming for LEED Silver and Gold certification, supported by smart-city technologies and digital infrastructure.

Commenting on the launch, **H.E. Mohamed Khalifa Al Mubarak, Chairman of Aldar,** said, "Abu Dhabi today stands among the world's most compelling destinations for long-term capital, offering a combination of vision, economic momentum and a quality of life that continues to attract the most discerning investors and residents from around the world. Marsa Al Saadiyat is a direct expression of that confidence."

WHAT'S HOT

- Area: 6.4 million sqm
- Residential Capacity: 58,000 residents
- Abu Dhabi's Largest Marina: 350+ berths

**Prices, availability, and purchase terms are subject to change. Please contact the developer for the most up-to-date information.*

PREPARING FOR DUBAI'S LARGEST HANDOVER YEAR

As Dubai enters 2027, its biggest handover year on record, facilities managers, community operators, owners' associations and brokers explain where mobilisation matters most, how new communities actually take shape, what governance looks like before an OA exists, and what buyers now expect before they sign.

Dubai's off-plan boom of 2020 to 2024 is about to steadily convert to keys, and 2027 is set to be the city's largest handover year on record. That single fact reshapes the conversation across four groups that rarely speak in the same breath: facilities managers who keep buildings running, community managers who turn towers into neighbourhoods, owners' associations that must govern them, and the brokers who price the result.

We put the same core questions to specialists across all four disciplines: where does mobilisation matter most when tens of thousands of units land in the same window; how long does a freshly handed-over building take to stabilise; what happens during the interim period when a developer still legally controls a community that owners technically co-own; and how does the market price a building with an operational track record of zero.

The answers do not always agree on every last detail. Some point to skilled manpower as the clearest priority; others to owner records still taking shape or reserve funds still building up. But a common thread runs through all responses: the handover wave is not simply a construction milestone. It is the moment governance, budgeting, staffing and buyer expectations all get tested at once, and the year in which Dubai's post-handover regime will show whether it is ready to absorb its own success.

Ask facilities managers where tens of thousands of simultaneous handovers matter most, and the answer is not materials. It is people. "The first bottleneck is typically the availability of experienced technical manpower and reliable FM contractors capable of mobilising at scale," says **Enrico Menzel, Head of Technical Services / Director at Berkeley Services**, adding that "what the market often lacks during simultaneous handovers is access to skilled teams that understand complex building systems and can transition assets into live operations without delays." Integrated facilities management providers, he says, exist precisely to meet that need. "IFM partners enable developers to overcome contractor shortages and ensure buildings become operational with minimal disruption," he shares.

Tarek Nizameddin, General Manager of Elegancia Facilities Management, agrees that manpower, not contractor supply, is the priority. "The biggest challenge is recruiting skilled technicians, especially for modern buildings with advanced building systems and automation," he says, noting that "the countries we traditionally source manpower from are already experiencing shortages of qualified technicians" while UAE salary expectations climb. On materials, he is more measured, though not dismissive. "Spare parts and materials are another area of concern," he adds, pointing to "ongoing geopolitical developments" that "continue to disrupt global supply chains, resulting in longer lead times and occasional shortages for specialist equipment and critical components." The cushion, he explains, is that "most new developments are handed over with an initial attic stock," which "generally helps mitigate supply risks during the early years of operation," though sourcing needs more planning once that stock is drawn down.

Who Pays For The First Year

Both FM specialists converge on a similar window for a tower to reach stable, predictable running costs. "A residential tower typically reaches operational stability within 12 to 24 months after handover," Menzel says, while Nizameddin puts the figure at "around 12 to 18 months," pointing to the Defects Liability Period as the mechanism that shields owners in year one, since "many technical defects and corrective works remain the responsibility of the main contractor."

The recurring issues both describe read like a shared checklist. Nizameddin lists "HVAC commissioning deficiencies, BMS integration problems, water balancing issues," alongside façade "sealant failures, water ingress around interfaces," and waterproofing trouble particularly on roofs, podiums, balconies, and wet areas, tracing the root cause to compressed construction schedules, which reduce the time available for proper testing, commissioning, and quality assurance before handover. Menzel's list overlaps closely, citing "HVAC balancing, BMS integration gaps, water ingress at façade interfaces" as the recurring pattern.

Pricing a contract for a building moving from 30 to 90 per cent occupancy inside 18 months follows the same logic: scale, don't guess. "An IFM contract for a partially occupied building should follow a phased mobilisation approach rather than a fixed staffing model from day one," Menzel says. Nizameddin agrees. "The pricing model should reflect the

Enrico Menzel
Head of Technical Services and Director
Berkeley Services

> Strategic IFM partnerships help developers bridge operational resource gaps

Tarek Nizameddin
General Manager
Elegancia Facilities Management

Prof. Jeevan D'Mello
CEO
Zenesis Corporation

> The biggest challenge is recruiting skilled technicians, especially for modern buildings

> Mobilisation must begin before the first key is handed over

building's occupancy profile rather than assuming full occupancy from day one," with a "scalable variable component that increases as occupancy grows," he says.

The Developer-Appointed FM Question

On whether a developer choosing its own FM company at handover serves owners or simply locks in pricing before a proper tender, both FM voices defend the model, provided it does not become permanent. "A developer-appointed FM model delivers the greatest value when experienced IFM providers are engaged early in the building lifecycle," Menzel believes, describing continuity that "accelerates defect resolution and ensures building systems perform as intended from day one." The priority throughout, he says, should be "delivering operational excellence, protecting asset value and ensuring a positive experience for residents from the outset."

Nizameddin goes further, sharing FM should be in the room even earlier. "I believe FM should be involved much earlier, not only at handover, but from the design stage," he says, since practical operational experience can identify maintainability issues, improve accessibility for maintenance, optimize lifecycle costs. But he is equally clear that exclusivity should not outlast its purpose.

Said El Haouasli
CEO
Land Sterling

A completed building does not automatically become a functioning community

"Once the Owners Association is established and the building has reached operational maturity, the contract should be competitively tendered to ensure transparency, benchmark pricing, and value for the owners," he says.

From Handover to A Functioning Community

Community managers describe a longer, more involved road between keys changing hands and a community actually governing itself. **Prof. Jeevan D'Mello, CEO of Zenesis Corporation**, is precise on the legal mechanics. Under the current law, he explains, "Governance is not transferred to a traditional owner-controlled Owners Association," and instead, "an Owners' Committee may be formed once at least 10% of the units are registered in the names of owners." Readiness, in his view, is not optional. "A well-prepared building should be fully operational from the first handover, and it is the developer's responsibility to put the necessary arrangements in place well beforehand," he says. He puts the practical timeline for the committee itself at typically three to six months, and sometimes longer, with the timeline usually depending on "incomplete property registration, unapproved service-charge budgets, delayed Mollak setup."

Said El Haouasli, CEO of Land Sterling, frames the same transition in broader terms. "A completed building does not automatically become a functioning community," he says, and in his experience "the transition from development handover to a stable jointly owned property structure usually takes 12–24 months, and longer when the project is complex." He attributes the timeline less to any single factor than to separate teams working in parallel. "Development focuses on completion, while FM needs operational assets, accurate records, warranties, manuals, realistic budgets, and clear accountability for defects," says El Haouasli. His prescription is to start earlier than most developers do, ideally 6-12 months before handover, bringing development, PM, FM, finance, legal, procurement, and the management company into one transition plan.

What The Interim Control Period Is For

Both community management voices are careful to describe the developer's continuing role as an obligation, not a shortcut. Prof. D'Mello notes there is no single legally fixed cut-off point across projects, and that "in practice, developer influence is strongest during the first six to twelve months in independent projects," though it "often remains visible and involved throughout the life of the community" in larger master developments. That window, he says, "Should establish budgets, systems, asset records, warranties, staffing and service standards," and should not be used to lock the community into long-term contracts without proper review. His underlying rule is simple: "Mobilisation must therefore begin before the first key is handed over, not after

Khaled Kaawar
Chief Executive Officer
Strata Global

Owners never hold collective governance authority, there is nothing to revert

Kunal Jagasia
Managing Director, Symbiosis Owners Association Management Services

Reserves should be addressed from day one, but they must be proportionate

residents move in," is how he puts it. El Haouasli goes further, citing the law directly. "Article 40 of law 06 2019 has clearly made the developer responsible for any structural defects 10 years after the Building Completion Certificate," he says. He also points to a procedural milestone owners rarely think about until it comes into focus. According to El Haouasli, without title deeds, the property group cannot be registered in Mollak, and only then can a management company be formally appointed. His preferred structure for early contracts is deliberately short-leash. "Start with a 6-12 month mobilization contract, followed by a 12-month performance period, then review, re-tender, or extend," he says. The point he flags is specific. "The concern is when long-term FM, security, cleaning, landscaping, or maintenance contracts are signed too early," before the actual condition of assets is understood, "leaving owners tied to arrangements they did not have visibility over," he shares.

Running A Community That Is Still Filling Up

For a tower or master development filling up unit by unit, they describe scaling services to occupancy rather than switching everything on at once. "A half-occupied community cannot be run as either a fully mature neighbourhood or an empty construction site," D'Mello says, adding that for a phased operating plan based on actual occupancy in which life safety, security, statutory maintenance and emergency response must be fully operational from the first day, while amenities and events open in stages.

El Haouasli's account is almost a mirror. "Amenities can open in stages, starting with the facilities residents need most," he says, while insisting "security should never be compromised" at entrances and reception, backed by "a consistent Visitor Management system." On sequencing towers that hand over months apart, both point to a phased, tower-by-tower readiness test rather than a fixed calendar. Prof. D'Mello says, "A tower should open only when these requirements have been met, not simply because its scheduled completion date has arrived," and adds that "building-level costs and master-community costs must be clearly separated so that residents in an early tower are not unfairly subsidising unopened buildings." El Haouasli's version of the same discipline is regulatory. "Any costs linked to incomplete towers, defects, construction activity, uncommissioned facilities, or delayed handover should remain the developer's responsibility," he says.

Asked what needs attention first in a new community, both land on the same answer, independently. "Owner communication is usually the first thing to break down," Prof. D'Mello says, while El Haouasli calls it simply "owner communication usually breaks first."

Harry Martin
Director of Off-plan and Capital Markets
betterhomes

> Location and view no longer carry the premium they once did

Setting A Budget With No Track Record

For owners' associations, the sharpest question is how to set a defensible first-year budget with no operating history behind it. **Khaled Kaawar, CEO at Strata Global**, draws a careful legal distinction depending on jurisdiction, noting Dubai "runs two separate regimes." On the mainland, he explains, "With no history, build zero based rather than escalating someone else's numbers," using asset schedules, supplier quotations, staffing, utility estimates, insurance, statutory obligations and genuinely comparable properties, with every assumption documented so it can be tested later."

Kunal Jagasia, Managing Director of Symbiosis Owners Association Management Services, takes a similar zero-based approach but stresses tone as much as method. "It is always better to explain a realistic budget than to present an artificially low one that later produces service deficiencies, deferred maintenance, or unexpected special collections from owners," he says. Khaled points to a regulatory circular that, in his words, "hardens the position," while Jagasia asserts "reserves should be addressed from day one, but they must be proportionate, asset-based, and transparent," since major assets all have defined operational life cycles whether or not anyone plans for them.

On the recurring question of a 2021 off-plan buyer now facing charges well above what the original brochure implied, Jagasia's advice starts with tone. "The response has to begin with empathy and transparency," he says, before "the management company should walk through the budget line by line, identify what has changed." Khaled situates the same scenario in regulation; brochure figures are "a marketing projection prepared before the building is complete, insured, staffed or handed over," while the real charge "cannot be levied without RERA approval." On AGM turnout, Khaled notes the scenario of quorum failure handing control back to developers cannot arise on the mainland at all, since "owners never hold collective governance authority," so "there is nothing to revert."

What Brokers Are Seeing At The Coalface

For **Harry Martin, Director of Off-plan and Capital Markets at betterhomes**, the handover wave is already showing up clearly in day-to-day pricing conversations. "I'm seeing the spread between the two widen by the month," he says of well-run buildings against less proven ones on the same street, adding that "with this much stock landing, location and view no longer carry the premium they once did, operational quality does."

Buyer behaviour is shifting too, though unevenly. "My more sophisticated investors now open with questions about service charge trends and the management company's track record," Martin says, while "first-time buyers still tend to anchor on the number and the finish." His advice cuts across both groups: "a cheap unit in a badly run building often ends up costing more within two or three years through special levies or a weaker resale position." On 2021 off-plan buyers now completing, he is largely reassuring. "For most of my 2021 buyers, the picture is genuinely encouraging," he says, with non-completions concentrated among "speculative buyers in oversupplied secondary locations." Asked how to value a building with zero operational history, he points to proxies, saying, "The developer's history managing their other completed buildings, the reputation of the appointed management company; a developer with a strong record elsewhere earns a genuine premium from me."

A Market Learning To Operate

What emerges from seven independent conversations, across four disciplines that rarely compare notes, is less a set of separate views than a shared understanding. None of the specialists interviewed describe 2027 defensively. They describe it as a moment the market has been building toward since the first off-plan units of the 2020 to 2024 boom were sold, and one that Dubai's post-handover regulatory framework is, on balance, equipped to meet.

The convergence across categories is the most telling detail. Two facilities managers, working for different companies, independently name the same recurring issues, the same stabilisation window, and the same case for early FM involvement at design stage rather than handover. Two community managers, without comparing notes, name owner communication as the area that needs the most attention early in a new development, and both describe amenities and security scaling with occupancy rather than switching on in full from day one. Two owners' association specialists, citing different circulars and different jurisdictions, arrive at the same conclusion on sinking funds: funding them early spreads the eventual cost fairly across owners, rather than loading it onto whoever holds the unit when a major asset comes due for replacement. And on the sales side, a broker's read of pricing spreads lines up with what the operators are describing from the inside, that operational quality, not headline price or location, is what increasingly separates one building's resale value from another's in the same postcode. The 2027 handover wave will still bring plenty of practical work to do. Technician demand, owner records still taking shape at formation, brochure-era service charge estimates meeting operational reality, and the sheer scale of tens of thousands of units mobilising in the same window are all real and immediate priorities, not hypothetical ones. But the responses gathered here also describe a market that has been through earlier handover cycles, learned from them, and built regulatory and operational muscle memory as a result, from RERA's tightened budget-approval timetables to the zero-based budgeting methods now standard among owners' association managers to the phased mobilisation contracts increasingly used by facilities managers themselves. The next 12 months will be the clearest test yet of whether that hard-won muscle memory holds at scale. If it does, 2027 will be remembered less as the year Dubai's largest ever handover cohort arrived, and more as the year the systems built to receive it proved they were genuinely ready.

PAYMENT CERTAINTY IS AS IMPORTANT AS OCCUPANCY

As the UAE rental market matures, payment certainty is becoming as important as occupancy. **Rakesh Mavath, CEO & Co-Founder of Takeem**, explains why risk management, digital assessment and rental guarantees are reshaping landlord confidence.

UAE's rental market has evolved significantly over the past few years, supported by population growth, strong investor interest and sustained demand for housing. Yet beneath the headline figures, landlords and investors are increasingly paying attention to a different metric: the reliability of rental income. As the market becomes more sophisticated, occupancy alone is no longer the sole measure of success. Payment certainty, tenant retention and risk management are becoming equally important considerations.

According to **Rakesh Mavath, CEO & Co-Founder of Takeem**, this shift reflects the natural progression of a more mature rental ecosystem, one where confidence is built not just on rental values, but on predictability.

Beyond Occupancy

While rental values have remained resilient, Mavath believes there is a growing distinction between market strength and affordability. "Over the past 18 months, many tenants have faced rising rents alongside relatively modest wage growth, higher living costs and a more uncertain employment environment. As affordability becomes more stretched, tenant behavior naturally changes. Some households downsize, others choose shared accommodation, while some relocate in search of better value," he shares.

Drawing on Takeem's analysis of 611,821 Ejari-registered tenancy contracts, Mavath believes that the market is revealing new priorities beneath stable headline numbers. "While headline rental values have remained resilient, payment behavior has become more variable beneath the surface," he says.

The shift is also visible in the questions landlords are asking. "For the last four years in a supply-squeezed market, it used to be one question: how much rent can I get? Now, it is three: will the rent be collected, will the tenant renew, and how long will the unit sit empty if they do not?" he shares.

Confidence Through Certainty

As investors evaluate opportunities, predictable income is increasingly becoming part of the conversation. Mavath argues that many investment models focus on contracted rent without fully accounting for collection risk. "Yield is a fraction, and investors almost always underwrite the wrong numerator. They model rent contracted, they receive rent collected," he says.

This distinction becomes particularly important when evaluating long-term asset performance. "Ask either of them what happens if the tenant stops paying in month four, and the answer is three things nobody put in the model: a process at the Rental Dispute Centre, a vacant unit, and legal fees & re-letting costs. That is not a yield. That is a range of outcomes," Mavath adds.

The ability to narrow that range, he says, is becoming increasingly valuable. According to him, certainty compresses the range. "When income is predictable, the asset can be modelled, financed and priced with greater confidence," he believes. Institutional investors are thus already placing significant emphasis on this aspect of performance. "Portfolios of that size do not buy optimism. They buy predictability," he asserts.

A New Leasing Model

Technology is also changing how landlords assess prospective tenants. Rather than relying on limited documentation and subjective judgement, digital tools now provide a more detailed understanding of rental risk. As Mavath describes it, "Tenant screening used to work like renting a video from Blockbuster. An ID copy, a signature and faith. The landlord and the tenant all made a character judgement in 15 minutes and then lived with it for 12 months."

Today, a broader range of data points can be analysed to support leasing decisions. "Digital assessment replaces the judgement with a probability. Ejari history, payment behaviour, employment sector, income stability, unit type, building, location. All of it is measurable," he says.

For Mavath, the most significant change is not speed, but flexibility. "The important change is not speed, although decisions now take minutes rather than days. It is that risk stops being binary. That expands the market rather than narrowing it," he adds. This approach can also create opportunities for tenants who may not fit traditional assessment models.

The Next Evolution

When asked if he believed rental guarantees were to become increasingly common across the UAE, he gave a confident affirmative. "Yes, we believe rental guarantees are on track to become a standard part of the UAE rental market. As the sector continues to mature, they are likely to evolve from a value-added feature into an expected part of the rental process," he says.

Alongside this shift, Mavath expects payment risk to become increasingly visible across the industry rather than remaining an assumed part of ownership. "Rather than being silently absorbed by landlords, it is increasingly being recognised, measured and managed through dedicated solutions," he shares.

As new supply enters the market, he expects landlords to compete on more than just pricing. "Landlords will increasingly differentiate through the overall rental experience; not just price, but flexibility, payment options, service and convenience," he adds.

These developments reflect the natural progression of a market that is becoming more transparent, efficient and resilient. As rental ecosystems continue to evolve, certainty is emerging as a critical component of long-term value, supporting landlords, tenants and investors alike.

> When income is predictable, the asset can be modelled, financed and priced with greater confidence
>
> **RAKESH MAVATH**
> CEO & Co-Founder, Takeem

Meraki's Vision for Wellness-Led Living

In this edition of Property Pulse, **Jatin Deepchandani, CEO of Eventyst Global**, speaks with **Ajay Rajendran, Chairman of Meraki Developers**, about Nirvana Residences, buyer priorities, construction quality and long-term value creation in Dubai's evolving residential market.

(L-R) Ajay Rajendran, Chairman, Meraki Developers and Jatin Deepchandani, CEO, Eventyst Global

> There will be no corners cut. What we have promised in terms of hard infrastructure and experiences will be delivered as promised

Jatin Deepchandani, CEO of Eventyst Global, sat down with **Ajay Rajendran, Chairman of Meraki Developers**, to discuss the philosophy behind Nirvana Residences, Dubai's evolving residential market and the principles shaping Meraki's approach to development. Moving beyond brochures and payment plans, the conversation explores what today's buyers value most, why operational excellence matters long after handover and how developers can continue delivering quality despite rising construction costs.

What philosophy guides the way you develop residential communities?

For us, listening to the customer and delivering a product that resonates exactly with their needs, at the highest quality for the long term, is what we work hard to achieve.

Nirvana Residences I reflects that philosophy. Location is always crucial; it has to meet the needs of a family in terms of work, schooling, shopping and connectivity. From a design perspective, we believe we are building sanctuaries people come back to from the hustle and bustle of life. That's why aesthetics, colours, green spaces and breakout areas are important. The next aspect is functionality. Are the apartment sizes right? Is the spacing correct? Do the layouts work for everyday family life? We also want residents to enjoy meaningful downtime within the building itself through thoughtfully planned amenities. Finally, we focus on delivering operational services that run almost like a hotel, with consistency and quality.

Why did you choose Dubai Production City for Nirvana Residences I?

If you look at the master plan of Dubai Production City and its connectivity through Dubai's expressway network, it becomes very clear why it works. The recent announcement of the Gold Line Metro will further strengthen that connectivity.

Within the community, we're next to a major mall, surrounded by parks, a large lake, schools within a two-kilometre radius and an adjoining golf course. It ticks several important boxes. At the same time, it is a community that is unlikely to become overcrowded. Even as density increases, the overall scale and entry & exit planning strike a good balance.

Beyond location and payment plans, what makes Nirvana a compelling long-term investment?

The investment case is really the Meraki approach. We focus on location, construction quality, amenities and building management, all delivered to very high levels of customer satisfaction.

One of our previous projects, Haven I, demonstrated this. Two-bedroom apartments were achieving rental values roughly 35% above new contracts signed within the same master development. Customers recognise the value of the experience we create, and that ultimately becomes the investor's return.

What allows Meraki projects to consistently deliver a premium living experience?

Where we deliberately invest more is in the resident experience. We don't want someone to have a gym in the building and then go elsewhere to work out, so we install premium equipment. There are no corners cut when it comes to keeping the customer in mind.

Equally important is how the building is managed after handover. We operate our buildings almost like hotels. It's not about having more people; it's about training them better, supervising them better and defining outcomes more clearly so residents continue to enjoy the same quality of experience years after moving in.

Construction costs continue to rise. How do you protect quality while managing those pressures?

Being contractors ourselves, with in-house capabilities, disciplined procurement and precise planning, helps us mitigate a large part of those increases.

Unfortunately, the additional cost cannot become zero, and we will have to bear some of it. But I would like to underline one thing: there will be no corners cut. What we have promised in terms of hard infrastructure and experiences will be delivered as promised.

Has buyer behaviour changed amid today's regional uncertainty?

There are certainly challenges, and we cannot ignore them. But on the ground I continue to see remarkable resilience not only from Dubai residents but also from overseas investors.

The confidence that Dubai has built globally is extraordinary. Buyers are becoming more selective and more careful, but they continue to recognise Dubai's strengths and support its growth.

Is there a particular buyer you believe Nirvana is not designed for?

The project suits investors, first-time buyers and people looking for a home. The only request I have is this: please do not look at it just as a flipping transaction. There is serious value in what we are delivering, and over time that value will be fully realised by buyers who come in early.

What advice would you give buyers comparing Nirvana with other developments?

Everyone will compare the commercials, that is expected. But anyone looking at long-term value should also look at what we have already delivered and our track record.

Because of the incremental rental returns our projects have historically achieved, I believe buyers will find long-term value in a Meraki development.

Please do not look at it just as a flipping transaction. There is serious value in what we are delivering

Scan this QR code to view the interview

60% OF DUBAI INVESTORS BET ON PRICES RISING IN 3 YEARS

Morgan's International Realty's latest sentiment study finds Dubai investors more cautious short-term, but firmly confident in the market's long-term direction.

Dubai's real estate market is entering what industry observers are calling a more "sophisticated" phase, defined less by rapid, momentum-driven buying and more by careful, conviction-led decision-making. That is the central finding of the newly released Dubai Property Investor Confidence Report 2026, a private sentiment study conducted by Morgan's International Realty between April and May this year.

The study surveyed 94 investors within the brokerage's network, including individual investors, owner-occupiers, family offices, and institutional-style participants, whose Dubai property portfolios range from AED 5 million to more than AED 100 million. Collectively, respondents represent over AED 3 billion in real estate holdings across the emirate, offering a rare, aggregated look at how serious capital is actually thinking, rather than relying on headlines or assumptions.

A Market Of Patient Conviction

Perhaps the clearest storyline to emerge from the data is the gap between near-term caution and long-term confidence. Over a 12-month horizon, investor expectations are notably measured: 46 percent expect prices to stabilize, 36 percent expect a decline, and only 18 percent expect further short-term increases. Extend the timeframe to three years, however, and the picture shifts decisively: 60 percent of respondents expect prices to rise, with only 9 percent anticipating a decline.

Morgan's International Realty frames this not as hesitation, but as discipline. "Investors appear more cautious about timing than about Dubai's long-term position," the report notes, describing a market in which capital is being deployed thoughtfully rather than reflexively.

That patience carries through into portfolio behaviour. Nearly half of respondents (49 percent) plan to simply hold their existing Dubai assets over the next year, while 31 percent plan to sell selected holdings and 20 percent intend to acquire additional property. Notably, appetite for buying rises with portfolio size. Among respondents with AED 100 million-plus in holdings, a full 75 percent plan to hold or grow their positions, and none reported an intention to sell.

Investor Sentiment at a Glance

- 94 investors surveyed, representing AED 3 billion+ in Dubai real estate holdings
- 60% expect Dubai property values to rise over the next 3 years
- 58% continue to view Dubai positively as a safe haven for capital
- 49% plan to hold their existing Dubai assets over the next 12 months
- 51% are prioritising cash and liquidity amid global uncertainty
- Survey conducted April–May 2026 among portfolios ranging from AED 5M to AED 100M+

Wealth Tier Snapshot, Confidence Rises With Portfolio Size

Percentage expecting Dubai property prices to rise over the next three years, by portfolio value:

- AED 5M-20M: 54%
- AED 20M-100M: 63%
- AED 100M+: 75%

Among AED 100M+ investors, 100% expect prices to stabilize over the next 12 months, and none in this segment plan to sell

Safe Haven Status Holds, With A More Analytical Lens

Against a backdrop of heightened regional complexity in 2026, the report finds that Dubai's reputation as a safe haven for capital remains resilient. Fifty-eight percent of respondents continue to view the emirate positively in this regard, with 29 percent neutral and only 13 percent taking a contrary view.

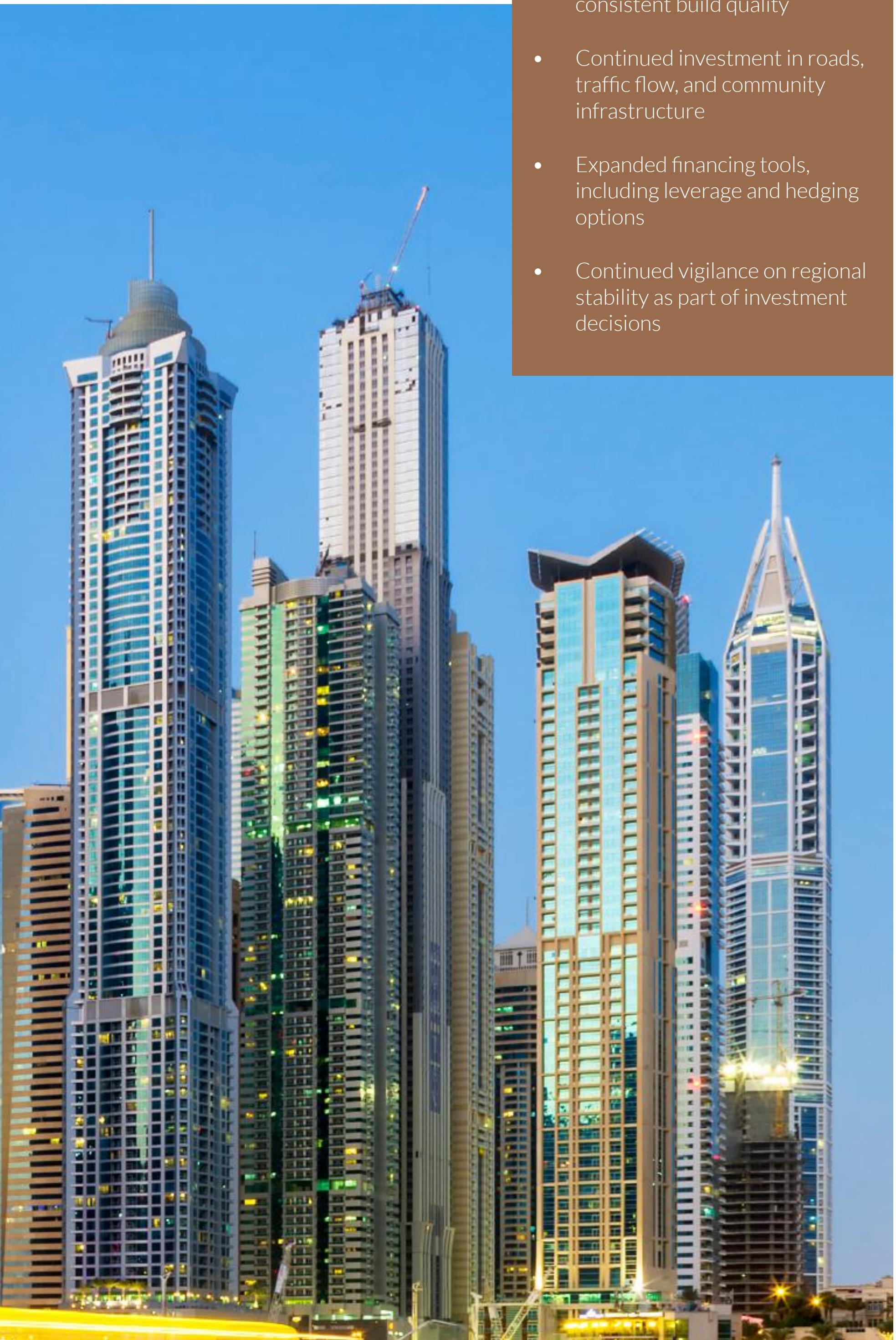
What has changed, the report suggests, is the way investors arrive at that confidence. Geopolitical stability and regional dynamics surfaced repeatedly in open-ended responses, indicating that safe-haven status is now something investors actively evaluate rather than simply assume. "Dubai's safe haven status remains strong, but investors are increasingly evaluating resilience, stability and risk through a more disciplined lens," the report states.

This more analytical posture also shows up in capital allocation. Cash and liquidity emerged as the single most preferred asset class during uncertain periods, cited by 51 percent of respondents, ahead of global real estate (27 percent), commodities (13 percent), and equities (9 percent). Rather than reflecting fear, the report characterises this as strategic positioning: investors want the flexibility to act quickly once clarity improves, without foreclosing future opportunities.

A Wealth-Tier Divide and A Global Outlook

One of the report's more striking patterns concerns portfolio size. The larger the investor, the calmer and more constructive their long-term outlook tends to be. Among respondents with AED 100 million or more in holdings, all expect prices to stabilize over the next year, and 75 percent expect prices to rise over three years, the highest confidence reading of any wealth tier, compared with 54 percent among AED 5 to 20 million investors and 63 percent among AED 20 to 100 million investors.

The report interprets this as evidence that larger investors are assessing Dubai through a longer investment horizon, weighing fundamentals and market positioning over short-term price movements.



What Investors Are Asking For

Recurring themes from open-ended investor responses:

- Greater transparency and stronger broker/advisor accountability
- Timely handovers and consistent build quality
- Continued investment in roads, traffic flow, and community infrastructure
- Expanded financing tools, including leverage and hedging options
- Continued vigilance on regional stability as part of investment decisions

Dubai's investor base is also increasingly globally connected. The emirate remains the preferred market overall, but London ranks as the strongest international market of interest, with Abu Dhabi the leading regional alternative. Barcelona, Singapore, Paris, and Zurich were cited as relevant diversification markets, alongside emerging interest in Riyadh, Mumbai, Cyprus, and Thailand. Investors pursuing opportunities beyond Dubai cited diversification (47 percent), lifestyle and residency benefits (20 percent), political and economic stability (16 percent), and higher returns (9 percent) as their primary motivations, a pattern the report reads as evidence of a maturing, globally minded investor base rather than any retreat from Dubai itself.

Rising Expectations, Rising Standards

Beyond pure returns, investors are placing growing weight on the qualitative dimensions of a property and its ecosystem. When asked what matters most in a purchase, respondents ranked investment returns first, followed closely by brand and developer reputation, design and architecture, service quality, and privacy, particularly within the prime and super-prime segments. As the report puts it, "value is increasingly being measured by what an asset delivers, not simply what it returns."

Open-ended responses reinforced this theme, with investors highlighting the growing importance of transparency, professional standards, delivery timelines, and supporting infrastructure such as traffic and parking. Several respondents also flagged appetite for more sophisticated financing tools, including leverage options and hedging instruments, as the market matured.

Taken together, the findings point to a Dubai real estate market that is evolving rather than cooling. Investors are not exiting; they are recalibrating, favouring quality over speed, fundamentals over momentum, and global diversification alongside continued commitment to the emirate. As Morgan's International Realty concludes, the next phase of Dubai real estate "may not be defined by how quickly the market grows, but by how effectively it matures."

Inside Ramada Residences with Grovy

In a recent edition of Property Pulse, **Jatin Deepchandani, CEO of Eventyst Global**, spoke to **Abhishek Jalan, CEO of Grovy Developers**, about wealth creation, pricing strategy and delivering long-term value in Dubai Islands.

(L-R) Abhishek Jalan, CEO, Grovy Developers and Jatin Deepchandani, CEO, Eventyst Global

Jatin Deepchandani, CEO of Eventyst Global, sits down with **Abhishek Jalan, CEO of Grovy Developers**, to discuss the thought behind Ramada Residences by Wyndham at Dubai Islands, including pricing approach and navigating an increasingly competitive residential market.

With more than 140 off-plan projects on Dubai Islands, why should buyers consider a Grovy development?

It comes down to the USP of a Grovy product. Something very close to our brand ethos is wealth creation and making sure the value of the asset is preserved in the long run. When we enter a development, we want to ensure the customer buys an asset at the right price so they receive a better return compared to what the community is offering. I'm not going to talk about waterfront views, amenities or marketing language. For us, what is critical is that the customer gets better value, a better ROI and grows their net worth.

Your project is positioned as one of the most accessible on Dubai Islands. Why does that matter?

Accessibility is a small but important contributor to asset value. Our project is located immediately after the Infinity Bridge entrance, so residents can reach it within three minutes of entering Dubai Islands. Easy access improves convenience today and adds value over the long term.

Your pricing sits between branded and non-branded developments. What was the strategy behind that?

We don't price a project based on competitors. We first understand our costs, ensure our margins are intact and then determine fair pricing for customers. Whoever comes in early naturally gets a stronger value proposition. The objective is to make sure customers receive the right pricing while preserving long-term value.

What does a branded residence actually offer buyers beyond the brand name?

Many people think a brand simply puts its name on a building, but that's not the case. From the design stage, every detail follows the brand's guidelines. More importantly, a hospitality brand understands how to operate residential assets. Amenities such as pools, golf simulators, wellness facilities and theatres need ongoing servicing. Having an experienced operator ensures residents can actually use those amenities as intended. Beyond that, buyers also benefit from services such as housekeeping, laundry and concierge support through the hospitality ecosystem.

> Good products always sell, no matter what the market scenario

Why do you believe larger apartments are part of your luxury proposition?

Luxury isn't just about expensive finishes. One of our standard practices is to provide apartments that are around 10% larger than the community average. That extra space attracts end users and families rather than purely speculative buyers. Ultimately, asset appreciation happens when people genuinely want to live in a property, and that's the type of community we aim to create.

Scan this QR code to view the interview

RENTAL MARKETS DIVERGE ACROSS ABU DHABI, SHARJAH AND AJMAN

Property Finder's Q1-Q2 2026 rental data highlights diverging trends across Abu Dhabi, Sharjah and Ajman, with supply, affordability and neighbourhood-level demand shaping market performance.

The first half of 2026 underscored a clear shift in rental market dynamics across Abu Dhabi, Sharjah and Ajman. Rather than following a uniform trajectory, each emirate responded differently to changes in housing supply, tenant preferences and affordability, resulting in increasingly localised pricing trends. According to Property Finder, these market-specific factors are expected to continue influencing rental performance through the second half of the year.

Abu Dhabi: New Supply Moderates Rental Prices

Abu Dhabi recorded the most noticeable moderation in rental prices during the second quarter, particularly across established premium residential communities where new housing supply provided tenants with greater choice. Areas including Yas Island, Al Reem Island and the Corniche Area registered quarter-on-quarter declines across multiple apartment categories, while Al Raha Beach remained largely stable in the studio and two-bedroom segments. Affordable residential districts continued to demonstrate resilience. Al Musaffah, for example, recorded stable two-bedroom rents while one-bedroom apartments saw only a modest decline, indicating sustained demand for value-driven housing. Overall, the data reflects a market where supply has created greater pricing flexibility without altering demand fundamentals across the emirate. Looking ahead, Property Finder expects Abu Dhabi's rental market to remain price-sensitive if current supply trends continue, giving tenants greater choice while encouraging landlords to remain competitive in established residential communities.

Abu Dhabi | Q1 vs Q2 2026 Rental Highlights

Area	Studio	1 Bedroom	2 Bedroom
Yas Island	-10.5%	-4.4%	-10.0%
Corniche Area	-6.3%	-8.4%	-6.3%
Al Raha Beach	0%	-8.3%	0%
Al Reem Island	-13.3%	-6.3%	-3.9%
Al Khalidiya	-8.3%	-5.6%	-5.6%
Al Musaffah	–	-6.0%	0%

Sharjah: Neighbourhood Performance Remains Mixed

Sharjah's rental market presented a more varied picture, with pricing trends differing across neighbourhoods and apartment types rather than following a single market-wide direction. While some waterfront and established communities experienced rental moderation in selected segments, other well-connected residential districts maintained stable pricing throughout the quarter.

The strongest adjustments were recorded in Al Khan and Al Taawun, particularly for one-bedroom and studio apartments, respectively. By comparison, areas such as Al Nahda, Muwaileh and Al Qasimia either maintained stable rents or registered modest increases in selected apartment categories, reflecting continued demand from professionals and families seeking accessible, well-connected communities. Property Finder notes that if these neighbourhood-level dynamics continue into the second half of the year, premium communities may continue to see selective rental moderation while affordable, commuter-oriented locations are expected to maintain relatively stable pricing.

Ajman: Affordability Continues to Support Demand

Ajman remained the strongest-performing rental market during the first half of 2026, supported by sustained demand for affordable housing. The most significant increases were recorded in the studio segment, where centrally located communities such as Al Rashidiya and Al Nuaimiya experienced substantial quarter-on-quarter growth as renters continued to prioritise value.

While studios recorded the sharpest gains, one- and two-bedroom apartments displayed comparatively moderate movements, with only incremental increases or slight adjustments across most locations. This suggests that demand remained broad-based while remaining strongest in the entry-level rental segment. According to Property Finder, Ajman is expected to continue attracting tenants seeking affordable housing options across the Northern Emirates, although the exceptional pace of growth in the studio market is likely to moderate as affordability thresholds are reached.

Local Market Fundamentals Take Centre Stage

Commenting on the findings, Cherif Sleiman, Chief Revenue Officer at Property Finder, said, "The first half of 2026 showed that the rental market is moving at different speeds across the emirates, shifting away from overall growth toward localized, price-sensitive trends." The latest data suggests rental performance is becoming increasingly influenced by local market fundamentals rather than broad regional trends. New housing supply in Abu Dhabi, neighbourhood-specific demand in Sharjah and affordability-driven leasing activity in Ajman each contributed to distinct market outcomes during the first half of the year. As these factors continue to evolve, developers, landlords and investors are likely to place greater emphasis on community-level performance when assessing opportunities across the UAE's residential rental market.

Sharjah | Q1 vs Q2 2026 Rental Highlights

Area	Studio	1 Bedroom	2 Bedroom
Al Khan	–	-15.6%	0%
Al Taawun	-11.8%	-2.4%	0%
Al Nahda	+3.1%	0%	0%
Muwaileh	0%	0%	+1.9%
Al Qasimia	-8.5%	+3.1%	0%

Ajman | Q1 vs Q2 2026 Rental Highlights

Area	Studio	1 Bedroom	2 Bedroom
Al Rawda	+4.8%	0%	+7.5%
Al Jurf	0%	+3.1%	-2.3%
Al Rashidiya	+57.1%	+0.9%	+1.8%
Al Nuaimiya	+25.5%	+6.7%	+2.2%

THE NEW ERA OF DUBAI'S RENTAL MARKET

Dubai's rental market is evolving beyond price and location, with residents increasingly prioritising community, digital convenience, sustainability and professionally managed living experiences that deliver long-term value and quality.

> Residents are no longer choosing a home purely based on price or location; they are increasingly choosing a complete living experience

Dubai's residential rental market is entering a new phase where the quality of the living experience is becoming just as important as the property itself. According to **Ahmed Al Suwaidi, Managing Director, Dubai Residential and Managing Director of DHAM REIT Management**, the market is witnessing a clear shift in resident expectations, with professionally managed communities, digital convenience and stronger community engagement emerging as defining factors.

Drawing on insights from a portfolio that serves more than 146,000 residents across 22 communities, Al Suwaidi believes Dubai's rental market is steadily moving away from purely transactional decision-making towards a more lifestyle-led approach.

Beyond Price and Location

The biggest change over the past year, he says, is that residents are looking far beyond rent levels when choosing where to live. He believes they are evaluating the entire residential experience rather than simply the property itself. "Today, residents are placing greater importance on service quality, digital convenience, sustainability, and overall quality of life. This reflects a broader shift from transactional renting towards lifestyle-led decision making, with residents increasingly seeking value beyond the home itself," Al Suwaidi says.

For Dubai Residential, this has reinforced the company's emphasis on building communities where residents feel connected, supported, and able to enjoy a seamless experience throughout their tenancy.

Higher Expectations Across Every Segment

Demand continues to remain strongest in the community and affordable housing sectors, Al Suwaidi notes, supported by Dubai's growing population and the steady influx of families and professionals.

However, he believes the defining trend is not simply where demand exists but how expectations are changing across every rental tier. "What is changing is the level of expectation. In the community segment, there is growing demand for integrated environments that offer amenities, services, and opportunities for

> Operational excellence, community management and resident experience will become just as important as location

connection. In the affordable segment, expectations around professional management, reliable maintenance, and digital-first leasing experiences continue to rise," he shares.

But consistently across all categories, quality of experience is becoming an increasingly important differentiator. Reflecting on Dubai Residential's own portfolio, Al Suwaidi adds, "We continue to invest in community engagement, amenity enhancements, and resident services that support long-term satisfaction and retention."

He also views Dubai's regulatory environment as a significant contributor to market stability. According to Al Suwaidi, Dubai's residential market has benefited from a regulatory framework that prioritises transparency, predictability, and long-term market confidence. "Initiatives such as the RERA Rental Calculator and the Smart Rental Index provide residents and landlords with clear, data-driven benchmarks that support informed decision-making," Al Suwaidi explains, adding that transparency has helped support both residents and operators by creating a healthy and resilient residential ecosystem while encouraging continued investment in asset quality and services.

Competition Will Reward Quality

Looking ahead to the expected increase in residential supply during 2026 and 2027, Al Suwaidi does not view additional inventory as a concern. Instead, he believes it reflects the natural evolution of a more mature market. While acknowledging that some segments could experience stronger competition, he maintains that demand fundamentals remain robust. "We expect high-quality, well-managed communities in established locations to continue outperforming, particularly in the villa and gated community segments," he shares.

Success, too, is expected to increasingly depend on operational excellence. For Al Suwaidi, portfolio quality, resident experience and operational excellence are key differentiators.

Professional Management Defines The Future

Looking beyond the immediate market cycle, Al Suwaidi believes the most significant structural transformation will be the growing preference for professionally managed residential communities. He identifies three priorities shaping resident expectations today. "Three priorities continue to stand out: digital convenience, sustainability, and community. Residents increasingly expect seamless end-to-end leasing experiences, greater visibility around sustainability initiatives, and environments where they feel considered, comfortable, and connected. Increasingly, people are not simply choosing a home; they are choosing a community that supports their lifestyle, wellbeing, and long-term needs," he explains.

In response, Dubai Residential continues enhancing its digital resident journey through smart leasing, flexible payment solutions, and its resident app, while also investing in sustainability initiatives and community programmes that strengthen connections between residents.

Ultimately, however, Al Suwaidi believes the longer-term transformation extends beyond technology or amenities.

"The biggest structural shift shaping Dubai's rental market over the next few years will be the continued evolution towards professionally managed, institutionally operated residential communities," he says, adding that as residents become more discerning, they are placing greater value on "quality, consistency, transparency and the overall living experience," driving increased interest in institutional landlords capable of delivering professional management and long-term investment.

For Dubai Residential, the evidence is already visible. "We believe the market is entering a new phase of maturity where operational excellence, community management and resident experience will become just as important as location. As a result, residents will increasingly choose trusted operators and well-managed communities, not simply individual properties," Al Suwaidi concludes.

BEYOND RETAIL: WHY THE AANI-UPI LINK MATTERS TO REAL ESTATE

The India-UAE payment corridor isn't changing how properties are bought today, but it is laying the digital infrastructure that could transform how they're owned, managed and serviced across borders.

When India and the UAE announced plans to interlink India's Unified Payments Interface (UPI) with the UAE's instant payment platform Aani, much of the conversation centred on remittances and retail payments. Indian travellers could already scan UPI QR codes at participating merchants across the UAE, while the next phase of integration promises faster cross-border fund transfers between the two countries.

For the real estate industry, however, the significance lies elsewhere.

Real estate is built on recurring financial interactions long after a property has been sold. Service charges, utility payments, maintenance costs, rental collections, facility management and community fees form the operational backbone of every residential asset. As governments invest in faster, interoperable payment infrastructure, these routine transactions stand to become more seamless for property owners managing assets across borders.

For a market such as the UAE, where Indian nationals consistently rank among the largest foreign property investors while more than three million Indians live and work in the Emirates, the evolution of cross-border payment infrastructure deserves attention, even if its impact on property transactions is still at an early stage.

What Is Aani–UPI?

UPI is India's real-time digital payment network, while Aani is the UAE's instant payment platform developed under the Central Bank of the UAE's National Payments Systems Strategy and operated by Al Etihad Payments.

The integration aims to connect these two payment ecosystems, enabling faster and more convenient cross-border transactions between users in both countries. Rather than relying solely on conventional international transfers, the long-term vision is to allow money to move more efficiently across one of the world's busiest remittance corridors.

While merchant acceptance of Indian UPI payments already exists across participating UAE retailers such as Lulu Hypermarket and Dubai Duty Free, broader interoperability between the two payment systems is being implemented in phases.

Why It Matters to Real Estate

The purchase of a property is only the beginning of its financial lifecycle. Owners continue making recurring payments for years through maintenance fees, utility bills, community charges, repairs and facility management. For overseas investors, these transactions often involve international transfers, currency conversion, multiple banking channels or maintaining funds in another country.

That is where digital payment infrastructure becomes relevant. "The link between Aani and UPI has made it possible for Gulf-based families to easily manage and fund their second house in India, where they can send cross-border funds instantly through payment methods that are familiar to them," says **Cyrus Mody, CEO and Founder of Viceroy Properties.**

"It allows homeowners to pay the cost of repairs, utilities, and other expenses related to the house without the need to go through bank transfers or keep unnecessary money in India, thereby saving their cash flow in the UAE," he adds.

Aakash Patel, Director at Atul Projects, believes the integration represents a broader shift in how overseas owners manage residential assets. "This

Cyrus Mody
CEO and Founder, Viceroy Properties

> It allows homeowners to pay expenses related to the house without the need to go through bank transfers or keep unnecessary money in India, thereby saving their cash flow in the UAE

milestone in linking UPI with Aani is essential to help NRIs with cross-border property ownership. Thanks to digitisation, daily transactions related to property such as booking, maintenance, utilities, and society dues can be done in no time and do not need multiple banks and a long processing time," he says.

Rather than changing how properties are purchased, the integration begins addressing the operational layer of ownership that follows every transaction.

A Signal for PropTech and Property Operations

For the UAE's real estate ecosystem, the bigger story may not be today's functionality, but the direction of travel. Payment infrastructure is increasingly becoming part of digital property infrastructure.

Community management companies are digitising resident services. Property managers are automating recurring payments. Facility management businesses are investing in customer portals. Developers continue expanding

Aakash Patel
Director, Atul Projects

> Daily transactions related to property can be done in no time and do not need multiple banks and a long processing time

digital homeowner ecosystems long after handover. As payment networks become faster and more interoperable, the efficiency of these operational workflows is likely to improve alongside them.

Anuj Mehta, Director at Dhuleva Group, says the greatest immediate opportunity lies in simplifying routine property management. "With over three million Indians settled in the UAE, the connection can make all routine payments related to property, from maintenance fees or utility bills to society fees and upkeep of the house, much simpler with the use of instant digital transactions, which are made without delays or complications usually linked to international money transfers. Families are able to control their properties in India without any disruption of their liquidity in the UAE," Mehta says.

His comments reinforce an important distinction: the value proposition is not faster property purchases, but smoother property ownership.

What It Doesn't Change, Yet

The Aani-UPI integration should not be confused with a property transaction

Anuj Mehta
Director, Dhuleva Group

Families are able to control their properties in India without any disruption of their liquidity in the UAE

Aani–UPI: What UAE Real Estate Professionals Should Know

- **What is Aani?**
  The UAE's instant payment platform, operated by Al Etihad Payments under the Central Bank of the UAE.
- **What is UPI?**
  India's real-time digital payment network, used by more than 700 banks.
- **What works today?**
  UPI payments are accepted at participating UAE merchants, while broader Aani-UPI interoperability is being rolled out in phases.
- **Does it change property purchases?**
  No. Property purchases, escrow payments and title transfers continue to follow existing banking and regulatory processes.
- **Why should the real estate industry care?**
  Because recurring payments, maintenance fees, utilities, rent and property management, are increasingly becoming part of a digital payment ecosystem.

platform. Today, it does not replace the regulated banking infrastructure used for off-plan purchases, escrow payments, mortgages, title transfers or developer settlements in either country. Instead, it represents another layer of digital infrastructure supporting cross-border financial interactions.

As interoperability expands over time, additional use cases may emerge, subject to commercial adoption and regulatory approvals. For now, its most tangible value lies in making recurring cross-border payments simpler for individuals and businesses operating across the India-UAE corridor.

The Bigger Picture

Digital infrastructure is becoming as important to modern real estate as physical infrastructure. Just as online title registration, digital identity, virtual property tours and e-signatures have reduced friction in property transactions over the past decade, payment infrastructure is beginning to play a similar role in the ownership journey.

The Aani-UPI link is not yet changing how Dubai real estate is bought or sold. It is, however, an early example of how governments are building the financial rails that could support the next generation of cross-border property ownership and management. For the UAE's real estate sector, that may prove to be the more significant story.

POWER 30 FACILITIES MANAGEMENT COMPANIES 2026

The Power 30 spotlights the UAE facilities management companies driving efficiency, resilience and sustainability across the country's increasingly complex, fast-growing real estate landscape.

Facilities management has become an essential pillar of the UAE's real estate ecosystem. As developments become larger, smarter and more complex, FM companies are increasingly responsible for ensuring that buildings remain efficient, resilient, sustainable and capable of delivering consistently high-quality experiences for occupants and communities.

Real Estate Market Times Power 30 Facilities Management Companies recognises established organisations that have demonstrated a credible UAE presence, strong service capabilities, portfolio depth, operational scale and visible contributions to the sector. The selection considers factors including operating history, facilities management expertise, market presence, client and project evidence, innovation, sustainability initiatives and overall industry influence. Presented alphabetically and not as a ranking, the Power 30 highlights companies helping shape the future of facilities and asset management across the UAE.

Company	Description
Adeeb Group	Adeeb Group is an Abu Dhabi-based MEP-led FM and engineering provider established in 1994, and part of Sultan Bin Rashed Group. It holds integrated ISO management systems and ADNOC HSE recognition, suited to technically complex assets.
AG Facilities Solutions (AGFS)	AG Facilities Solutions is an Al Ghurair Investment-owned FM company with approximately 40 years of experience and 10,000+ employees across 4,300+ locations. It holds a strong government and public-sector client base, including Dubai Municipality and ADNOC Refining.
Al Fajer Facilities Management LLC	Al Fajer Facilities Management LLC is a Dubai-based FM subsidiary of Al Fajer Group operating since 2001, with 3,000+ staff from 22 countries. It covers engineering, environmental, cleaning and security services across aviation, retail and hospitality.
Al Shirawi Facilities Management	Al Shirawi Facilities Management is a Dubai-based, engineering-rooted FM firm established in 2010, servicing 350+ active contracts. It is distinguished by RSB-accredited ESCO status and energy performance contracting capability.
Berkeley Services Group	Berkeley Services Group is a Dubai-based FM operator active since 1984, and part of Germany's Klüh Multiservices since 2007, with 9,000+ UAE staff. It is a long-tenured Burj Khalifa partner with multiple 2024-2025 industry awards and an EcoVadis Silver rating.
BKA Facilities Management LLC	BKA Facilities Management LLC is a Dubai-based integrated FM firm (formerly BK Gulf FM) rebranded in 2023 via a Dutco–Al Ali Properties joint venture. It delivers hard, soft, security and energy services, with named hospitality, residential and commercial contracts.
Bloom Facilities Management (bfm)	Bloom Facilities Management is the Abu Dhabi-based FM arm of Bloom Holding and National Holding, serving commercial, education and residential clients. It is ESCO-accredited, with IoT smart-building technology and multiple MEFMA award wins.
Blue Diamond Group	Blue Diamond Group is a Dubai-headquartered FM firm established in 1995, offering broad cleaning, technical and specialist services. It holds ISO 9001, 14001, 41001 and 45001 certification across multiple emirates.
Cleanco Facility Services	Cleanco Facility Services is an Emirati family-owned cleaning and hospitality-staffing group founded in 1980, with 15,000 employees across the UAE. It includes regulated hazardous and medical waste treatment through Cleanco Waste Treatment.
Duserve	Duserve is a Dubai South-based FM firm established in 2008, wholly owned by Dubai Aviation City Corporation. It specialises in aviation and free-zone infrastructure, and has received the Taqdeer Award for labour practices.
Dussmann Gulf	Dussmann Gulf is the Abu Dhabi-based arm of Germany's Dussmann Group, operating since 2005 across commercial, healthcare and data-centre sectors. It holds ISO 9001, 14001, 45001 and 50001 certifications, with strong healthcare-cleaning expertise.
EFS Facilities Services Group	EFS Facilities Services Group is a Dubai-headquartered integrated FM group operating in 25+ countries with up to 35,000 staff. It reports a $2.5bn+ contract backlog and 97% client retention across 500+ clients.
Ejadah	Ejadah is a Dubai Holding-owned urban-services group with 20,000+ workforce, unifying five specialist entities including Idama, Arkan and Shabaka. It delivers FM, security, guarding and technology solutions across large-scale portfolios.
Emirates National Facilities Management (EnFM)	Emirates National Facilities Management is a Dubai and Abu Dhabi-based FM firm established in 2012, with 4,400+ employees across 1,000+ UAE sites. It holds a government-weighted portfolio including RTA and federal entity contracts.
Emrill	Emrill is a Dubai-based total-FM specialist formed in 2002, led by CEO Stuart Harrison, with 12,000+ staff and 290+ active contracts. It counts One Za'abeel and Nikki Beach Resort & Spa Dubai among its named projects.

Company	Description
ENGIE Solutions Middle East	ENGIE Solutions Middle East is the regional arm of the global ENGIE Group, operating in the UAE since 2008 across technical and infrastructure FM. It delivers large-scale operations and maintenance for Aldar's Yas Island, including utilities and security.
Enova by Veolia	Enova by Veolia is a Dubai-based Majid Al Futtaim–Veolia joint venture established in 2002, and the first Dubai-certified ESCO, with 350,000+ managed assets. It holds guaranteed-savings energy contracts with MAF and Aldar, plus an EcoVadis Gold rating.
Etisalat Facilities Management (EFM)	Etisalat Facilities Management is a Dubai-based FM entity established in 2008 under Etisalat/e&, with approximately 9,000 employees and 250 clients. It specialises in data-centre and telecom infrastructure FM, including work at Sheikh Zayed Grand Mosque.
Farnek Services	Farnek Services is a Swiss-owned, Dubai-headquartered FM firm operating since 1980 with 9,000+ staff and 2,500+ managed properties. It counts Dubai Airports, Emaar and Etihad Airways among its extensive named clients.
iFM Facilities Management	iFM Facilities Management is the FM arm of United Al Saqer Group, with a multi-emirate presence across Abu Dhabi, Dubai, Ras Al Khaimah and Al Ain. It delivers infrastructure-level FM for government, banking and residential clients.
Imdaad	Imdaad is a Government of Dubai-owned (ICD) FM group established in 1986 and rebranded in 2007, with 9,000+ employees. Its group structure spans soft services, energy and waste through FARZ, and includes landmark clients like Burj Khalifa.
Khadamat Facilities Management	Khadamat Facilities Management is a Mubadala-Serco joint venture formed in 2007, originally serving the UAE University Al Ain campus. It is now expanding into a national FM platform with a strong safety record and education-sector specialisation.
Khansaheb Facilities Management	Khansaheb Facilities Management is an engineering-driven integrated FM provider that emphasises Digital Twin technology and data-driven asset insights. It focuses on partnership-based service delivery for long-term asset resilience.
Khidmah	Khidmah is an Abu Dhabi-based FM company wholly owned by Aldar Properties since 2018, with approximately 7,000 employees and 590 projects. It holds a broad government, commercial and residential portfolio spanning the UAE and Saudi Arabia.
MAB Facilities Management	MAB Facilities Management is a UAE-wide FM provider operating since 2005 across Dubai, Abu Dhabi and Sharjah. It holds extensive ISO certifications and named projects including City Walk, Yas Mall and Emaar Square.
Ontegra (formerly Deyaar Facilities Management)	Ontegra, formerly Deyaar Facilities Management, is a Deyaar Development-backed FM business rebranded in 2024, managing 25,000+ residential units. It has introduced AI tools, Alegra and Techi, for concierge and support services.
ServeU	ServeU is a Union Properties subsidiary that has operated for 40+ years in Dubai, with 5,000+ staff across residential, retail and events. It is notable for its Expo 2020 Dubai pavilion contracts and IRATA-certified rope-access services.
Tafawuq Facilities Management	Tafawuq Facilities Management is an Abu Dhabi-based FM arm of Eltizam Asset Management, established in 2008, managing 10 million+ square feet. It counts World Trade Center Abu Dhabi and Cayan Tower among its named clients.
Transguard Group (Integrated Facility Services)	Transguard Group is an Emirates Group–Al Hail Holding joint venture established in 2001, part of a diversified group with approximately 78,500 staff and AED 4.15bn revenue. Its FM division handles large-scale mobilisation for property, transport and community contracts.
UCWF Facilities Management	UCWF Facilities Management is a Dubai-based FM firm established in 2008 with 1,000+ workforce, covering MEP, cleaning and security. It holds a broad sector spread across hospitality, retail, government and education, though client references are unpublished.

TO CUT OR NOT TO CUT

Every building begins with a promise. Every developer eventually reaches the meeting where someone asks, “Will anyone notice if we change a few specifications?” The numbers make sense, the spreadsheets agree, and the savings are real. But so are the consequences.

The hardest decision is rarely about luxury versus affordability. It is about whether today’s savings become tomorrow’s reputation. Buyers may never know which material was changed, but they always notice how a building performs, ages, and feels. They remember whether the lifts still work smoothly, whether the finishes hold up, and whether the experience matches the promise made on launch day.

The developers remembered longest are not always those who launched the grandest projects. They are the ones who delivered what they promised, even when markets shifted, costs climbed, and easier choices sat on the table.

A shortcut may improve margins for a quarter, but it can quietly diminish trust for years. Reputation is built in the decisions that never appear in a brochure.

Projects are completed. Brands are earned. Every promise kept becomes another reason for buyers, investors, and communities to trust the name behind the blueprint. The best developments are not defined only by architecture or amenities. They are defined by the quiet decisions made long before the first resident walks through the front door.

“A PROJECT IS HANDED OVER ON COMPLETION DAY; A REPUTATION IS BUILT YEARS LATER”