



**DP WORLD**



**CHANGE  
WHAT'S  
POSSIBLE**

**ENVIRONMENTAL, SOCIAL AND  
GOVERNANCE REPORT 2022**

# WE MAKE TRADE FLOW, TO CHANGE WHAT'S POSSIBLE FOR EVERYONE

## ABOUT THIS REPORT

We are pleased to present our latest report on our Environmental, Social and Governance (ESG) performance for the financial year ending 31 December 2022. This report has been prepared for key stakeholders, including employees, suppliers, customers, partners, and host communities, to provide them with an in-depth overview of our performance on material ESG issues.

As a signatory to the UN Global Compact since 2019, this report also serves as our Communication on Progress (COP) in accordance with the United Nations Global Compact (UNGC) Advanced Level criteria. It also contributes to the formalisation of DP World's "Our World, Our Future" sustainability strategy, which was refreshed in 2019, for the Group.

The report content has been developed in accordance with the latest Global Reporting Initiative (GRI) Standards. These standards have served as guidance for the report's content and quality, including stakeholder inclusiveness, materiality, clarity, and accuracy. This report encompasses all our business operations\*, including logistics, ports and terminals, economic zones, and marine services.

We trust that this report provides a transparent and comprehensive overview of our ESG performance and demonstrates our commitment to sustainable business practices. The report is available on our website for further reference.

## RELEVANT REPORTING FRAMEWORKS

This report was developed in alignment with the following international frameworks, standards, and guidelines:

- United Nations (UN) Sustainable Development Goals (SDGs);
- GRI Sustainability Reporting Standards;
- UN Women Empowerment Principles (WEPIs);
- UN Global Compact (UNGC);
- UNGC Sustainable Ocean Principles (SOPs);
- World Economic Forum (WEF) Stakeholder Capitalism Metrics; and
- DP World's ESG scorecard.

## REPORT PRESENTATION AND PREPARATION

The publication of the annual ESG Report falls within the responsibility of the Group Sustainability team. Group Sustainability has conducted a thorough review of internal documentation and interviewed various internal departments and stakeholders as part of the report's preparation. The content and disclosures presented in the report have received formal approval from relevant department heads.

We welcome feedback on this report and any aspect of our sustainability performance. Please address all feedback to DP World Group Sustainability at [sustainability@dpworld.com](mailto:sustainability@dpworld.com)

## CONTENTS

Group Chairman and Chief Executive Officer's Letter	1	Our World, People Development	38
Group Chief People and Sustainability Officer's Letter	2	Our Future, Women	40
Business Pillars	4	Our Future, Education	48
What We Do and Where We Operate	6	Our Future, Water	52
Governance and Oversight	8	ESG Scorecard	
Risk Management	10	Table 1 – Environment	58
Thought Leadership and Awareness	12	Table 2 – Social	60
Our World, Our Future	14	Table 3 – Governance	62
Our World, Safety	20	TCFD Mapping Index	64
Our World, Security	22	GRI Index	
Our World, Wellbeing	24	10.1 GRI 2: General Disclosures	66
Our World, Ethics	26	10.2 GRI 3: Material Topics 2021	90
Our World, Community Engagement	28	Assurance Statements	104
Our World, Climate Change	32	Definitions	111

\* Apart from People-related data, all other data excludes reference to recent acquisitions

# GROUP CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S LETTER

I am proud that we are the leading provider of smart logistics solutions.



Our purpose is to make trade flow and change what's possible for everyone. We are committed to enabling resilience and building a smart and sustainable future for our stakeholders.

Delivering against our ESG ambitions is integral to our mission of making trade more efficient and accessible, and our stakeholders can rely on us to deliver on this promise. This second edition of our ESG Report highlights our commitment to fulfilling this mission in a responsible and transparent way.

Our Sustainability Strategy "Our World, Our Future", which is driven by our Group Chief People and Sustainability Officer, Maha AlQattan, is woven into everything we do. Our strategy embeds ESG into all aspects of our business and ensures that we act responsibly. As a signatory to the UNGC, we are committed to supporting and aligning our strategy and operations with the UNGC's ten principles, which promote human rights, labour standards, the environment and anti-corruption.

We work in partnership with our stakeholders to create value and opportunities for all. Our partnerships with customers, suppliers, and local communities have been essential to our growth and success. Through our shared value approach to business, we strive to create mutually beneficial relationships, and we are proud to build institutional capacity in the communities where we operate.

As a leading provider of smart logistics solutions, we have a forward-thinking and long-term approach that enables us to foster smarter trade. We invest in technology and innovation that help us deliver against our ESG goals. Our innovative solutions help us build our long-term resilience to lead a sustainable future.

We recognise that the journey towards sustainability is ongoing, and we remain committed to continuously improving our ESG performance. I am extremely proud of our achievements to date, and look forward to continuing to work with our stakeholders on our sustainability journey.

On behalf of everyone at DP World, we look forward to working with all of you to create a better future.

Thank you for your continued support.

**SULTAN AHMED BIN SULAYEM**  
GROUP CHAIRMAN AND CEO

# GROUP CHIEF PEOPLE AND SUSTAINABILITY OFFICER'S LETTER

**Our ESG Report is a critical tool for our ongoing engagement with our stakeholders, with whom we aim to build stronger relationships based on trust, transparency and accountability, and whose interests are at the heart of everything we do.**

Our ESG Report showcases the range and depth of our business impact and measures our progress against our sustainability commitments and ambitions. ESG is the way we measure our performance – not just because it is good for the business, but because it is our responsibility.

When we developed our "Our World, Our Future" Sustainability Strategy in 2019 we set out with a clear objective: to build, protect, and maintain our "licence to operate" in ways that are economically, socially, and environmentally responsible. Through our partnerships we are committed to a shared value approach, shaping business priorities in a responsible way which prioritises sustainability and impact. A prime example of this is our partnership with UNICEF, supporting their global operation and distribution of COVID-19 vaccines and related medical supplies, whilst offering worldwide access to logistical services free of charge, and increasingly pushing the frontiers of collaboration in areas such as access to education. We believe that economic gains should only be achieved by generating societal benefits and contributing to the growth of the countries we operate in. We aspire to not just make financial contributions and enhance employment, but to build long-term institutional capacity for local communities to take control of their future. This is championed by our business units on a local level, who spearhead their own initiatives and breathe life into our strategic focus areas.

2022 was my first year in my expanded role as Group Chief People and Sustainability Officer, and what a year it was. Together, we tightened our ESG Governance and Risk Management framework, launched our Executive Sustainability Council, integrated ESG as a risk into our corporate enterprise risk register, and published our first stand-alone ESG Report – a significant milestone for the business.

We also continued to deepen our ties with partners to advance our legacy pillars of Women and Water. Our Chairman was announced as the Middle East's first HeForShe champion by UN Women, and we entered a 3-year partnership with WaterAid to deliver water, sanitation, and hygiene (WASH) infrastructure.

In a personal capacity, I also participated in the World Economic Forum (WEF) Annual Meeting in Davos and the United Nations General Assembly (UNGA) for the first time, to signal our commitment towards ESG progress and further expand our network of partners and advocates.

Decarbonisation is a core focus for us as a business, and we remain committed towards the transition to a Net Zero economy in line with the UAE 2050 Strategic Initiative for Net Zero. At COP27, our Chairman announced that we had joined the Green Shipping Challenge and committed to invest up to \$500 million to cut CO<sub>2</sub> emissions by nearly 700,000 tonnes over the next five years. We also entered a strategic partnership with the Maersk McKinney Moller Center for Zero Carbon Shipping and joined the UN Global Compact's Think Lab on Just Transition.



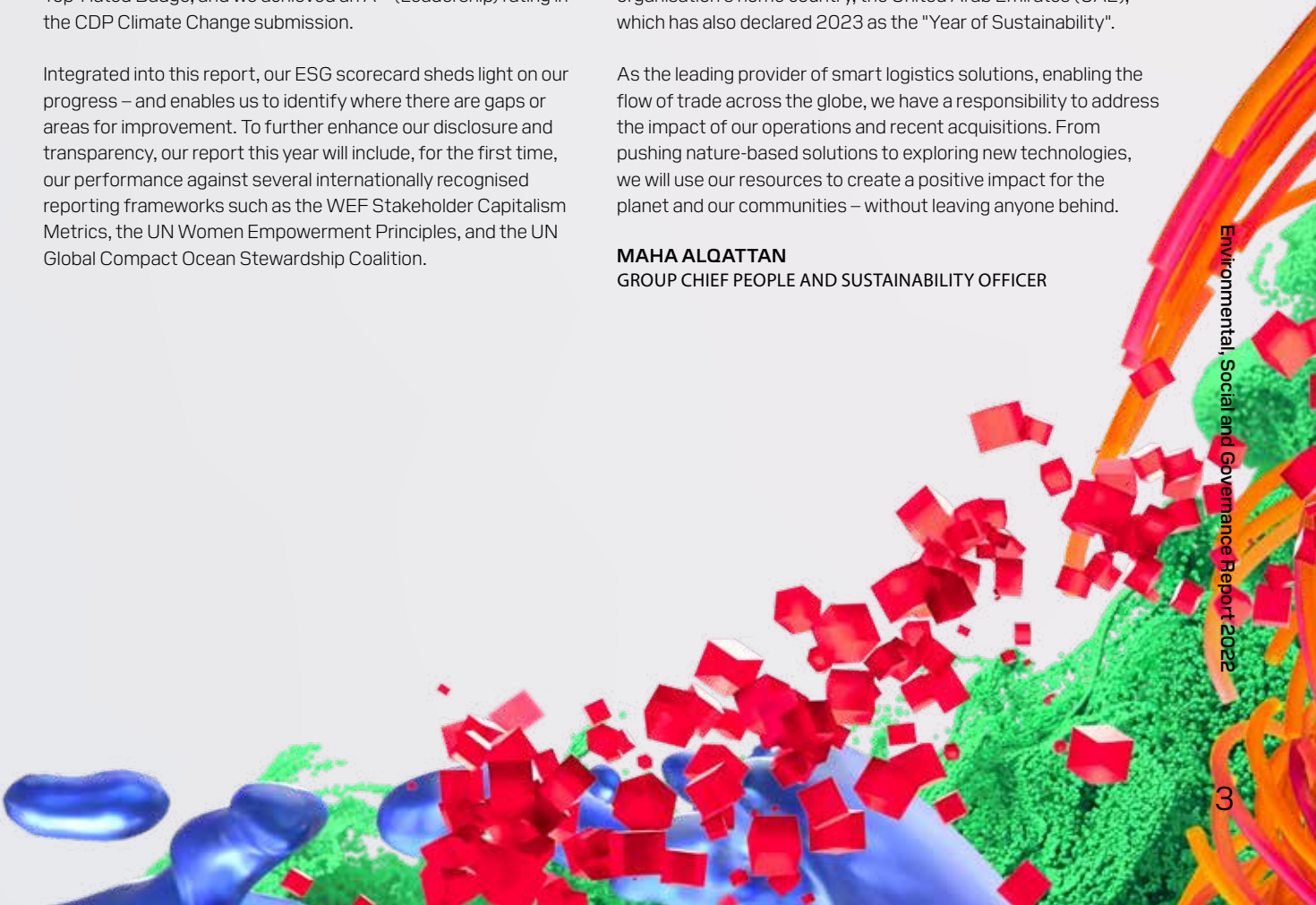
Our efforts have not gone unnoticed in our industry. We were recognised as the top ESG risk performer by Sustainalytics, who awarded us the Sustainalytics 2022 Industry and Regional Top-Rated Badge, and we achieved an A – (Leadership) rating in the CDP Climate Change submission.

Integrated into this report, our ESG scorecard sheds light on our progress – and enables us to identify where there are gaps or areas for improvement. To further enhance our disclosure and transparency, our report this year will include, for the first time, our performance against several internationally recognised reporting frameworks such as the WEF Stakeholder Capitalism Metrics, the UN Women Empowerment Principles, and the UN Global Compact Ocean Stewardship Coalition.

Despite ongoing global headwinds, our strategy continues to provide us with a clear roadmap for the future. 2023 will hold many milestones for us, and we look ahead to an exciting COP28 in our organisation's home country, the United Arab Emirates (UAE), which has also declared 2023 as the "Year of Sustainability".

As the leading provider of smart logistics solutions, enabling the flow of trade across the globe, we have a responsibility to address the impact of our operations and recent acquisitions. From pushing nature-based solutions to exploring new technologies, we will use our resources to create a positive impact for the planet and our communities – without leaving anyone behind.

**MAHA ALQATTAN**  
GROUP CHIEF PEOPLE AND SUSTAINABILITY OFFICER



# BUSINESS PILLARS

**We aspire to lead global trade into a more resilient, efficient and sustainable future for our customers and their customers.**

Our range of products and solutions cuts across our business pillars, which includes ports, marine services, logistics and technology.

We are pushing the sector further and faster towards a seamless supply chain that's fit for the future. By uniting our global infrastructure with our local expertise, we are creating stronger, more efficient end-to-end solutions. What's more, we're reshaping that future on behalf of our customers by

investing in innovation across our global network. We know that solving the supply chain is essential to reducing costs and increasing opportunities for business and consumers alike. That's why we are acting with scale and ambition, using our hands-on expertise to reshape trade for the better.

Our business pillars are integral to our mission to enable global trade and support economic growth.



## LOGISTICS

DP World harnesses the best expertise and the most comprehensive end-to-end infrastructure in the industry – integrating best-in-class facilities, multi-modal transport solutions, digital solutions and market access capabilities into seamless end-to-end supply chains.

As a leading logistics provider with global capabilities, our services include freight forwarding, customs clearing, warehousing, transport and distribution, and a full suite of trade finance products to facilitate local and international trade.

We create better ways of moving cargo, using cutting-edge technology and innovative thinking that builds new ways to take goods to market. And our decades of deep experience at all levels of global logistics have taught us how to integrate more closely across our global footprint of ports, terminals, and marine services. We combine this reach and scale with agility, allowing us to pioneer access to new markets through networks that adapt to local challenges anywhere in the world. This approach lets our customers focus on what they do best.

The integration of recent acquisitions has strengthened our proposition and reinforced our position as the leading strategic global trade partner for our customers.

## PORTS AND TERMINALS

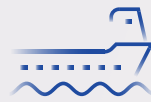
DP World's Ports and Terminals are the smartest and most seamless gateways for global trade. Our network spans the globe, from the largest cities and industrial hubs to emerging centres of commerce. Our Ports and Terminals are opening-up trade routes and bringing sustainable, long-term prosperity to every corner of the world.

Our Ports and Terminals are reimagining the future. We're helping to streamline operations, lower costs and reduce environmental impact for businesses and their customers. We do this by improving safety and efficiency at our ports while unlocking multi-modal, end-to-end transport options, bringing flexibility, agility and resilience to global trade.

By investing in previously underserved nations and regions, we help to level the playing field, accessing new market opportunities for business while making the global supply chain more resilient.

Over the past year, we have completed the rebuild of our Vancouver terminal, continued to expand our Callao terminal and construction started in Senegal at the Port of Ndayane. We also successfully closed the proof of concept for Boxbay high-bay storage system and selected its primary location. Meanwhile, operations have gone from strength to strength at new sites such as Luanda, achieving significant milestones in the first full year of operations.

In our Ports and Terminals business there has been a renewed focus on leveraging automation opportunities, particularly RTGs, autonomous vehicles and pedestrian detection systems. More green electricity is being used at our ports and terminals operations, with almost a fifth of electricity now coming from green sources.



## ECONOMIC ZONES

We established Economic Zones and Logistics Parks to offer customers greater opportunities to trade throughout our global network.

These unique offerings are key to unlocking seamless trade. They give our customers connectivity and an environment to shorten the supply chain and bring real cost savings. Our footprint connects ports to the rest of the supply chain through multi-modal connectivity and one-stop shops that offer real value-added services. We work with our customers to create bespoke warehousing and logistics facilities. And we help to level the playing field by investing in previously underserved nations and regions to create new market access opportunities for business while making the global supply chain more resilient.

In the last year, we completed construction on the Berbera Economic Zone, Mumbai FTWZ, Posorja Special Economic Zone, and the South Carolina Gateway Project. Agreements were also signed for the Jeddah Logistics Zone and the Sokhna Economic Zone, with several operations to begin in 2023.

## MARINE SERVICES

We push beyond expectations to find the right mode of transport that gets our customers' cargo wherever they need to go beyond the port. In the Marine Services space, our broad set of capabilities, including feederling, ferries, inland railways, port services and offshore vessel support allow us to go further in solving supply issues, getting goods to smaller and more local destinations anywhere in the world.

Our agility and flexibility reduce costs and improve access for consumers and businesses alike. It is also more sustainable – not only minimising the impact by getting goods onto smaller vessels or lower carbon modes but creating more resilient trade that ensures people get access to the goods they want.

We also created synergies between the marine services businesses to strengthen our performance, bringing valuable solutions to our customers and increasing market penetration in various regions. In May, for example, we created a joint venture between P&O Ferries and Unifeeder Shortsea to create P&O Ferrymasters – a single brand standing for unique intra-European multi-modal transportation and logistics service.

# WHAT WE DO AND WHERE WE OPERATE

With a vision to lead the future of world trade, we are working towards providing end-to-end supply chain solutions for our customers and partners. Our dedicated, diverse, and professional team of more than 103,000 employees from 75 countries are committed to bringing every customer and partner unrivalled value.

We build long-lasting relationships with governments, shippers, traders, and other stakeholders along the global supply chain. This allows us to think ahead, anticipate change, and deploy industry-leading technology to create the smartest, most efficient, and innovative trade solutions while ensuring a positive and sustainable impact on economies, societies, and our planet.





LOGISTICS



PORTS & TERMINALS



ECONOMIC ZONES



MARINE SERVICES



# WE REIMAGINE, IMPLEMENT, AND OPERATE THE GLOBAL TRADE INFRASTRUCTURE

# GOVERNANCE AND OVERSIGHT

We are committed to ensuring the highest standards of governance and oversight across all our operations. Our Board of Directors, senior management team, and employees are dedicated to upholding the principles of integrity, transparency, and accountability in everything we do.



Our commitment to sustainability is embodied in our prudent governance structure and processes.

At a Board level, we have a Governance and Sustainability Committee composed of three members, all of whom are Independent Non-Executive Directors.

The Governance and Sustainability Committee is responsible for reviewing and approving our sustainability strategy and management of ESG matters. The committee also reviews and approves sustainability policies, programmes, targets, and performance, and receives regular reports on the progress and effectiveness of the sustainability programme. They also provide guidance on sustainability reporting ensuring that it meets the needs of the stakeholder base. In addition, the committee also reviews and approves the annual budget for sustainability activities.

In 2022, to further enhance our sustainability governance framework we established an Executive Sustainability Council. The council is composed of senior members of the leadership team and is chaired by the Group Chief People and Sustainability Officer. The council is responsible for providing strategic oversight of the Group's "Our World, Our Future" Strategy, ensuring alignment with the overall business strategy, and identifying and managing ESG risks and opportunities.

The Group also has a Charity Committee which is responsible for reviewing and approving all requests and proposals for charitable partnerships. The Committee oversees global policies, processes, and procedures in connection with charitable partnerships. In addition, the Committee supports the review of charitable partnerships of subsidiaries and Business Units (BUs) when requested by the Regional CEO or BU CEO.

Driving the sustainability strategy on a day-to-day basis is Group Sustainability. The purpose of Group Sustainability is to maintain and build our "licence to operate", by ensuring that the business strategy is executed in an economically, socially, and environmentally responsible manner.

Group Sustainability is responsible for: setting the company's sustainability agenda and establishing the appropriate governance framework; building internal capabilities; managing and engaging with internal and external stakeholders; and monitoring and measuring the company's sustainability performance.

**"AT DP WORLD, WE STRIVE TO ENGAGE WITH OUR STAKEHOLDERS ACTIVELY AND TRANSPARENTLY ACROSS OUR VALUE CHAIN TO RUN OUR BUSINESS IN A RESPONSIBLE WAY. WE DO THIS BY LEVERAGING OUR ROBUST GOVERNANCE FRAMEWORK, POLICIES, AND STANDARDS. THESE TOOLS HAVE GUIDED HOW WE OPERATE AND ENABLED US TO MEASURE AND MEET OUR REGULATORY COMMITMENTS."**

**SIR TIM CLARK**  
GOVERNANCE AND SUSTAINABILITY COMMITTEE MEMBER

## TOOLS WE USE TO DELIVER OUR SUSTAINABILITY VALUE PROPOSITION



1. SUSTAINABILITY GOVERNANCE



2. CAPACITY BUILDING



3. ESG REPORTING AND PERFORMANCE MEASUREMENT



4. STAKEHOLDER ENGAGEMENT



5. PARTNERSHIPS



6. THOUGHT LEADERSHIP

Progress against the ESG KPIs are disclosed annually in our GRI aligned ESG Report. The report adopts and aligns with international best practice sustainability standards and frameworks to ensure that both implementation activities and reporting are transparent and credible.

Supporting Group Sustainability is a global network of Sustainability Champions who drive sustainability within their region or business unit by supporting the implementation of the strategy. They enable us to create a positive impact across their communities. The Regional Sustainability Champions oversee the strategy for each region and provide support and direction to BU Sustainability Champions. The BU Sustainability Champions, on the other hand, play a more operational role and make sure that our sustainability activities are relevant, impactful, and reported on.

# RISK MANAGEMENT

**Our risk management approach is fundamental to the Group’s overall business strategy and operations.**

We recognise that effective risk management is essential to achieving our strategic objectives and protecting our stakeholders.

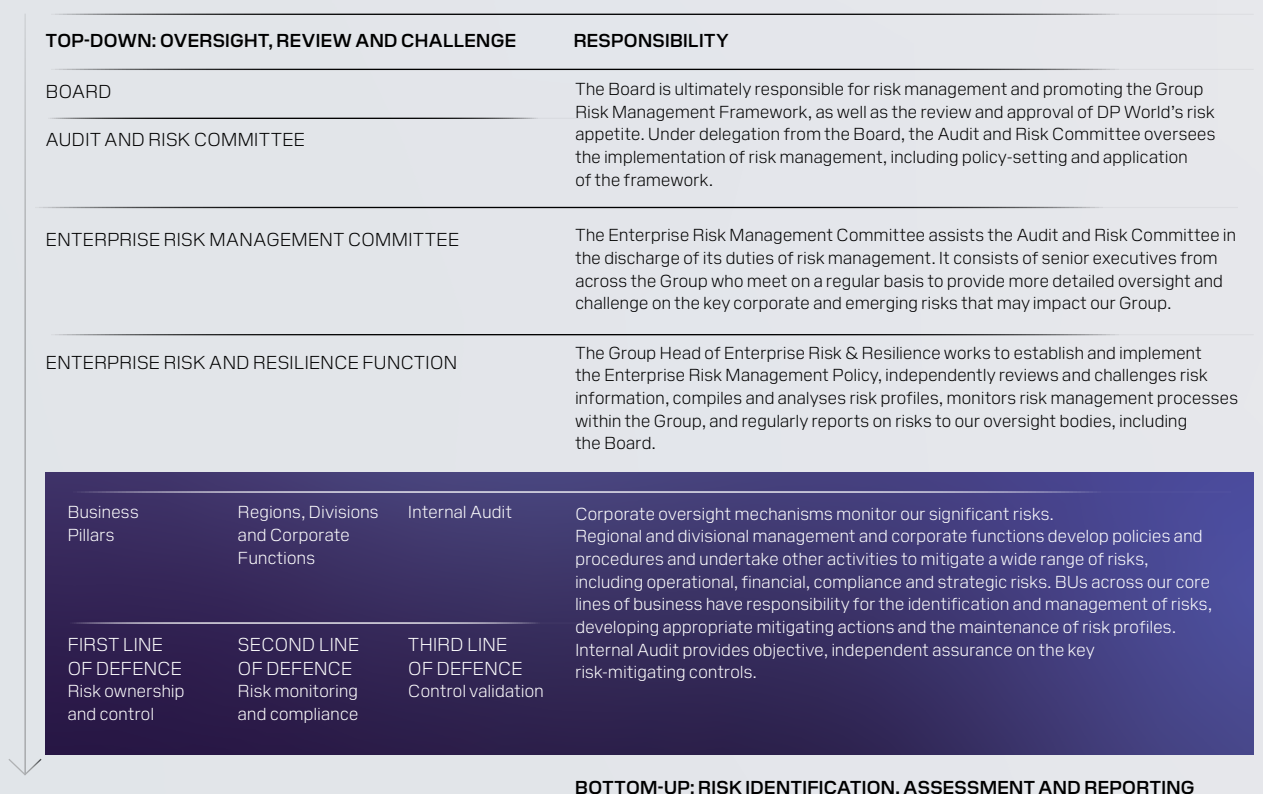
The Board of Directors sets the risk appetite, establishes the control environment, and approves policies and procedures under the Enterprise Risk Management (ERM) Framework. The Audit and Risk Committee, under delegation from the Board, monitors the nature and extent of risk exposure for the company’s principal risks.

Our ERM framework incorporates a continuous “bottom-up” risk review that involves aggregating up the company’s business units and reporting, as well as “top-down” risk reviews by senior management executives. This approach is designed to support the delivery of our vision and strategy.

One key aspect of our ERM approach is the focus on operational risk management. This bottom-up process is performed by businesses across the Group and involves identifying significant risks to achieving objectives. This is then supported by evaluating associated mitigation strategies and assessing the impact and likelihood of risks occurring to enable prioritisation of major and significant risks. This process may be associated with a variety of strategic, financial, operational, and compliance matters, including business strategies, health, safety and protection, environment, operational disruptions, technology threats, competition, and regulatory requirements. These risks are collated in risk profiles and are reported at local, regional, and Group levels.

Another key aspect of our risk management approach is the focus on strategic risk management. This top-down exercise includes discussions with senior management executives to overlay the strategic considerations of our global strategy. In addition, the Board defines the overall risk appetite for the Group to guide the Board’s willingness to accept risk in pursuit of the Group’s strategic objectives. The output from the aggregated results of the top-down and bottom-up exercises forms our risk profile, which is reported and discussed at the Enterprise Risk Management Committee, Audit and Risk Committee and the Board.

## OUR RISK MANAGEMENT FRAMEWORK



## OUR RISK MANAGEMENT APPROACH



Our risk management approach is characterised by a strong focus on oversight and accountability. The Group has a Three Lines of Defence model in place that helps provide sufficient oversight and monitoring of its risk and control environment, enabling informed decision making. The first line of defence is performed by business units within our core business pillars who are responsible for identifying key risks and opportunities, then implementing controls, strategies and solutions to enable the achievement of its objectives. The second line of defence is performed by the regions, divisions, and corporate functions who will oversee, monitor and provide support. Our Internal Audit function then acts as the third line of defence who perform independent control validation.

We adopt a Group-wide approach to the identification, assessment, and prioritisation of risks, including how they are managed, monitored, and reported.

### ESG RISK ASSESSMENT

We recognise the growing importance of ESG risks in our ERM Framework and are regularly monitoring them at a Group level.

In 2022, Group Enterprise Risk and Resilience and Group Sustainability collaboratively conducted an ESG Risk Assessment across different BUs, driven by the Sustainability Champions and validated by subject matter experts. The assessment covered eleven ESG categories, including emissions, biodiversity, occupational health and safety, human capital, and sustainable procurement, amongst others.

An assessment was done against each risk to evaluate the net severity and to identify current and future anticipated controls. This allowed for the risks to be ranked from low to extreme, to determine where focus and attention needed to be placed to improve our control environment. The ESG risk assessment now feeds into the risk review cycle to ensure that actions are tracked and progress as planned.

### CRISIS RESPONSE

The safety and wellbeing of our employees is of utmost importance to us. In 2022, utilising our robust crisis management framework we proactively put in place plans to safeguard our employees and assets in Ukraine. The primary objective of these plans, which were led by the Group Executive, was to ensure that employees were safe and our operating entities, covering a broad range of services, including digital, freight, marine, and port and terminal services, were able to continue operating, where possible.

We also played a key role in ensuring trade continued to flow within Ukraine when it was practical and safe to do so, and our businesses have adapted accordingly. Coordination across these businesses has been enhanced using crisis management protocols and our response measures remain in place at the time of writing and will continue to be for as long as necessary.

### SUSTAINABILITY POLICIES

Supporting our robust governance approach are policies which hold us accountable. Our ESG policies, which are fully aligned with our Standards, support the material issues we prioritise and take into consideration any and all potential risks.

All our policies undergo a series of reviews before they are signed off by the Group Chairman.

"Our World, Our Future" material topics Supporting ESG-related Policies		
Safety	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Code of Ethics</li> </ul>	<ul style="list-style-type: none"> <li>Group Health, Safety and Environment (HSE) Policy</li> <li>Group Human Rights Policy</li> </ul>
Security	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group Security Policy</li> </ul>	<ul style="list-style-type: none"> <li>Group HSE Policy</li> <li>Group Human Rights Policy</li> </ul>
Wellbeing	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>Group Human Rights Policy</li> </ul>
Ethics	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group Human Rights Policy</li> <li>Modern Slavery &amp; Human Trafficking Statement</li> </ul>	<ul style="list-style-type: none"> <li>Group Fraud Policy</li> <li>Code of Ethics</li> <li>Group HSE Policy</li> <li>Whistleblowing Policy</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Charitable Partnerships Policy</li> </ul>	<ul style="list-style-type: none"> <li>Group Human Rights Policy</li> </ul>
Climate Change	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>Group HSE Policy</li> </ul>
People Development	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>Group HSE Policy</li> </ul>
Women	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Gender Equality Statement</li> </ul>	<ul style="list-style-type: none"> <li>Group Human Rights Policy</li> </ul>
Education	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> </ul>	
Water	<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Decarbonisation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Oceans Restoration Strategy</li> <li>Group HSE Policy</li> </ul>

# THOUGHT LEADERSHIP AND AWARENESS

**As a trusted global brand, we understand that we have a responsibility towards both our external and internal stakeholders to create value, drive collaboration and exchange knowledge.**

We work closely with key external organisations shaping debate on sustainability issues, exchanging, and sharing best practice. Through this we aim to position DP World at the forefront of progress in the sustainable conduct of business. Additionally, Group Sustainability serves as an internal "think tank" on sustainability issues for the organisation by developing literature to enhance awareness. These efforts further strengthen our strong institutional foundation by embedding sustainability across our business pillars.

Our external and internal sustainability communication objectives are four-fold:

- Strive towards becoming a leader in corporate sustainability;
- Highlight leadership's long-term view on sustainability;
- Demonstrate tangible progress towards goals in our operations and wider society; and
- Provide consistent, fact-based information to end users of our information and data.

## THOUGHT LEADERSHIP

We have been invited to speak at a number of high-profile events to share our ongoing journey towards becoming a sustainable business.

In 2022, our leadership team attended the WEF where we strengthened our sustainability commitments and met several stakeholders, partners, and media outlets.

We spoke at the CNBC Sanctuary session and shared our views on how we leverage disruptive innovation to make supply chains more sustainable. We also reaffirmed our commitment to become carbon neutral by 2040 as part of our "Our World, Our Future" Sustainability Strategy. WEF also provided an opportunity to engage with other key stakeholders such as UN Women, UNICEF and WaterAid to discuss our partnerships, shared goals, and ambitions.

In 2022, for the first time, we organised a delegation to attend the United Nations General Assembly (UNGA). At the UNGA, we attended several sessions, engaged in speaking opportunities, and held bilateral meetings with key partners.

During the SDG Investment Forum, we spoke on a panel about the positive impact of logistics infrastructure in developing economies, and our role in driving impact by opening up untapped domestic and international trade opportunities and facilitating socio-economic growth. At the UNGC Ocean Stewardship Coalition, we discussed the logistics industry's long-standing reliance on oceans for their core business operations, as well as re-emphasised the industry's responsibility to ensure the health of our oceans for future generations.



**“AT DP WORLD, WE HAVE AN AMBITIOUS SUSTAINABILITY AGENDA, AND WE HAVE EMBEDDED ESG INTO ALL ASPECTS OF OUR BUSINESS. WE BELIEVE THAT WE CAN HOWEVER MAXIMISE AND AMPLIFY OUR IMPACT WHEN WE SUPPORT OUR PARTNERS TO ACHIEVE THEIR SUSTAINABILITY GOALS. THROUGH OUR THOUGHT LEADERSHIP AND EXPERIENCE WE AIM TO PROVIDE THEM WITH VALUABLE INSIGHT ON KEY SUSTAINABILITY TOPICS AND MATTERS.”**

**DANIEL VAN OTTERDIJK**  
CHIEF COMMUNICATIONS OFFICER



At the United for Wildlife Summit in London, we presented updates on behalf of the MENA Transport Taskforce, which we lead. Later in the year, at the Conference of the Parties (COP) of the United Nations Framework Convention on Climate Change (UNFCCC), we made a commitment to the Green Shipping Challenge and the Chairman and Group CEO announced intentions to invest up to \$500 million to cut CO<sub>2</sub> emissions from operations by nearly 700,000 tonnes over the next five years. The DP World team attending COP27 found the insights invaluable, and during the event were able to meet industry

experts to discuss innovative nature-based solutions to tackling climate change head-on. The team was also able to showcase the measures we have put in place to address environmental issues and find alternative energy solutions.

To further communicate our Sustainability Strategy to a broader audience, we created a video series on LinkedIn, which explains how we operate as a responsible corporate business.

## INTERNAL AWARENESS

This year, we have conducted several internal sustainability engagements and introduced a variety of tools to improve communication and enhance awareness across the organisation.



### Sustainability Newsletters

The first sustainability newsletter was published in June 2022 with the aim to update employees on sustainability news and updates from across the business.



### The Best Practice Book

A new initiative we launched in August 2022 to showcase and spotlight impactful stories from across the business. It highlights BUs that have committed to progressing our sustainable goals through initiatives, volunteering programmes, partnerships, and more.



### Sustainability Bulletin

Initiated a weekly sustainability bulletin to keep employees informed about important trends, messaging, and issues that may impact our business and operations.



### Connexions (Intranet)

Providing employees with a one-stop shop for everything related to the "Our World, Our Future" Strategy. All employees have access to all the up-to-date information on sustainability news, partnerships, ESG, media, thought leadership and capacity building.

In addition, we have also published several thought-leadership videos covering salient issues across our legacy pillars.



### What is the value of water?



### Oyster Restoration



### What is blue carbon?

In September 2022, we celebrated SDG Week, and used it as a platform to mobilise communities, demand urgency, and supercharge solutions for the SDGs. Regional offices set up dedicated SDG zones and held engagement activities to share information about the SDGs and what we are doing to achieve them.



Overall, these initiatives aim to promote capacity building, knowledge sharing and collaboration between BUs and champions, and to celebrate and advance our mission towards achieving our sustainability goals.

# OUR WORLD, OUR FUTURE

Our Sustainability Strategy, "Our World, Our Future" ensures that we operate as a responsible business, prioritising sustainability and impact on people, the environment and the communities in which we operate to achieve a better, more socially equitable and sustainable future for generations to come.

The strategy, which was developed in 2019, is based on a Group-wide materiality analysis conducted in line with global best practices.

The first part of the strategy, "Our World", includes ambitious commitments across seven priority areas to be achieved by 2030. The second part of the strategy, "Our Future", looks at the lasting legacy we will leave on our industry and society. It focuses on three areas where we can make a positive difference for future generations: education, women and water.

The strategy is aligned with the United Nations' SDGs across safety, climate change, security, community engagement, people development, ethics and well-being, as well as our chosen three

legacy areas of focus: Water, Women and Education. We leverage various United Nations memberships and frameworks to ensure our strategy is translated into concrete action to support our ambition of operating as a responsible business.

We have adopted the ESG framework to measure the impact of our sustainability programme and initiatives. We measure impact using several internationally recognised reporting frameworks from GRI, WEF Stakeholder Capitalism Metrics and CDP. We are also rated by independent rating agencies such as MSCI, Sustainalytics and Moody's. Our ratings recognise the strong systems and processes in place to manage and mitigate ESG risks.

## Key ESG Highlights and Achievements in 2022:

 **3,091\***

Total greenhouse gas emissions (Scope 1 and 2, kilo-tonnes of CO<sub>2</sub> equivalent)

 **13.3**

Greenhouse gas emissions intensity in the ports and terminals division (kgCO<sub>2</sub>e/modTEU)

 **19%**

Renewable electricity share of total electricity

 **3.3**

Reportable injury frequency rate (RIFR)

 **255,828**

Women and girls supported through our community projects

 **USD 11.8m**

Spend on people training and development

 **59%**

% of reclaimed waste from total generated waste

 **USD 8.7m**

Invested in global education projects

 **-6%**

Progress against 2019 rolling baseline (NOTE: 2030 decarbonisation target is -28%)

 **256,152**

Renewable electricity consumed from our installation and through green electricity tariffs (MWh)

 **Leadership A-**

Carbon Disclosure Project (CDP) climate change response score

 **16,657**

Group HSE Training Participants

 **257 women**

Mentored as part of DP World's MentorHer programme

 **219,028**

Learning hours delivered to 55,215 employees

 **0**

Serious environmental incidents

**2.5 million**

Beneficiaries reached



**"OUR WORLD, OUR FUTURE"  
SUSTAINABILITY STRATEGY**



**“OVER THE LAST FEW YEARS, ESG-RELATED RISKS HAVE RISEN TO THE FORE IN THE WORLD ECONOMIC FORUM’S GLOBAL RISKS REPORT, BOTH FROM AN IMPACT AND LIKELIHOOD PERSPECTIVE. BY ADOPTING VARIOUS ESG FRAMEWORKS, WE NOW NOT ONLY FOCUS ON HOW TO MANAGE THESE RISKS, BUT HOW TO CREATE ENTERPRISE VALUE FROM THEM. OUR APPROACH HAS ALLOWED US TO ENHANCE OUR BRAND EQUITY, INSPIRE CONFIDENCE FROM OUR BROAD STAKEHOLDER BASE, AND STRONGLY POSITION OURSELVES FOR LONG-TERM SUSTAINABLE GROWTH.”**

HE SULTAN AL MANSOORI  
GOVERNANCE AND SUSTAINABILITY COMMITTEE MEMBER

# OUR WORLD, OUR FUTURE

## ESG REPORTING

Our strategy, which is aligned with the United Nations SDGs, and Communication on Progress (COP) to the UNGC is included in this report. To promote transparency, we are committed to publicly disclosing our annual sustainability performance in accordance with the GRI Standards.

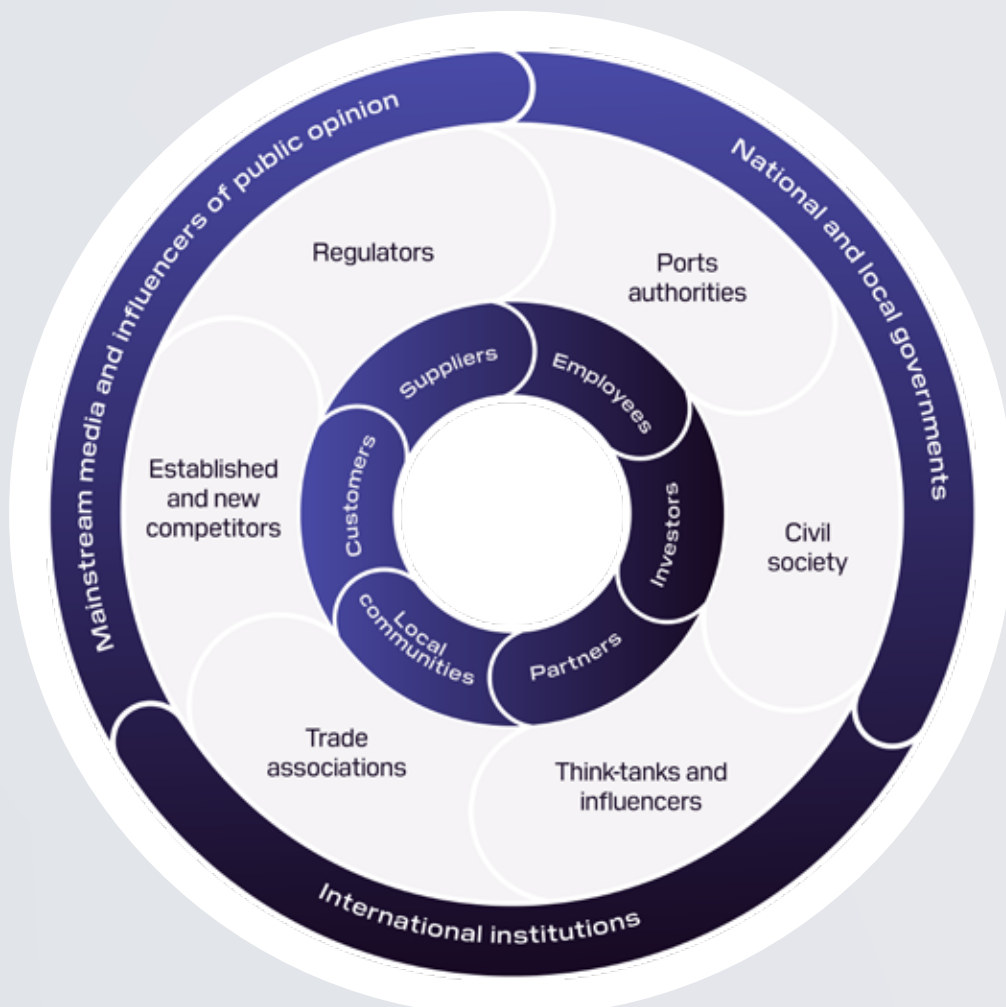
In 2022, we commenced reporting ESG performance against the WEF Stakeholder Capitalism Metrics, UNGC Sustainable Ocean Principles (SOPs) and UN Women Empowerment Principles (WEPs).

## STAKEHOLDER ENGAGEMENT

Our sustainability strategy was developed in consultation with key stakeholder groups, including Board members, executives, employees, partners, non-governmental organisations, industry bodies, business associates, suppliers, and customers.

Through regular and targeted engagement with stakeholders, we deepen our understanding of their priorities, and where appropriate, align our initiatives with their interests and needs. The relevance of these stakeholder groups is reviewed on an annual basis.

In 2023, we will undertake a thorough review of our stakeholder engagement approach to ensure its alignment with our business strategy. This review was necessitated due to recent notable acquisitions. We understand that stakeholder pools expand as businesses expand, and believe it is important to continually reassess and refine our approach to effectively address the evolving needs and concerns of our stakeholders.



**In 2022, we strengthened our relationships with key stakeholders and further established DP World as a trusted leading and global end-to-end smart logistics solutions provider.**

**MATERIALITY MATRIX**

Our sustainability strategy is based on a materiality assessment that was completed in 2019 in line with global best practices. By identifying and prioritising our material sustainability topics, we can focus on what matters most to our business and stakeholders. In line with the materiality assessment process set out in the GRI standards, we have compiled a comprehensive list of ESG topics.

The topics that met the materiality threshold were then plotted on a materiality matrix. These topics continue to drive the Group's "Our World" sustainability priorities, guide daily interactions with the communities in which we operate, and set parameters for optimal risk management of our business footprint.

In 2022, we conducted a review of our materiality and deemed the topics and prioritisation appropriate and still relevant to our business. Our material topics remain aligned with the priority areas within our sustainability strategy. The Board and management have reviewed the Group's materiality matrix to ensure that the range of issues included provides a complete representation of the organisation's significant sustainability impacts.

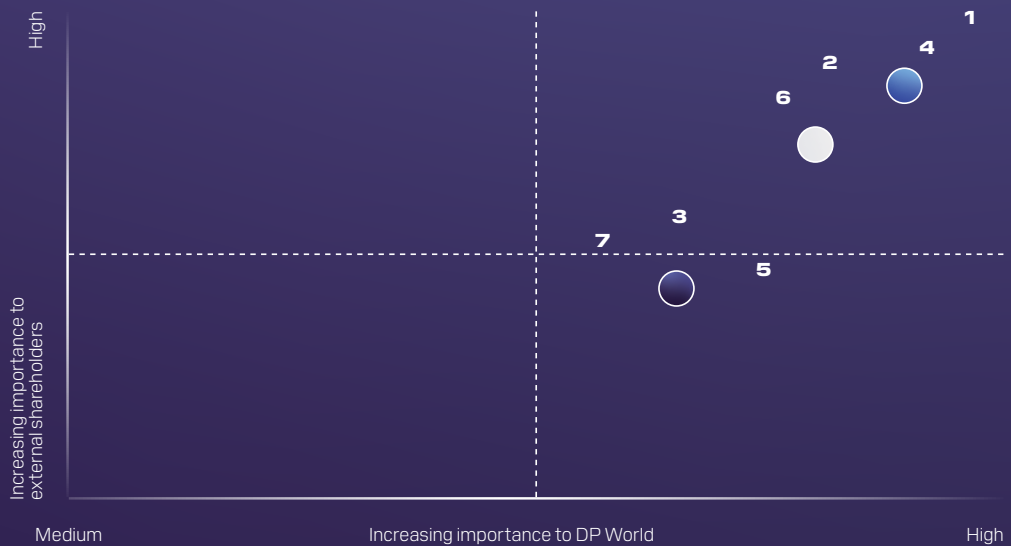
In 2023, we will also embark on a comprehensive review and revision of our materiality matrix to ensure continued alignment with the Group's strategy and relevance to our business objectives.

**OUR WORLD**

- 1. Safety
- 2. Security
- 3. Wellbeing
- 4. Ethics
- 5. People Development
- 6. Climate Change
- 7. Community Engagement

**OUR FUTURE**

- Women
- Education
- Water



**“OUR SUSTAINABILITY STRATEGY ‘OUR WORLD, OUR FUTURE’, WHICH IS INTEGRATED INTO THE DNA OF THE BUSINESS, GUIDES US IN EVERYTHING WE DO, REINFORCING AND SUPPORTING OUR LICENCE TO OPERATE.”**

**AYLA BAJWA**  
DIRECTOR, GROUP SUSTAINABILITY

# OUR WORLD, OUR FUTURE

## ESG REPORTING

To promote transparency, we are committed to publicly disclosing our annual sustainability performance in accordance with the GRI Standards.

	Description	Reporting approach
<b>UNSDGs</b>	The principal global framework for sustainability. They were set up by the UN in 2015 to be achieved by 2030.	All material topics are aligned with the SDGs to ensure the sustainability strategy is translated into concrete action.
<b>UNGC</b>	The world's largest corporate sustainability initiative led by the UN. It drives ten universally accepted principles across human rights, labour, environment, and anti-corruption.	Each year we submit a COP report which includes the CEO's confirmation of continued support for the UN Global Compact and its ten principles.
<b>GRI</b>	The world's most widely used standards for international reporting on sustainability.	Guides the content, data and quality of reporting within the ESG report. The ESG Scorecard in the report includes several disclosures based on the standards.
<b>World Economic Forum (WEF) Stakeholder Capitalism</b>	A core set of common metrics and disclosures on non-financial factors for investors and other stakeholders launched at the 2020 Annual Meeting in Davos.	We have commenced reporting on our progress against these principles in 2022.
<b>UNGC Sustainable Ocean Principles (SOPs)</b>	The Sustainable Ocean Principles provide a framework for responsible business practices across ocean sectors and geographies. In line with this, companies commit to assess their impact on the ocean and integrate ocean sustainability into their overall strategy.	We have commenced reporting on our progress against these principles in 2022.
<b>UN Women Empowerment Principles (WEPEs)</b>	Set of principles offering guidance to business on how to promote gender equality in the workplace, marketplace and community.	We have commenced reporting on our progress against these principles in 2022.

**“WE ARE COMMITTED TO BEING AN INDUSTRY LEADER FOR ESG REPORTING AND DISCLOSURE. OUR ESG SCORES AND RATINGS REFLECT THE STRONG PROGRESS WE HAVE MADE OVER THE LAST FEW YEARS. IT PROVIDES OUR STAKEHOLDERS WITH CONFIDENCE THAT WE ARE COMMITTED TO WORKING TOWARDS BETTER PRACTICES AND ADEQUATELY MANAGING ANY, AND ALL, EMERGING ESG RISKS.”**

**REDWAN AHMED**  
VICE PRESIDENT, HEAD OF INVESTOR RELATIONS

### ESG RATINGS

We are rated by several leading sustainability ratings agencies. Through concerted efforts we have maintained or improved our ESG ratings across the board.

	Sustainalytics	CDP	Moody's	MSCI
<b>Rating Scale</b>	Negligible (0–10) – severe (40+)	A–F	Credit Impact Score (CIS) 1 (positive) – 5 (negative)	AAA–CCC
<b>Latest DPW Score/Ratings</b>	<b>8.5</b> Top rated – Regional Top rated – Industry	<b>A – (Leadership)</b> 12% of companies within our activity group achieved this rating		<b>B</b>

\* Score updated in January 2023

TO DELIVER OUR STRATEGY WE ARE WORKING WITH SEVERAL LEADING PARTNERS AND INSTITUTIONS.



“OUR WORLD, OUR FUTURE” STRATEGY MAPPED AGAINST REPORTING FRAMEWORKS		UNGC	UNGC SOPs	WEPs	WEF Stakeholder Capitalism Metrics
Safety		1,2		3	
Security		1,2,10			
Wellbeing		1,2			People
Ethics		1,2,3, 5,6,10	5,6,7, 8,9	1,7	Governance
Community Engagement		1,2,7,8		6	Prosperity
Climate Change		7,8,9			Planet
People Development		1,2		4	People, Prosperity
Women		1,2,6		1,2	People
Education		1,2		2,4	People, Prosperity
Water		7,8,9	1,2,3,4		Planet

# OUR WORLD, SAFETY

**At DP World, we are committed to ensuring the health, safety and well-being of our employees, contractors, and the communities in which we operate.**

Our safety programme is designed to prevent incidents, accidents and injuries and promote a culture of safety throughout the company. We are dedicated to continuously improving our safety standards and practices to ensure that our operations are safe for all stakeholders.

We have a strong governance structure in place to ensure health, safety and environment is always a top priority. Our governance framework includes a Group Executive Safety and Environment Committee (GESEC) which is composed of regional CEOs and MDs, and other senior executives. The Committee, whose primary objective it is to ensure the accountability, effectiveness, and continual development of our HSE programmes, met two times in 2022 to review and receive updates on health and safety performance. All safety impacts within our businesses are recorded and reported to senior management and the Board.

In 2022, we updated and published our HSE Policy, further strengthening our commitment to health and safety. Our HSE Policy includes three HSE Pillars: Leadership and Engagement, Risk Reduction and Improvement and Commitments We Live By. The policy is central to the Group HSE management system and establishes a framework for the actions that we implement to protect people and the environment. The pillars encompass our vision to eliminate serious injuries and fatalities (SIFs) from our businesses to make sure everyone goes home safe.

The HSE Policy is supported by an annual HSE Plan, which is developed in accordance with the Group HSE Strategy. Health, Safety and Environment-specific KPIs relate to fatalities, serious injuries, environmental incidents, Lost Time Injury Frequency Rate (LTIFR) and Reportable Injury Frequency Rate (RIFR). Each of these KPIs has clear targets and performance against each is tracked on a quarterly basis.

A global HSE Application software system was launched in 2021 and provides a single platform for the recording and reporting of HSE data to enable analysis of data and HSE performance across the business to identify, monitor and implement targeted programmes to reduce and/or eliminate risks. The HSE Application system includes 14 modules currently inclusive of incident reporting, audit and inspections.

In 2022, our Group HSE Management System underwent a comprehensive review of 12 Standards, 25 guidelines, and 35 tools overall. This review has ensured that our HSE management system remains in line with best practices and industry standards.

We are pleased to report that our RIFR is the lowest it has been in the past four years, reflecting our commitment to safety and the effectiveness of our safety management system. In 2022, we published our Leadership and Accountability Guideline which promotes active engagement and leadership in safety matters, further strengthening our commitment to safety.

We reported a significant increase in the participation of our online and face-to-face HSE training programmes. There was a significant increase in the number of participants, rising from 6,441 in 2021 to 16,657 in 2022. This reflects our dedication to fostering a culture of safety and sustainability within the organisation. To date, we have achieved over 30,000 completions in HSE courses. Amongst the courses we offer is the online SafeLeader training to support safety and personal growth, with over 1,540 successful completions in 2022.

The HSE Profile is an annual risk rating exercise for operating entities under operational control within our business. The HSE Profile enables us to make informed decisions to identify and monitor high-risk areas within our business and to develop targeted risk reduction programmes to mitigate risks. The HSE Profile forms the basis of Group HSE's Due Diligence Audits and Risk Baseline Assessment Programme.

## UN SDGS



## UNGC PRINCIPLES

**Principle 1**  
**Principle 2**

We believe that safety is not only our responsibility, but also that of our supply chain partners. As such, we have embedded HSE requirements in our procurement processes. Additional safety requirements may be required from our vendors depending on the risk associated with the projects and scope of work. We are also reviewing our Contractor Management standard to ensure a standardised approach to the management of contractors.

We have an Incident Management Standard that requires the reporting of all types of incidents. Additionally, we have a Serious Injury and Fatality protocol which mandates the process for managing HSE incidents with a level 4 or 5 severity rating.

We work towards international safety standards for Occupational Health and Safety, and Environmental Management Systems, such as ISO 45001 and ISO 14001.



# OUR WORLD, SECURITY

Security is a critical function for companies operating in the logistics and supply chain industry, and DP World is no exception. As a global leader in marine terminal and logistics services, DP World has the commitment and responsibility to ensure security of its operations and of its employees, customers, and the communities in which it operates.

## PHYSICAL SECURITY

We are dedicated to continuously improving our Global Security Management System in order to comply with global and local security requirements, as well as proactively managing security risks. In addition, we are committed to contributing to and enhancing global supply chain security. This is done by aligning our Security Management System with various global security compliance standards including the International Ship and Port Facility (ISPS) Code, ISO 28000, and the Transported Asset Protection Association (TAPA), as well as proactively engaging with different stakeholders in the supply chain.

New businesses that are integrated into DP World are also expected to align with our Global Security Management System. We are improving the effectiveness of our security operations by striking the right balance between people, process, and technology. This ensures seamless flow of cargo through our operations and facilities.

We have made minor updates to our Group Security Policy in 2022 to make it applicable to our diverse businesses and divisions, including any new acquisitions. The Group Security Policy is designed to ensure that the security requirements are met whilst making sure that our operations remain competitive. The policy is regularly reviewed and updated to keep up with changing security requirements and threats. This policy continues to focus on security compliance, risk management, implementation of innovative security systems, and security awareness.

In 2022, we developed our incident reporting system and brought all security reporting tools under one platform, making it easier for our teams to report globally. While there were security incidents reported throughout the year, most of them were related to day-to-day operations with no major consequences. As part of the incident review process, the Group Security team reviews the security plan and makes necessary changes to their security operations by enhancing their processes, technology, and security deployment to mitigate any future potential security breaches.

Due to the nature of our business, we continuously review our security processes to ensure that our people and facilities are not compromised and are secure. During 2022, container scanners were added in a few terminals to inspect cabs in vehicles and reduce the exposure of our people while screening and detecting any contraband. In addition, video surveillance systems with video analytics were encouraged and adopted by a number of our facilities.

Throughout 2022, the Group Security team also provided continuous support to our local staff in Ukraine as part of our response.

Two ports, DP World Paramaribo in Suriname and DP World Algiers in Algeria, received their ISO 28000 certification in 2022. With the new version of ISO 28000 published in 2022, Group Security is providing support to the existing ISO 28000 compliant Business Units to transition to the new standard. Group Security conducted a gap analysis between the 2007 and 2022 version of ISO 28000 and created a transition guidance document to assist the BUs. The plan for 2023 is to support more BUs for ISO 28000:2022 implementation and certification.

## INTERNATIONAL WILDLIFE CRIME

In February 2022, as part of our long-standing partnership with United for Wildlife (UfW), HRH Prince William visited the Jebel Ali port to witness a demonstration of illegal wildlife products seizure and view the customs process for identifying and scanning high-risk containers.





## UN SDGS



## UNGC PRINCIPLES

**Principle 1**  
**Principle 2**  
**Principle 10**

During the visit, we also hosted the launch of the UfW MENA Chapter at Expo 2020 Dubai. The chapter will work with UfW's international Financial and Transport Task Forces to share information, resources and strengthen partnerships, while also addressing local priorities. DP World leads the United for Wildlife Transport Taskforce for the UAE. At the launch, the Chairman announced a public pledge to support ending the trafficking of illegal wildlife and timber products through our ports and terminals.

Additionally, in 2022, to mitigate risks associated with wildlife trafficking, security teams at BU level assessed the risk and included specific mitigating controls as needed in their risk registers. Security teams across the Group continuously monitored and shared awareness on the subject.

Security teams also worked closely with other governmental security agencies to mitigate risks and share information. In 2022, there were no major incidents related to wildlife trafficking reported. This is a testament to the efforts of the security teams and their commitment to ensuring a safe, secure, and sustainable working environment.

### CYBERSECURITY

The Board of Directors is engaged in Cybersecurity matters through the Group Chief Operating Officer (COO), who reports to the Group Chairman. Supporting the COO is the Chief Technology Officer (CTO) along with the Director of Security and Governance who is responsible for all areas of cybersecurity.

We consider cyber risk as an enterprise risk, and we have put in place several controls to protect our information, systems, and assets. We take a Defence in Depth approach to secure our users, applications, network, and data. We have several policies and procedures to outline the information security requirements. All our IT policies, including information security-related policies, are approved by the Group Chairman. All policies are reviewed on an annual basis to ensure relevance and alignment with current practices. To measure the effectiveness of our controls we have defined KPIs to track and monitor our progress.

In addition, we have put in place a Data Leakage Prevention (DLP) solution to protect against unauthorised leakage of information. These robust measures have resulted in the company not suffering any cybersecurity breaches in the last 12 months.

To ensure that staff are aware of cybersecurity risks, all new joiners are required to complete mandatory online security training. We have also rolled out a solution that simulates phishing attacks to assess employee awareness. In addition, we use a third-party IT Service Management system for employees to report any incidents. To monitor threats and attacks to our infrastructure, the Group has deployed multiple flavours of security operations centres (SOC) from leading service providers.

Our business units maintain disaster recovery plans which are reviewed at a minimum on an annual basis. Our operational resilience programme incorporates regular testing and exercising of both disaster recovery and crisis management. Our IT Security and Governance team makes sure that our BUs conduct an IT disaster recovery test at least on an annual basis.

Nine of our BUs have received an ISO 27001 certification. In addition, our IT infrastructure and information security management systems have been audited by external auditors in the last year.

We also conduct frequent vulnerability analysis of our platforms and penetration testing on our network and critical systems at least once a year.

### DATA PRIVACY

DP World respects the privacy of their employees, individual contractors, and other individuals about whom they hold information. The collection, handling, and storage of personal data are regulated by law in respective countries. We are committed to putting measures in place to protect personal data and to comply with legal and regulatory obligations. Our privacy policies are communicated to stakeholders and published on the DP World website as well.

# OUR WORLD, WELLBEING

**We are dedicated to fostering an environment of wellbeing for all stakeholders, including employees, customers, and the communities in which we operate.**

Our commitment to promoting the health and happiness of individuals and communities is reflected in the various initiatives we undertake. We understand the importance of prioritising wellbeing, as it not only improves the lives of those around us, but also strengthens our reputation and contributes to long-term financial stability.

In 2022, we initiated three wellness projects at Head Office aimed at improving the physical and mental health of employees and their families.

The first initiative was a Financial Wellbeing session. This virtual session was attended by over 120 participants and focused on the basics of financial planning. The session was especially beneficial for individuals new to the UAE and aimed to provide them with the knowledge and skills to manage their finances effectively.

The second initiative was a Mental Wellbeing session that addressed the topic of raising children and the common stressors affecting their mental health. With over 70 attendees, the session provided parents with invaluable information and tools to identify and address their children's mental health needs.

We also organised a two-day wellness event called DP World Wellness Days, which was attended by over 350 colleagues. The event included a range of health screenings, including blood pressure, blood sugar, cholesterol, and BMI measurements. In addition, six doctors specialising in cardiology, family medicine, internal medicine, diet, body composition analysis, vision screening, and dentistry were available to provide personalised healthcare services. A private women's clinic was also set up to address women's specific health needs.

Through these initiatives, we demonstrated our commitment to promoting the health and wellbeing of our employees and the wider community.

## CASE STUDY: DRIVING EMOTIONAL HEALTH IN ANGOLA

As part of our commitment to promoting sustainable development and achieving SDG 3, "Good Health & Well-being", our team in Luanda launched a new Emotional Health Programme during SDG week. This programme aims to enhance the well-being of our employees by providing psychological and social support, thereby fostering a healthy workplace, and promoting a high quality of life for all.

We recognise the importance of promoting emotional health and wellbeing in Angola, and our programme reflects our dedication to driving positive change in this area.



UN SDGS



UNGC PRINCIPLES

- Principle 1
- Principle 2



# OUR WORLD, ETHICS

We are dedicated to upholding the highest standards of ethical conduct in all our business operations. We understand the impact of our actions on the communities in which we operate and strive to align our actions with our values.

Transparency and accountability are vital elements of ethical behaviour, and we are committed to open and honest communication with all stakeholders.

## CODE OF ETHICS

The DP World Code of Ethics is a general framework to guide ethical behaviour across the organisation. It sets a common behavioural standard which all our employees, third-party agents, and representatives working on our behalf are expected to adhere to. The code is translated into several languages and published to ensure accessibility for all stakeholders. We are currently reviewing our Global Code of Ethics and will launch a more comprehensive version in 2023, aligned with international best practice.

## WHISTLEBLOWING

Our Whistleblowing Policy applies globally and is supplemented by country-specific policies wherever local law requires. We encourage employees to report any ethics violations or incidents to their supervisors, or via our anonymous and independently administered whistleblowing hotline, Ethicspoint. All reports are thoroughly investigated to their conclusion and securely documented, together with any corrective actions taken. The Audit and Risk Committee receives regular updates on the number and types of incidents reported.

## MODERN SLAVERY AND HUMAN TRAFFICKING

We do not tolerate modern slavery or human trafficking in any part of our business. The Board has approved a Modern Slavery and Human Trafficking Statement. The statement is aligned with section 54 of the UK's Modern Slavery Act 2015 and the Australian Modern Slavery Act and is published on our website. In addition, we have conducted internal awareness campaigns to raise awareness among our employees and provide information on how to report incidents. We also have a dedicated team in place to monitor and address any concerns related to modern slavery and human trafficking.

## HUMAN RIGHTS STATEMENT

In line with our Human Rights Statement, we respect and support the human rights of our employees, our extended supply chain and the broader community around us. The statement applies to all operations globally and has been guided by the Universal Declaration of Human Rights, the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work and the Guiding Principles on Business and Human Rights amongst others.

## ANTI-FRAUD

We have a zero-tolerance approach to all forms of corruption. We also have a Fraud Policy and a comprehensive Fraud Management Framework. Fraud Risk Assessments are conducted across various business units and functions across the Group to identify potential fraud risk scenarios in core business processes and to monitor the internal controls in place to mitigate such risks.

## ANTI-BRIBERY

We have an Anti-Bribery Policy, processes and procedures which underpin our commitment to preventing, detecting and responding to fraud, bribery and all other corrupt practices. The Group promotes and expects from its team the highest standards of personal and professional ethical behaviour.

## JUST TRANSITION

Following DP World joining the UNGC Think Lab on Just Transition, we launched an internal cross-departmental working group and have initially mapped out the risks and opportunities of a Just Transition against our Decarbonisation Strategy. Once we have completed this mapping exercise, with inputs from all regions and businesses, we will develop guidance to ensure employees and communities are protected during the transition to net zero.

## UN SDGS



## UNGC PRINCIPLES

**Principle 1**  
**Principle 2**  
**Principle 3**

**Principle 4**  
**Principle 5**  
**Principle 6**  
**Principle 10**

### VENDOR CODE OF CONDUCT

We have a Vendor Code of Conduct which is available to all registered suppliers via our eSourcing Portal. In line with our code, we expect our vendors to provide a safe and healthy working environment for their employees, ensure discrimination prevention and strive for zero harm at work by prioritising employee safety. We also expect our vendors to operate in an environmentally responsible and efficient manner to minimise adverse impacts on the environment through better use of natural resources and effective management of emissions. In addition, we expect vendors to comply with our Health, Safety and Environment Contractor Management Standard, and to develop their own sustainable procurement policies.

Vendors are required to report any suspected violations of our code of conduct through our whistleblowing hotline. In 2022, each of the 158 vendors who were pre-qualified by Group Procurement accepted the Vendor Code of Conduct. Furthermore, we developed a Modern Slavery Self-Assessment and shared with approximately 60 vendors that had been awarded tenders by Group Procurement.

We remain committed to maintaining the highest standards of ethical conduct in all our business operations. We believe that transparency, accountability, and open communication are key components of ethical behaviour and strive to promote these values throughout the organisation. We will continue to review and improve our ethical practices to ensure that we are meeting the expectations of our stakeholders.

**“WE ARE COMMITTED TO THE HIGHEST ETHICAL STANDARDS IN CONDUCTING OUR BUSINESS. WHILST OUR STRONG RISK MANAGEMENT FRAMEWORK UNDERPINS ALL ASPECTS OF HOW WE OPERATE OUR BUSINESS, ETHICAL BEHAVIOUR IS DEEPLY ROOTED AT THE CORE OF OUR BUSINESS. OUR DECISION-MAKING AND CULTURE OF ETHICS IS DEFINED AND GUIDED BY OUR CORPORATE VALUES, FOCUS ON SUSTAINABLE GROWTH, STRONG LEADERSHIP, AND GOVERNANCE.”**

**HE MOHAMED AL SUWAIDI**  
GOVERNANCE AND SUSTAINABILITY COMMITTEE CHAIR

# OUR WORLD, COMMUNITY ENGAGEMENT

Wherever we operate, we integrate sustainability and responsible corporate citizenship, striving for a positive contribution to the economies and communities where we live and work.

Within the "Our World, Our Future" strategy, we have defined four focus areas for our community engagement efforts: education, health, water, and emergency relief. To ensure gender equality is embedded throughout all our community projects, we apply a gender lens across all our themes. At DP World, we want to have a positive and sustainable impact on the countries where we operate, enhancing employment, elevating local level infrastructure and contributing to growth. To achieve these goals our community engagement partnerships are underpinned by mutual collaboration and a shared value approach to ensure that we are creating economic gains while generating societal benefits.

Our community engagement strategy consists of two key components: Community Stakeholder Engagement and Community Investment. Community Stakeholder Engagement guides us in engaging with community members in the areas in which we operate, formalising the process and fostering a two-way dialogue in which community members' opinions are respected. Community Investment enables us to strategically invest in our communities through partnerships and alignment with the SDGs, allowing us to track progress of our KPIs and targets.

This strategy is crucial in ensuring that we can provide global guidance while also allowing for local variations to maximise the

impact and benefit we bring to the communities in which we operate. Additionally, it helps to ensure important processes and procedures are in place, protecting the company's reputation by only collaborating with reputable and legal entities.

To implement our strategy and to drive sustainability within our regions and BUs we leverage our global network of Sustainability Champions.

We have been measuring our impact using the B4SI (formerly known as LBG) Framework since 2014, which is the global standard in measuring and managing corporate community investment. The B4SI Framework creates a robust measurement standard that any company can apply to understand the difference their contributions make to their business and society. The Framework does this by enabling companies to measure their activities through three pillars: Inputs, Outputs and Impacts. Our global community investment data is reviewed and assured annually by B4SI. Additionally, we have a digital data management tool that is used by champions globally, and several of our champions have been trained by B4SI as Certified Community Practitioners.

As a result of these efforts, we have been able to provide support to over 2.5 million beneficiaries since 2014. We are committed to continuing our efforts to support and improve the lives of the communities in which we operate.

## FOCUS AREAS



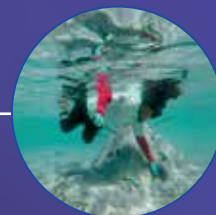
EDUCATION



HEALTH



EMERGENCY RELIEF



WATER

GENDER LENS APPLIED THROUGHOUT ALL OUR FOCUS AREAS

## UN SDGS



## UNGC PRINCIPLES

- Principle 1
- Principle 2
- Principle 7
- Principle 8

### CASE STUDY: DP WORLD DONATES TO LOCAL SCHOOL

We made a generous donation of over £10,000 to Corringham Primary School to support the installation of a new sensory room and the creation of a forest school. Emma Cowper, from the Sustainability team at London Gateway, visited the school to tour the location where the new facilities will be installed. The students at the school warmly welcomed their visitors and provided a preview of where the sensory room and forest school will be located.



### CASE STUDY: MOBILE MEDICAL VANS IN INDIA

Due to lack of infrastructure and access, the general health status of the communities in Nhava Sheva is very poor. Recognising the lack of health services and the urgency to serve the community, DP World launched three Mobile Medical Vans – one in Maharashtra (Nhava Sheva) and two in Gujarat (Mundra). The medical vans deliver primary health care according to the Awareness, Diagnosis, Cure and Referral (ADCR) formula. They also conduct blood pressure, blood sugar and oxygen saturation services amongst others.

# OUR WORLD, COMMUNITY ENGAGEMENT

## CASE STUDIES

### CASE STUDY: PARTNERING WITH THE SENEGALESE LEAGUE AGAINST CANCER FOR PINK OCTOBER 2022

In partnership with the Senegalese League Against Cancer (LISCA), our colleagues in Dakar helped prepare midwives and health agents in Senegal to screen women for breast and cervical cancer through a Cervical Cancer Prevention Programme. The programme provided health centres with devices and materials required for the treatment of precancerous lesions.

Cervical cancer is a significant health risk amongst women in Senegal and there has been a demand for a cervical cancer prevention programme from women's associations in the region. That is why for the fifth consecutive Pink October in 2022, our Dakar's Pink Caravan ranged over the area of the New Port of Ndayane to improve the health and wellbeing of Senegalese women. Since 2016, this programme has screened 14k women and identified 271 precancerous lesions.



### CASE STUDY: CELEBRATING RECONCILIATION DURING NAIDOC WEEK IN AUSTRALIA

In Australia, Indigenous girls and young women face a variety of barriers to education. DP World Australia (DPWA)'s partnership with the Stars Foundation aims at improving health and education outcomes for Indigenous young women. Stars Foundation provides an intensive mentoring and engagement programme tailored to meet the unique needs of First Nations women to empower them to reach their full potential and enable a healthy life. In 2021, 87% of Stars graduates transitioned successfully into employment or tertiary education.





## CASE STUDY: INSTALLING WATER SYSTEMS AND BIO-TOILETS ACROSS VILLAGES AND SCHOOLS IN INDIA

Our team in India is progressing on the charge of addressing access to clean water. Our colleagues installed water systems and bio-toilets across five villages and schools in Marul Haveli & Ransai, Maharashtra Sachana, Gujarat Diwana & Jhattipur, and Haryana. The installations benefited 15,300 people, 5,650 households and 1,171 students. A similar project was carried out in other regions, where our colleagues from India assisted in building rainwater harvesting structures for recharging bore wells to improve quantity and quality of accessible water, changing the lives of 9,000 residents in Kondakarai Village and the surrounding areas.



## CASE STUDY: CELEBRATED SDG WEEK TO MOBILISE COMMUNITIES, DEMAND URGENCY, AND SUPERCHARGE SOLUTIONS FOR THE SDGS

DP World's "Our World, Our Future" strategy aligns with the UN SDGs and hence we have a responsibility to contribute to the global mission. We observed SDG Week between 12 and 16 September 2022, bringing people together in-person and virtually to cultivate ideas, identify solutions and build partnerships with the power to solve a wide range of complex global problems from poverty and gender to climate change and inequality. More than 700 DP World staff took part in our SDG quiz and over 25 business units participated in activities across our regions.



# OUR WORLD, CLIMATE CHANGE

We recognise the importance of addressing climate change as a responsible company and are committed to achieving zero environmental harm in our operations both on land and at sea.

## DECARBONISATION

Our commitment to prevent and minimise negative impact on the environment is supported by our robust governance framework.

At a Board level, we have a Governance and Sustainability Committee. The Committee is responsible for reviewing, approving, and overseeing our sustainability strategy and management of ESG matters, with a particular emphasis on climate change.

At a management level, we have recently constituted the Executive Sustainability Council. The council is composed of senior members of the leadership team and is chaired by the Group Chief People and Sustainability Officer. The Sustainability Council, which includes senior members, is responsible for providing strategic oversight of the Group's sustainability strategy, including climate change efforts, and ensuring alignment with the overall business strategy.

In addition, at a management level, we have the GESEC. This committee ensures the accountability, effectiveness, and continual development of the Group's HSE programmes, including climate change related initiatives and activities.

Our governance is further bolstered by a large pool of technical leaders who play a critical role in developing strategies and actions to combat the adverse potential effects of climate change across our operations.

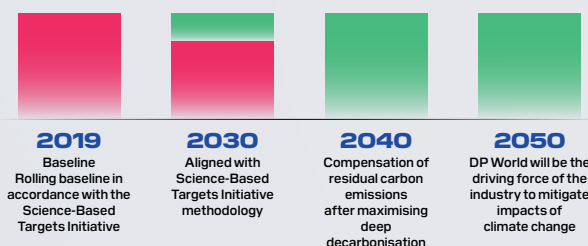
Underpinning our approach to reducing our environmental impact is a decarbonisation strategy which would see the Group achieve carbon neutrality by 2040 and net zero carbon emissions by 2050. The 2050 net zero target sets us on the path of the "1.5 degrees Celsius scenario" in line with the Paris Agreement. We also have an intermediate target of a 28% reduction of our carbon footprint by 2030. Our absolute baseline was set in 2019 and, in line with the GHG Protocol Corporate Accounting and Reporting Standard, is recalculated on a rolling basis due to acquisitions. The baseline is not affected by organic growth (greenfield or brownfield).

Our Group strategy and targets consist of an overarching plan across all our divisions – Ports and Terminals, Logistics, Economic Zones and Marine Services. We already have individual carbon intensity KPIs for Ports and Terminals and will be setting similar KPIs for the other divisions.

We have adopted a science-based approach to reduce our carbon footprint and account for the following types of emissions in our strategy:

- Scope 1: Direct emissions from owned and controlled sources (mainly fossil fuels);
- Scope 2: Indirect emissions associated with purchase of electricity; and
- Scope 3: All other indirect emissions occurring in the value chain.

In 2022, we expanded the coverage of our Scope 3 emissions reporting. We have increased the number of categories we report on for Scope 3 from one to ten. These categories cut across upstream (purchased goods and services, capital goods, fuel and energy-related activities, transportation and distribution, waste generated in operations, business travel and employee commuting) and downstream services (transportation and distribution, leased assets and investments). To drive reduction efforts across a number of categories we are also developing a unit-based carbon accounting supplier engagement programme. The aim of the programme, which will be defined by a supplier's sector and maturity, is to foster long-term collaboration and innovation. All reported carbon emissions are externally assured by Lloyds Register in accordance with ISO 14064:2019.



**“WE CONTINUE TO MAKE GOOD PROGRESS AGAINST OUR AMBITION OF ACHIEVING CARBON NEUTRALITY BY 2040 AND NET ZERO CARBON EMISSIONS BY 2050. WE ARE WORKING CLOSELY WITH ALL PARTNERS ACROSS THE VALUE CHAIN TO MAXIMISE EFFICIENCY, ELECTRIFY EQUIPMENT, INCREASE RENEWABLE ELECTRICITY USAGE AND TRANSITION TO LOW-CARBON FUELS. BY REDUCING EMISSIONS, WE ARE PLAYING A CRUCIAL ROLE TO MINIMISE THE ENVIRONMENTAL IMPACT OF OUR GLOBAL OPERATIONS AND PRESERVE THE PLANET FOR FUTURE GENERATIONS.”**

**UN SDGS**



**UNGC PRINCIPLES**

- Principle 7**
- Principle 8**
- Principle 9**

**JASON PRATT**  
GROUP SENIOR VP, HEALTH, SAFETY & ENVIRONMENT

Our decarbonisation strategy cuts across five pillars: equipment electrification and efficiency, process efficiency and digitalisation, renewable energy supply, low-carbon fuel supply, and carbon compensation.

Since Group emissions arise from different sources across divisions, reduction measures will be tailored per division. Whilst we do not have all the required decarbonisation solutions today, we believe that by embedding sustainability principles into our operations as well as collaboration with industry and government partners, we can achieve our short – and long-term goals.

The decarbonisation initiative which we launched in 2020 has already resulted in a 5% reduction in emissions since 2019. Our achievements have not gone unrecognised, and in our 2022 CDP climate change response we achieved a leadership score of A-. We were amongst 12% of companies within our activity group in 2022 that reached Leadership level. In addition, we received two awards at the 2022 Dubai Award for Sustainable Transport (DAST) in recognition of our latest sustainable mobility initiatives, the Electrical Terminal Truck under the Environmental Protection category, and the Real-Time Locating System (RTLS) under the Mobility Management category.



**EQUIPMENT  
ELECTRIFICATION  
& EFFICIENCY**



**PROCESS  
EFFICIENCY &  
DIGITALISATION**



**RENEWABLE  
ENERGY SUPPLY**



**LOW-CARBON  
FUEL SUPPLY**









**CARBON  
COMPENSATION**

	<b>EQUIPMENT ELECTRIFICATION &amp; EFFICIENCY</b>	<b>PROCESS EFFICIENCY &amp; DIGITALISATION</b>	<b>RENEWABLE ENERGY SUPPLY</b>	<b>LOW-CARBON FUEL SUPPLY</b>	<b>CARBON COMPENSATION</b>
<b>AMBITION</b>	Reduce diesel and marine fuel consumption	Introduce innovative low-carbon technologies in operations portfolio and maximise efficiency in processes	Procure electricity from renewable energy or carbon-neutral sources	Procure low- or zero-carbon fuels to replace diesel and marine fuel	Compensate the remaining carbon that cannot be avoided with carbon credits or other carbon offsetting method
<b>WE WILL ACHIEVE THIS BY</b>	Applying measures to increase efficiency of equipment or shifting to electricity	Digitalising port operations through innovation (e.g. BoxBay) and improving logistics processes	Pursuing self-generation renewable energy, Power Purchase Agreements (PPA) and green energy tariffs	Procuring biofuels and/or substituting with alternative fuels (hydrogen)	Purchasing carbon credits and nature-based solutions such as blue carbon initiatives under DP World's Ocean Enhancement Programme

# OUR WORLD, CLIMATE CHANGE

ACROSS EACH OF THESE PILLARS WE HAVE LAUNCHED SIX PRIORITY PROGRAMMES:

Priority programme	Key plans
 <p><b>01</b> Equipment electrification</p>	<ul style="list-style-type: none"> <li>• Develop new electrified terminals where feasible or part of major redevelopments</li> <li>• Develop and communicate terminal prioritisation strategy for equipment replacement, upgrade and retrofit</li> <li>• Replace diesel RTGs and Terminal Tractors reaching their end-of-life with fully electric alternatives (where feasible)</li> <li>• Establish leading equipment procurement and maintenance programme for our equipment fleets</li> </ul>
 <p><b>02</b> Low-carbon vessels</p>	<ul style="list-style-type: none"> <li>• Develop criteria for new vessel procurement and vessel retrofit policies</li> <li>• Conduct trials with low-carbon alternative fuels in each maritime services company</li> <li>• Create cross-company working group</li> <li>• Report fuel efficiency achievements annually</li> </ul>
 <p><b>03</b> Renewable energy procurement</p>	<ul style="list-style-type: none"> <li>• Global Renewable Electricity procurement advisory team set up at our head office</li> <li>• Renewable electricity secured for critical locations (via self-generation, green utility tariffs and corporate Power Purchase Agreements)</li> <li>• 100% renewable electricity case study demonstrated</li> </ul>
 <p><b>04</b> Equipment efficiency</p>	<ul style="list-style-type: none"> <li>• Collect Overall Equipment Effectiveness (OEE) metrics data for all terminals, logistics and marine divisions</li> <li>• Set OEE targets for 2025</li> <li>• Translate OEE targets into energy savings</li> </ul>
 <p><b>05</b> Monitoring and reporting</p>	<ul style="list-style-type: none"> <li>• Create Group-wide Key Performance Indicators (KPIs)</li> <li>• Develop a tracking tool for central monitoring and analysis at an operating unit level</li> <li>• Develop an education programme for employees and third-party contractors to ensure engagement and support</li> </ul>
 <p><b>06</b> Grow green and corporate policies</p>	<ul style="list-style-type: none"> <li>• Support organic growth with low-carbon solutions</li> <li>• Incorporate decarbonisation planning into acquisitions and business cases</li> <li>• Roll out the Internal Carbon Pricing at Group level and monitor its implementation</li> </ul>

To decrease our carbon footprint, we have started reviewing large-scale investments in nature-based solutions for carbon compensation and implementing a fleet replacement plan to convert all landside vehicles and vessels to zero-carbon alternatives.

We recognise the importance of collaboration and partnerships in tackling climate change and are committed to forming partnerships with local government entities, green technology providers, industry associations, research institutes and customers to accelerate decarbonisation efforts and drive real change within the industry.

We have several partnerships and initiatives in place to achieve our goal of protecting the environment. For example, we have joined forces with other leading organisations in the shipping industry under the Maersk Mc-Kinney Moller Center for Zero Carbon Shipping to identify, evaluate and implement practical ways to decarbonise the maritime industry. We have also invested in Britain's first all-electric terminal tractor and formed a partnership with Terberg and Gaussin to pilot electric terminal tractors at our Jebel Ali port. Additionally, we have entered into an agreement with MAN Energy Services to focus on green-fuels infrastructure, liquefied natural gas, methanol, ammonia, hybrid drives, electric engines research and development, and training. We have also partnered with the University of Exeter and the Blue Marine Foundation to

support research into blue carbon ecosystems. Our Sea Rates platform, which creates an online spot rate marketplace for the transportation of goods, helps customers track their carbon footprint and reduce emissions.

Additionally, we are working to integrate carbon reduction efforts into our global business strategy and making financial commitments to decarbonise our operations in line with internationally recognised climate action frameworks and embedding sustainable procurement principles into our business practices. We also prioritise sustainable design in all greenfield and brownfield developments, striving to promote growth that is environmentally responsible.

We are committed to exploring the potential of hydrogen as a key component in the decarbonisation of the ports and terminals, logistics and marine service assets. To achieve this, we have established internal working groups focused on identifying and evaluating hydrogen solutions. We also recognise the significance of hydrogen and hydrogen-derivatives in the future of decarbonisation and are working closely with the Maersk McKinney Moller Center for Zero Carbon Shipping to understand its impact on port operations.

## CASE STUDY: DP WORLD CHILE CERTIFIED AS USING 100% RENEWABLE ELECTRICITY

DP World Chile has made history by becoming the first port operator in South America to secure renewable electricity certification, a significant achievement for the facility and the company's goal of achieving carbon neutrality by 2050. The certification, awarded by Chilean energy firm Colbun and endorsed by Ernst and Young, recognises that DP World Chile utilises 100% renewable electricity across its ports. Our team collaborated with energy group ENEL for over a year to obtain this certification, showcasing how all the port's electricity is derived from hydro-electric plants. We are a leader in renewable electricity innovation and this certification is a key component of our global vision. Other DP World ports and terminals in Chile are also making progress towards renewable electricity, with 54% of the electricity used at San Antonio port and 30% of the electricity used at Lirquen being hydro-electric power.



## CASE STUDY: DP WORLD SOUTHAMPTON, FIRST PORT IN BRITAIN TO REPLACE DIESEL WITH VEGETABLE OIL

Our container terminal at Southampton has made a significant advancement towards achieving net zero by becoming the first port in Britain to eliminate fossil diesel from its operations and transition to Hydrotreated Vegetable Oil (HVO). Diesel previously accounted for 90% of the terminal's emissions, but HVO, a renewable biodiesel derived from sustainable sources, eliminates more than 80% of net carbon dioxide emissions as well as significantly reducing nitrogen oxide, particulate matter and carbon monoxide. We first tested HVO in 2021 and calculated a net carbon dioxide reduction of more than 80% based on replacing diesel usage with HVO. While HVO is considered an interim solution, we are also researching and testing alternative energy sources such as electric and hydrogen power.

## CASE STUDY: DP WORLD BEGINS WORK ON LONDON GATEWAY GREEN WAREHOUSE

DP World has begun construction on a new 119,000 square feet green warehouse at London Gateway's Logistics Park. The warehouse is designed to be environmentally friendly and is part of the company's efforts to promote sustainable growth. The new facility comes after a strong performance at the port, with London Gateway seeing a 10% increase in throughput during the first half of 2022, contributing to a record volume of cargo for DP World's ports in the UK.

# OUR WORLD, CLIMATE CHANGE

We are aware of the threats that climate change poses on our business. Accordingly, we have launched a Climate Change Asset Resiliency project to monitor and address the future impact of climate change on DP World assets. Impacts such as extreme weather events, sea level rise, or temperature fluctuations amongst other factors have been evaluated. The cross-functional Climate Change Resilience team consists of representatives from Global Operations and Engineering, Group HSE, Risk Management, Group Projects and Project Management, Group Sustainability, and Insurance.

The project considers various factors to evaluate the impact of climate change on our assets. This includes using the Intergovernmental Panel on Climate Change (IPCC) Shared Socioeconomic Pathways (SSPs) climate change scenarios SSP1-2.6, SSP2-4.5, and SSP5-8.5, with a time frame of present day to 2100, and granularity of analysis at 90m<sup>2</sup> resolution. Climate hazards considered include flooding, precipitation, wind, heat, cold, wet-bulb globe temperature, and hail. The engagement is still in process and is expected to be complete in 2023.

## ENVIRONMENTAL IMPACT

We strive for zero environmental harm, ensuring that good practice and strong environmental stewardship are embedded within our business processes on land and at sea.

We recognise the potential environmental impact that our operations can have, including impacts to land, water, and air, which may in turn result in impacts to sensitive ecosystems, as well as reputational damage, customer attrition, and limitations for accessing funding.

Understanding our environmental impact is a top priority for our business and we have put in place Group environmental standards and guidelines that set minimum requirements for environmental assessment and management and promote strong environmental

governance. Our Group environmental management is based on, and benchmarked to, the principles of ISO 14001: Environment Management Systems Standard.

Our Environmental Impact Strategy is focused around three pillars: 1) understanding our impact; 2) preventing, reducing and managing; 3) improving and enhancing. The Strategy is supported by targeted programmes and initiatives. We have a dedicated team to work with and support our regions and operating entities to drive environmental improvements within their operations, promote and share knowledge on good environmental practices and provide supporting tools and training. Our standards and guidelines are regularly reviewed to align with international practices.

The Group Waste Strategy focuses on achieving improvements in our waste generation and recycling, in line with the waste hierarchy. Our objective is to enable our regions and operating entities to measure and report waste consistently, equip them with tools to reduce waste in their operations and ensure the safe handling and storage of waste. We work with supply chain partners to minimise packaging and increase recycling, and we are setting KPIs and targets to drive waste improvements, starting with the elimination of single-use plastic bottles.

Our approach demonstrates our commitment to doing business responsibly and promoting environmental stewardship in our operations.

We also extend our focus on the environment to our suppliers. Through our Vendor Code of Conduct, which is available to all registered suppliers via our eSourcing Portal, we expect our vendors to operate in an environmentally responsible and efficient manner to minimise adverse impacts on the environment through better use of natural resources and effective management of emissions.

## ENVIRONMENTAL IMPACT STRATEGY

We strive for zero harm to the environment, moving towards a future where we create positive impacts on the environment in which we operate. Our Environmental Impact Strategy is guided by three key pillars and will be achieved through the development and implementation of a strong governance structure, including responsible business practices that embed good environmental stewardship into our business activities and decision making.

	UNDERSTANDING OUR IMPACT	PREVENT, REDUCE AND MANAGE	IMPROVE AND ENHANCE
AMBITION	We understand the environmental impacts of our operations and actively assess the impacts of new business activities.	We have measures in place to prevent, reduce and proactively manage our environmental impacts.	We strive for continued improvement in our environmental performance and identify opportunities to enhance the environment.

## CASE STUDY: DP WORLD COMMITS TO CO<sub>2</sub> REDUCTION AND TAKES ON THE GREEN SHIPPING CHALLENGE

We have announced our commitment to cutting CO<sub>2</sub> emissions from our operations by nearly 700,000 tonnes over the next five years through a \$500 million investment. The company's plans include transitioning its global fleet of assets from diesel to electric, investing in renewable power, and exploring alternative fuels. Additionally, we have taken on the Green Shipping Challenge, which encourages actors in the shipping value chain to make concrete announcements to further ocean-based climate actions. We are also working with local communities to establish carbon sinks, such as mangrove forests, as part of our global decarbonisation strategy.



## CASE STUDY: JEBEL ALI WILDLIFE SANCTUARY'S MANGROVE FOREST PROJECT

DP World has planted 100,000 mangrove trees over 10ha in the Jebel Ali Wildlife Sanctuary. The project was completed in collaboration with the Emirates Marine Environmental Group (EMEG) and the Storey Group. We recognise that mangroves are one of the most effective carbon dioxide nature-based sequestration methods, but are also very important to the ecosystem. Their dense roots help bind and build soils. Their above-ground roots slow down water flow and encourage sediment deposits that reduce coastal erosion. Mangroves also provide a nursery habitat for a variety of animal species.

## CASE STUDY: ZERO LANDFILL IN SANTOS

DP World's port terminal in Santos, Brazil has partnered with the "Aterro Zero" project to treat and repurpose all its waste, eliminating the need for it to be sent to landfills. This waste is currently accounted for under our Scope 3 emissions. The non-recyclable waste is converted into thermal energy, which is used as a fuel for industrial furnaces in cement production. This initiative not only reduces the environmental impact of the operations, but also conserves natural resources, reduces greenhouse gas emissions, creates jobs, and improves local health. The Santos terminal is the first in Brazil to achieve 100% waste reuse within the company.



# OUR WORLD, PEOPLE DEVELOPMENT

The continued development and growth of our people will power our successful transition to create end-to-end supply chain solutions.

Our strategic shift demands a reassessment of the current skills and abilities of our people, so that they can continue to grow with us. Capability building has been central to our work in people development, ensuring our people acquire new skills needed for business transformation to advance their careers and achieve their full potential. Through our Commercial and Sales Academy, we are equipping commercial sales teams around the world with vital customer engagement, selling and negotiation skills to serve our new expanded customer base to unlock supply chain efficiencies.

The academy also provides colleagues with an opportunity for networking, learning, and sharing best practices among commercial teams on a global scale, enabling more collaborative work. Thus far, 420 colleagues have already attended the academy. Likewise, our Technology Academy offers a one-stop destination for all learning in the technology space. Whether coding, analysis, design, UX, or some other new frontier, this academy is set up to equip our technology team members as pioneers. Other functional academies, which include Communications, Internal Auditing and HR, ensure we have the right functional abilities to succeed.

Our ways of working also need to evolve, and operating in an agile manner is critical to our future business model. Our Agile Academy provides different tracks on how agile principles can create enterprise value by providing teams with the skills to better respond to customer feedback and shifting business needs. In addition, the Agile Awareness track provides a learning foundation that will allow our people to start using these principles in their day-to-day jobs.

We recognised that we needed to provide real-time access to on-demand learning by leveraging technology, and as such, expanded our virtual offerings as well as e-learning. We have also launched a LinkedIn Learning programme starting with a pilot in Head Office with more than four hundred users. We are now assessing the usefulness and impact of the LinkedIn Learning platform before we consider rolling it out to other parts of our business, supporting general business concepts, such

as technology and marketing. Our internal efforts have also produced 22 new e-learning programmes across areas such as Information Security, Safety, Inclusion and Diversity (I&D), and Lean, as well as series of live virtual sessions aimed at different people across different roles.

Developing a strong leadership pipeline continues to be a strategic priority for our business. Evolve, our 18-month-long global programme aimed at future business unit heads and regional leaders across our divisions concluded its second run with 23 participants attending the Rotterdam School of Management, Erasmus University campus for a week focused on their growth as leaders, and understanding their strengths, motivations, and limitations to become forces for positive change. 2022 also saw the relaunch of our London Business School Global Consortium Programme. Through this programme we partner with other industry leaders, exposing our executives to learning opportunities across three continents, while supporting them to develop a better understanding of driving change in a globalised organisation.

Finally, our Port and Terminal business continues to be a key business pillar and remaining strong is an imperative. Through DP World Hub we offer various programmes that focus on business improvement in the container operations area. These projects focus on areas such as safety, productivity, cost reduction, revenue generation, and the environment. In 2022, 60 new project ideas were initiated, with 46 of them being zero-capex projects, which are expected to result in a high return on investment.



## UN SDGS



## UNGC PRINCIPLES

Principle 1  
Principle 2

### OTHER PEOPLE DEVELOPMENT INITIATIVES

<b>Grow Graduate Scheme</b>	In the last two years, we have trained over 200 new employees through this scheme, which will soon be expanded to include a European programme.
<b>Emerge in Asia Pacific</b>	Launched the talent pool programme aimed at developing local talent for leadership roles within the company.
<b>Women in Logistics Africa (WILA)</b>	Partnered with WILA to promote women leadership and development in the African logistics sector. WILA is a network of more than 260 women from more than ten countries, working in the supply chain/logistics industry.



**“THE MANAGING TERMINAL OPERATIONS (MTO) PROGRAMME HAS BEEN DESIGNED TO INCREASE INTERCULTURAL AWARENESS, AND BUILD GLOBAL TEAMWORK SKILLS WHILE DEVELOPING INNOVATIVE SOLUTIONS TO CHALLENGES THAT WE FACE ON OUR DAILY BASIS. I HIGHLY RECOMMEND THIS COURSE AS IT GREATLY SUPPORTS GOAL ACHIEVEMENT WHICH IN TURN WILL LEAD TO THE SUCCESS OF THE ORGANISATION.”**

ABDELRAHMAN SALLAM  
OPERATIONS – SHIFT MANAGER, OPERATIONS



**“BEING ENROLLED IN THE MTO PROGRAMME WAS A VERY VALUABLE OPPORTUNITY THAT HELPED ME IN LEARNING HOW TO OPTIMISE RESOURCES AND MANAGE THE TERMINAL EFFICIENTLY. THE PROGRAMME HELPED ME IN UNDERSTANDING AND IDENTIFYING AREAS OF WEAKNESS AND SCOPE OF IMPROVEMENT IN TERMINALS. I STRONGLY RECOMMEND THE MTO PROGRAMME TO ALL EMPLOYEES AT MANAGEMENT LEVEL WHO WANT TO ENHANCE THEIR PERSONAL SKILLS AND UTILISE THEM TO ACHIEVE INDIVIDUAL AND ORGANISATIONAL GOALS.”**

AHMED ABDEL QADIR ALALI  
GENERAL SUPERVISOR – VESSEL OPERATIONS,  
CONTAINER TERMINAL

# OUR FUTURE, WOMEN

In 2015, we were the first signatory of the UN Women Empowerment Principles in the United Arab Emirates.

Gender equality is a pressing global issue; there is not one country in the world that has achieved it. Gender equality is one of the most effective ways to fight extreme poverty and build healthier, wealthier and more educated communities. Investing in women and girls creates long-term social and economic benefits for all individuals, their communities and the world.

To that end, we have made significant investments aimed at breaking down barriers and creating a level playing field for women in the industry. In line with the UAE Gender Balance Council pledge, which we signed in 2022, we are actively working towards achieving a target of 30% of women in middle and senior management roles by 2025, to advance the realisation of SDG 5.

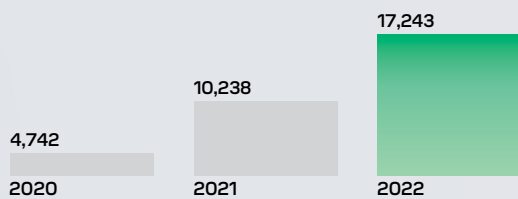
Our Women strategy outlines our approach to advance the women agenda. The strategy will see us applying a gender lens to how we attract, develop and retain women employees. In addition, it provides guidance on how we will contribute towards enhancing gender equity in the communities in which we operate.

Through Our Principles, we aim to create an environment that prioritises our customers, encourages collaboration, is adaptive and evolves, delivers growth and builds a better future.

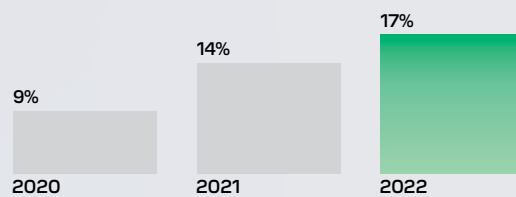
We also have a Gender Equality Statement which was developed and endorsed by our Women's Council for all employees. The statement provides a clear vision for every business unit on how to approach gender equality.

## 2022 STATS

NUMBER OF FEMALE EMPLOYEES, FTEs



FEMALE SHARE OF TOTAL WORKFORCE, %



**We have a target of having 30% of women in middle and senior management roles by 2025**

## UN SDGS



## UNGC PRINCIPLES

- Principle 1
- Principle 2
- Principle 6

Initiative	Description
Women on board	The initiative is aimed at preparing women for board level roles in our subsidiary companies. The programme includes technical and behavioural training, peer coaching sessions, individual development plan (IDP) sessions, and mentoring opportunities with existing board members. Through this programme, 12 women have been appointed to more than 33 seats within the company.
MentorHer	For the fifth year now, we have run the MentorHer programme which is a professional development initiative designed to support women in advancing their careers. The programme focuses on self-discovery and knowledge transfer, connecting female employees with experienced mentors who can provide guidance and support in achieving their career goals. The programme is open to all female employees across our network. In 2022, we had 257 mentees and 132 mentors participating.
Lead Connect: Beating the Bias	At this session we discussed the impact of unconscious bias and encouraged leaders to identify opportunities to challenge bias and commit to building a more inclusive workplace, with participation from more than 120 leaders representing each of our regions.
Women Lead @DP World Intermediate programme	Through this programme we have empowered our female managers and helped them enhance their performance and impact in their roles.



### DEVELOP

Invest in advancing women's career progression by creating an environment that nurtures skills development and grows leadership capabilities, allowing them to excel.



### RETAIN

Enable women with the right resources and tools to access career growth opportunities, by maintaining a diverse and conducive work culture, that fosters creativity and drives innovative thinking.



### CONTRIBUTE

Be accountable for advocating and empowering women in various communities and taking progressive and sustainable actions towards gender balance.



### ATTRACT

Create valuable career opportunities for women through an inclusive culture that supports work-life balance and is free from any form of discrimination and harassment.

# OUR FUTURE, WOMEN

As part of our annual celebration of Global I&D Month, we delivered:

“Harness the Power of a Diverse Workforce”, a 60-minute high-impact, high-energy, interactive virtual session that aims to understand the latest behavioural science of inclusion, and what that means for us. The four sessions were attended by more than 400 employees globally.

We have taken a data-driven approach to understanding and addressing the gender gap within our organisation by conducting a comprehensive analysis for the period 2021 to 2022. The analysis has provided us with a clear picture of the current state of gender equality within DP World.

The efforts that we have highlighted above have led to improvement in certain areas, specifically in representation of women in leadership positions and commitment, and professional development and promotion.

The analysis has helped to identify areas of improvement and going forward we shall focus our efforts on the development of a non-discrimination and equal opportunities policy, recruitment, equal compensation, work-life balance, parental and caregiver support, and supplier performance on gender equality, amongst other areas.

We will be implementing targeted initiatives to address these issues and regularly monitoring and reporting on our progress. We remain dedicated to creating a more inclusive and diverse workplace and we will continue to work towards closing the gender gap within DP World.

We are committed to increasing gender equality within the company by recognising the underrepresentation of women in the traditionally male-dominated port and logistics industry. We plan to change the perception of the industry and actively recruit and hire competent women in key roles, provide appropriate facilities and tools in the workplace, and create opportunities for mentoring, networking and empowerment for female employees.

In line with our commitment to the HeforShe agenda, we will work to engage senior leaders and men as allies in the pursuit of gender equality and inspire the next generation of female leaders through outreach to schools and universities.

We signed the UN Women Empowerment Principles (WEP) in 2015. These principles offer guidance on how to promote gender equality and women’s empowerment in the workplace. The WEPs were established by the UN Global Compact and UN Women and are informed by international labour and human rights standards. In our effort to enhance transparency and disclose our progress on women empowerment we have conducted a mapping exercise to map the seven WEPs principles with the initiatives DP World has conducted throughout the year.

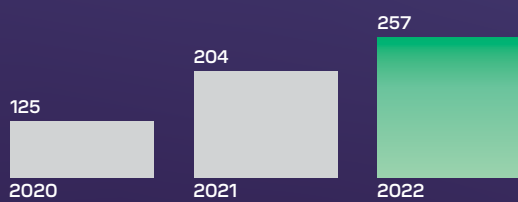
UAE Gender Balance Council Pledge





### 2022 STATS

FEMALE EMPLOYEES (MENTEES)  
IN MENTORING PROGRAMME



# OUR FUTURE, WOMEN

## WEP PRINCIPLES



### PRINCIPLE 1

Corporate leadership is a key and integral part of making gender equality and women's empowerment a top strategic priority. It publicly signals the CEO's and the executive team's goals and targets for implementing the WEPs and how the seven principles will become part of the company's business model, corporate sustainability strategy, day-to-day operations and organisational culture.



### PRINCIPLE 2

Treating all employees fairly at work aligns with international human rights principles. It also translates to better talent acquisition, higher employee retention and satisfaction, increased productivity and better decision making. Removing all forms of discrimination in corporate policies, strategies, culture and practices is a solid step forward in a company's WEPs Journey.



### PRINCIPLE 3

Ensure the health, safety and wellbeing of all women and men workers. Employers play a key role in preserving and promoting the physical and emotional health, safety and wellbeing of their employees. Sexual harassment and violence signify high costs to women in terms of lost earnings, missed promotions and overall wellbeing. Companies are impacted in the form of employee absenteeism and productivity losses.



### PRINCIPLE 4

Training for all employees about how the company is advancing gender equality and women's empowerment can align everyone around shared values and help ensure compliance with company policies and practices. Effective programmes to support women's professional advancement include education and training that is complemented by networking and mentoring programmes.



### PRINCIPLE 5

Implement enterprise development, supply chain and marketing practices that empower women. Negative and diminished conceptions of women and girls are one of the greatest barriers for gender equality. Advertising is a powerful driver to change perceptions and impact social norms – portraying women and men in modern, authentic and multi-dimensional roles. Companies can also influence business partners through inclusive supply chain policies and standards of engagement.



### PRINCIPLE 6

Promote equality through community initiatives and advocacy. Companies are increasingly investing in community development programmes to make valuable, effective and responsible contributions to gender equality and women's empowerment. A key motivation is to respond to consumer preferences to buy from companies with gender-responsive business practices and who are actively supporting community initiatives.



### PRINCIPLE 7

Measure and publicly report on progress to achieve gender equality. Transparency and accountability are required for companies to uphold their commitments to gender equality in the workplace, marketplace and community. Measuring and reporting mechanisms are crucial to monitor and track performance and progress. Business leaders and stakeholders agree that while not everything of value can be counted, it is difficult to manage what is not measured.

## WHAT WE HAVE DONE SO FAR

### Women as Legacy Pillar

We aim to create a lasting legacy for our industry and society. The "Our Future" part of our Sustainability Strategy looks beyond our business to address the lasting legacy we can create for our industry and society. Our vision for a better, more equitable world focuses on bringing positive change across the three legacy areas of Women, Education, and Water.

### Gender Equality Statement

A Gender Equality Statement was issued in 2019. The Statement was endorsed by the Chairman and the leadership team.

### Our Chairman named as HeForShe Champion

On International Women's Day 2022, UN Women and HeForShe announced our Group Chairman and CEO, Sultan Ahmed Bin Sulayem, as a HeForShe Champion, publicly signalling our commitment to gender diversity.

### Embedding I&D within our policies

We launched nine new global policies in 2022 which remove any form of discrimination or exclusion for employees.

These include, amongst others:

- a global recruitment policy that promotes high global standards in recruitment methodology and processes;
- a talent management framework and tools to identify, assess and develop talent;
- a global learning and development (L&D) policy which defines the guidelines and standards to enable our people to learn and develop competencies and capabilities;
- a global mobility policy which outlines processes and approvals associated with planning all international assignments for our employees; and
- a global separation of employment policy that establishes the principles and processes for a seamless separation of employment.

### We also launched a Global I&D policy which includes:

- a commitment to providing equal opportunities to all employees, applicants and stakeholders;
- an expectation for all employees to act within a space of mutual respect;
- a zero tolerance approach towards discrimination, bullying and harassment on personal characteristics, and on any kind of retaliation; and
- informal and formal mechanisms of reporting for any inappropriate behaviour in connection with the company.

Our commitment to health, safety and wellbeing is strong. Our goal is to ensure all of our employees return home safe by embracing a zero-harm approach in our businesses. HSE audits are carried out across the business to ensure we comply with our safety commitments. Our whistleblowing hotline "Speakup" provides employees a channel to raise concerns anonymously.

We also provide sexual harassment and wellbeing sessions to cater to employee local needs.

We promote learning and professional opportunities that help employees understand the impacts of biases. During Women's Month and in November we highlight the importance of Inclusion and Diversity.

More information on specific programmes, such as MentorHer, Lead Connect: Beating the Bias and Women Lead @DP World can be found in the Our Future, Women section of the ESG Report.

We are committed to portraying women in positive ways, through our social media channels as well as in our advertising and print. Internally, we continue with our Day in the Life series which portrays women in our business. It is common practice to ensure our communications showcase women in different roles across our business.

Our I&D Policy extends to our employees and stakeholders.

We partner with several institutions that support women in the communities we operate. We recently opened a new Regional Training Centre of Barefoot College International (BCI), supporting rural women in Senegal. We partnered with BCI to empower these women to pursue new career opportunities as solar engineers.

In addition, DP World in Dakar welcomed the all-female sailing crew from The Maiden Factor for a 12-day stopover. They were greeted by the DP World team and various government dignitaries. The yacht was docked at the DP World terminal in Dakar and the crew engaged with local school children, educational outreach programmes, and organisations committed to inspiring and empowering girls.

We have also partnered with Women in Logistics Africa (WILA) to promote women leadership and development. Further information can be found in the Our World, People Development section of the ESG Report.

Our ESG Report reflects our commitment to public reporting.

In addition, our Middle East Regional office and our business units in Kigali, Djazair, Sokhna, Jeddah, Berbera, Maputo, and Dakar succeeded in obtaining their Gender Equity European International Standard certification.

# OUR FUTURE, WOMEN

“THROUGH THE ‘OUR WORLD, OUR FUTURE’ SUSTAINABILITY STRATEGY OUR AMBITION IS TO CREATE POSITIVE CHANGE IN OUR COMMUNITIES AND HAVE A REAL IMPACT ON PEOPLE’S DAILY LIVES. OUR PARTNERSHIP WITH BAREFOOT COLLEGE INTERNATIONAL (BCI) ALLOWS US TO SIMULTANEOUSLY IMPACT TWO PRIORITY AREAS IN OUR STRATEGY, WOMEN AND EDUCATION. WE ARE DELIGHTED TO HAVE CONTRIBUTED TO THIS INITIATIVE WHICH WILL HAVE A DEFINITE AND LONG-LASTING IMPACT ON THE COMMUNITY.”

SUHAIL ALBANNA  
CEO & MD NORTH AFRICA,  
MIDDLE EAST & PAKISTAN



## CASE STUDY: DP WORLD GRADUATES FIRST BATCH OF FEMALE SOLAR ENGINEERS FROM RURAL SENEGAL

Our partnership with Barefoot College International (BCI), a non-governmental organisation, has enabled us to train the first batch of women from rural areas of northern Senegal as solar energy and maintenance technicians. The ten participating women, affectionately known as “Solar Mamas,” completed an intensive four-month training course hosted by BCI at their regional centre in Toubab Dialao and are now fully qualified to positively impact their local communities. DP World donated nearly \$400,000 to BCI to equip the training centre and cover the cost of training, which also included the tools and resources needed for them to become business owners in the solar energy sector. The aim of this initiative is to sustainably inspire the development of local economies, ultimately empowering and encouraging women to join the sector.

“I LOVED THESE SIX MONTHS SPENT IN TOUBAB DIALAO, WHERE I LEARNT A LOT. I NEVER IMAGINED THAT I COULD BECOME A PROFESSIONAL IN SOLAR ENERGY AT MY AGE AND WITHOUT EVER HAVING BEEN TO SCHOOL. I CAN’T WAIT TO RETURN TO MY VILLAGE TO BRING ELECTRICITY TO MY COMMUNITY. HAVING SOLAR ENERGY IN OUR COMMUNITY WILL CHANGE OUR LIVES.”

MAIRAME BA  
GRADUATE



## CASE STUDY: DP WORLD CHAIRMAN ANNOUNCED BY UN WOMEN AS MIDDLE EAST'S FIRST HEFORSHE CHAMPION

In keeping up with our keenness in creating valuable partnerships of measurable impact, on International Women's Day 2022, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the HeForShe initiative announced the appointment of Sultan Ahmed Bin Sulayem, Group Chairman and Chief Executive Officer of DP World, as the latest member of the HeForShe Alliance. As a leading provider of smart logistics solutions, we are well-positioned to advance the ambitious goal of gender representation and equality in the global supply chain. As the first leader from the Middle East region to join this prestigious group, Mr Bin Sulayem is committed to making a positive impact that increases female representation, eliminates skills shortages, and advocates for diversity in the industry.

We have a long-standing commitment to promote gender equality and empower women and girls both within the trade industry and in the wider society.

**“BECOMING A UN WOMEN HEFORSHE CHAMPION IS A GREAT HONOUR, AND I FEEL VERY HUMBLLED TO BE WORKING ALONGSIDE SUCH ESTEEMED LEADERS TO ACCELERATE PROGRESS TOWARD GENDER EQUALITY. I BELIEVE IN NOT JUST ATTRACTING, DEVELOPING AND RETAINING FEMALE TALENT IN THE TRADE AND LOGISTICS INDUSTRY, BUT TRULY FOCUSING ON EFFORTS TO BUILD A GLOBAL ECOSYSTEM THAT IS EQUITABLE AND FAIR FOR ALL.”**

**SULTAN AHMED BIN SULAYEM**  
GROUP CHAIRMAN  
AND CEO, DP WORLD



## CASE STUDY: P&O FIRST FEMALE TUG MASTER GRADUATES

One of our colleagues, Argyri Charista, from Halkidiki, Greece, has become the first female Tug Master in Cyprus. Argyri joined our P&O (pomaritime) Maritime Logistics' cadet scheme in April 2021 and completed her training at our headquarters in Dubai. Through this programme, Argyri gained invaluable experience in manoeuvring tugboats and returned to Cyprus to complete the programme. Now she operates her own tugboat as a Tug Engineer and GP. Being a Tug Master requires a strong skill set and a thorough understanding of local waters. Argyri's passion for the sea, her desire to learn, and her enthusiasm for the industry have set her apart in a traditionally male-dominated profession.

## CASE STUDY: UAE GENDER BALANCE PLEDGE

We have taken steps to promote gender balance within the organisation by signing the UAE Gender Balance Pledge. Our Group Chief People and Sustainability Officer, Maha AlQattan, signed the pledge on behalf of the company. This pledge commits us to increase the representation of women in senior management positions across our operations. This initiative is aligned with our commitment to promote diversity and inclusion in the workspace, and support the UAE's initiatives towards gender balance in leadership positions.

# OUR FUTURE, EDUCATION

We have a goal to prepare the leaders of the future. Access to talent is critical for us and we have made it a priority to skill the youth and open their minds to opportunities in our industry.

Education is considered a material topic as it not only supports our long-term sustainable growth, but also helps create a better future for all by developing the necessary skills and knowledge to address global trade challenges.

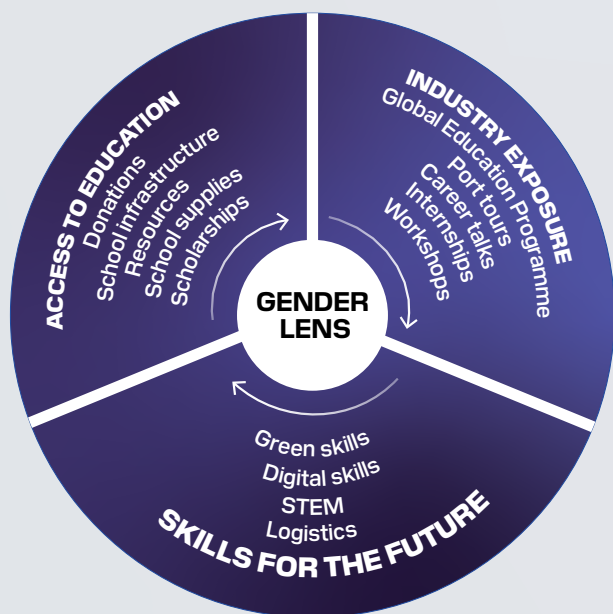
Aligned with SDG 4: Quality Education we have elevated our education legacy pillar to better represent the work delivered through our BUs in the communities we operate in, and also reflect topics we will be focusing on going forwards, such as Just Transition and the global skills shortage facing young people. The newly evolved framework takes into account the important role of youth in our world now and in the future, as well as enabling them to contribute positively to our transforming environment.

## THE REVISED FRAMEWORK EXPANDS THE FOCUS OF THE LEGACY PILLAR ACROSS THREE KEY THEMES:

**Access to education:** Through this pillar we aim to provide equitable access to quality education for youth by investing in infrastructure, scholarships and resources.

**Skills for the future:** In this pillar we aim to equip the youth with skills and experience necessary to compete in the evolving global market. We focus on providing quality education and relevant future in Science, Technology, Engineering, and Mathematics (STEM) skills through digital technologies.

**Industry exposure:** Through this pillar we aim to provide the youth with exposure to the industry through offering work experience, internships and career workshops.



The revised strategy highlights our commitment to addressing the challenges and opportunities in the field of education, in support of SDG 4, which aims to ensure inclusive and equitable quality education for all.

The strategy will be executed through employee engagement, an education platform, the use of our pavilion and collaboration with existing partners. We are committed to investing in programmes that not only benefit our company and stakeholders, but also contribute to the development of local communities and economies where we operate. We believe that providing access to quality education and the relevant skills and tools for future growth is essential in creating a better future for all.

## UN SDGS



## UNGC PRINCIPLES

Principle 1  
Principle 2

Our Global Education Programme (GEP), has a goal of engaging our employees to reach 100,000 students over five years through talks and workshops, connecting with programmes like the Jane Goodall Institute's educational and humanitarian programme for young people, Roots and Shoots, hosting hackathons and school challenges, and delivering FlowLab STEM activities.

To reach more beneficiaries we plan to adapt our FlowLab legacy platform into an education platform, hosting resources and tools for teachers to access from anywhere in the world.

We are also exploring ways to use our pavilion to engage students. In 2022, we hosted educational tours and workshops for local schools and universities at our pavilion. Over 7,000 students and 355 school groups participated in our education programme during Expo 2020 Dubai.

### THE MAIDEN FACTOR

We have signed a three-year commitment to The Maiden Factor led by Tracy Edwards MBE for a three-year sailing the world tour with the mission to champion girls' education worldwide. We are developing social and emotional education programming to be implemented at DP World port destinations and beyond. HRH Sheikha Latifa Bint Mohammad Bin Rashid Al Maktoum is the "Patron of Hope" for this partnership, and it launched on 6 December. In late 2022, Maiden completed a journey from Dakar, Senegal, to Cape Town, South Africa. During the stopover in Cape Town, the crew engaged with hundreds of school children and young women, raised funds for educational projects to inspire and empower girls and donated sanitary products to a high school.



### UNICEF

We have also signed an agreement that extends our partnership with UNICEF over the next three years, including two game-changing education projects aimed at providing access to quality education for all, and empowering youth through digital and ICT skills training. The two vital projects, which are expected to reach over 30,000 young people, are based in Ethiopia and, Bosnia and Herzegovina where children lack access to essential digital skills training.



### JANE GOODALL INSTITUTE

We are working with the Jane Goodall Institute to develop DP World branded education resources that will be distributed across their Roots and Shoots programmes around the world. These resources reached over 10,000 students in the UK alone during 2022. We have also funded the growth of the programme globally via supporting 262 Roots and Shoots groups in eight countries, with local projects and initiatives, engaging over 6,600 community members. In 2022, our Roots and Shoots funded projects also planted over 40,000 indigenous trees in these communities.

Two part-time regional coordinators were also hired for the Roots and Shoots programme in Africa.

# OUR FUTURE, EDUCATION

## CASE STUDY: DP WORLD TAPS YOUNG TECH INNOVATORS TO CREATE NEW GLOBAL TRADE SOLUTIONS

Our educational initiatives are focused on enhancing access to high-quality education, with a particular emphasis on equipping young individuals with a passion for technology with the skills and knowledge necessary to address global trade challenges through the use of cutting-edge technologies. To this end, we established a programme for students from leading universities in the United Arab Emirates and India, which seeks to foster creativity and innovation by challenging participants to envision and develop new technology-based solutions for optimising global supply chains. This initiative is known as “THE BIG TECH PROJECT”. The initiative challenged the students to design and build prototypes of their proposed trade solutions under the guidance of mentors from DP World’s Global Technology Team.

The four finalists of the programme were offered guaranteed internships at DP World and were provided with laptops, with the winner and runner-up receiving cash prizes as well. The winners of the first-ever student innovators created a 3D visual guidance equipment maintenance and inspection system for port terminal equipment.

In alignment with our focus in technology education, DP World is also investing in expanding its technology centres worldwide and building new solutions. Recent examples include the establishment of two new tech centres in Bengaluru and Hyderabad in India and another upcoming centre in Gurgaon.



## CASE STUDY: EMIRATI AND INTERNATIONAL CODERS TO DRIVE UAE’S FUTURE

We are actively pursuing an initiative to cultivate the capabilities of Emirati and international coders, developers, and engineers to drive the future of the UAE. This initiative is aligned with our overarching strategy to deploy industry-leading technology in order to promote a digitised, more efficient, transparent, and resilient post-COVID world trade. As part of this initiative, we have established a diverse and globally-oriented team of coders

with technical expertise spanning a wide range of areas, including AI, blockchain, and full-stack development. Our innovative technology solutions, such as CARGOES IoT+’s Digital Twin, which leverages machine learning to simulate and improve the flow of containers through terminals, serve as a testament to the calibre of talent the company is able to attract.

## CASE STUDY: MIND YOUR WASTE PROJECT

Our colleagues in Yarimca, Turkey, have partnered with the Mind Your Waste Foundation, an organisation committed to reducing litter and minimising waste, and Kocaeli University, to launch a project called Mind Your Waste. The goal of the project is to reduce plastic waste by educating children on the importance of considering their usage and disposing waste sustainably. The programme not only targets children, but also raises awareness and teaches colleagues at the Yarimca location how to minimise their waste in the workplace. Furthermore, the team has taken the initiative to educate the region's teachers on this vital message and incorporate it into the Turkish curriculum and also has developed a Zero Waste Game for smartphones as a fun way to educate on sustainable living. This project highlights our commitment to sustainability and our role in promoting environmentally friendly practices within the communities where it operates.



## CASE STUDY: CALLAO CHILDREN'S BOOK

DP World's colleagues in Callao, Peru, have made a significant effort to promote environmental education and conservation among children by publishing a children's book called "Ecocuento." The book is a collection of stories, teachings, and practical suggestions aimed at inspiring young readers to care for the environment and our oceans. The stories were written by DP World employees and their families and are accompanied by illustrations created by them. The first edition of Ecocuento was published in early 2021, and a second edition was released in March 2022. This project is a representation of our commitment to promoting environmental education and awareness within the communities where we operate, as well as encouraging employee engagement and family involvement.



## CASE STUDY: UNIVERSITIES AND SCHOOL PROGRAMME

We facilitated opportunities for university students to engage with the company through a variety of means, including pavilion and port tours, career talks, workshops, webinars, hackathons, and participation in our CTO (Certificate in Terminal Operations) Programme. Moreover, we invited 355 school groups to visit the FlowLab at our Expo Pavilion, which provided an immersive experience that utilised interactive technology, physical props, and special effects to give students a glimpse of the future of trade and technology.



# OUR FUTURE, WATER

We strive to lead in responsible practices, and our growing focus on protecting and preserving the oceans is one of our main drivers. As a global leader in marine terminal operations and logistics, we understand the importance of ocean preservation to our business and the world at large.

In line with this commitment, we have decided to evolve our Oceans legacy pillar within the "Our World, Our Future" Sustainability Strategy, and expand it to include a focus on clean water, sanitation, and hygiene (WASH). The expanded pillar will be renamed Water and will focus on protecting and restoring oceans and blue carbon ecosystems, whilst also supporting equitable access to clean water and sanitation.

Our new Water legacy pillar will combine all existing ocean sustainability efforts with an additional focus on projects that support access to WASH, incorporate nature-based solutions for restoring natural coastal ecosystems and associated biodiversity, and tackle pollution in all water. We believe that as a business that enables prosperity to flow around the globe, we have a key role to play in maintaining healthy oceans, increasing access to clean water and hygiene, and protecting biodiversity. Additionally, we are also focusing internally on our water management practices and incorporating the new Water legacy pillar initiatives into our business operations.

We also recognise that more and more, we are working in regions where marine pollution, water security and sanitation is a concern. The lack of access to safe water in these communities is hindering their sustainable development, and many of our teams around the world are already taking steps to overcome this challenge.

At DP World, we think ahead, anticipate change and deploy industry-leading technology to create innovative trade solutions while ensuring a positive impact on economies, societies and our planet. Our participation in the UNGC Ocean Stewardship Coalition is a testament of our commitment to undertake a green business transition that helps preserve and protect the oceans.

As part of the "Our World, Our Future" strategy, we are also committed to supporting communities and addressing the challenges they face through our partnerships with organisations such as WaterAid and our participation in the Earthshot Prize. We believe that our efforts to safeguard ocean health, and making extended commitments to support communities, under our Sustainability Strategy, will help create a better future for all.

## CASE STUDY: UNGC OCEAN STEWARDSHIP COALITION

We have taken a leadership role in promoting ocean health and sustainability by joining the UNGC Ocean Stewardship Coalition in early 2022. We have committed to the UNGC's Sustainable Ocean Principles, a set of guidelines for responsible business practices in ocean industries and geographies. As a member of the Coalition, we will work with other organisations to develop practical guidelines for the ports industry to implement these principles and raise awareness among our partners and peers about the importance of responsible water use. Our participation in the Ocean Stewardship Coalition is part of our continued efforts to protect and preserve the oceans as a key component of our overall Sustainability Strategy.

“WE UNDERSTAND THAT BIODIVERSITY IS CRUCIAL FOR SECURING LONG-TERM BUSINESS GROWTH AND, AS SUCH, ARE COMMITTED TO OPERATING IN AN ECO-CONSCIOUS MANNER. WE CONTINUALLY ASSESS, MINIMISE, AND MITIGATE THE BIODIVERSITY IMPACT FROM BOTH OUR EXISTING OPERATIONS AND DEVELOPMENT PROJECTS. AS A WORLD LEADER IN SUSTAINABILITY, WE BELIEVE THAT WE CAN PLAY A LEADING ROLE IN DEVELOPING INNOVATIVE AND EFFECTIVE SOLUTIONS TO DRIVE AND ENHANCE CONSERVATION EFFORTS.”

JUAN C SAHDALA  
CHIEF PLANNING & PROJECT OFFICER

## UN SDGS



## UNGC PRINCIPLES

Principle 7  
Principle 8  
Principle 9

### CASE STUDY: DP WORLD PARTNERS WITH WATERAID TO DELIVER WATER, SANITATION, AND HYGIENE INFRASTRUCTURE

DP World has entered into a three-year partnership agreement with WaterAid, an international organisation working to address the global water security crisis. DP World will invest £200,000 annually over the next three years to allow WaterAid to design and implement long-lasting, comprehensive water, sanitation, and hygiene (WASH) infrastructure starting in Mozambique and looking to expand in 2023.



### CASE STUDY: HRH PRINCE WILLIAM'S INCREDIBLE EARTHSHOT INNOVATORS BACKED BY DP WORLD WITH £1 MILLION GLOBAL INVESTMENT

In line with our commitment to protect the ocean, HRH Prince William, Her Majesty Queen Rania Al Abdullah, and leaders from DP World, including His Highness Sheikh Ahmed bin Saeed Al Maktoum and His Excellency Sultan Ahmed bin Sulayem, participated in the first-ever Earthshot Prize Innovation Showcase. The event, which took place at the DP World Pavilion at Expo 2020 Dubai, highlighted innovative solutions from the 2021 Earthshot Prize Finalists. DP World, as a Founding Partner of The Earthshot Prize, announced a £1 million investment to scale the work of two Earthshot Prize Finalists in the UAE and Middle East.

The investment will go towards developing a strategy for large-scale reef restoration in the UAE with Bahamas-based Coral Vita and creating panels to mimic natural habitats for marine life with Australia-based Living Seawalls.



# OUR FUTURE, WATER

We recognise the importance of the UNGC Sustainable Ocean Principles and are committed to their integration in our operations. As a global leader in port and terminal management, we understand the vital role oceans play in the global economy and the communities that depend on them. Our company is dedicated to promoting sustainable ocean practices and preserving ocean health for future generations. We continuously strive to implement the UNGC's principles related to the oceans. By doing so, we are contributing to the development of a blue economy that is both sustainable and economically viable. Our commitment to the UNGC's sustainable ocean principles reflects our ongoing commitment to responsible corporate citizenship and sustainable development.

UNGC Sustainable Ocean Principles	What we have done	Example case studies
<b>Ocean health and Productivity</b>		
<p><b>Principle 1:</b> Assess the short and long-term impact of their activities on ocean health and incorporate such impacts into their strategy and policies.</p>	<ul style="list-style-type: none"> <li>We have a Group Sustainability Policy which outlines our commitments to oceans.</li> <li>We have a decarbonisation strategy which involves:               <ul style="list-style-type: none"> <li>Investments in low-carbon / net zero fuels, innovation and technology;</li> <li>Equipment electrification and efficiency; and</li> <li>Reduction of diesel and marine fuel consumption.</li> </ul> </li> <li>We have put in place Group-wide environmental assessment guidelines for acquisition, new development or expansion and divestiture of assets.</li> </ul>	<p>Case study: Greenest ever year at Southampton after cutting net carbon emissions by 55% – DP World's container terminal in Southampton, UK, had its most sustainable year in 2022 after achieving a 55% reduction in net carbon emissions from its fleet and facilities. The company has made the transition to using Hydrotreated Vegetable Oil (HVO), a renewable biodiesel, instead of fossil diesel, resulting in a significant reduction in emissions. We estimate that the switch saves around 14,000 tonnes of carbon dioxide annually, equivalent to taking over 8,000 family cars off the road. The company aims to further reduce emissions by 35% in 2023, with a target of being a carbon neutral business by 2040 and achieving net zero carbon emissions by 2050 globally.</p> <p>Case Study: First Net Zero Terminal – DP World's Rotterdam World Gateway (RWG) In 2021, DP World's terminal, RWG in the Netherlands, achieved net-zero operational status. RWG is highly automated and one of the most innovative container terminals in the world. It utilises innovations and technologies, such as automatic stacking cranes that capture and regenerate their own energy, and Automatic Guided Vehicles (AGVs) that operate on renewable electricity. Since gaining control of the operation in 2016, DP World implemented several steps in line with its decarbonisation strategy: to first reduce absolute emissions as much as possible, then focus on replacing fossil fuel with renewable electricity resources, and finally purchase offsets for the hard to abate remaining emissions. RWG is also the first deep sea terminal that is liquefied natural gas (LNG) ready and is capable of loading and unloading containers whilst the vessel is refuelling.</p> <p>Case Study: Innovation and technology – In DP World's Jebel Ali Terminal in Dubai, UAE, we are piloting the BoxBay system (a high bay storage system) to reduce (by about 70%) the land area needed to support terminal operations and increase yearly yard throughput per hectare. With the use of a disruptive technology, the patented design and rack structure of BoxBay creates unique advantages with containers stored up to eleven stories high, delivering the capacity of a conventional terminal in a third of the surface area. It enables significant gains in handling speed, energy efficiency, safety, and a major reduction in operating costs.</p>





**UNGC Sustainable Ocean Principles**

**Principle 2:**  
Consider sustainable business opportunities that promote or contribute to restoring, protecting or maintaining ocean health and productivity and livelihoods dependent on the ocean.

**What we have done**

- We invest in blue carbon initiatives, including mangroves, coral, oysters, and fisheries, to support the implementation of blue carbon projects and to raise awareness among stakeholders of the importance of nature-based solutions, specifically blue carbon solutions, in mitigating climate change and conserving biodiversity. As evidence of this commitment, we have financially supported the production of the “Blue Carbon Report” which was authored by the Blue Marine Foundation (BLUE) and the University of Exeter, and highlights the benefits of these initiatives.
- We undertake habitat restoration projects which improve ecosystems and biodiversity: For example, we have undertaken mangrove restoration in Psaorja (Ecuador), Karachi (Pakistan) and the Philippines, and coral reef restoration in Caucedo (Dominican Republic).
- We participate in collaborative projects to research and develop solutions to address marine environmental issues and challenges.
- We have entered into partnerships with organisations such as the Zoological Society of London, the Earthshot Prize, and the Jane Goodall Institute.

**Example case studies**

Case Study: The Blue Marine Foundation’s (BLUE) Solent Oyster Restoration Project in the UK, which DP World has supported. Globally, an estimated 85% of oyster beds and oyster reef habitats have been lost, making them among the most imperilled marine habitats in the world. BLUE is creating a model for restoration of this key habitat by relaying millions of oysters into the Solent. In addition, we have also partnered with the World Ocean Council, Living Seawalls, ZSL, Coral Vita and The Maiden Factor to implement solutions to address climate change mitigation and marine restoration.

DP World commissioned BLUE and the University of Exeter in their publication of the “Blue Carbon Report”, which aims to explore the global scale and opportunity for blue carbon habitats to act as a climate change solution, the benefits that this will provide and the consequences of degradation.

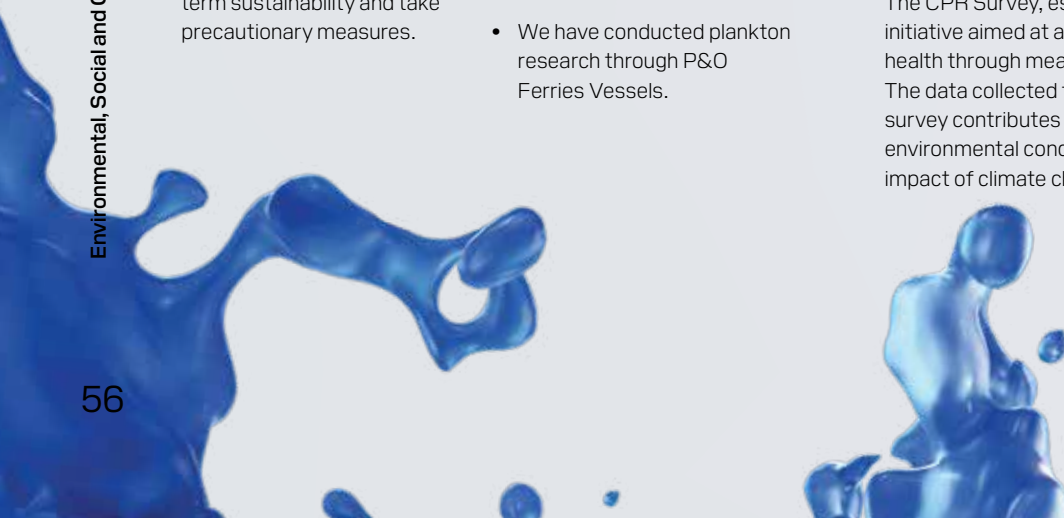
<https://www.bluemarinefoundation.com/2022/03/09/uk-blue-carbon-report/>

DP World has collaborated with the Blue Marine Foundation to conduct a literature review and feasibility study concerning the restoration of oysters and associated habitats in the United Arab Emirates.



# OUR FUTURE, WATER

UNGC Sustainable Ocean Principles	What we have done	Example case studies
<p><b>Principle 3:</b> Take action to prevent pollution affecting the ocean, reduce greenhouse gas emissions in their operations to prevent ocean warming and acidification, and work towards a circular economy.</p>	<ul style="list-style-type: none"> <li>• We have a decarbonisation strategy.</li> <li>• We have launched a Climate Change Asset Resiliency project to monitor and address the future impact of climate change on DP World assets.</li> <li>• We have a plan for the elimination of single-use plastic bottles by 2023.</li> <li>• We have a waste strategy.</li> <li>• We have internal Ecosystem / Ocean guidelines in place outlining our approach to mitigating the impacts of our operations on biodiversity.</li> <li>• We conduct beach clean-up campaigns, removing single-use plastics from coastlines, and use these opportunities to raise awareness about plastic pollution in the oceans and how people can be part of the solution for protecting and preserving our oceans.</li> </ul>	<p>Our decarbonisation strategy includes a full electrification of ports and terminals equipment, with a target towards 100% renewable electricity supply by 2050 in our operations. This also includes all our operational trucks and ships to be converted to zero carbon propulsion systems.</p> <p>Over and above, our Spill Management Assessment programme has set minimum requirements for infrastructure, equipment and other resources to effectively manage spills and prevent pollution from our operations.</p> <p>DP World also has a plan in place to eliminate single-use plastic bottles in its ports and terminals operations by the end of 2023. For example, in our operation at DP World Caucedo we established the "Going Zero in Plastic" initiative which resulted in 72% reduction of single-use plastics between 2017 and 2019. 1,440 plastic bottles were replaced with a practical reusable plastic water bottle. In DP World London we eliminated single-use plastic drinking water receptacles.</p> <p>Case study from P&amp;O Ferries: We conducted an investigation into the water quality in Hull and found it to be inadequate for effective ballast water treatment. To address this issue, we collaborated with Plymouth Marine Laboratories to assess the water quality along the river and determine practical solutions. Our efforts also included a review of data from Helcom/ Oskar, which encompasses key ports in Northern Europe including Hull and Rotterdam, as well as a comprehensive ship risk assessment to ensure the implementation of our solutions is safe.</p>
<p><b>Principle 4:</b> Plan and manage their use of and impact on marine resources and space in a manner that ensures long-term sustainability and take precautionary measures.</p>	<ul style="list-style-type: none"> <li>• We have internal Ecosystem / Ocean guidelines in place outlining our approach to mitigating the impacts of our operations on biodiversity.</li> <li>• We have conducted plankton research through P&amp;O Ferries Vessels.</li> </ul>	<p>Case study: P&amp;O Ferries: The crew of our vessel, the Norbay, operating on the Liverpool-Dublin route, has been actively participating in the Continuous Plankton Recorder (CPR) Survey of the Marine Biological Association (MBA) for several years. The CPR Survey, established in 1931, is a global initiative aimed at assessing the ocean's ecological health through measurement of marine plankton. The data collected from our participation in the survey contributes to addressing pressing marine environmental concerns such as pollution and the impact of climate change.</p>



**Governance and engagement**

**Principle 5:**

Engage responsibly with relevant regulatory or enforcement bodies on ocean-related laws, regulations and other frameworks.

- We work with Governments and port authorities.

In January, we entered a strategic partnership with the Mærsk McKinney Møller Center for Zero Carbon Shipping, an independent, not-for-profit organisation, undertaking intensive research and development to find practical ways to decarbonise the global maritime trade industry.

**Principle 6:**

Follow and support the development of standards and best practices that are recognised in the relevant sector or market contributing to a healthy and productive ocean and secure livelihoods.

- We are a member of the Ocean Stewardship Coalition and a signatory to the Sustainable Ocean Principles.
- We have a focus on sustainable oceans as part of our Water legacy pillar.

We participated in an Ocean Stewardship Coalition platform to develop guidelines for ports in the implementation of the Sustainable Ocean Principles. We are a member of the core working group.

**Principle 7:**

Respect human-, labour – and indigenous peoples’ rights in the company’s ocean – related activities, including exercise appropriate due diligence in their supply-chain, consult and engage with relevant stakeholders and communities in a timely, transparent and inclusive manner, and address identified impacts.

- We have a Group-wide Human Rights and Modern Slavery policy and statement.

We have a Group Human Rights Policy and Modern Slavery Policy in place.

We have a supplier self-assessment system in place relating to modern slavery and human trafficking as part of our vendor screening process. We have also published a Vendor Code of Conduct, and any risk attached to a prospective vendor over modern slavery or human trafficking is factored into our procurement decisions. Our policy compliance is independently assessed by our Internal Audit department during planned business audits undertaken as part of a risk-based approach.

**Data and transparency**

**Principle 8:**

Where appropriate, share relevant scientific data to support research on and mapping of relevance to the ocean.

- We have supported plankton research through P&O Ferries.

Refer to Principle 4 case study on P&O Ferries.

**Principle 9:**

Be transparent about their ocean-related activities, impacts and dependencies in line with relevant reporting frameworks.

- We report annually on progress through our ESG Report.

We report annually on our sustainability commitments and progress in accordance with our Water legacy focus area in our ESG Report. We report in line with the UNGC COP requirements. We use the GRI Standards as a guidance for our ESG Reports. We will be reporting in line with the UNGC Sustainable Ocean Principles as well moving forward.

# ESG SCORECARD

Through our ESG Scorecard, we measure our ESG performance annually against specific metrics and key performance indicators (KPIs) relating to material issues. In order to provide disclosure of our ESG performance in line with recognised frameworks, the scorecard is prepared with significant disclosure based on GRI Standards. The relevant GRI standard KPIs have been outlined in Tables 1 to 3 below.

**TABLE 1 – ENVIRONMENT**

	Units	Target	2020	2021	2022
<b>Climate Change<sup>(1)</sup></b>					
<b>Carbon</b>					
<b>Carbon emissions<sup>(2)</sup> Scope 1 (GRI Disclosure 305-1)</b>					
Gross direct GHG emissions	Tonnes CO <sub>2</sub>	–	1,583,297	2,673,066	2,537,929
Biogenic CO <sub>2</sub> emissions	Tonnes CO <sub>2</sub>	–	25,427	29,989	31,361
RGL CO <sub>2</sub> emissions	Tonnes CO <sub>2</sub>	–	30,078	34,011	55,151
<b>Carbon emissions Scope 2 (GRI Disclosure 305-2)</b>					
Gross location-based GHG emissions	Tonnes CO <sub>2</sub>	–	595,549	594,731	604,737
Gross market-based energy indirect GHG emissions	Tonnes CO <sub>2</sub>	–	555,847	526,285	532,585
<b>Carbon emissions Scope 3 (GRI Disclosure 305-3)</b>					
Cat-1-Purchased goods & services	Tonnes CO <sub>2</sub>	–	–	–	499,048
Cat-2-Capital Goods	Tonnes CO <sub>2</sub>	–	–	–	398,406
Cat-3-Fuel & Energy related activities	Tonnes CO <sub>2</sub>	–	–	–	668,535
Cat-4 & 9-Upstream/downstream Transportation & Distribution	Tonnes CO <sub>2</sub>	–	–	–	1,428,464
Cat-5-Waste generated in operations	Tonnes CO <sub>2</sub>	–	–	–	44,417
Cat-6-Business Travel by air	Tonnes CO <sub>2</sub>	–	2,118	1,528	4,596
Cat-7-Employee Commuting	Tonnes CO <sub>2</sub>	–	–	–	34,562
Cat-8-Leased assets upstream	Tonnes CO <sub>2</sub>	–	–	–	14,159
Cat-13-Leased assets downstream	Tonnes CO <sub>2</sub>	–	–	–	255,203
Cat-15-Investments	Tonnes CO <sub>2</sub>	–	–	–	7,815
<b>Carbon offset emissions (GRI Disclosure 305-5)</b>					
Carbon emissions offset through renewable energy sources and alternative fuels	Tonnes CO <sub>2</sub>	–	74,872	103,766	115,024

(1) Climate Change (GHG emission Inventory) data has been verified by Lloyds Register, in accordance with ISO 14064:2019.

(2) DP World Group carbon dioxide equivalent emissions in tonnes by scope.

	Units	Target	2020	2021	2022
<b>Energy Consumption<sup>(3)</sup></b>					
<b>Total Energy consumption from non-renewable sources (GRI Disclosure 302-1)</b>					
Diesel	Mega Joules	–	6,624,006,874	7,282,322,706	7,173,915,294
Gasoline/Petrol	Mega Joules	–	139,955,883	179,460,640	211,284,835
LNG	Mega Joules	–	290,177,591	416,832,984	287,283,802
LPG	Mega Joules	–	58,572,118	36,141,390	43,591,831
Marine Gas Oil	Mega Joules	–	9,729,977,311	9,123,188,744	6,375,436,776
Marine Fuel Oil	Mega Joules	–	5,303,783,091	1,687,303,098	1,344,299,207
LSFO	Mega Joules	–	–	19,653,619,239	21,026,160,917
Natural Gas	Mega Joules	–	4,099,963	13,962,914	11,936,944
Grid Electricity	Mega Joules	–	4,028,156,684	3,978,304,816*	3,923,964,383
Heating consumption	Mega Joules	–	–	–	433,001
<b>Total energy consumption from non-renewable sources</b>	<b>Mega Joules</b>	<b>–</b>	<b>26,178,729,515</b>	<b>42,371,136,531*</b>	<b>40,398,306,990</b>
<b>Energy consumption from renewable sources (GRI Disclosure 302-1)</b>					
Biodiesels	Mega Joules	–	352,414,286	423,148,272	444,689,598
Solar Electricity	Mega Joules	–	94,525,850	140,912,961	180,628,620
Wind Electricity	Mega Joules	–	16,352,561	19,850,702	18,062,561
Purchased Green Electricity (c-PPA or Green Tariff)	Mega Joules	–	463,933,700	613,726,513*	723,456,640
<b>Total consumption from renewable sources</b>	<b>Mega Joules</b>	<b>–</b>	<b>927,226,397</b>	<b>1,197,638,448</b>	<b>1,366,837,420</b>
Total renewable energy <sup>(4)</sup>	MWh	MWh	159,670	215,136*	256,152
% share of renewable energy <sup>(5)</sup>	MWh	Minimum 2% improvement YoY	12.5%	16.3%*	19.0%
<b>Total energy consumption including non-renewable and renewable sources</b>	<b>Mega Joules</b>	<b>–</b>	<b>27,105,955,912</b>	<b>43,568,774,979*</b>	<b>41,765,144,410</b>
<b>Total Emissions Intensity (Ports &amp; Terminals) (GRI Disclosure 305-4)</b>					
<b>Total emissions intensity</b>	KgCO <sub>2</sub> -e/Mod TEU <sup>(6)</sup>	5% reduction in total emissions intensity YoY	14.5	13.3	13.3
<b>Environment</b>					
<b>Environmental Compliance (GRI Disclosure 307-1)</b>					
Serious environmental incidents <sup>(7)</sup>	No. of serious environmental incidents	Zero serious environmental incidents	3	0	0
<b>Waste Generated<sup>(8)</sup> (GRI Disclosure 306-4)</b>					
Solid Haz Waste	Tonnes	–	–	1,969	2,477
Liquid Haz Waste (Ltr)	Litre	–	–	10,785,300	15,279,997
Reclaimed Waste	Tonnes	–	–	108,711	144,689
General Waste	Tonnes	–	–	107,103	97,784

(3) DP World Group energy consumption in mega joules (MJ) by source.

(4) Wind, solar, biomass, hydroelectric, geothermal etc. purchased or generated.

(5) Total kWh of electricity from renewable energy sources/total kWh of electricity (grid + renewable).

(6) Carbon intensity per modified TEU (kilograms of carbon dioxide equivalent per twenty-foot equivalent unit).

(7) Classified as major or catastrophic environmental incidents.

(8) 2021 is the baseline year.

\* Restated due to adjusted calculation methodology for West Canada Operating Entities

# ESG SCORECARD

TABLE 2 – SOCIAL

	Units	2020	2021	2022
<b>Labour Practices</b>				
<b>Total workforce* (direct and indirect hires)</b>				
Number of employees	FTEs	53,367	71,255	103,645
Number of nationalities represented in our workforce	FTEs	137	150	161
Number of male employees	FTEs	48,625	61,011	86,402
Number of female employees	FTEs	4,742	10,238	17,243
<b>Workforce by contract type (GRI – 102-8)</b>				
Total employees on indefinite or permanent contracts	FTEs	49,374	65,828	92,035
Male employees on indefinite or permanent contracts	FTEs	45,155	56,445	76,616
Female employees on indefinite or permanent contracts	FTEs	4,219	9,378	15,419
Total employees on fixed term or temporary contracts	Part time employees	3,993	5,427	11,610
Male employees on fixed term or temporary contracts	Part time employees	3,470	4,566	9,786
Female employees on fixed term or temporary contracts	Part time employees	523	860	1,824
Total number of new hires	FTEs	3,383	10,434	21,494
Female	FTEs	431	1,417	4,538
Male	FTEs	2,952	9,017	16,956
<b>Workforce by age (GRI 405-1)</b>				
Age 18-30	FTEs	8,424	10,727	21,902
Males aged 18-30	FTEs	7,373	9,333	17,445
Females aged 18-30	FTEs	1,051	1,394	4,457
Age 31-50	FTEs	34,612	39,598	65,124
Males aged 31-50	FTEs	31,705	35,603	54,946
Females aged 31-50	FTEs	2,907	3,992	10,178
Age 51+	FTEs	8,922	20,923	16,619
Males aged 51+	FTEs	8,212	16,068	14,011
Females aged 51+	FTEs	710	4,852	2,608
<b>Workforce by job category (GRI-405)</b>				
Senior management	FTEs	2,015	1,868	2,588
Middle management	FTEs	8,407	9,718	15,299
Non-management	FTEs	42,945	45,524	85,758
Other	FTEs	0	14,145	0
<b>People training and development (GRI 404-1)</b>				
Hub Training Participants <sup>(8)</sup>	FTEs	3,248	8,343	4,327
E-learning modules completed <sup>(9)</sup>	FTEs	25,824	24,642	50,450
Spend on people training and development	Total spend (US\$ million)	10.6	11.8	11.8

(8) The number of participants who took part in face to face training programmes run by DP World Hub across the Group.

(9) The number of modules completed on the DP World e-learning platform.

\* Only includes direct hires.

	Units	2020	2021	2022
<b>Employee engagement</b>				
Employee engagement survey (My World) <sup>(10)</sup>	% of total employees who participated in the survey	86%	N/A	N/A
	% sustainable engagement <sup>(11)</sup>	93%	N/A	N/A
<b>Employee retention (GRI 403-9)</b>				
Voluntary attrition / employee turnover <sup>(12)</sup>	Percentage FTEs	4.30%	7.50%	9.80%
Total FTEs	FTEs	50,877	57,200	100,651
Female	Percentage FTEs	4.70%	9.60%	13.90%
Males	Percentage FTEs	4.60%	6.30%	8.60%
<b>Diversity</b>				
<b>Women</b>				
Female share of total workforce	Percentage	9%	14%	17%
Females in top management positions <sup>(13)</sup>	Percentage	7%	11%	11%
Females in senior management positions	Percentage	13%	20%	16%
Female in middle management positions	Percentage	23%	25%	25%
Females in junior management positions <sup>(14)</sup>	Percentage	6%	7%	15%
Female employees (mentees) in mentoring programme <sup>(15)</sup>	FTEs	125	204	257
<b>Community Engagement <sup>(16)</sup></b>				
<b>Financial contribution</b>				
Community contribution (cash, time and in-kind) <sup>(17)</sup>	US\$ million	8.4	13.2	17.5
<b>Beneficiaries</b>				
Total direct beneficiaries	No. of people	613,688	312,119	542,355
Organisations supported	No. of organisations	825	718	660
<b>Employee involvement <sup>(18)</sup></b>				
Skills-based volunteering	No. of hours	2,413	2,410	1,562
Employees volunteering in paid time	No. of people	2,169	2,145	3,650
Working hours contributed	No. of hours	9,684	10,058	11,881

(10) We run employee engagement surveys to collect useful feedback globally and prepare strong action plans that allow us to track true progress. Our target is 100% employee engagement.

(11) Part of the employee engagement survey, which considers the extent to which employees are engaged, enabled and energised in the workplace.

(12) For 2021, the voluntary attrition rates were calculated for FTEs on indefinite contracts only. Moving forward, we will maintain this criteria.

(13) Maximum two levels away from the CEO or comparable positions (as a % of total top management positions).

(14) Refers to first level of management (as % of total junior management positions).

(15) Our target is 1,000 female mentees by 2030.

(16) Data assured by B4SI.

(17) Measured according to B4SI, including calculating in-kind contributions on an engagement basis.

(18) Employee volunteering was reduced in 2020 due to the global pandemic.

# ESG SCORECARD

TABLE 3 – GOVERNANCE

	Units		2020	2021	2022
<b>Safety</b>					
<b>Workers covered by an occupational health and safety management system (GRI Disclosure 403-8)</b>					
Employees and workers covered by occupational health and safety management system	No. of employees		53,367	71,255	103,645
Employees, and workers who are not employees but whose work and/or place of work is controlled by the organisation, who are covered by this system that has been internally audited or certified by an external party	No. of contractors		29,151	30,992	34,718
<b>Total number of workers</b>	<b>No. of employees and contractors</b>		<b>82,518</b>	<b>102,247</b>	<b>138,363</b>
	Units	Target	2020	2021	2022
<b>Work-related injuries and fatalities (employees) (GRI Disclosure 403-9)</b>					
Total hours worked by all employees	Hours	N/A	182,097,764	146,288,358	137,529,420
Employee work-related fatalities	No. of work-related fatal injuries	Zero fatalities	2	1	1
Rate of employee work-related fatalities	Total number of fatalities/hours worked*1000000	Zero fatalities	0.011	0.007	0.007
High consequence employee work-related injuries (excluding fatalities)	No. of serious injuries	Zero serious injuries	21	19	15
Rate of high consequence employee work-related injuries (excluding fatalities)	Total number of serious injuries/hours worked*1000000	Zero serious injuries	0.115	0.130	0.109
Recordable work-related employee injuries	No. Fatalities Lost Time injuries and Medical Treatment injuries	To show improvement against previous year	701	682	529
Rate of work-related employee injuries	No. Fatalities, Lost Time injuries, Medical Treatment injuries/ hours worked*1000000	To show improvement against previous year	3.85	4.66	3.85
Employee fatalities as a result of work-related ill health	No. of fatalities	Zero fatalities	0	0	0
Lost Time Injuries (LTIs)	Lost Time Injuries (LTIs)	To show improvement against previous year	481	513	386
Lost Time Injury Frequency Rate (LTIFR)	No. Lost Time injuries/ hours worked*1000000	To show improvement against previous year	2.64	3.51	2.81
<b>Work-related injuries and fatalities (contractors) (GRI Disclosure 403-9)</b>					
Total hours worked by contractors	Hours	N/A	68,095,789	72,398,473	81,100,467
Contractor work-related fatalities	No. of work-related fatal injuries	Zero fatalities	1	5	1
Rate of contractor work-related fatalities	Total number of fatalities/ hours worked*1000000	Zero fatalities	0.015	0.069	0.012
High consequence contractor work-related injuries (excluding fatalities)	No. of serious injuries	Zero serious injuries	12	8	10
Rate of high consequence contractor work-related injuries (excluding fatalities)	Total number of serious injuries/ hours worked*1000000	Zero serious injuries	0.176	0.110	0.123
Recordable work-related contractor injuries	Fatalities, Lost Time Injuries and Medical Treatment Injuries	To show improvement against previous year	156	143	203



	Units	Target	2020	2021	2022
<b>Work-related injuries and fatalities (contractors) (GRI Disclosure 403-9)</b>					
Rate of work-related contractor injuries	No. Fatalities, Lost Time injuries, Medical Treatment injuries/hours worked*1000000	To show improvement against previous year	2.29	1.98	2.50
Contractor fatalities as a result of work-related ill health	No. Fatalities	–	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	No. Lost Time injuries/hours worked*1000000	To show improvement against previous year	1.35	1.31	1.89
	Units		2020	2021	2022
<b>Security<sup>(19)</sup></b>					
Security Management system (certified or accredited with ISO 28000)	No. of business units		40	41	43
CTPAT Accreditation	No. of business units		40	41	43
Authorised Economic Operator (AEO) Compliance	No. of business units		8	13	13
Container Security Initiative (CSI) Compliance	No. of business units		12	12	12
Megaports Compliance	No. of business units		3	3	3
<b>Ethics</b>					
Total number of alleged incidents of corruption <sup>(20)</sup>	No. of incidents		56	92	112
Number of incidents reported and resolved during the year	No. of incidents		39	53	55
% reported and resolved during the year	Percentage of incidents		69%	58%	49%
Total number of employee grievances (non-fraud) <sup>(20)</sup>	No. of grievances		102	118	285
Number of grievances reported and resolved during the year	No. of grievances		70	85	187
% reported and resolved during the year	Percentage of grievances		68%	72%	66%
Training on fraud awareness	No. of employees trained		3,020	8,716	3,801
<b>Anti-bribery policies and procedures training</b>					
Total number of employees who have received anti-bribery training <sup>(21)</sup>	No. of employees		4,156	6,351	2,267
<b>Board diversity</b>					
Female representation on the Company's Board of Directors	No. of females		1 <sup>(22)</sup>	0	1
Female representation on the Boards of Group subsidiaries <sup>(23)</sup>	No. of females		N/A	24	33
<b>Information security<sup>(24)</sup> (GRI – 418 Customer Privacy)</b>					
Information security breaches or cybersecurity incidents	No. of breaches or incidents		4	2	0
Information security breaches involving customers identifiable information	No. of breaches		0	0	0
Fines/penalties paid in relation to breaches or incidents	Total amount (US\$)		0	0	0

(19) Covers BUs under the Ports & Terminal (P&T) Division. Our aim is to maintain compliance and increase the implementation of these security systems.

(20) Reported to the whistleblowing hotline.

(21) This online training is conducted every 2 years for all employees with online access.

(22) Retired from the Board on 19 July 2020.

(23) The 2021 figure has been restated. Figures are prone to change at BU level due organisational and structural changes.

(24) Our target is zero breaches, incidents and fines/penalties in relation to information security.

# TASKFORCE ON CLIMATE RELATED FINANCIAL DISCLOSURE MAPPING

We support the principles and recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Currently TCFD relevant metrics are disclosed where aligned with GRI standards and through active annual participation in CDP. The table below provides section and page references from this report on where information recommended for disclosure by the TCFD can be found.

Pillars	Definition	Recommended Disclosures	References
<b>Governance</b>	<ul style="list-style-type: none"> <li>Disclose the organisation's governance around climate-related risks and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Describe the board's oversight of climate-related risks and opportunities</li> <li>Describe management's role in assessing and managing climate-related risks and opportunities</li> </ul>	<b>2022 ESG Report</b> <ul style="list-style-type: none"> <li>Governance and Oversight (Pages 8-9)</li> <li>Risk Management (Pages 10-11)</li> <li>Our World, Climate Change (Page 32-37)</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material</li> </ul>	<ul style="list-style-type: none"> <li>Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term</li> <li>Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning</li> <li>Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</li> </ul>	<b>2022 ESG Report</b> <ul style="list-style-type: none"> <li>Our World, Our Future (Materiality Matrix) (Page 17)</li> <li>Our World, Climate Change (Pages 32-37)</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Disclose how the organisation identifies, assesses, and manages climate-related risks</li> </ul>	<ul style="list-style-type: none"> <li>Describe the organisation's processes for identifying and assessing climate-related risks</li> <li>Describe the organisation's processes for managing climate-related risks</li> <li>Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management</li> </ul>	<b>2022 Annual Report</b> <ul style="list-style-type: none"> <li>Our Principal Risks (Pages 44-45)</li> </ul> <b>2022 ESG Report</b> <ul style="list-style-type: none"> <li>Risk Management (Pages 10-11)</li> <li>Our World, Our Future (Materiality Matrix) (Page 17)</li> <li>Our World, Our Future (Stakeholder Engagement) (Page 16)</li> <li>Our World, Climate Change (Pages 32-37)</li> </ul>
<b>Metrics and Targets</b>	<ul style="list-style-type: none"> <li>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</li> </ul>	<ul style="list-style-type: none"> <li>Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</li> <li>Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</li> <li>Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets</li> </ul>	<b>2022 ESG Report</b> <ul style="list-style-type: none"> <li>Our World, Climate Change (Pages 32-37)</li> <li>ESG Scorecard (Environment) (Pages 58-59)</li> <li>Assurance Statements (Pages 104-110)</li> </ul>



# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-1</b>	
<b>Organisational details</b>	(a) report its legal name
	(b) report its nature of ownership and legal form
	(c) report the location of its headquarters
	(d) report its countries of operation
<b>GRI 2-2</b>	
<b>Entities included in the organisation's sustainability reporting</b>	(a) list all its entities included in its sustainability reporting
	(b) if the organisation has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting
	(c.i) if the organisation consists of multiple entities, explain the approach used for consolidating the information, including: whether the approach involves adjustments to information for minority interests
	(c.ii) how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities
	(c.iii) whether and how the approach differs across the disclosures in this Standard and across material topics
<b>GRI 2-3</b>	
<b>Reporting period, frequency and contact point</b>	(a) specify the reporting period for, and the frequency of, its sustainability reporting
	(b) specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this
	(c) report the publication date of the report or reported information
	(d) specify the contact point for questions about the report or reported information
<b>GRI 2-4</b>	
<b>Restatements of information</b>	(a.i) report restatements of information made from previous reporting periods and explain: the reasons for the restatements
	(a.ii) the effect of the restatements

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
DP World	-	-	-	-	-
2022 Annual Report, Overview (Page 65)					
Dubai, UAE					
2022 ESG Report, What we do and where we operate (Pages 6-7)	-	16	-	-	Governance
2022 ESG Report, About this Report (inside front cover)					
2022 ESG Report, Business Pillars (Pages 4-5)					
2022 Annual Report, Notes to consolidated Financial Statements					
2022 ESG Report, About this Report (inside front cover)					
	-	16	Principle 8,9	Principle 7	Governance
1 January 2022 to 31 December 2022					
1 January 2022 to 31 December 2022					
March 2023					
sustainability@dpworld.com					
	-	16	Principle 8,9	Principle 7	Governance
Restatements with reasons are included within this report					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-5</b>	<p data-bbox="175 616 287 672"><b>External assurance</b></p> <p data-bbox="375 616 1364 672">(a) describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved;</p> <hr/> <p data-bbox="375 784 1412 840">(b.i) if the organisation’s sustainability reporting has been externally assured: provide a link or reference to the external assurance report(s) or assurance statement(s);</p> <hr/> <p data-bbox="375 862 1396 918">(b.ii) describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process;</p> <hr/> <p data-bbox="375 940 1173 974">(b.iii) describe the relationship between the organisation and the assurance provider.</p>
<b>GRI 2-6</b>	<p data-bbox="175 1086 335 1198"><b>Activities, value chain and other business relationships</b></p> <p data-bbox="375 1086 774 1108">(a) report the sector(s) in which it is active;</p> <hr/> <p data-bbox="375 1164 1388 1187">(b.i) describe its value chain, including: the organisation’s activities, products, services, and markets served;</p> <hr/> <p data-bbox="375 1388 718 1422">(b.ii) the organisation’s supply chain;</p> <hr/> <p data-bbox="375 1556 1053 1590">(b.iii) the entities downstream from the organisation and their activities;</p> <hr/> <p data-bbox="375 1612 821 1646">(c) report other relevant business relationships;</p> <hr/> <p data-bbox="375 1668 1324 1691">(d) describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.</p>

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	–	16	–	–	Governance
2022 ESG Report, Governance and Oversight (Pages 8-9)					
2022 ESG Report, Assurance Statements (Pages 104-110)					
2022 ESG Report, Assurance Statements (Pages 104-110)					
2022 ESG Report, Assurance Statements (Pages 104-110)					
Assurance providers are independent from DP World at the point that this report is issued					
	–	8,16,17	–	Principle 5	Governance
2022 ESG Report, What we do and where we operate (Pages 6-7)					
2022 ESG Report, What we do and where we operate (Pages 6-7)					
2022 Annual Report, Business Model (Pages 12-13)					
2022 Annual Report, Our Strategy (Pages 14-15)					
Procurement activities are centralised through Group Procurement who provides structured policies, procedures and guidelines across our global business units to effectively manage local supply chains					
2022 ESG Report, Business Pillars (Pages 4-5)					
2022 ESG Report, Business Pillars (Pages 4-5)					
2022 ESG Report, Business Pillars (Pages 4-5)					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
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### GRI 2-7

#### Employees

(a) report the total number of employees, and a breakdown of this total by gender and by region

(a) Total number of employees (Female)

(a) Total number of employees (Male)

(a) Total number of employees (AMR)

(a) Total number of employees (APAC)

(a) Total number of employees (Dubai Drydocks)

(a) Total number of employees (EUR)

(a) Total number of employees (Imperial Logistics)

(a) Total number of employees (MEA)

(a) Total number of employees (P&O Ferries)

(a) Total number of employees (PMOL)

(a) Total number of employees (SCO)

(a) Total number of employees (Syncreon)

(a) Total number of employees (UAE)

(a) Total number of employees (Unico)

(a) Total number of employees (Unifeeder)

(b.i) report the total number of: permanent employees, and a breakdown by gender and by region;

(b.i) Total number of permanent employees (Female)

(b.i) Total number of permanent employees (Male)

(b.i) Total number of permanent employees (AMR)

(b.i) Total number of permanent employees (APAC)

(b.i) Total number of permanent employees (Dubai Drydocks)

(b.i) Total number of permanent employees (EUR)

(b.i) Total number of permanent employees (Imperial Logistics)

(b.i) Total number of permanent employees (MEA)

(b.i) Total number of permanent employees (P&O Ferries)

(b.i) Total number of permanent employees (PMOL)

(b.i) Total number of permanent employees (SCO)

(b.i) Total number of permanent employees (Syncreon)



Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	Principles 1, 6	5, 8	–	Principle 2	People, Prosperity
103,645					
17,243					
86,402					
9,322					
5,601					
8,465					
3,986					
32,052					
6,693					
1,983					
3,365					
4,042					
11,683					
14,968					
506					
979					
15,419					
76,616					
7,221					
5,366					
6,595					
3,195					
28,516					
5,810					
1,724					
2,276					
4,042					
11,112					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-7</b>	(b.i) Total number of permanent employees (UAE)
	(b.i) Total number of permanent employees (Unico)
	(b.i) Total number of permanent employees (Unifeeder)
	(b.ii) temporary employees, and a breakdown by gender and by region;
	(b.ii) Total number of temporary employees (Female)
	(b.ii) Total number of temporary employees (Male)
	(b.ii) Total number of temporary employees (AMR)
	(b.ii) Total number of temporary employees (APAC)
	(b.ii) Total number of temporary employees (Dubai Drydocks)
	(b.ii) Total number of temporary employees (EUR)
	(b.ii) Total number of temporary employees (Imperial Logistics)
	(b.ii) Total number of temporary employees (MEA)
	(b.ii) Total number of temporary employees (P&O Ferries)
	(b.ii) Total number of temporary employees (PMOL)
	(b.ii) Total number of temporary employees (SCO)
	(b.ii) Total number of temporary employees (Syncreon)
	(b.ii) Total number of temporary employees (UAE)
	(b.ii) Total number of temporary employees (Unico)
	(b.ii) Total number of temporary employees (Unifeeder)
	(b.iii) non-guaranteed hours employees, and a breakdown by gender and by region;
	(b.iii) Total number of non-guaranteed hours employees (Female)
	(b.iii) Total number of non-guaranteed hours employees (Male)
	(b.iii) Total number of non-guaranteed hours employees (AMR)
	(b.iii) Total number of non-guaranteed hours employees (APAC)
	(b.iii) Total number of non-guaranteed hours employees (Dubai Drydocks)
	(b.iii) Total number of non-guaranteed hours employees (EUR)
	(b.iii) Total number of non-guaranteed hours employees (Imperial Logistics)
	(b.iii) Total number of non-guaranteed hours employees (MEA)
	(b.iii) Total number of non-guaranteed hours employees (P&O Ferries)
	(b.iii) Total number of non-guaranteed hours employees (PMOL)

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
14,947					
373					
858					
1,824					
9,786					
2,101					
235					
1,870					
791					
3,536					
883					
259					
1,089					
0					
571					
21					
133					
121					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-7</b>	(b.iii) Total number of non-guaranteed hours employees (SCO)
	(b.iii) Total number of non-guaranteed hours employees (Syncreon)
	(b.iii) Total number of non-guaranteed hours employees (UAE)
	(b.iii) Total number of non-guaranteed hours employees (Unico)
	(b.iii) Total number of non-guaranteed hours employees (Unifeeder)
	(b.iv) full-time employees, and a breakdown by gender and by region;
	(b.iv) Total number of full-time employees (Female)
	(b.iv) Total number of full-time employees (Male)
	(b.iv) Total number of full-time employees (AMR)
	(b.iv) Total number of full-time employees (APAC)
	(b.iv) Total number of full-time employees (Dubai Drydocks)
	(b.iv) Total number of full-time employees (EUR)
	(b.iv) Total number of full-time employees (Imperial Logistics)
	(b.iv) Total number of full-time employees (MEA)
	(b.iv) Total number of full-time employees (P&O Ferries)
	(b.iv) Total number of full-time employees (PMOL)
	(b.iv) Total number of full-time employees (SCO)
	(b.iv) Total number of full-time employees (Syncreon)
	(b.iv) Total number of full-time employees (UAE)
	(b.iv) Total number of full-time employees (Unico)
	(b.iv) Total number of full-time employees (Unifeeder)
	(b.v) part-time employees, and a breakdown by gender and by region;
	(b.v) Total number of part-time employees (Female)
	(b.v) Total number of part-time employees (Male)
	(b.v) Total number of part-time employees (AMR)
	(b.v) Total number of part-time employees (APAC)
	(b.v) Total number of part-time employees (Dubai Drydocks)
	(b.v) Total number of part-time employees (EUR)
	(b.v) Total number of part-time employees (Imperial Logistics)
	(b.v) Total number of part-time employees (MEA)

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
Data not collected					
Data not collected					
Data not collected					
Data not collected					
Data not collected					
16,416					
84,243					
9,295					
3,988					
8,465					
3,912					
31,422					
6,693					
1,689					
3,316					
4,042					
11,412					
14,968					
493					
964					
827					
2,159					
27					
1,613					
0					
74					
630					
0					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-7</b>	<p>(b.v) Total number of part-time employees (P&amp;O Ferries)</p> <hr/> <p>(b.v) Total number of part-time employees (PMOL)</p> <hr/> <p>(b.v) Total number of part-time employees (SCO)</p> <hr/> <p>(b.v) Total number of part-time employees (Syncreon)</p> <hr/> <p>(b.v) Total number of part-time employees (UAE)</p> <hr/> <p>(b.v) Total number of part-time employees (Unico)</p> <hr/> <p>(b.v) Total number of part-time employees (Unifeeder)</p> <hr/> <p>(c.i) describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: in headcount, full-time equivalent (FTE), or using another methodology;</p> <hr/> <p>(c.ii) at the end of the reporting period, as an average across the reporting period, or using another methodology;</p> <hr/> <p>(d) report contextual information necessary to understand the data reported under 2-7-a and 2-7-b;</p> <hr/> <p>(e) describe significant fluctuations in the number of employees during the reporting period and between reporting periods.</p>
<b>GRI 2-8</b>	<p><b>Workers who are not employed</b></p> <p>(a.i) report the total number of workers who are not employees and whose work is controlled by the organisation and describe: the most common types of worker and their contractual relationship with the organisation;</p> <hr/> <p>(a.ii) the type of work they perform;</p> <hr/> <p>(b.i) describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: in headcount, full-time equivalent (FTE), or using another methodology;</p> <hr/> <p>(b.ii) at the end of the reporting period, as an average across the reporting period, or using another methodology;</p> <hr/> <p>(c) describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</p>

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
294					
49					
0					
271					
0					
13					
15					
The records were consolidated in terms of headcount and full-time equivalent (FTE) along with the other employee data points by uploading the business unit level data on a cloud-based HRIS platform					
The employees data with the same variables is being consolidated on a quarterly basis					
This information is collected at the global HRIS system at every business unit level mapped to their respective DP World business					
The fluctuation in the number of employees is mainly due to the acquisitions undertaken by DP World					
	Principle 6	5, 8	–	Principle 2	People
Global People Data reported only includes direct DP World employees					
Not Applicable					
Not Applicable					
Not Applicable					
Not Applicable					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-9</b>	
<b>Governance structure and composition</b>	<p>(a) describe its governance structure, including committees of the highest governance body;</p> <hr/> <p>(b) list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organisation’s impacts on the economy, environment, and people;</p> <hr/> <p>(c.i) describe the composition of the highest governance body and its committees by: executive and non-executive members</p> <hr/> <p>(c.ii) independence;</p> <hr/> <p>(c.iii) tenure of members on the governance body;</p> <hr/> <p>(c.iv) number of other significant positions and commitments held by each member, and the nature of the commitments;</p> <hr/> <p>(c.v) gender;</p> <hr/> <p>(c.vi) under-represented social groups;</p> <hr/> <p>(c.vii) competencies relevant to the impacts of the organisation;</p> <hr/> <p>(c.viii) stakeholder representation.</p>
<b>GRI 2-9</b>	
<b>Nomination and selection of the highest governance body</b>	<p>(a) describe the nomination and selection processes for the highest governance body and its committees;</p> <hr/> <p>(b.i) describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: views of stakeholders (including shareholders);</p> <hr/> <p>(b.ii) diversity;</p> <hr/> <p>(b.iii) independence;</p> <hr/> <p>(b.iv) competencies relevant to the impacts of the organisation.</p>
<b>GRI 2-10</b>	
<b>Nomination and selection of the highest governance body</b>	<p>(a) describe the nomination and selection processes for the highest governance body and its committees;</p> <hr/> <p>(b.i) describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: views of stakeholders (including shareholders);</p> <hr/> <p>(b.ii) diversity;</p> <hr/> <p>(b.iii) independence;</p> <hr/> <p>(b.iv) competencies relevant to the impacts of the organisation.</p>



Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
<p>2022 Annual Report, Corporate Governance (Pages 60-85)</p> <p>2022 ESG Report, Governance and Oversight (Pages 8-9)</p>	–	5, 8, 16	–	Principles 1, 6	Governance
<p>2022 Annual Report, Corporate Governance (Pages 60-85)</p> <p>2022 Annual Report, Corporate Governance (Pages 60-85)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	–	5, 8, 16	–	Principles 1, 6	Governance
<p>2022 Annual Report, Corporate Governance (Pages 60-85)</p> <p>_____</p> <p>_____</p> <p>_____</p>	–	5, 16	–	Principles 1, 6	Governance
<p>DP World Website, Governance, Board Committees (Nomination and Remuneration Committee Terms of Reference)</p> <p>2022 Annual Report, Corporate Governance, Nomination and Remuneration Committee (Pages 80-83)</p> <p>_____</p>	–	5, 16	–	Principles 1, 6	Governance

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-11</b>	
<b>Chair of the highest governance body</b>	<p>(a) report whether the chair of the highest governance body is also a senior executive in the organisation;</p> <p>(b) if the chair is also a senior executive, explain their function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.</p>
<b>GRI 2-12</b>	
<b>Role of the highest governance body in overseeing the management of impacts</b>	<p>(a) describe the role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;</p> <p>(b.i) describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people, including: whether and how the highest governance body engages with stakeholders to support these processes;</p> <p>(b.ii) how the highest governance body considers the outcomes of these processes;</p> <p>(c) describe the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in 2-12-b, and report the frequency of this review.</p>
<b>GRI 2-13</b>	
<b>Delegation of responsibility for managing impacts</b>	<p>(a.i) describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including: whether it has appointed any senior executives with responsibility for the management of impacts;</p> <p>(a.ii) whether it has delegated responsibility for the management of impacts to other employees;</p> <p>(b) describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy, environment, and people.</p>
<b>GRI 2-14</b>	
<b>Role of the highest governance body in sustainability reporting</b>	<p>(a) report whether the highest governance body is responsible for reviewing and approving the reported information, including the organisation's material topics, and if so, describe the process for reviewing and approving the information;</p> <p>(b) if the highest governance body is not responsible for reviewing and approving the reported information, including the organisation's material topics, explain the reason for this.</p>

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
The Chief Executive Officer is also the Group Chairman	–	8, 16	–	Principles 1	Governance
2022 Annual Report, Corporate Governance (Pages 60-85)					
2022 ESG Report, Governance and Oversight (Pages 8-9)	–	16	–	Principles 1	Governance
2022 ESG Report, Risk Management (Pages 10-11)					
2022 ESG Report, Governance and Oversight (Pages 8-9)					
2022 ESG Report, Governance and Oversight (Pages 8-9)					
2022 ESG Report, Governance and Oversight (Pages 8-9)	–	–	–	–	Governance, Planet
2022 ESG Report, Governance and Oversight (Pages 8-9)					
2022 ESG Report, Governance and Oversight (Pages 8-9)	–	–	–	Principle 1	Governance
2022 ESG Report, Governance and Oversight (Pages 8-9)					
Not applicable					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-15</b>	
<b>Conflicts of interest</b>	(a) describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated
	(b.i) report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: cross-board membership;
	(b.ii) cross-shareholding with suppliers and other stakeholders;
	(b.iii) existence of controlling shareholders;
	(b.iv) related parties, their relationships, transactions, and outstanding balances.
<b>GRI 2-16</b>	
<b>Communication of critical concerns</b>	(a) describe whether and how critical concerns are communicated to the highest governance body;
	(b) report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.
<b>GRI 2-17</b>	
<b>Collective knowledge of the highest governance body</b>	(a) report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.
<b>GRI 2-18</b>	
<b>Evaluation of the performance of the highest governance body</b>	(a) describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organisation's impacts on the economy, environment, and people;
	(b) report whether the evaluations are independent or not, and the frequency of the economy, environment, and people;
	(c) describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices.

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	Principle 10	8, 16	–	–	Governance
2022 Annual Report, Corporate Governance (Pages 60-85)					
2022 ESG Report, Risk Management (Pages 10-11)					
2022 ESG Report, Ethics (Pages 26-27)					
	Principles 1, 6	8	–	–	Governance
2022 ESG Report, Governance and Oversight (Pages 8-9)					
2022 ESG Report, Governance and Oversight (Pages 8-9)					
	–	–	–	–	Governance
2022 ESG Report, Governance and Oversight (Pages 8-9)					
2022 Annual Report, Corporate Governance, Governance and Sustainability Committee (Pages 79)					
	–	–	–	–	Governance
2022 Annual Report, Corporate Governance (Pages 60-85)					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-19</b>	<p><b>Remuneration policies</b></p> <p>(a.i) describe the remuneration policies for members of the highest governance body and senior executives, including: fixed pay and variable pay;</p> <p>(a.ii) sign-on bonuses or recruitment incentive payments;</p> <p>(a.iii) termination payments;</p> <p>(a.iv) clawbacks;</p> <p>(a.v) retirement benefits;</p> <p>(b) describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organisation's impacts on the economy, environment, and people.</p>
<b>GRI 2-20</b>	<p><b>Process to determine remuneration</b></p> <p>(a.i) describe the process for designing its remuneration policies and for determining remuneration, including: whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration;</p> <p>(a.ii) how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration;</p> <p>(a.iii) whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organisation, its highest governance body and senior executives;</p> <p>(b) report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.</p>
<b>GRI 2-21</b>	<p><b>Annual total compensation ratio</b></p> <p>(a) report the ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual);** The annual total compensation ratio can be calculated using the following formula (Annual total compensation for DP World's highest paid-individual / Median annual total compensation for all of DP World's employees excluding the highest-paid individual)</p> <p>(b) report the ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual); ** The change in the annual total compensation ratio can be calculated using the following formula (Percentage increase in annual total compensation for DP World's highest-paid individual / Median percentage increase in annual total compensation for all of DP World's employees excluding the highest-paid individual)</p> <p>(c) report contextual information necessary to understand the data and how the data has been compiled.</p>

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	Principle 1	8	–	Principle 2	People, Governance
Not disclosed					
Not disclosed					
Not disclosed					
Not disclosed					
Not disclosed					
2022 Annual Report, Corporate Governance, Remuneration (Pages 80-83)					
	Principle 1	–	–	Principle 2	Governance
2022 Annual Report, Corporate Governance, Remuneration (Pages 80-83)					
2022 Annual Report, Corporate Governance, Remuneration (Pages 80-83)					
2022 Annual Report, Corporate Governance, Remuneration (Pages 80-83)					
2022 Annual Report, Corporate Governance, Remuneration (Pages 80-83)					
	Principles 1, 2	8	–	Principle 2	People
Not disclosed					
Not disclosed					
Not applicable					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-22</b>	
<b>Statement on sustainable development strategy</b>	a) report a statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development.
<b>GRI 2-23</b>	
<b>Policy commitments</b>	<p>(a.i) describe its policy commitments for responsible business conduct, including: the authoritative intergovernmental instruments that the commitments</p> <p>(a.ii) whether the commitments stipulate conducting due diligence;</p> <p>(a.iii) whether the commitments stipulate applying the precautionary principle;</p> <p>(a.iv) whether the commitments stipulate respecting human rights;</p> <p>(b.i) describe its specific policy commitment to respect human rights, including: the internationally recognized human rights that the commitment covers;</p> <p>(b.ii) the categories of stakeholders, including at-risk or vulnerable groups, that the organisation gives particular attention to in the commitment;</p> <p>(c) provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this;</p> <p>(d) report the level at which each of the policy commitments was approved within the organisation, including whether this is the most senior level;</p> <p>(e) report the extent to which the policy commitments apply to the organisation's activities and to its business relationships;</p> <p>(f) describe how the policy commitments are communicated to workers, business partners, and other relevant parties.</p>
<b>GRI 2-24</b>	
<b>Embedding policy commitments</b>	<p>(a.i) describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: how it allocates responsibility to implement the commitments across different levels within the organisation;</p> <p>(a.ii) how it integrates the commitments into organisational strategies, operational policies, and operational procedures;</p> <p>(a.iii) how it implements its commitments with and through its business relationships;</p> <p>(a.iv) training that the organisation provides on implementing the commitments.</p>



Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	–	–	Principle 5	–	Governance
2022 ESG Report, Group Chairman and Chief Executive Officer's Letter (Page 1)					
2022 ESG Report, Group Chief People and Sustainability Officer's Letter (Pages 2-3)					
	–	–	–	–	Governance
2022 Annual Report, Effective Risk Management (Pages 36-37)					
2022 Annual Report, Business Model (Pages 12-13)					
2022 Annual Report, People, Culture and Values (Pages 52-55)					
2022 Annual Report, Accountability (Pages 71-73)					
2022 Annual Report, Audit & Risk Committee (Pages 75-78)					
2022 ESG Report, Group Chairman and Chief Executive Officer's Letter (Page 1)					
2022 ESG Report, Group Chief People and Sustainability Officer's Letter (Pages 2-3)					
	–	–	–	–	Governance
2022 Annual Report, Effective Risk Management (Pages 36-37)					
2022 Annual Report, Corporate Governance (Pages 60-85)					
2022 Annual Report, Our Principal Risks (Pages 38-49)					

# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure
<b>GRI 2-25</b>	
<b>Processes to remediate negative impacts</b>	(a) describe its commitments to provide for or cooperate in the remediation of negative impacts that the organisation identifies it has caused or contributed to;
	(b) describe its approach to identify and address grievances, including the grievance mechanisms that the organisation has established or participates in;
	(c) describe other processes by which the organisation provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to;
	(d) describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms;
	(e) describe how the organisation tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.
<b>GRI 2-26</b>	
<b>Mechanisms for seeking advice and raising concerns</b>	(a.i) describe the mechanisms for individuals to seek advice on implementing the organisation's policies and practices for responsible business conduct;
	(a.ii) raise concerns about the organisation's business conduct.
<b>GRI 2-27</b>	
<b>Compliance with laws and regulations</b>	(a.i) report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by: instances for which fines were incurred;
	(a.ii) instances for which non-monetary sanctions were incurred;
	(b.i) report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: fines for instances of non-compliance with laws and regulations that occurred in the current reporting period;
	(b.ii) fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods;
	(c) describe the significant instances of non-compliance;
(d) describe how it has determined significant instances of non-compliance.	
<b>GRI 2-28</b>	
<b>Membership associations</b>	(a) report industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role.

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	-	-	-	-	-
2022 ESG Report, Our World, Our Future Strategy (All material topics)					
The primary method of reporting is through the Global Whistleblowing Hotline, which is a third-party hosted, global reporting mechanism that allows stakeholders to submit reports through online direct intake or through freephone intake in multiple countries					
2022 ESG Report, Our World, Our Future Strategy (All material topics)					
The intended users are typically anonymous whistleblowers who only participate by submitting and following up on their reports. FRS, continuously monitors the operation of the hotline and performance and implements improvements as necessary					
FRS generates a variety of management reports for different recipients and at varying intervals. These reports provide insight into the performance of the hotline.					
	Principle 1	8	-		People
Individuals seek advice by the whistleblowing hotline and the other local/divisional mechanisms					
Individuals raise concerns by the whistleblowing hotline and the other local/divisional mechanisms					
	Principle 10	-	Principles 5, 6	-	Governance
2022 Annual Report, Corporate Governance (Pages 60-85)					
2022 Annual Report, Our Principal Risks (Pages 38-49)					
2022 ESG Report, ESG Scorecard (Page 63)					
2022 ESG Report, Risk Management (Pages 10-11)					
2022 ESG Report, Ethics (Pages 26-27)					
	-	17	-	Principle 6	-
2022 ESG Report, Our World, Our Future strategy (Pages 16-19)					

# GRI INDEX

## MATERIAL TOPICS

GRI Standards	Disclosure
<b>GRI 2-29</b>	
<b>Approach to stakeholder engagement</b>	(a.i) describe its approach to engaging with stakeholders, including: the categories of stakeholders it engages with, and how they are identified;
	(a.ii) the purpose of the stakeholder engagement;
	(a.iii) how the organisation seeks to ensure meaningful engagement with stakeholders.
<b>GRI 2-30</b>	
<b>Collective bargaining agreements</b>	(a) report the percentage of total employees covered by collective bargaining agreements; ** The percentage of employees covered by collective bargaining agreements is calculated using the following formula ((Number of employees covered by collective bargaining agreements / Total number of employees reported)*100%)
	(b) for employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organisations.
<b>GRI 3-1</b>	
<b>Process to determine material topics</b>	a. describe the process it has followed to determine its material topics, including: how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships;
	ii. how it has prioritised the impacts for reporting based on their significance;
	b. specify the stakeholders and experts whose views have informed the process of determining its material topics.
<b>GRI 3-2</b>	
<b>List of material topics</b>	a. list its material topics;
	b. report changes to the list of material topics compared to the previous reporting period.

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	–	17	Principle 5	Principle 6	–
2022 Annual Report, Engaging with our stakeholders (Pages 50-51)					
2022 Annual Report, Our World, Our Future Strategy (Pages 16-19)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
	Principle 3	–	–	–	–
Data not collected. Group policies upholds workers' rights to freedom of association where it is legal					
Data not collected.					
	–	–	–	–	–
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Our World, Our Future (Pages 16-19)					
2022, ESG Report, Stakeholder Engagement (Page 16)					
	–	–	–	–	–
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Our World, Our Future (Pages 16-19)					
2022 ESG Report, Materiality Matrix (Page 17)					

# GRI INDEX

## MATERIAL TOPICS

GRI Standards	Disclosure
<b>GRI 3-3</b>	
<b>Management of material topics</b>	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;
<b>SAFETY</b>	b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;
	c. describe its policies or commitments regarding the material topic;
	d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;
	(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;
	(d.iii) actions to manage actual and potential positive impacts;
	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;
	(e.ii) goals, targets, and indicators used to evaluate progress;
	(e.iii) the effectiveness of the actions, including progress toward the goals and targets;
	(e.iv) lessons learned and how these have been incorporated into the organisation's operational policies and procedures;
	f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).
<b>SECURITY</b>	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;
	b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;
	c. describe its policies or commitments regarding the material topic;
	d. describe actions taken to manage the topic and related impacts, including: (d.i) actions to prevent or mitigate potential negative impacts;
	(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;
	(d.iii) actions to manage actual and potential positive impacts;
	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;
	(e.ii) goals, targets, and indicators used to evaluate progress;
	(e.iii) the effectiveness of the actions, including progress toward the goals and targets;

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
	-	-	-	-	-
2022 ESG Report, Safety (Pages 20-21)					
2022 Annual Report, Our Principal Risks, Health and Safety (Page 44)					
2022 ESG Report, Risk Management (Page 10-11)					
2022 ESG Report, Safety (Pages 20-21)					
2022 Annual Report, Our Principal Risks, Health and Safety (Page 44)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Safety (Pages 20-21)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Security (Pages 22-23)					
2022 ESG Report, Risk Management (Page 10-11)					
2022 ESG Report, Security (Pages 22-23)					

# GRI INDEX

## MATERIAL TOPICS

GRI Standards	Disclosure
<b>SECURITY CONTINUED</b>	(e.iv) lessons learned and how these have been incorporated into the organisation's operational policies and procedures;
	f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).
<b>WELLBEING</b>	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;
	b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;
	c. describe its policies or commitments regarding the material topic;
	d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;
	(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;
	(d.iii) actions to manage actual and potential positive impacts;
	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;
	(e.ii) goals, targets, and indicators used to evaluate progress;
	(e.iii) the effectiveness of the actions, including progress toward the goals and targets;
	(e.iv) lessons learned and how these have been incorporated into the organisation's operational policies and procedures;
f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	
<b>ETHICS</b>	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;
	b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;
	c. describe its policies or commitments regarding the material topic;



Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Security (Pages 22-23)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Wellbeing (Pages 24-25)					
2022 ESG Report, Risk Management (Page 10-11)					
2022 ESG Report, Wellbeing (Pages 24-25)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Wellbeing (Pages 24-25)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Ethics (Pages 26-27)					
2022 ESG Report, Risk Management (Page 10-11)					

# GRI INDEX

## MATERIAL TOPICS

GRI Standards	Disclosure
<b>ETHICS CONTINUED</b>	d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;
	(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;
	(d.iii) actions to manage actual and potential positive impacts;
	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;
	(e.ii) goals, targets, and indicators used to evaluate progress;
	(e.iii) the effectiveness of the actions, including progress toward the goals and targets;
	(e.iv) lessons learned and how these have been incorporated into the organisation's operational policies and procedures;
	f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).
<b>COMMUNITY ENGAGEMENT</b>	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;
	b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;
	c. describe its policies or commitments regarding the material topic;
	d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;
	(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;
	(d.iii) actions to manage actual and potential positive impacts;
	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;
	(e.ii) goals, targets, and indicators used to evaluate progress;
	(e.iii) the effectiveness of the actions, including progress toward the goals and targets;
	(e.iv) lessons learned and how these have been incorporated into the organisation's operational policies and procedures;

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
2022 ESG Report, Ethics (Pages 26-27)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Ethics (Pages 26-27)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Community Engagement (Pages 28-31)					
2022 ESG Report, Risk Management (Page 10-11)					
2022 ESG Report, Community Engagement (Pages 28-31)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Community Engagement (Pages 28-31)					

# GRI INDEX

## MATERIAL TOPICS

GRI Standards	Disclosure
<b>COMMUNITY ENGAGEMENT CONTINUED</b>	f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).
<b>CLIMATE CHANGE</b>	<p>a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. describe its policies or commitments regarding the material topic;</p> <p>d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;</p> <p>(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</p> <p>(d.iii) actions to manage actual and potential positive impacts;</p> <p>e. report the following information about tracking the effectiveness of the actions taken: (e.i) processes used to track the effectiveness of the actions;</p> <p>(e.ii) goals, targets, and indicators used to evaluate progress;</p> <p>(e.iii) the effectiveness of the actions, including progress toward the goals and targets;</p> <p>(e.iv) lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</p> <p>f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>
<b>PEOPLE DEVELOPMENT</b>	<p>a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. describe its policies or commitments regarding the material topic;</p> <p>d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;</p> <p>(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</p> <p>(d.iii) actions to manage actual and potential positive impacts;</p> <p>e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;</p>

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Climate Change (Pages 32-37)					
2022 ESG Report, Risk Management (Page 10-11)					
2022 ESG Report, Climate Change (Pages 32-37)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Climate Change (Pages 32-37)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, People Development (Pages 38-39)					
2022 Annual Report, People, Culture and Values (Pages 52-55)					
2022 ESG Report, Risk Management (Pages 10-11)					
2022 ESG Report, People Development (Pages 38-39)					
2022 Annual Report, People, Culture and Values (Pages 52-55)					

# GRI INDEX

## MATERIAL TOPICS

GRI Standards	Disclosure
<b>PEOPLE DEVELOPMENT CONTINUED</b>	<p>(e.ii) goals, targets, and indicators used to evaluate progress;</p> <p>(e.iii) the effectiveness of the actions, including progress toward the goals and targets;</p> <p>(e.iv) lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</p> <p>f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>
<b>WOMEN</b>	<p>a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. describe its policies or commitments regarding the material topic;</p> <p>d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;</p> <p>(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</p> <p>(d.iii) actions to manage actual and potential positive impacts;</p> <p>e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;</p> <p>(e.ii) goals, targets, and indicators used to evaluate progress;</p> <p>(e.iii) the effectiveness of the actions, including progress toward the goals and targets;</p> <p>(e.iv) lessons learned and how these have been incorporated into the organization's operational policies and procedures;</p> <p>f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>
<b>EDUCATION</b>	<p>a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p>

Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
2022 ESG Report, People Development (Pages 38-39)					
2022 Annual Report, People, Culture and Values (Pages 52-55)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, People Development (Pages 38-39)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Women (Pages 40-47)					
2022 Annual Report, A strong year for Women Empowerment (Pages 18-19)					
2022 ESG Report, Risk Management (Pages 10-11)					
2022 ESG Report, Women (Pages 40-47)					
2022 Annual Report, A strong year for Women Empowerment (Pages 18-19)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Women (Pages 40-47)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Education (Pages 48-51)					

# GRI INDEX

## MATERIAL TOPICS

GRI Standards	Disclosure
<b>EDUCATION CONTINUED</b>	<p>c. describe its policies or commitments regarding the material topic;</p> <p>d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;</p> <p>(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</p> <p>(d.iii) actions to manage actual and potential positive impacts;</p> <p>e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;</p> <p>(e.ii) goals, targets, and indicators used to evaluate progress;</p> <p>(e.iii) the effectiveness of the actions, including progress toward the goals and targets;</p> <p>(e.iv) lessons learned and how these have been incorporated into the organization’s operational policies and procedures;</p> <p>f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>
<b>WATER</b>	<p>a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. describe its policies or commitments regarding the material topic;</p> <p>d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts;</p> <p>(d.ii) actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</p> <p>(d.iii) actions to manage actual and potential positive impacts;</p> <p>e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions;</p> <p>(e.ii) goals, targets, and indicators used to evaluate progress;</p> <p>(e.iii) the effectiveness of the actions, including progress toward the goals and targets;</p> <p>(e.iv) lessons learned and how these have been incorporated into the organization’s operational policies and procedures;</p> <p>f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>



Report section	UNGC Principles	UN SDGs	UNGC SOPs	UN WEPs	WEF Stakeholder Capitalism
2022 ESG Report, Risk Management (Pages 10-11)					
2022 ESG Report, Education (Pages 48-51)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Education (Pages 48-51)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					
2022 ESG Report, Water (Pages 52-57)					
2022 ESG Report, Risk Management (Pages 10-11)					
2022 ESG Report, Water (Pages 52-57)					
2022 ESG Report, Risk Management, Sustainability Policies (Page 11)					
2022 ESG Report, Water (Pages 52-57)					
2022 ESG Report, Stakeholder Engagement (Page 16)					
2022 ESG Report, Materiality Matrix (Page 17)					

# B4SI ASSURANCE STATEMENT

## OVERVIEW

Corporate Citizenship has been asked by DP World to review its use of the Business for Societal Impact (B4SI) Framework for measuring corporate community investment activity during the financial year to 31st December 2022.

The B4SI Framework helps businesses to improve the management, measurement and reporting of their social impact. It moves beyond charitable donations to include the full range of contributions through Community Investment, Social Innovation & Procurement for Social Impact, enabling the assessment of results for the community and for the business and DP World is an active member of B4SI. (See <https://b4si.net> for more information).

As managers of B4SI, we have worked with DP World to ensure the B4SI model and its principles have been applied across all operations when measuring community investment programmes in 2022. The scope of the B4SI assurance covers the inputs contributed, and the outputs and impacts achieved through its community investment activities. Having conducted an assessment, we are satisfied that the data reflects the B4SI principles. Our work has not extended to an independent audit of the data.

In our commentary we identify developments that have been made in the last year, as well as some improvements that can be made as DP World develops its application of the framework in the future. We have further explained our observations in a separate management report to DP World.

## COMMENTARY

The data shows a total contribution worth \$17,547,298.49, a 34% increase from Total Contributions reported in 2021. This difference is driven by contributions to several new strategic projects including UN Women, the Earth Shot Prize and in response to emergencies in 2022.

Of its total contribution, 99% was classified as cash donations. DP World continue to record the majority of contributions as motivated by strategic community investment (75% of total) and has diversified its classification of contributions' subject focus in line with its strategy by introducing Oceans, Wildlife Protection and Water categories. These classifications were applied well, and we would encourage DP World to continue to develop subject classifications in line with their evolving strategic objectives.

DP World measures inputs from 7 regions, and currently records social outputs for its main partnerships, reaching 542,355 individual beneficiaries in 2022, with impact measures applied across selected projects. The definitions used for each measure are backed by the B4SI Framework and are implemented in collaboration with its partner organisations to gather data.

Community Champions within the business collect and provide data to the sustainability team who collate and review it periodically. The sustainability team is also responsible for continuous training of Community Champions ensuring they have access to guidance material/webinars which are based on B4SI Guidance.

Our review of the 2022 data showed a thorough application of the Framework across divisions, with mainly consistent classification of activities. We recommend continually revising internal guidance to ensure contributions are correctly classified and can therefore be compared year-on-year.

## CORPORATE CITIZENSHIP

[www.corporate-citizenship.com](http://www.corporate-citizenship.com)

The scope of the statement is limited to the reporting period.

**24th February 2023**

## YEAR ON YEAR COMMUNITY INVESTMENT DATA

	Total Contribution	Total hours	Total beneficiaries
<b>2022</b>	<b>\$ 17,547,298.49</b>	<b>11,881</b>	<b>542,355</b>
2021	\$ 13,089,814.10	11,509	362,452
2020	\$ 8,490,579.10	9,746	939,034
2019	\$ 7,972,099.99	25,803	756,673
2018	\$ 5,706,916.53	26,934	184,481

## % CHANGE YEAR ON YEAR

<b>2022</b>	<b>34%</b>	<b>3%</b>	<b>50%</b>
2021	54%	18%	-61%
2020	7%	-62%	24%
2019	40%	-4%	310%

# B4SI ASSURANCE STATEMENT

## 2022 TOP LINE DATA

OUTPUTS		% of the Total Contribution
Cash	\$ 17,350,736.94	99%
Time	\$ 173,095.76	1%
In-Kind	\$ 23,465.79	0%
<b>TOTAL</b>	<b>\$ 17,547,298.49</b>	
Charitable donations	\$ 4,377,724.32	25%
Community investments	\$ 13,169,574.17	75%
Commercial initiative	–	0%
<b>TOTAL</b>	<b>\$ 17,547,298.49</b>	
Ocean	\$ 1,226,752.36	7%
Social Welfare	\$ 10,114.45	0%
Water	\$ 417,781.00	2%
Wildlife Protection	\$ 2,075,425.72	12%
Education	\$ 8,744,657.61	50%
Emergency relief	\$ 2,547,817.34	15%
Health	\$ 628,747.79	4%
Other	\$ 1,896,002.22	11%
<b>TOTAL</b>	<b>\$ 17,547,298.49</b>	
Contributions to women's empowerment projects	<b>\$ 6,383,586.06</b>	<b>36%</b>
Asia and Pacific	\$ 1,078,966.67	6%
Rest of Europe	\$ 66,973.75	0%
UAE	\$ 10,810,164.49	62%
Middle East and Africa	\$ 4,922,635.93	28%
South America	\$ 424,115.36	2%
UK	\$ 237,267.21	1%
North America	\$ 7,175.08	0%
<b>TOTAL</b>	<b>\$ 17,547,298.49</b>	
<b>OUTPUTS</b>		
Hours in paid working time	11,880.75	
Employees engaged	3,560	
Individual Beneficiaries reached	542,355	
<b>LEVERAGE</b>		
Hours of employees volunteering outside of work	\$ 15,449.75	
Employees – Fundraising	\$ 7,800.00	
Customers cash contribution	\$ 30,000.00	
Subcontractors/suppliers cash	\$ 49,796.00	
Other Leverage Sources	\$ 485.00	
<b>TOTAL</b>	<b>\$ 103,530.75</b>	
<b>As % of own contributions</b>		<b>1%</b>

IMPACTS	Number of Beneficiaries
Made a connection through your community activity	320
Made an improvement through your community activity	532
Made a transformation through your community activity	73
Experience a positive change in their behaviour or attitude as a result of your support	186
Increased their skill or effectiveness	274
Experience a direct positive impact on their quality of life as a result of your support	47

# LRQA INDEPENDENT ASSURANCE STATEMENT

## Relating to DP World for the calendar year 2022.

This Assurance Statement has been prepared for DP World in accordance with our contract.

### TERMS OF ENGAGEMENT

LRQA was commissioned by DP World (*DPW abbreviated*) to provide independent assurance of its *greenhouse gas (GHG) emissions inventory* (“the Report”) for the CY 2022 against the assurance criteria below to a *limited level of assurance and materiality* using LRQA’s *verification procedures and in accordance with ISO 14064:2019 Greenhouse gases—Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions* for “greenhouse gas data”. LRQA’s verification procedure is based on current best practise and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered DPW’s operations and activities at DP World operational controlled entities (A total of 149 operational entities, spanning across various geographical regions were included in scope) and specifically the following requirements:

- Verifying conformance with:
  - DPW’s reporting methodologies for the selected datasets.
  - World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol: A corporate accounting and reporting standard, revised edition (otherwise referred to as the WRI/WBCSD GHG Protocol) for the GHG data<sup>(1)</sup>.
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:
  - *Direct (Scope 1), Energy Indirect (Scope 2).*
  - *Scope 3 GHG emissions verified by LRQA for categories: 1,2,3,4,5,6,7,8,9,13,15.*

Our assurance engagement excluded the data and information of DPW’s suppliers, contractors and any third parties mentioned in the report.

LRQA’s responsibility is only to DPW. LRQA disclaims any liability or responsibility to others as explained in the end footnote. DPW’s responsibility is for collecting, aggregating, analysing and presenting all the data and information within the Report and for maintaining effective internal controls over the systems from which the Report is derived. Ultimately, the Report has been approved by, and remains the responsibility of DPW.

### LRQA’S OPINION

Based on LRQA’s approach, nothing has come to our attention that would cause us to believe that DPW has not, in all material respects:

- Met the requirements of criteria listed above; and
- Disclosed accurate and reliable performance data and information as summarized in Table 1 below.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

**Note:** The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

**TABLE 1. SUMMARY OF DP WORLD KEY DATA FOR CY2022:**

Scope of GHG emissions	Tonnes CO <sub>2</sub> e
Scope 1 Direct GHG emissions (from fuel combustion)	2,537,929
Scope 1 Direct GHG emissions from refrigerant releases.	55,151
Scope 1 Direct GHG emissions from combustion of biodiesel (biomass)	31,361
Scope 2 Energy indirect GHG emissions (Location-based)	604,737
Scope 2 Energy indirect GHG emissions (Market-based)	532,585
Scope 3 Other indirect GHG emissions- <i>Total Emissions.</i>	3,355,205

Note 1: Scope 2, Location-based and Scope 2, Market-based are defined in the WRI/WBCSD GHG Protocol Scope 2 Guidance, 2015.

1. <http://www.ghgprotocol.org/>

## LRQA'S APPROACH

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks were undertaken as part of the evidence gathering process for this assurance engagement:

- conducting discussions with management of the facilities by remote audit and reviewing processes related to the control of GHG emissions data and records.
- interviewing relevant employees of the organization responsible for managing GHG emissions data and records; and
- assessing DPW's data management systems to confirm they are designed to prevent any significant errors, omissions or misstatements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal quality control.
- verifying historical GHG emissions data on sampling basis and records at an *aggregated level* for the calendar year 2022 and as per *rolling baseline*.
- verifying the emission factors used for scope-1, scope-2 (electricity) and scope-3 data (for categories-1,2,3,4,5,6,7,8,9,13,15) with the source references and confirmed its appropriateness.
- verified GWPs used for refrigerants.
- verified the emission factors applied for market-based & location-based Scope 2 emissions.
- verified calculations to arrive at equivalent CO<sub>2</sub> emissions.

## OBSERVATIONS

Further observations and findings, made during the assurance engagement, are:

- To strengthen the data monitoring and reporting system, particularly within the marine sectors, to minimize the chances of any errors in data reporting.
- To find opportunities to enhance the efficient reporting of scope 3 GHG emissions applicable categories, same as applied for business air travel.

## LRQA'S STANDARDS, COMPETENCE AND INDEPENDENCE

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 *Greenhouse gases—Requirements for greenhouse gas validation and verification bodies for use in accreditation* that are at least as demanding as the requirements of the International Standard on Quality Control and comply with the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

LRQA is DPW's certification body for (ISO 9001, ISO 14001, ISO 45001). We also provide DP World with a range of training services related to management systems. The verification and certification assessments, together with the training, are the only work undertaken by LRQA for DP World and as such does not compromise our independence or impartiality.



Signed

Dated: 28th February 2023

Usman Haider  
LRQA Lead Verifier  
On behalf of  
LRQA Limited.  
One Central, The Office 3, Level 3,  
World Trade Centre, P. O. Box 9573, Dubai, United Arab Emirates.

LRQA reference: DQA6019929.

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The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.

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# LRQA INDEPENDENT ASSURANCE STATEMENT

## APPENDIX-1- DETAILS/ BREAK DOWN OF SCOPE-3 CATEGORIES.

Scope-3 GHG emissions- Category wise	Tonnes CO <sub>2</sub> e
Scope-3-Other indirect GHG Total Emissions	3,355,205
Cat-1-Purchased goods & services	499,048
Cat-2-Capital Goods	398,406
Cat-3-Fuel & Energy related activities	668,535
Cat-4 & 9-Upstream/ downstream Transportation & Distribution	1,428,464
Cat-5-Waste generated in operations	44,417
Cat-6-Business Travel by air	4,596
Cat-7-Employee Commuting	34,562
Cat-8-Leased assets upstream	14,159
Cat-13-Leased assets downstream	255,203
Cat-15-Investments	7,815



# DEFINITIONS

DP World Performance Indicator	Requested Performance Indicator	Requested Source Sheet	DP World HSE definition
Mega Joules Energy	Disclosure 302-1 Energy consumption within the organisation	Environment Data	<p>Power derived from the utilisation of physical or chemical resources to provide heat or to run plant and equipment.</p> <p>DP World calculates energy by converting different sources of energy used to a unified unit of a mega joule (MJ) by using the different energy content factors. Examples:</p> <ul style="list-style-type: none"> <li>• Diesel Energy Content Factor = 38.6 MJ/L</li> <li>• Electricity Energy Content Factor = 3.6 MJ/kWh</li> <li>• Biodiesel Energy Content Factor = 34.6 MJ/kWh</li> <li>• Marine Gas Oil Energy Content Factor = 39.7 MJ/kWh</li> </ul>
KgCO <sub>2</sub> -e/Mod TEU	Disclosure 305-4 Emissions intensity	Environment Data	<p>The KgCO<sub>2</sub>-e/Mod TEU (kilograms of carbon dioxide equivalent per modified twenty-foot equivalent unit) is the emission intensity ratio for ports and terminal business.</p> <p>KgCO<sub>2</sub>-e/Mod TEU is sum total of both scope 1 and 2 emissions normalised against Mod TEU for business to business comparative measurement</p> <p>Modified (Mod) TEU = TEUs + (Non TEUs MT/14)</p>
Major or catastrophic Environmental Incidents	Disclosure 307-1 Non-compliance with environmental laws and regulations	Environment Data	<p>Catastrophic Environmental Incidents: An incident that meets any of the following criteria:</p> <ul style="list-style-type: none"> <li>• Non-contained release of pollutant &gt;2000 litres/ kg to waterways or environmentally sensitive areas</li> <li>• Any Explosive event or Radioactive release</li> <li>• Environmental degradation having permanent negative effects on the environment and/or community</li> </ul> <p>Major Environmental Incidents: An incident that meets any of the following criteria:</p> <ul style="list-style-type: none"> <li>• Non-contained release of pollutant from 200 up to 2000 litres / kg to waterways or environmentally sensitive</li> <li>• Release of any size of IMDG classified 2,3,4,5,8,9 substances that has recordable negative effect on the environment and requires reporting to the regulator</li> <li>• Infringement and/or disregard of Environmental and Social Impact Assessment (ESIA)</li> <li>• Environmental degradation which can last for (≥ one month), with reversible negative effects on the environment and/or community</li> <li>• Any environmental penalties / orders / sanctions of non-conformance by the regulator</li> </ul>
Employee	All Employee	Safety Data	<p>Individual who is in an employment relationship with the organisation, according to national law or its application (GRI Standards Glossary, 2020). For DP World this means personnel who undertake work as part of an operational, engineering and / or administrative process via employment contracts for whom DP World operating entities are directly responsible for payment of taxes and / or social security contributions and / or where the contractual relationship is subject to national labour legislation.</p>

# DEFINITIONS

DP World Performance Indicator	Requested Performance Indicator	Requested Source Sheet	DP World HSE definition
Contractor	All workers who are not employees but workplace is controlled by organisation	Safety Data	<p>External organisation providing services to DP World in accordance with agreed specification, terms and conditions (Based on ISO 45001). Examples include but are not limited to:</p> <ul style="list-style-type: none"> <li>Contractors performing core operations such as operating equipment or carrying out lashing operations</li> <li>Labour hire personnel</li> <li>Security</li> <li>Consultants</li> <li>Maintenance and cleaning contractors</li> <li>Construction</li> </ul>
Employee Head Count	Employees and workers covered by Occupational health and safety management system based upon legal requirements and/or recognised standard/guidelines	Safety Data	Total workforce (direct and indirect hires)
Contractor Head Count	Employees and workers who are not employees but whose work and/or place of work is controlled by the organisation, who are covered by this system	Safety Data	<p>Formula: Total Contractors hours worked / 292 days per year/8 hours per day Assumptions: Demand for contractors = 80% of the year = 365 X 80% = 292 days Daily contractors working hours = 8 hours per day</p>
Contractor Hours Worked	<p>Employees and workers who are not employees but whose work and/or place of work is controlled by the organisation, who are covered by this system</p> <p>Employees and workers who are not employees but whose work and/or place of work is controlled by the organisation, who are covered by this system that has been internally audited</p>	Safety Data	<p>The number of hours worked by contractors of DP World during a specific reporting period. Statistics on the number of hours worked should include:</p> <ul style="list-style-type: none"> <li>Hours actually worked during normal hours of work</li> <li>Time worked in addition to hours worked during normal periods of work, and generally paid at higher than normal rates (overtime)</li> <li>Time spent at the place of work on work such as preparation of the workplace, repairs and maintenance, preparation and cleaning of tools, and the preparation of receipts, time sheets and reports</li> <li>Time spent at the place of work waiting or standing by for such reasons as lack of supply of work, breakdown of machinery, or accidents, or time spent at the place of work during which no work is done but for which payment is made under a guaranteed employment contract</li> <li>Time corresponding to short rest periods at the workplace, including tea and coffee breaks</li> </ul> <p>Statistics of hours worked should exclude:</p> <ul style="list-style-type: none"> <li>Hours paid for but not worked, such as paid annual leave, paid public holidays, paid sick leave</li> <li>Time spent on travel from home to work and vice versa</li> </ul>

DP World Performance Indicator	Requested Performance Indicator	Requested Source Sheet	DP World HSE definition
Employee Hours Worked	Employees and workers covered by Occupational health and safety management system based upon legal requirements and/or recognised standard/guidelines	Safety Data	<p>The number of hours worked by employees at a site during a specific reporting period.</p> <p>Statistics on the number of hours worked should include:</p> <ul style="list-style-type: none"> <li>• Hours actually worked during normal hours of work</li> <li>• Time worked in addition to hours worked during normal periods of work, and generally paid at higher than normal rates (overtime)</li> <li>• Time spent at the place of work on work such as preparation of the workplace, repairs and maintenance, preparation and cleaning of tools, and the preparation of receipts, time sheets and reports</li> <li>• Time spent at the place of work waiting or standing by for such reasons as lack of supply of work, breakdown of machinery, or accidents, or time spent at the place of work during which no work is done but for which payment is made under a guaranteed employment contract</li> <li>• Time corresponding to short rest periods at the workplace, including tea and coffee breaks</li> </ul> <p>Statistics of hours worked should exclude:</p> <ul style="list-style-type: none"> <li>• Hours paid for but not worked, such as paid annual leave, paid public holidays, paid sick leave</li> <li>• Time spent on travel from home to work and vice versa</li> </ul>
Work-related Fatality	Fatalities as a result of work-related injuries	Safety Data	<p>Work-related Fatality: Death of a worker:</p> <ul style="list-style-type: none"> <li>• Occurring within the perimeter of a DP World operating entity, where DP World have operational control, irrespective of the status of persons involved</li> <li>• On company business outside the perimeter of the DP World operational entity</li> </ul>
Serious Injury	High consequence work-related injuries (excluding fatalities)	Safety Data	<p>An incident that meets any of the following criteria:</p> <ul style="list-style-type: none"> <li>• Serious Injury (hospitalisation for over 3 days (72 hours) for any reason</li> <li>• Fractures requiring surgery, other than to fingers, thumbs and toes</li> <li>• Amputations, excluding finger tips past the Distal Interphalangeal Joint (DIP) including the loss of knuckle</li> <li>• Permanent loss of function</li> <li>• Serious health diagnosis (e.g. cancer, asbestosis)</li> <li>• Loss of consciousness (witnessed)</li> </ul>

Note  
N/A = Not Applicable



**DP WORLD**