
2019 SUSTAINABILITY REPORT

Shaping the
Future of Trade



**MADE
FOR
TRADE**

Contents

<p>01 Leadership Statement</p>	04	<p>06 Sustainable City Community 25 Health and Safety 30</p>	24
<p>02 About this Report</p>	06	<p>07 Operational Excellence Governance 32 Economic Performance 32 Customer Excellence 33 Human Rights and Procurement Practices 33 Diversity and Inclusion, Emiratisation, and Gender Equality 34 Training and Development 34 Wellbeing 35</p>	31
<p>03 DMCC at a Glance Free Zone 09 Gateway To Trade 09 Developing Dubai 09 DMCC's Workforce 09 Highlights 10</p>	08	<p>08 Responsible Business Ecosystem Responsible Sourcing 38 Digitalisation, Data Protection, and Cybersecurity 39</p>	36
<p>04 Materiality Assessment Materiality Matrix 13 DMCC's Three Pillars 14 The DMCC Context 14</p>	12	<p>09 Social Impact</p>	40
<p>05 Strategy Outcomes 16 Stakeholder Relations 16 Strategy Framework 18 Sustainability Scorecard 19 Our Contribution to the SDGs 22</p>	15		



Ahmed Bin Sulayem
Executive Chairman
and CEO, DMCC

"The way we conduct our business today will have an impact on the world we live in tomorrow. As a government authority, and the world's leading free zone, we have long recognised this and placed sustainability at the core of our strategy. We have a responsibility to support the UAE and Dubai's economic diversification agenda while ensuring we conduct our business in a sustainable way for the benefit of all our stakeholders."



Feryal Ahmadi
COO, DMCC

LEADERSHIP STATEMENT

The way we conduct our business today will have an impact on the world we live in tomorrow. As a government authority, and the world's leading free zone, we have long recognised this and placed sustainability at the core of our strategy. We have a responsibility to support the UAE and Dubai's economic diversification agenda while ensuring we conduct our business in a sustainable way for the benefit of all our stakeholders.

Over the years, we have dedicated significant resources to assess and reflect where DMCC needs to be to create the most positive impact for employees, customers, member companies, residents and visitors. We are constantly looking at ways to improve and this year we enhanced our sustainability strategy, placing stakeholders' interests at the centre.

We are now proud to be releasing our third sustainability report, which builds on the core pillars of the new strategy and demonstrates progress on our commitment to the 17 United Nations Sustainable Development Goals (SDGs). The report also includes a sustainability scorecard, which sets out measurable targets for the next five years because at DMCC we believe that what is measured, matters.

True to this approach, this year we conducted an environmental data management analysis of our Jumeirah Lakes Towers district. DMCC strongly felt that the establishment of an accurate baseline was integral for future energy management improvement. The assessment has allowed us to have a better view of the numerous consumption points

across the community and will enable us to maximise our energy and water efficiency to reach our desired targets.

Furthermore, we began to implement our Smart & Sustainable District Strategy in support of the Smart Dubai strategy, which aims to make Dubai the happiest city on earth. Consisting of five pillars - smart mobility, smart living, smart infrastructure, smart environment, and smart business - it will contribute to elevating the experience of everyone interacting with DMCC. From a 5G enabled district to environmentally friendly bike-sharing, the roll out of the strategy promises a better quality of life for everyone in our community, people and businesses alike.

The report also covers our footprint for 2019, our growth and projects implemented in the course of the year.

Thank you.

Ahmed Bin Sulayem
Executive Chairman and CEO, DMCC

Feryal Ahmadi
COO, DMCC

ABOUT THIS REPORT

SCOPE OF REPORT

This report serves to inform and document DMCC's environmental and socio-economic performance from 1 January to 31 December 2019. We outline initiatives, strategy, and performance against our sustainability framework. The report highlights our development, future commitments, and targets. The information within the report was gathered and consolidated internally to ensure accuracy. No third-party assurer was consulted.

Almas Tower,
DMCC HQ
in JLT
Community

INFORMATION COVERED

Global Reporting Initiative:

The report has been developed in accordance with the Global Reporting Initiative (GRI) Standards: Core Option. A list of all disclosed GRI Standards with their corresponding page numbers can be found on [DMCC sustainability webpage](#).

Committed to the United Nations Global Compact:

We have been a signatory of the UN Global Compact since August 2017. This report serves as DMCC's Communication on Progress (CoP) in terms of following the Ten Principles of the UN Global Compact and serves as an update to the actions taken and implemented in 2019.

DMCC also supports the 17 United Nations Sustainable Development Goals (UN SDGs). DMCC proudly contributes to eight of the 17 SDGs and incorporates them into its sustainable strategy framework.

Committed to the UN Women's Empowerment Principles:

We are a signatory of the WEPs and have also been taking a leadership role as a member of the UAE WEPs taskforce since 2018. The WEPs emphasises that corporate action towards promoting women's empowerment in the workplace, marketplace, and community is good for business and the world.

Driven by the Government Roadmap:

We use charters such as UAE Vision 2021, Dubai Plan 2021, and Smart Dubai 2021 to guide our strategy and develop initiatives and key indicators.

MATERIAL TOPICS

DMCC conducted its first materiality assessment in 2017. In this, 13 material topics were identified as the basis of its sustainability agenda. In 2019, this process was performed once again, but with the implementation of an advanced methodology and broader engagement of stakeholders. The new approach resulted in 24 material topics to serve as the basis of the new strategy for 2020 and beyond. For more details on the materiality assessment, please visit the [following link](#).

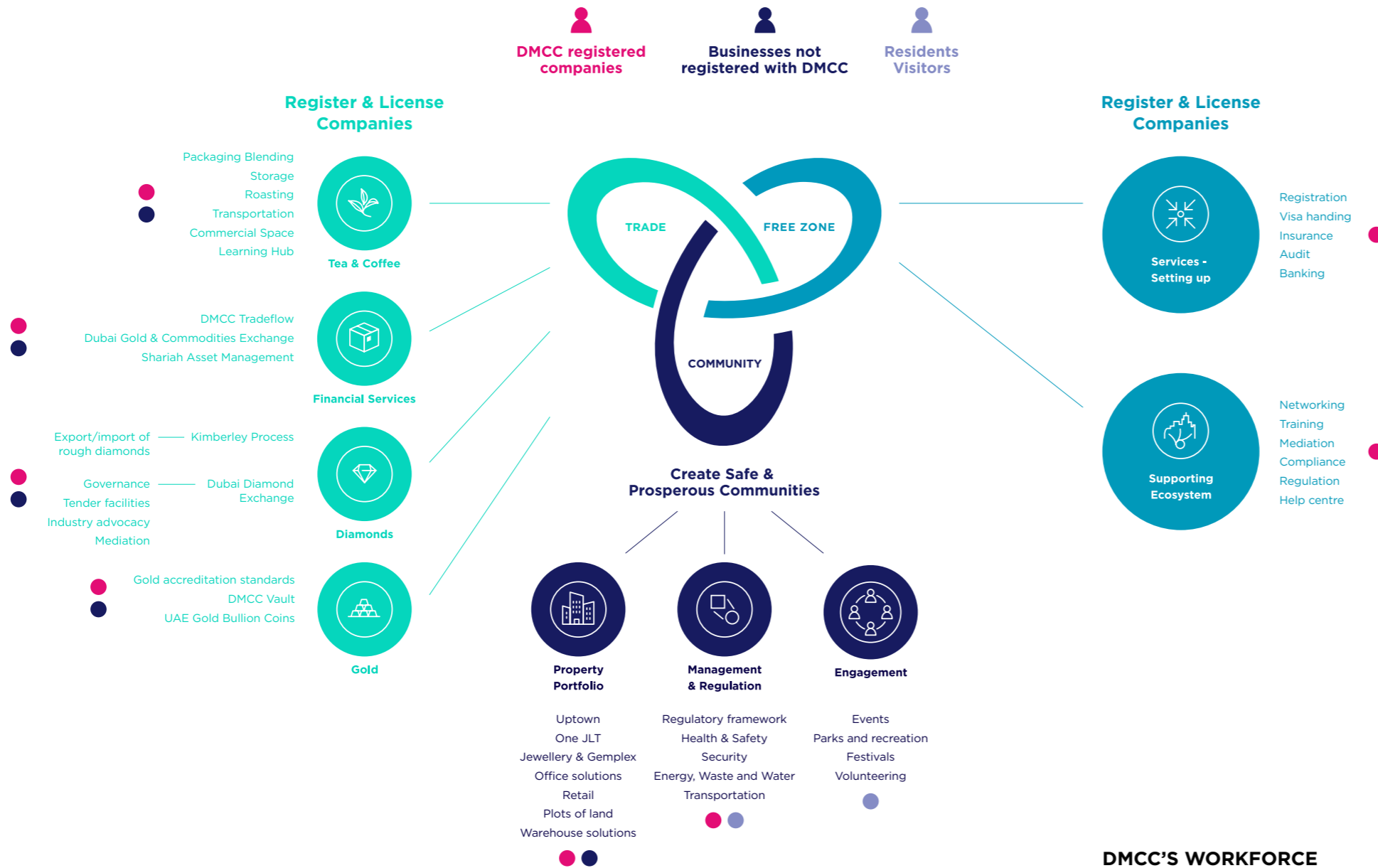
REPORTING TOPIC BOUNDARIES

The boundaries are divided into three categories: direct control, indirect control, and both. The topics with direct control include entities and stakeholders which DMCC has administrative authority over, such as its permanent employees, owned and leased property, its assets and infrastructure, free zone regulatory oversight, and the Master Community, which includes all of Jumeirah Lakes Towers District, Uptown District, the Jewellery and Gemplex District and other areas in line with DMCC Master Community Declaration and Master Plan. Topics that go beyond DMCC's direct operations with an indirect control boundary are the activities of retailers, developers and residents of the Master Community. DMCC also oversees the Dubai Good Delivery (DGD) and Kimberley Process certification in the UAE. DMCC is in a position to influence its free zone, member companies, building managers, suppliers, contractors, and sub-developers.

FEEDBACK AND SUGGESTIONS

We welcome your feedback and suggestions on our sustainability performance, commitments, and progress. Please direct your comments to sustainability@dmcc.ae.

DMCC AT A GLANCE



FREE ZONE

Our free zone services extend to business owners and non-business owners. Both can procure a licence to operate. Our free zone services are comprehensive and support a diverse set of stakeholders, from franchise branch set-up to entrepreneurs who may require guidance on how to set up their first business.

GATEWAY TO TRADE

DMCC is made for trade and facilitates trade for both DMCC registered and non-registered business owners. Customers can interact with one or more of DMCC's trade services, such as tea, coffee, tradeflow, diamonds, and gold.

DEVELOPING DUBAI

DMCC serves as a catalyst to make Dubai one of the fastest growing and most modern cities in the world. We have partnered with a wide range of stakeholders, including property management and development service providers, to allow us to be an effective agent in Dubai's progress. Residents and visitors alike enjoy the 600+ retail outlets the Master Community has to offer along with coveted residences located in the Jumeirah Lake Towers community.

Headquartered in Dubai, DMCC is the world's most interconnected free zone and leads as a trade hub for commodities. Located in its Jumeirah Lakes Towers (JLT) district, DMCC provides companies and residents with infrastructure and services fulfilling needs to live, work, and thrive. Made for trade, we are proud to sustain and grow Dubai's position as the place to be for global trade long into the future.

We understand that our ability to influence trade impacts local economies and, therefore, puts us in a unique position to safeguard communities and the local environment.

DMCC provides stakeholders with a multi-dimensional value proposition. The above synopsis displays this by sharing the journey of two critical stakeholders: the business owner and the non-business owner.

DMCC'S WORKFORCE



313
Total Employees
(in 2019)



45
Nationalities
Represented



30
Candidates for new hires of
which 33% were under 30



12%
Turnover

HIGHLIGHTS



#1

Free Zone in the world by Financial Times FDI Magazine five years in a row

GIS 3D Model

of JLT developed and launched

18

Years of membership in Kimberley Process

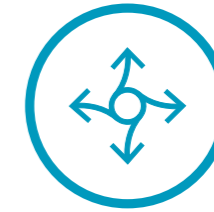
90%

Digitisation of workstreams achieved



Smart City District

Plan and partnership with Etisalat



Smart Mobility

Solution introduced in partnership with Careem



1 million+

Man-hours and zero lost time injury for Uptown

180

Uptown parking spaces powered by solar energy

128,419 kg

Recyclable material collected

22

New recycling stations



57%

Emirati representation in executive management

313

Permanent employees from 45 nationalities



17,000+

Member companies in our Free Zone



36%

Female workforce

5,734

Employee training hours

86%

Employee online training satisfaction score



Digitally enabled

99% increase in leads generated through 700+ visits directed on digital platforms



5,909

Office inspections conducted

MATERIALITY ASSESSMENT

DMCC conducted its second materiality assessment exercise in 2019 with an increase in stakeholder engagement through multiple touchpoints that included online surveys, face-to-face interviews, and interactive workshops.

Results from the assessment are synthesised in a matrix below, which highlights the importance of each topic in descending order. The results of the materiality assessment inform our sustainability strategy.

The process helps to prioritise sustainability topics that concern our stakeholders the most.

We applied a four-step methodology process:

TOPIC LIST

Conducted horizon scanning of 200+ topics selected from GRI, AA1000 Principles Standards, and other best practice standards, including CDP, DJSI, and SASB. All topics were reviewed by DMCC, and the most important ones consolidated.

STAKEHOLDER SURVEYS (INTERNAL & EXTERNAL)

A quantitative analysis of both internal and external stakeholders conducted. For the survey, a Likert Scale of 1-5 was adopted, where respondents rated the 25 topics from a range of 1 (not important) through to 5 (very important). A diverse set of internal and external stakeholders were engaged in this process.

STAKEHOLDER DISCUSSIONS

In-depth qualitative internal and external interviews conducted to provide additional perspectives.

RESULTS ANALYSIS

After data collection, an analysis of the surveys performed using statistical methods to understand the top ten priority topics for DMCC. The qualitative feedback helped to support and add relevant interpretations of DMCC's most critical topics.

The materiality assessment resulted in an increase of six topics in comparison to 2018, a total of 24 material topics in 2019. New topics introduced included Data Protection & Cybersecurity, Green Building, Customer Privacy, Infrastructure, Economic Performance, and Emiratisation.

importance – 5 high importance). All topics scored over 3.2.

For additional information and a full description of the materiality process, please refer to the Materiality Assessment Report [here link](#).

The scores of the top ten topics were all between 4 and 5 on a Likert scale (1 low in

DMCC identified three pillars for its strategy framework based on its material topics.

MATERIALITY MATRIX

Importance to external stakeholders	HIGHLY SIGNIFICANT	Score: 185 - 190	Score: 191 - 195	Score: 196 - 200
		Economic Performance	Responsible Sourcing	Community
		Emiratisation	Customer Excellence	Regulatory Compliance
	MID SIGNIFICANT	Score: 173 - 174	Score: 175 - 178	Score: 179 - 184
		Gender Equality	Procurement Practices	Digitalisation
		Innovation	Infrastructure	Training & Development
		Diversity & Inclusion	Customer Privacy	Wellbeing
			Data protection & Cyber security	
	Occupational Health & Safety			
	SIGNIFICANT	Score: 154 - 159	Score: 160 - 169	Score: 170 - 172
Green Buildings		Energy	Anticorruption	
Water Use		Governance & Succession Planning	Human Rights	
Waste Management & Reduction				
		SIGNIFICANT	MID SIGNIFICANT	HIGHLY SIGNIFICANT
Increasing influence to DMCC				

DMCC's THREE PILLARS

These pillars are a result of a self-evaluation conducted in 2019 to understand what sustainability means for DMCC and how its spheres of influence and business strategy could best propel good for society.

SUSTAINABLE CITY	RESPONSIBLE BUSINESS ECOSYSTEM	OPERATIONAL EXCELLENCE
OBJECTIVE: Track and improve impact locally	OBJECTIVE: Create a resilient foundation for positive impact	OBJECTIVE: Optimise organisational policies and procedures
<ul style="list-style-type: none"> • Infrastructure • Energy • Water • Waste management • Green buildings • Health & safety • Community 	<ul style="list-style-type: none"> • Customer privacy • Data protection & security • Responsible sourcing • Innovation • Digitalisation • Regulatory compliance 	<ul style="list-style-type: none"> • Procurement practices • Human rights • Training and development • Wellbeing • Gender equality • Diversity and Inclusion • Emiratization • Governance • Customer excellence • Economic performance

THE DMCC CONTEXT

We have developed a DMCC-specific definition for each of our top ten material topics in consideration of our operations, business strengths, and areas of influence. In this way, we can strategically address each to create the maximum positive impact.

1. Community: As the master developer of the community, we provide residents, business owners, and visitors with a safe, eco-friendly, sustainable, and smart environment to work and live in.

2. Regulatory Compliance: We take our commitment to the UN Global Compact seriously. Our compliance measures are guided by Principle 10 on anticorruption 'businesses should work against corruption in all its forms.' Regulatory

compliance is also a priority because of DMCC's influence over free zone member companies.

3. Responsible Sourcing: We facilitate the trade flow of coffee, tea, precious stones, and metals industries, and see it as our responsibility to inform, set norms, and build capacity for stakeholders.

4. Customer Excellence: As a government entity, customer-centricity is at our core. We build our relationships with

customers through capacity building and services to support the financial sustainability of member companies. If our customer thrives, we thrive.

5. Economic Performance: Stakeholders recognise our valuable role not only to our customers and employees but to the larger Dubai population. We contribute to ten percent of the country's GDP. Therefore, our positive growth reflects not only our own success

but the success of the UAE economy and its inhabitants.

6. Emiratization: We champion the government's strategy to increase employment for local citizens in recognition of their role in the country's long-term economic stability.

7. Digitalisation: We promote the Smart Dubai 2021 Strategy, acknowledging its two-folded benefit; firstly, the enhancement of customer ease by moving services

online, and secondly, the environmental benefits of reduced paper consumption.

8. Training and Development: We offer a wide range of opportunities for both our employees and member companies to upgrade their credentials to excel.

9. Wellbeing: In line with the National Programme for Happiness and Wellbeing, we commit to making Dubai the happiest city on earth. Our stakeholders believe that, as

the master developer of the community and free zone, we are in a unique position to provide meaningful and healthy opportunities that lead to positive emotions.

10. Procurement Practices: We acknowledge that, through our procurement decisions, we can influence how responsibly our current and potential suppliers operate. Therefore, in response to stakeholder expectations, we will adopt sustainable supply chain principles, processes, and standards.

STRATEGY

We embarked on our sustainability journey two years ago. Therefore, this was an opportune time to assess gaps, measure progress, and refresh the strategy based on lessons learned. We took a four-phase approach to the strategy development process:

1. An evaluation of DMCC's pre-existing approach
2. Peer analysis of organisations in and outside of our universe
3. SDG mapping against business strategy, activities, and material topics
4. Identification of short- and long-term targets for a data-driven approach

OUTCOMES

Management Approach: DMCC's sustainability strategy was developed to align with our business strategy and values. The 5 C's summarises its value proposition.

STRATEGY	Made for Trade		Be The #1 Free Zone in the World		Grow Dubai
	Attract, facilitate, and promote trade to bring economic prosperity globally. Work with industry peers to ensure all stakeholders are protected throughout the trade process.		As a world-leading free zone and a Dubai Government Authority, it is incumbent on DMCC to place sustainability at the forefront of its growth strategy.		Help SMEs grow their businesses in line with Dubai's entrepreneurial spirit beyond facilitating registration, offering capacity building, network and community to thrive.
VALUES	High Performance	Committed	Boundless	Collaborative	Clarity
	Deliver consistent high-performance services.	Commit to stakeholders, employees, members, partners, and residents.	Seek new opportunities through bold and visionary ideas.	Pull together a diverse team and work with members and partners to understand each other's needs.	Stand by decisions and take responsibility for actions.
FUTURE OF TRADE	Convene	Connect	Communicate	Capacity Build	Care
	Leverage the free zone's position to catalyse action, build capacity, and advocate for sustainable business practices.	Connect a diverse set of stakeholders to grow their network and share best practices.	Disclose sustainability practices through annual reporting, and drive thought leadership in the industry.	Offer trainings, conferences, and seminars to both internal and external stakeholders to build their knowledge around sustainable business practices.	Support projects globally in line with specific SDGs, by dedicating 0.5% of the company's net profit to social impact.

STAKEHOLDER RELATIONS

Stakeholders have been at the centre of the DMCC sustainability strategy.

ENGAGE WITH STAKEHOLDERS

Customers	Communities	Colleagues	Suppliers	Institutions & Policy Makers	Industry Peers	NGOs and Community Partners
DMCC is a customer focused company. Understanding and meeting the needs of their member companies is at the core of what they do.	DMCC is closely connected with its community where 100,000 people live and work and 17,000 companies are registered.	DMCC wants its employees to be ambassadors for its activities putting their development at the forefront.	DMCC suppliers are valued business partners. Stable and long term relations are key to mutual growth.	DMCC, a government authority, plays the dual role of developing and implementing policies. DMCC follows UAE Vision 2021 and the Dubai Plan 2021.	DMCC recognises that some topics are best addressed collectively. DMCC works with industry peers to define industry standards and common solutions to shared risks.	DMCC continues to formalise its social impact strategy. This will ensure the relationship with NGOs and community partners become more strategic.

HOW DMCC ENGAGES

Customers	Communities	Colleagues	Suppliers	Institutions & Policy Makers	Industry Peers	NGOs and Community Partners
Help customers grow their business by offering capacity building initiatives, financial services, infrastructure and networking opportunities while supporting them in their sustainability journey.	Create a safe, green, and leisurely family friendly environment where residents can live and businesses can operate responsibly. Continuously enhancing mechanisms for feedback and open communications.	Commit to being an employer of choice by offering diverse capacity building opportunities, conducting satisfaction surveys, and always exploring new ways for more open communications and enhanced diversity.	Facilitate a transparent and digital procurement process, while advocating for a responsible supply chain supplemented with capacity building and open dialogue.	Implement and create awareness for local laws, new and old, to encourage best practice. Engaging on special committees, maintaining dialogue and using the DMCC platform to host events.	Multi-stakeholder initiatives such as the Kimberley Process, OECD governance group, and Diamond Development Initiative to ensure protection to the most vulnerable in the value chain reducing the flow of conflict diamonds.	Maintain transparency through annual reporting and open dialogue on project progress with focus on data driven stories.

MATERIAL TOPICS THAT MATTER THE MOST

Customers	Communities	Colleagues	Suppliers	Institutions & Policy Makers	Industry Peers	NGOs and Community Partners
<ul style="list-style-type: none"> Data protection & cybersecurity Customer privacy and excellence Digitalisation 	<ul style="list-style-type: none"> Green buildings Energy Occupational health & safety Infrastructure Social impact 	<ul style="list-style-type: none"> Governance & succession planning Diversity & inclusion Gender equality Wellbeing Training & development Emiratization Economic performance 	<ul style="list-style-type: none"> Human rights Procurement practices Responsible sourcing Economic performance 	<ul style="list-style-type: none"> Anticorruption Regulatory compliance 	<ul style="list-style-type: none"> Human rights Responsible sourcing Anticorruption Regulatory compliance 	<ul style="list-style-type: none"> Social impact Economic performance

STRATEGY FRAMEWORK

The framework reflects DMCC's 5C management approach to sustainability, divided between three pillars: Sustainable City, Responsible Business Ecosystem, and Operational Excellence. Each of these is underpinned by the SDGs. These three pillars umbrella DMCC's 24 material topics.



1. Driven by the Government Road Map:

The UAE Vision 2021 and Dubai Plan 2021 serve as a blueprint for our actions. As a government entity, we are guided by the 'Dubai Model for Government Services.' Furthermore, we propel the Smart Dubai and Green Growth strategy through the implementation of initiatives within JLT.

2. A Greener Community: We commit to a green atmosphere and green operations to meet customer demands and make JLT an eco-friendly environment through the Smart and Sustainable District Strategy.

3. Cohesion with the SDGs:

We prioritise SDGs based on where we believe we can have the most significant impact, given our business strengths and influence. The SDGs and their associated targets have been considered in the framework and mapped against our material issues. Additionally, our social impact policy centres around them.

4. A Data-driven Approach: We commit to measuring what matters so that we can use the data to guide actions, develop policies, and communicate accurately. In 2019, we adopted technologies to track and monitor progress for further efficiency.

5. Convening Authority for Awareness, Knowledge, and Action: We acknowledge that there are areas in which we may not be able to have a direct impact. However, we can encourage stakeholders within our ecosystem that do have an influence. For this reason, we introduce publications and host events as a part of our thought leadership activities to engage stakeholders towards positive action.

6. Transparency: We believe that open communications and clear reporting reinforce integrity. As a committed member of the UN Global Compact, we apply transparency practices across our entire organisation. This practice reflects the trust our partners and customers have with us, resulting in long-lasting relationships.

SUSTAINABILITY SCORECARD

Our data-driven approach guides a cross-functional scorecard with targets that agree with all business units.

IMPACT AREAS	MATERIAL TOPIC	KEY PERFORMANCE INDICATOR
SUSTAINABLE CITY	Infrastructure	Continuation of #1 free zone in the world
	Health & Safety	Education of stakeholders
		Health and Safety Excellence (Uptown Dubai)
		HSE Compliance (Community Developments non DMCC)
		Management of HSE Suppliers
		Smart City HSE
	Reduction of Community Fire Risk	
	Green Building	Reduction of carbon emissions
Improvement of building operations through initiatives		

IMPACT AREAS	MATERIAL TOPIC	KEY PERFORMANCE INDICATOR
SUSTAINABLE CITY	Water Use	Improvement of infrastructure
		Improvement of data tracking and monitoring
		Integration of green practices amongst DMCC departments and community stakeholders
	Waste Management	Facilitation of recycling
		Improvement of water quality for Master Community lakes
		Integration of green practices amongst DMCC departments and community stakeholders
		Reduction of plastic and paper consumption
	Energy	Improvement of data tracking and monitoring
		Integration of green practices amongst DMCC departments and community stakeholders
		Communicate understanding of objective to all stakeholders
	Community	Implementation of Smart and Sustainable District strategy

IMPACT AREAS	MATERIAL TOPIC	KEY PERFORMANCE INDICATOR
OPERATIONAL EXCELLENCE	Procurement Practices	Awareness of suppliers concerning sustainable practices
		Integration of sustainability principles in the supplier selection process
		Improvement of measurement of suppliers who are procured with sustainable practices by ESG
	Human Rights	Improvement of human rights across the supply chain
	Emiratization	Support Emiratization national strategy
	Gender Equality	Female representation on DMCC's newly established board
		Recruitment of female led business to free zone
		Mobilisation of commitment to WEPs and other gender focused national priorities
	Training & Development	Improvement of rate of engagement
	Governance	Implementation of best practices in governance
	Diversity & Inclusion	Creation of a diverse and productive culture for everyone to thrive
	Wellbeing	Formalisation of DMCC employee wellbeing approach
		Measurement of employee wellbeing
	Customer Excellence	Adoption of new services to address customer needs
		Customer Satisfaction
Training and development of members		

IMPACT AREAS	MATERIAL TOPIC	KEY PERFORMANCE INDICATOR
RESPONSIBLE BUSINESS ECOSYSTEM	Digitalisation	Implementation support of Dubai's Smart City strategy
	Customer Privacy	Mitigation of security incidents
	Data protection & cybersecurity	Enhancement of digital environment
	Innovation	Development of unique solutions to commodities trading
		Integration of R&D activities across all pillars of DMCC
	Regulatory Compliance	Improvement of and facilitate stakeholder understanding of regulations
	Responsible Sourcing Ecosystem	Engagement with international partners in supporting responsible and sustainable
Anticorruption	Zero incidents of fraudulent behaviour sourcing	

For additional information and a full description of the strategy, please visit the [following link](#).

OUR CONTRIBUTION TO THE SDGS

The UN SDGs define priorities to achieve by 2030 to address the world's most significant challenges. The UAE was a strong advocate for the formulation of the UN SDG agenda, and its commitment to sustainable development is at the heart of the country's vision for its future.

Therefore, as a government authority and global citizen, we believe we have a responsibility to help achieve these goals and establish an approach to the SDGs in our sustainability strategy. Our SDG mapping, an integral component of the strategy development process, analysed the targets in context to DMCC business strengths and sphere of influence.

5 GENDER EQUALITY

- Gender equality
- Human rights

DMCC makes an impact through its commitment to the Women Empowerment Principles and identifying gender equality as a primary pillar for its social impact program

5.1: End all forms of discrimination against all women.

5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision - making in political, economic and public life.

5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

8 DECENT WORK AND ECONOMIC GROWTH

- Economic performance
- Customer excellence

DMCC makes an impact through escalating its community, building capacity for member companies and holding suppliers to a higher standard

8.1: Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product per annum in the least developed countries.

8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high - value added and labour - intensive sectors.

8.3: Promote development - oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encouraging the formalisation and growth of micro-small and medium-sized enterprises, including through access to financial services.

11 SUSTAINABLE CITIES AND COMMUNITIES

- Community
- Infrastructure
- Waste management
- Diversity & inclusion

DMCC makes an impact by making its community safer and sustainable with one out of five of its focus areas on smart mobility

11.2: By 2030, provide access to safe affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in the particular for women and children, older persons and persons with disabilities.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Procurement practices
- Responsible sourcing
- Waste management

DMCC makes an impact by reducing waste in the Master Community and integrating responsible procurement practices. As a part of its commitment to the UNGC, it promotes UNGC membership and associated reporting to its member companies

12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post - harvest losses .

12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.6: Encourage companies, especially large transnational companies, too adopt sustainable practices and to integrate sustainability information into their reporting cycle.

12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

13 CLIMATE ACTION

- Energy
- Water
- Waste management
- Green buildings
- Training & development

DMCC makes an impact by setting baselines, measuring its footprint, reducing energy consumption and implementing improvements through strategic partnerships

13.2: Integrate climate change measures into national policies, strategies and planning.

13.3: Improve education, awareness - raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

- Regulatory compliance
- Anti-corruption
- Governance

DMCC makes an impact by advancing its regulatory compliance and legal functions with a zero tolerance policy to corruption

16.5: Substantially reduce corruption and bribery in all their forms.

16.6: Develop effective, accountable and transparent institutions at all levels.

16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels.

17 PARTNERSHIPS FOR THE GOALS

- Governance

DMCC makes an impact by leveraging its convening ability as a government authority, owner of a free zone, and a Master Developer of its Community for good

17.16: Enhance the Global Partnership for Sustainable Development, complemented by multi - stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.

17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



SUSTAINABLE CITY

Track and improve local impact

COMMUNITY

We prioritise the community – which comprises business owners, residents, and visitors – because we know that our actions impact thousands of stakeholders. Our stakeholders also recognise this and, hence, identified it as the most important material topic. They recognise the multi-dimensional scope of influence that the DMCC community encompasses.

DMCC's environmental conservation efforts are directly in line with the Dubai Plan 2021 that prioritises the city's resources, namely that energy is used sustainably and infrastructure is built in line with green standards to provide residents with a clean and healthy environment. Furthermore, we support the UAE's national priorities, specifically the national 'Green Growth' strategy, as well as Dubai's contribution to the happiness agenda.

DMCC's key achievements towards a greener community in 2019 include:

- **Improved energy and water management and tracking systems:** DMCC's 2019 priority was to ensure that energy and water management systems increased in reliability and robustness.
- **Enhanced green buildings:** Retrofitting One JLT, a U.S. Green building Council building, to improve the performance even further.
- **Driving infrastructure through the Smart & Sustainable District Strategy:** DMCC established partnerships with Etisalat and Careem to support countrywide technology and mobility ambitions as well as identify ways to increase the adoption of renewable energy sources in JLT.

A. ENERGY, WATER, AND WASTE

A.1 MASTER COMMUNITY

DMCC has been proactive in creating a community atmosphere that is underpinned by green operations to meet customer demands and make it an eco-friendly, smart, and leisurely environment. In 2019, DMCC's achievements included:

Master Community Energy Management

In 2019, DMCC spent significant efforts to ensure that environmental data was tracked more cohesively and clearly. We continue monitoring the electricity and water consumption across the public areas of the Master Community, such as the parking

structures, lakes, streets, the central park and others.

DMCC contracted an external consultant to conduct a review of existing energy and water management systems to identify data gaps and provide recommendations. The assessment allowed us to have a better view of the numerous consumption points across the community and highlighted significant spikes in water consumption, which resulted from the obligatory cleaning of community water tanks as per the new Dubai Municipality regulations. We, thus, strengthened cross-functional collaboration to the peaks of

consumption and reduce it through using new technology and improving the efficiency of the existing resources.

DMCC also started using the new methods and tools to establish a sound baseline of the Community’s energy and water consumption. The new digital system automatically tracks and integrates all data and consumption points across the Master Community and our owned assets to allow a clear and structured view on DMCC’s footprint. In previous years, we lacked the adequate data collection tools to centralise water, energy, and waste measurement, which led to gaps in earlier reports.

DMCC’s energy and water reduction efforts contribute to Dubai’s target of energy and water reduction of 30% by 2030. From 2020, we will conduct two energy and water audits across JLT per year to ensure tracking and monitoring systems continue to deliver reliable and high-quality information. We plan to collaborate with building owners and managers to conduct energy and water audits in 80% of towers in the Master Community. We will implement technology systems to coordinate resource management and launch awareness campaigns with the involvement of our own staff to incentivise behavioural change and raise awareness on the importance of energy efficiency. We also plan to engage third-party contractors, including energy savings and management companies (ESCO), to work collaboratively with building managers to develop energy saving strategies.

Water Management

We consider our responsibility towards water stewardship and cleanliness to be important to community wellbeing. In 2019, DMCC initiated the DMCC Lake redevelopment initiative which includes policies related to water provision, monitoring, cleaning,

and maintenance. The delivery of the strategy included the installation of digital monitoring stations to ensure water levels and supply can be monitored remotely and consistently. Additionally, annual maintenance of the three lakes was implemented by cleaning, vacuuming, removing waste, and exploring non-chemical maintenance regimes.

In 2020, DMCC plans to identify the optimal source of water withdrawal for the lakes as well as to improve the surrounding lake infrastructure.

Waste Management

Our role is to facilitate a safe and reliable method of waste disposal across the Master Community as well as offer solutions to reduce the amount of waste going to landfill.

In late 2019, we secured a new waste management supplier through a tender process. Bee’ah was contracted to improve waste data tracking and increase the accessibility of sorting bins in the Community. This transition resulted in 22 new recycling stations for four types of materials – carton, paper, glass, and cans – which are all diverted from landfills. The new partnership allows for better data collection, that helps us to establish the baselines and develop KPIs focused on further improving our operations.

In 2020, DMCC plans to launch an updated waste management policy and initiate awareness campaigns on waste management and recycling opportunities in JLT. We will also engage our employees in the campaigns geared to encourage positive recycling behaviours.

A1. MASTER COMMUNITY

Master Community Energy, Water, and Waste Performance 2018/2019				
Indicator	2018	CO ₂ Emissions ¹	2019	CO ₂ Emissions
Energy Usage (GJ)	44,725.5	5,290 tCO ₂ e	45,410	5,371 tCO ₂ e
Water Consumption (m ³)	33,409	5,290 tCO ₂ e	45,410	5,371 tCO ₂ e
Recycled Materials (tonnes)	123		128.4	
Waste Collected (tonnes) ²	20,192		27,015	

A2. DMCC TEA AND COFFEE CENTRE

In 2019, DMCC also initiated environmental tracking improvements to the Tea and Coffee Centres by establishing the baseline of consumption with the next step being the establishment of the procedures and KPIs aimed and increasing the efficiency of the assets.

DMCC Tea Centre Energy, Water, and Waste Performance 2019		
Indicator	2019	CO ₂ Emissions
Energy Usage (GJ)	3,679.43	435 tCO ₂ e
Water Consumption (m ³)	5,565.93	29 tCO ₂ e
Recycled Materials (tonnes)	37.79	
Waste Collected (tonnes) ⁴	289	

DMCC Coffee Centre Energy, Water, and Waste Performance 2019		
Indicator	2019	CO ₂ Emissions
Energy Usage (GJ)	5400.9	638 tCO ₂ e
Water Consumption (m ³) ³	N/A	N/A
Recycled Materials (tonnes)	2	
Waste Collected (tonnes) ⁴	84	

¹ CO2 emissions have been calculated using DEWA’s 2018 grid emission factor for Electricity 0.4258 tCO₂e/MWh and Water 23.69 tCO₂e/MIG
² DMCC Master Community collects waste data in cubic metres. To ensure reporting consistency with the 2018 Sustainability Report, which used a conversion factor for the average density for different domestic solid waste components as 143.77 kg/m³. The original source: https://www.researchgate.net/publication/261357543_Composition_of_Domestic_Solid_Waste_and_The_Determination_of_its_Density_Moisture_Content_A_case_study_for_Tikrit_City_Iraq
³ The Tea Centre water consumption includes the consumption of the Coffee Centre due to the absence of the sub-meter. DMCC plans to install a sub-meter in Coffee Centre in 2020 to track its environmental footprint accurately.
⁴ The calculations for the waste figures under the DMCC Tea and Coffee Centre operations were converted from cubic metres to tonnes to ensure consistency and comparability. The conversion factor used was calculated by taking average density for medium-level compacted waste components – paper, dry and wet compacted cardboard, kitchen-type food waste, plastic bags, glass, and concrete as 339.28 kg/m³. Source: <https://www.epa.vic.gov.au/business-and-industry/lower-your-impact/-/media/Files/bus/EREP/docs/wastematerialsdensities-data.pdf>

A3. UPTOWN DUBAI

Uptown Dubai is DMCC's newest mixed-use neighbourhood. Construction, following LEED Gold certification principles, began in 2017. In 2019, the site construction offices were 100% reusable, cabins used 100% LED lights and had efficient air-conditioning units. Construction sites have also been running on a hybrid microgrid of solar and diesel,

which has significantly reduced energy consumption.

In 2020, installation of batteries in the hybrid microgrid to capture additional solar power and reduce generator use will take place, and we will work towards temporarily connecting the solar panels to DEWA's grid to feed additional power back.

DMCC Uptown Dubai Energy, Water and Waste Performance 2018/2019		
Indicator	2018	2019
Solar Power (GJ) ⁵	N/A	67
Diesel Consumption (GJ)	569	2,711
Water Consumption (m ³)	2,152	15,914
Waste (Reuse & Landfill) (tonnes)	233	3,897
Recycled Waste	0.6	
Hazardous (gallons)		60
Non-Hazardous (tonnes)		17.39

CASE STUDY: Uptown Dubai Renewable Energy and Digitalisation

DMCC's Uptown Dubai, in collaboration with partners, leads the way in sustainable construction. In partnership with Six Construct and Enerwhere, 180 car park spots have been mounted with solar panels and are touted as the largest solar car park in the world for a construction site. The use of solar energy reduced the carbon footprint of the construction site by 50% and is supported by a 500 kWp stand-alone solar-diesel-hybrid microgrid. It is estimated that a total of 6,698 tCO₂ will be reduced, which results in a 73% reduction of emissions when compared to a conventional construction site set-up.

Secondly, DMCC's construction partner BESIX has implemented smart applications, such as 'Propergate', 'Wakecap', and 'Sablono', which have improved productivity, enhanced efficiency, reduced paper use, and significantly improved the health and safety of workers. For example, Wakecap's technology connects to workers' helmets to track ambient temperature and humidity and detect accidents to accelerate decisions made to prioritise workers' health and safety.

⁵ Data for diesel and solar power have been collected in kWh and converted to GJ using a conversion factor of 277.77

B. GREEN BUILDINGS

In 2019, to improve our environmental performance, we retrofitted the USGBC-certified One JLT building. Two electric car charging stations were added, energy and water audits were conducted, and the waste management process and

contractor were revisited, which led to an increase in recycling and waste management efficiencies. In 2020, the One JLT building will undergo an energy retrofit exercise to further increase energy efficiency.

One JLT Energy and Water Performance 2019		
Indicator	2019	CO ₂ Emissions
Energy Usage (GJ)	10,990	1,343 tCO ₂ e
Water Consumption (m ³)	10,032	52.3 tCO ₂ e
Recycled Materials (tonnes)	2.62	
Waste Collected (tonnes)	655	

Air Quality: In dedication to improve our air quality, we implemented and installed air quality metres and sensors around the community to track and provide critical data to stakeholders. In 2020, DMCC will work closely with Etisalat

to obtain air quality information on the community, plant trees to increase carbon sequestration, and coordinate with JLT towers to collaborate on the initiation of air quality audits.

C. DRIVING INFRASTRUCTURE THROUGH THE SMART AND SUSTAINABLE DISTRICT STRATEGY

Smart Mobility

In 2020, DMCC is planning to launch a number of mobility solutions for the Master Community using smart technology to deliver the following:

- Smart parking;
- Electric car charging stations;
- Bus service;
- Electric buggies.

roll out smart devices, services, and platforms to drive efficiencies across public amenities, energy consumption, asset and building management, which also includes 5G Wi-Fi available across the entire district. We have also created a virtual district that includes a geographic information system (GIS) that better manages spatial data and information sharing with partners.

Smart Infrastructure

A partnership has been launched with Etisalat to

In order to make our operations seamless, we are planning to centralise our Smart &

Sustainable District Platform with Smart Dubai and create guidelines for stakeholders in the Master Community to better align the efforts towards the sustainable community.

In addition, we also commissioned a study to evaluate the feasibility to install solar panels, to provide shade for parked vehicles as well as offset energy consumption. Smart lighting has already been implemented in two clusters in JLT. Furthermore, lighting within the landscaping areas of the community has been upgraded with higher-efficiency bulbs.

In 2020, there is a number of public realm enhancements in the pipeline that include the establishment of fitness stations located around the district, a dog park, half-sized basketball courts, a cycle track along with other landscape enhancements.

Awareness

Community members are central to our strategy and its implementation. We have

launched several awareness campaigns to highlight the added value of the upcoming improvements and the new services that will soon be available in the community to ensure that our stakeholders are updated first-hand on the implementation of the Smart & Sustainable District Strategy.

In order to enhance community engagement DMCC is developing a district community portal and a mobile app that will fully support and address the needs of all stakeholders. The new platform will further improve the journey of establishing a company in DMCC, enhance the management process of existing businesses and help companies thrive through accessing new services and interacting with peers. The residents of JLT will be able to seamlessly engage with DMCC via digital channels, learn about the upcoming community events and available services and products they require.

HEALTH AND SAFETY

We support the government of Dubai's vision and the UN SDG ambitions related to safe, smart, and sustainable cities. We have a health and safety policy that provides a foundation for measures taken to prosper. The Executive Committee oversees the policy and its associated implementations, which are operationally managed by the property department. Essential training to reduce risk and guarantee a safe work environment is non-negotiable.

DMCC's health and safety approach covers the organisation's permanent employees and extends to the contractors. DMCC's HSE guidelines support the compliance of sub-developers, the Master Community,

and member companies. DMCC's key achievements towards health and safety in 2019 include:

- **Secured British Safety Council membership.**
- **465 inspections conducted in both industrial and retail units.**
- **1 million man-hours completed in Uptown with zero lost time injury (LTI).**

In 2020, Nebosh training will be offered to eight employees from across departments.

There was one lost time injury - an employee of a subcontractor suffered an injury in the DMCC Tea Centre.



OPERATIONAL EXCELLENCE

Optimise organisational policies and procedures

GOVERNANCE

Advisory Board

The advisory board comprises six members appointed by the Chairperson and is the highest governance body responsible for the supervision of DMCC policies and directions.

Executive Committee

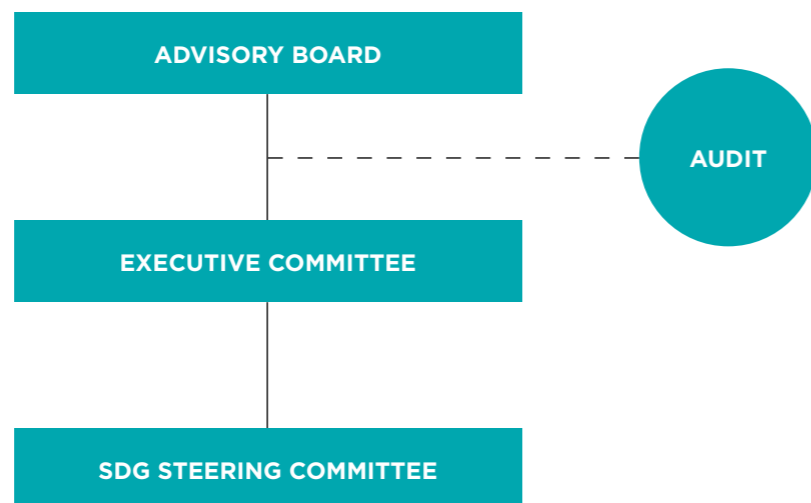
The Executive Committee comprises the primary decision-makers of the organisation. The Committee includes heads of business units that ensure the organisation's strategic directions are being followed.

Internal Audit

The Internal Audit upholds the highest standards for ethical management. The audit function is independently managed to enhance policies, procedures, and organisational value through risk-based, objective advice, and insight.

Sustainability Governance

The ultimate responsibility for sustainability resides with the Executive Committee. The SDG Steering Committee ensures the collaborative implementation of the sustainability strategy, which allows us to meet our commitments to the UN Global Compact, UN WEPs, and the UN SDGs. Chief Operating Officer Feryal Ahmadi and Executive Director of Commodities & Financial Services Sanjeev Dutta lead the DMCC sustainability agenda.



In his capacity as Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, has issued Law No. 3 of 2020, to be implemented in 2020, which will require DMCC to establish a Board of Directors. The objective is to enhance the flow of commodities in the UAE through strong governance.

ECONOMIC PERFORMANCE

We are acutely aware that our success directly impacts Dubai's macroeconomic growth. Therefore, we are continuously finding new ways to diversify our revenue streams. DMCC's free zone contributes the highest proportion of overall revenue for the organisation.

CUSTOMER EXCELLENCE

Customer-centricity is at the core of DMCC's DNA. We believe that the strength of our customer relationships increases their chances of survival and is, therefore, mutually beneficial.

Amongst our range of customers, we have the most interaction with our member companies. Of these, the majority are SMEs. Therefore, DMCC takes the view that supporting SMEs is not only the right thing to do but is also good for business.

A source of pride for DMCC is the work it does to support entrepreneurship in the UAE. This year, SMEs and entrepreneurs were provided with 38 training hours on cybersecurity, Value

Added Tax (VAT) updates, UAE employment law, digital marketing, trade with China, and access to several webinars on free zone services.

DMCC's key achievements towards economic performance and customer excellence in 2019 include:

- **Winner of 'Global Free Zone of the Year' by the Financial Times FDI.**
- **17,000 businesses out of which 72% are SMEs.**
- **DMCC contributes to 10% of Dubai's GDP.**
- **Launched "A Voice of the Customer" programme, which facilitates a closed-loop process to analyse and report on customer feedback.**

HUMAN RIGHTS AND PROCUREMENT PRACTICES

We approach human rights in line with the UN Global Compact's principles on human rights and the Universal Declaration of Human Rights. We also respect the International Labour Organisation Declaration on Fundamental Principles and Rights at Work in compliance with UAE labour laws.

We understand that our responsibility to protect these fundamental rights goes beyond our operations and that we must also look at our supply chain. Therefore, this year, the supplier code of conduct was revised to emphasise DMCC's commitment to the Ten Principles of the UN Global Compact, the UN SDGs, and the UN WEP's. Suppliers are encouraged to familiarise themselves with, and adopt, these international standards.

DMCC is in the process of integrating sustainable supply chain practices into the tender process. We define local suppliers as those entities that have in-country operations and conduct transactions in UAE dirham.

DMCC's key achievements towards human rights and procurement practices in 2019 include:

- **Integrated human rights in the supplier code of conduct.**
- **Educated free zone companies and senior management on the ten principles of the UN Global Compact.**
- **Developed a questionnaire and guidelines for responsible procurement.**
- **Sourced 95% of its procured services and materials from local suppliers, a 1% increase on the previous year.**

DIVERSITY AND INCLUSION, EMIRATISATION, AND GENDER EQUALITY

We recognise that a diverse workforce leads to innovation and creativity. Therefore, we are proud of our equal opportunity recruitment policy. Additionally, no incidents of discrimination were reported during 2019.

We evaluate three components when we assess diversity & inclusion: Emiratisation, gender equality, and 'people of determination'. These three components are backed by national programmes, and progress under each assists the UAE national plan.

We host an Emiratisation graduate programme that resulted in the recruitment of five young Emiratis this year. It is because of efforts like this that Emirati nationals are the second-largest nationality at DMCC.

TRAINING AND DEVELOPMENT

We want our employees to have staying power and to be fulfilled. We understand that to achieve these two things, employees need opportunities to learn.

Therefore, we offer a variety of learning opportunities and, with every year, become more innovative in our approach. Some of these opportunities include leadership programmes, coaching, and rotations. All employees receive a performance review and are provided with a satisfaction survey to fill out to ensure continuous improvement. This year, we introduced online training, which resulted in a considerable boost of learning hours for the entire workforce.

We were the first free zone in the country to become a WEPs signatory and have made a concerted effort towards a 'top to bottom' gender balance of our workforce.

The UAE commits to empower 'people with determination' through love, employment, and facilities. At DMCC, we champion this mandate.

DMCC's key data points on diversity and inclusion in 2019 include:

- **22% of senior managers are Emirati nationals who make up 13% of the total workforce versus 23% and 14% in 2018.**
- **Ten interns participated in the Emiratisation graduate programme.**
- **6% increase in female representation on the board.**
- **36% female representation in the workforce versus 37% in 2018.**
- **One person of determination recruited.**

DMCC's key data points towards training and development in 2019 include:

- **5,767 online learning hours, including customer service staff engagement.**
- **A target of 20 hours per employee annually was established.**
- **The average female employee received 23 hours of training and the average male employee received 16 hours.**
- **An 80%+ target for the satisfaction survey achieved an 86% average score.**

In 2019, HR launched the Learning Management System (LMS) as a digital solution for all learning and development needs. The solution acts as a learning gate for employees to be able to access all training and development courses and materials in different formats. The target is that 100% of DMCC employees utilise the LMS.



Launched a partnership with LinkedIn to empower employees with eLearning tools with engaging, multimedia content and tailored curricula.

WELLBEING

In 2019, we introduced wellbeing into our sustainability agenda after it was identified as a material topic by stakeholders. It was found that employees, visitors, and residents want experiences that elevate mental and physical health. The National Programme reinforces this notion of happiness and wellbeing, which we wholeheartedly support.

DMCC has a successful track record as host to vibrant events that elevate the human spirit, mentally and physically, such as 'DMCC Family Days', which have been held for the last three years.

DMCC's key achievements toward wellbeing in 2019 include:

- **Launched eight events and activities focused on wellness and health.**
- **Offered 11 wellness-related concessions to DMCC employees and family.**
- **Held 39 events in partnership with community restaurants, retailers, and local organisations.**
- **For the third year in a row, DMCC Corporate Games took place, which engaged employees, encouraged them to get active, and involved various sports and physical health challenges.**
- **Aligned with the UN Global Compact SDG 3, DMCC invited employees to participate in a free body analysis conducted by Fitness First Gym in celebration of World Health Day.**



Executed 14 events with a total of 36,959 attendees including employees, visitors, and residents



Gym and fitness club memberships, healthy meal plans, dental and health check-up concessions



JLT Festive Market held in December attracted 20,696 visitors



Outdoor cinema event held throughout March and April attracted 4,900 visitors

REGULATORY COMPLIANCE AND ANTICORRUPTION

We recognise that effective regulatory compliance is intrinsic to anticorruption efforts. As a UN Global Compact participant, we take Principle 10 on anticorruption seriously and, hence, have a zero-tolerance approach to it. This approach also extends to member companies.

Our regulatory compliance function assesses internal business risks and also identifies mitigation factors that can reduce these risks.

Risk identification is overseen by the Executive and Risk Committee. Each department is responsible for the identification of potential risks to their designated function, which are then stipulated in a risk register.

DMCC's key achievements to create a safe and compliant business environment in 2019 include:

- **Proactive member of the UAE task force formulated in preparation of the Financial Action Task Force (FATF) UAE assessment.**
- **Two Anti-Money Laundering and Combating Financial Terrorism (AML/CFT) seminars under DMCC's knowledge series programme targeted to member companies.**

- **Updated and published internal policies and external guidance covering Designated Non-Financial Businesses and Professions (DNFBPs), Suspicious Transaction Reporting issuance, Whistleblowing, Ultimate Beneficial Ownership provisions, and AML/CFT.**
- **As part of the Operational Readiness Inspection (ORI), there were 5,909 physical inspections undertaken and 713 inspections of companies with flexi-desk leases.**
- **The legal team updated and published the Legal Policy and Procedures guidelines.**

Additionally, ORI for member companies resulted in 36 fines to a total amount of AED 540,000. In 2019, 77 companies were sanctioned for non-provision of information. DMCC Legal is compliant with the International Standard of Auditing (ISA). If three or more cases are brought against the same company, the company will go through an inspection and dispute resolution process. There were three instances of this in 2019.

We are dedicated to advance initiatives in 2020 regarding AML/CFT supervision of DNFBPs. Initiatives will include training, guidance, and the implementation of a Compliance Hub.



The Compliance Hub will provide a third-party compliance resource for SMEs that do not currently have compliance capabilities. Through stakeholder support, DMCC intends to reduce compliance incidents and create a more prosperous business community for all.

RESPONSIBLE BUSINESS ECOSYSTEM

Create a resilient foundation for positive impact

RESPONSIBLE SOURCING

DMCC facilitates the trade flow of coffee, tea, precious stones, and metals. Our responsibility is to provide an infrastructure that promotes best practice sourcing protocols.

We navigate this critical topic through strategic partnerships such as the Organisation for Economic Cooperation and Development (OECD) and the Kimberley Process.

The Ministry of Economy, in collaboration with DMCC, has been a proud member of the Kimberley Process for 18 years. The certification was acquired to uphold high trade and global standards and protect the legitimate diamond industry locally and abroad.

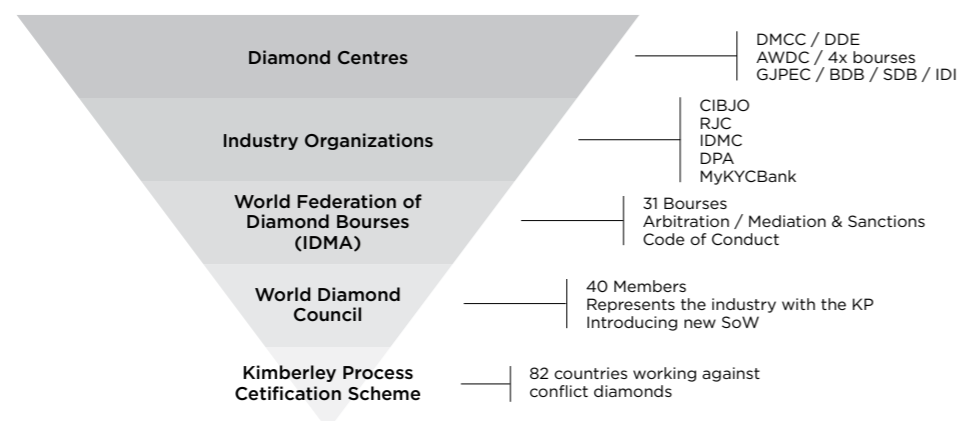
We believe Dubai needs to be at the forefront of responsible global gold trade. Therefore, we have actively led the establishment of responsible sourcing regulatory standards, such as the DMCC Practical Guidance for Market Participants in the Gold and Precious Metals Industry (the 'DMCC Guidance') and DMCC Rules for Risk-Based Due Diligence in the Gold and Precious Metals Supply Chain (the 'DMCC Rules for RBD-GPM').

Beyond regulation, we take an advocacy role. For example, we hosted the World Federation of Diamond Bourses and International Manufacturers Association meeting and presented at the Responsible Jewellery Council's President's meeting.

DMCC's key achievements to effectively support a responsible trade ecosystem in 2019 include:

- **DMCC oversaw the Kimberley Process office in the UAE, responsible for the exit and entry regulation of all rough diamonds. The first Kimberley Process office in the world to be awarded the ISO 9001 certification.**
- **UAE Kimberley Process office presented measures taken to enhance quality, efficiency, and transparency to HE Sultan Bin Saeed Al Mansoori, UAE Minister of Economy. The presentation was an initiative under the 'Ministry of Economy Strategic Objectives 2017-2021.'**
- **To localise international standards, DMCC published a publicly available Arabic translation for 'The Diamond Terminology Guidelines', endorsed by the world's leading diamond industry organisation.**
- **DMCC has partnered with the Diamond Development Initiative (DDI) to improve the lives of small-scale diamond miners. Our Executive Chairman, Ahmed Bin Sulayem, led a DMCC delegation to the Democratic Republic of the Congo to visit the project site.**

DIAMOND INDUSTRY REGULATORY FRAMEWORK



DIGITALISATION, DATA PROTECTION, AND CYBERSECURITY

DMCC recognises that digitalisation must remain a top priority as the world becomes more integrated and dependent on digital access. The information technology (IT) department of DMCC acts as the gatekeeper of all innovation and implementation of digital solutions.

We understand that enhanced digitalisation leads to increased threats of security. Therefore, IT solicits third-party support to conduct information security regulations (ISR) gap analysis. 41% of the gaps identified were addressed. Additionally, a data loss prevention (DLP) solution was

introduced, and a penetration test (VAPT) was conducted.

DMCC's key achievements towards digitalisation, data protection, and cybersecurity in 2019 include:

- **DMCC achieved a 90% digitalised workflow.**
- **Delivered 70+ enhancements to improve the customer service experience and services.**
- **Onboarded 'iSupplier' aligned with the paperless initiative.**
- **Executed wireless sensor networks and smart lighting across JLT.**

Initiatives under the Smart and Sustainable District Strategy in-progress:



Smart District Platform



Community Portal



Mobile App



Smart Lighting



Smart Kiosk



Parking Sensors

In 2020, DMCC will secure the ISO Certification 27001 to enhance the IT infrastructure.



SOCIAL IMPACT

We have formalised our approach to social impact with the introduction of a social impact policy, centred on progress towards the SDGs, that will guide all community investments. We have identified the following goals to focus on:



DMCC GIVES BACK

2019 was a milestone year in which 0.5% of the company's net profit will be allocated towards social impact annually.



Diamond Development Initiative and DMCC Come Together for Artisanal Miners

The Diamond Development Initiative, the implementation agent, and DMCC came together in 2018 to drive the formalisation of the artisanal mining sector in the Democratic Republic of Congo. In 2019, it was reported that 169 artisanal miners were registered on the programme, benefitting from training and cooperative structures to move from transient work to formal small- to medium-scaled mining.

Elevating Women Entrepreneurs

We believe that female-led organisations are the way of the future and, through our free zone, we are in a privileged position to support them.

Therefore, this year, we launched a scheme in which the notable female-led social enterprise Evolvin' Women was invited to become a member of the free zone with access to office facilities. The office space will be used by women who are a part of the Evolvin' Women programme. In this programme, unemployed women with limited access to quality education from Africa come to the UAE for experiential learning experiences and career development opportunities at local hotels.

SOCIAL IMPACT

