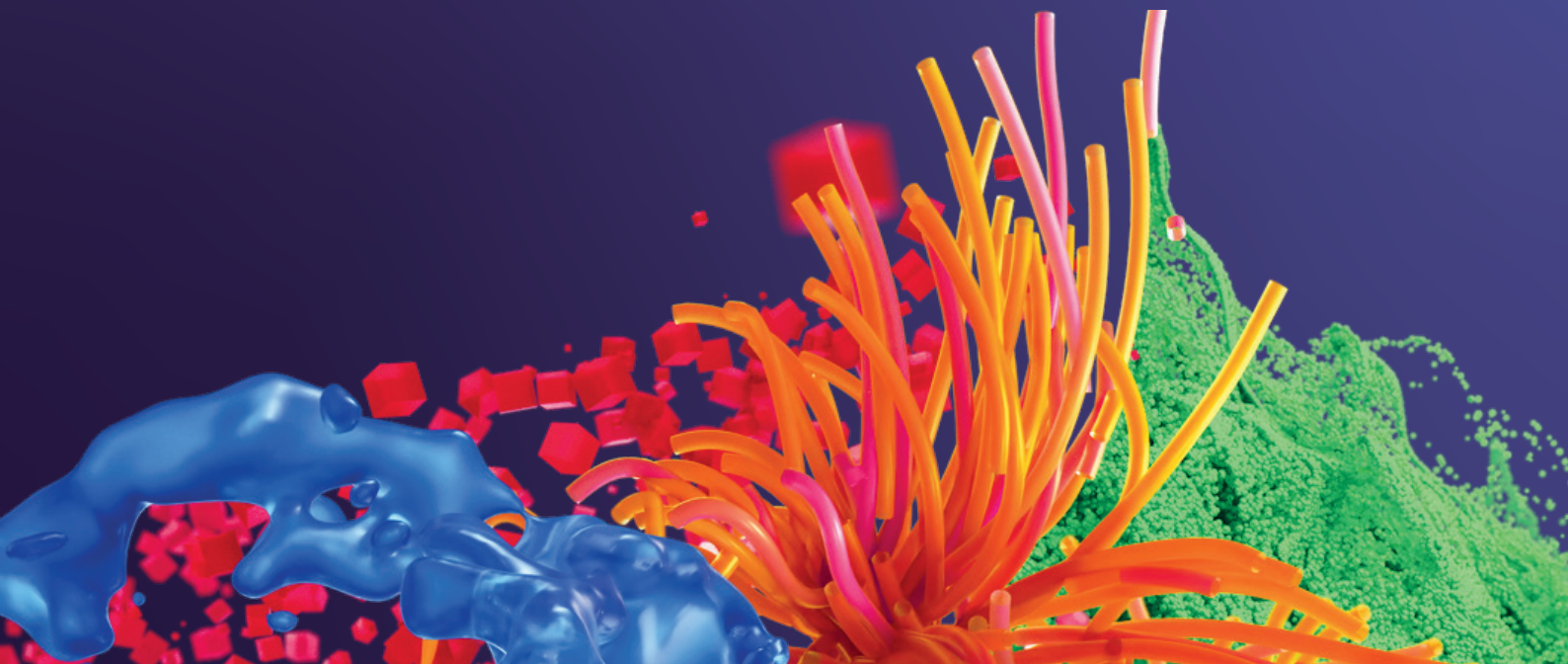




**DP WORLD**

# **ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2021**



# WE'RE CHANGING WHAT'S POSSIBLE FOR EVERYONE

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## ABOUT THIS REPORT

We have prepared this report for our key stakeholders, including our employees, suppliers, customers, partners and host communities to provide them with an in-depth review of our environmental, social and governance (ESG) performance in relation to our key material issues, for the last financial year between 1 January 2021 to 31 December 2021. This is our first standalone ESG report, and contributes to the formalisation of DP World's 'Our World Our Future' sustainability strategy for the Group.

DP World has been a signatory to the UN Global Compact (UNGC) since 2019. This report, in conjunction with DP World's Annual Report 2021, serves as DP World's Communication on Progress (COP), in accordance with the UN Global Compact Advanced Level criteria. Both reports are available on our website. We have used the GRI Standards as a guidance to determine report content and quality, including stakeholder inclusiveness, materiality, clarity and accuracy.

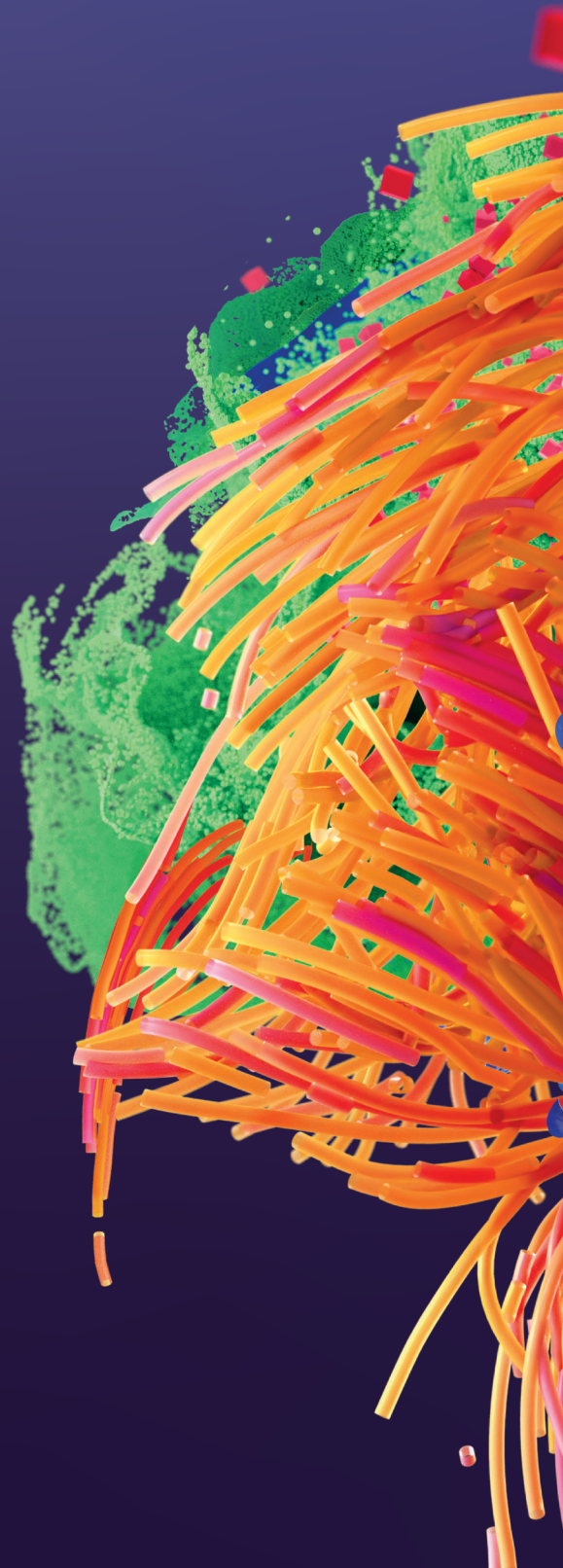
The scope of the report covers all our business activities, i.e. our logistics, ports and terminals, economic zones and marine services. The boundaries we have used to assess impacts and collate data include areas where we have operational control. This excludes our fraud risk data, which covers all entities.

### RELEVANT REPORTING FRAMEWORKS

- UN Sustainable Development Goals
- Guided by GRI Sustainability Reporting Standards
- UN Women Empowerment Principles
- DP World's 'Our World Our Future' ESG scorecard comprising over 30 indicators

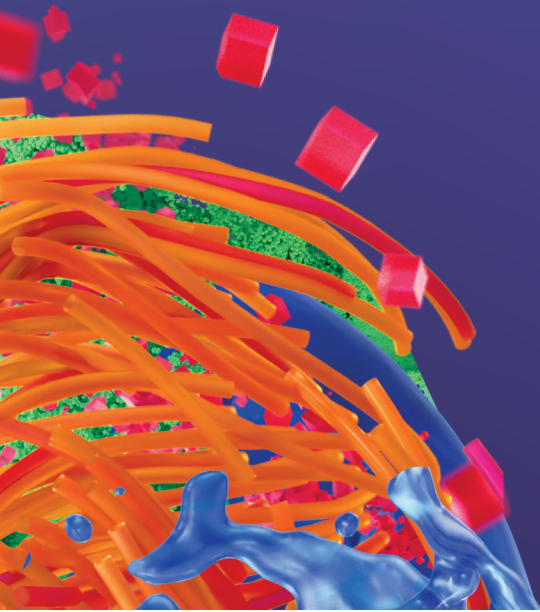
### REPORT PRESENTATION AND PREPARATION

The preparation of the annual ESG Report is the responsibility of the Group Sustainability & Impact (GSI) team. As part of the report compilation this year, the GSI team has reviewed internal documentation and conducted interviews with different internal departments and stakeholders. The content and disclosures provided in the report have received formal approval by relevant function heads.



# GROUP CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S INTRODUCTION

SULTAN AHMED BIN SULAYEM  
GROUP CHAIRMAN AND CEO



## I AM PLEASED TO SHARE DP WORLD'S INAUGURAL ESG ANNUAL REPORT

Today, we are publishing this report as a further commitment to transparent communication with all our stakeholder groups.

We believe smarter trade has the power to change what's possible for everyone, and I am proud that we are the leading provider of smart logistics solutions, enabling the flow of trade across the globe. Our comprehensive range of products and services ensures the seamless movement of what the world needs, to where it is needed.

This global role gives us a special responsibility to engage with our stakeholders. My aim is to leave a lasting and positive legacy throughout our operations. 'Our World, Our Future', our sustainability strategy, is our roadmap for achieving this – it is our guide to change what is possible and deliver lasting impact for all.

Our strategy is rooted in firm commitments. As a signatory to the United Nations Global Compact (UNGC), we are committed to supporting and aligning our strategy and operations with the UNGC's 10 principles, which promote human rights, labour standards, the environment and anti-corruption.

We have been a signatory of UN Women's Empowerment Principles (UNWEP) since 2015, which has led us to improve women's representation across the Group ever since. We have also mapped our sustainability strategy to the UN's Sustainable Development Goals (UN SDGs).

These commitments reflect our sustainability purpose: to leverage our leading position in global smart trade logistics to make a positive impact in the world, for now, and generations to come.

We think ahead, anticipate change, and deploy industry-leading technology to create innovative trade solutions while ensuring prosperity and growth for economies, societies and our planet.

The report you are about to read will bring these initiatives to life. It will give you an update on our progress in 2021 and provide details on our goals for 2022 and beyond.

I am also pleased to announce that Maha AlQattan has been appointed as DP World's Group Chief People & Sustainability Officer, and will be driving our sustainability strategy and ESG reporting going forward. On behalf of everyone at DP World, we look forward to working with all of you to create a better future. Together we believe we can change what's possible.



# OUR WORLD, OUR FUTURE

WE HAVE A LONG-STANDING COMMITMENT TO SUSTAINABILITY AND HAVE FOCUSED THE IMPLEMENTATION OF THIS AIM VIA 'OUR WORLD, OUR FUTURE', OUR SUSTAINABILITY STRATEGY. WE HAVE EMBEDDED THIS STRATEGY INTO CONCRETE ACTIONS THAT CAN BE TAKEN THROUGHOUT OUR GLOBAL OPERATIONS FOR MAXIMUM LOCAL IMPACT.

Our annual report has historically outlined our sustainability goals and tracked our achievements against them. We also share this information on the ESG Profile on our website which discloses our adherence to best practice. However, as our sustainability strategy evolves and our global commitments increase, we believe the time has come to create a dedicated, standalone report that enables all our key stakeholders to have a single document of record that tracks our sustainability efforts and progress.

This inaugural ESG report will:

- Continue to provide evidence of our responsible business priorities and how we embed sustainability in our strategic decision making – particularly in our chosen focus areas of oceans, women, and education

- Help stakeholders track our progress against key sustainability goals
- Provide concrete examples of our strategy implementation around the world

Even though this is the first report of its kind for us, we would like to stress that several things have not changed in our approach.

First and foremost, our governance commitment remains the same: the DP World Governance and Sustainability Committee is represented at Board level and is directly responsible and accountable for the Group's ESG strategy and its results.

We have always believed that the senior executives of the company should be stewards of the strategy, and this commitment will endure in the future.

Finally, we are believers that ESG can be a tool for driving continuous improvement and better business performance. The case studies, partnerships, events and thought leadership initiatives we have included in the report will provide evidence of our ongoing efforts to implement our ESG strategy globally, and how these initiatives have both benefited our business and the communities in which we operate.

## KEY ESG HIGHLIGHTS AND ACHIEVEMENTS IN 2021:

### 71,000+

diverse employees from over 60 countries

### US\$ 13.2m

invested in communities

### 10,058

volunteering hours delivered by our people

### 204

### women

mentored as part of DP World's MentorHer programme

### 41,229

learning hours delivered to 8,343 employees

### US\$ 11.8m

spend on people training and development

### 160,000+

women and girls supported through our community projects

### US\$ 4.2m

invested in global education projects

### 13.3

Emission Intensity (KgCO<sub>2</sub>e/ModTEU) from our Ports and Terminals business

### 18%

renewable electricity share at Group level, +5.6% in 2021 from 2020

### A-

score achieved for our 2021 CDP climate change response

### 46

countries conducted a human rights risk mapping exercise and a Human Rights awareness campaign was delivered





“AS SEEN THROUGHOUT THIS REPORT, WE ARE COMMITTED TO TAKING ACTIONS THAT RESULT IN TANGIBLE POSITIVE IMPACT FOR THE PEOPLE AND COMMUNITIES WE WORK WITH AND SERVE. I’M EXTREMELY EXCITED TO BE TAKING ON MY NEW ROLE AS GROUP CHIEF PEOPLE & SUSTAINABILITY OFFICER AND LOOK FORWARD TO CONTINUOUSLY DEVELOPING OUR SUSTAINABILITY STRATEGY AND SHARING THE PROGRESS WE MAKE ALONG THE WAY.”

MAHA ALQATTAN,  
GROUP CHIEF PEOPLE & SUSTAINABILITY OFFICER



## WE ARE COMMITTED TO CHANGING WHAT IS POSSIBLE BY ENGAGING WITH OUR MULTIPLE STAKEHOLDER GROUPS, WHICH INCLUDE OUR EMPLOYEES, SUPPLIERS, CUSTOMERS, INVESTORS, PARTNERS AND HOST COMMUNITIES IN WHICH WE OPERATE.

We are driven by always challenging ourselves to help solve real problems and making tangible links to our overall strategy for each initiative we undertake. We have mapped each of our ten areas of sustainability engagement against both the UN SDGs and the UNGC's Principles, to ensure our stakeholders can verify our strategy's alignment with international best practices in sustainability.

The Group has made long-term commitments to three areas where it believes it can leave a legacy of positive impact. These three areas – Women, Education, and Oceans – form the 'Our Future' sections of our sustainability strategy and are where the Group directs the majority of its community engagement efforts globally.

### STAKEHOLDER ENGAGEMENT

Our sustainability strategy is bound and defined by the materiality assessment we completed at Group level in 2019,

in line with global best practice. This materiality assessment included input and engagement with numerous stakeholders – including Board members/executives, employees, partners, non-governmental organisations, NGOs, industry bodies and business associates, suppliers and customers – and provide the key insights that frame our strategy. The materiality of each topic was considered from two perspectives – its importance to external stakeholders and its importance to DP World. The issues that met the materiality threshold of the study were then plotted on a materiality matrix.

The ten material issues identified by this stakeholder engagement exercise continue to drive the Group's 'Our World' sustainability priorities and remain relevant and important. They also guide our daily interactions with the communities in which we operate, and set the parameters for optimal risk management of our business footprint.

#### CASE STUDY: THE EARTHSHOT PRIZE

DP World together with Expo 2020 Dubai has become a Global Alliance Founding Partner of The Earthshot Prize, the most prestigious environmental prize in history, incentivising worldwide change with a decade of action to repair our planet.

- DP World took part in the 2021 nomination process for the Earthshot Prize submitting over 16 entrees.
- Supported the communication and amplification of the Earthshot Prize winners and finalists through our communication channels.

**"OUR SUSTAINABILITY COMMITMENTS ARE INSPIRED BY, AND ALIGNED WITH, GLOBAL STANDARDS. EACH ADDRESS SOME OF THE MOST PRESSING GLOBAL CHALLENGES FACED BY HUMANITY. WE WILL CONTINUE TO PRIORITISE MAKING CONTRIBUTIONS THAT ENHANCE OUR COLLECTIVE ABILITY TO RESOLVE THESE CHALLENGES, AND TO WORK WITH OUR STAKEHOLDERS TO CHANGE WHAT IS POSSIBLE."**

**AYLA BAJWA, HEAD OF GROUP  
SUSTAINABILITY & IMPACT**

### GLOBAL PARTNERSHIPS & MEMBERSHIPS



Jane Goodall Institute Europe

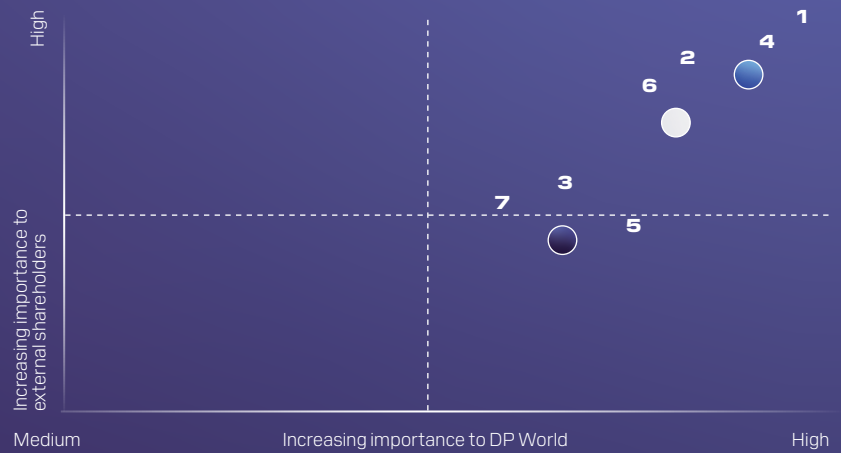
## MATERIALITY MATRIX

### OUR WORLD

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

### OUR FUTURE

- Women
- Education
- Oceans



## UN SUSTAINABLE DEVELOPMENT GOALS

OUR WORLD, OUR FUTURE	UN SDGs	UNGC PRINCIPLE
Safety		1,2
Security	 	1,2,10
Wellbeing		1,2
Ethics	  	1,2,3,4,5,6,10
Community Engagement	      	1,2,7,8
Climate Change		7,8,9
People Development		1,2
Women		1,2,6
Education	 	1,2
Oceans		7,8,9



# GOVERNANCE AND OVERSIGHT

The Group's sustainability strategy is represented at Board level, and is overseen by the Governance and Sustainability Committee which was created in 2020. The Committee is responsible for setting, reviewing, approving and overseeing the Company's Sustainability and Impact

Policy, and for managing environmental, social, and governance (ESG) matters.

The Group Sustainability and Impact (GSI) team based at Head Office guides and implements DP World's global sustainability strategy and approach, supported by regional business units

and their sustainability champions.

Through the implementation of our sustainability strategy and the creation of valuable partnerships, our sustainability champions worldwide enable us to operate sustainably and create positive economic and societal impacts wherever we work.

## BOARD OF DIRECTORS



## STRATEGIC IMPLEMENTATION

### Corporate Policies

- Sustainability and Impact
- Human rights
- Whistleblowing
- HSE
- Security
- Modern Slavery & Human Trafficking
- Vendor Code of Conduct
- Charity Partnerships

### Thought leadership

- Impact Studies
- Working Groups
- Toolkits
- Trainings

### Reporting Frameworks

- UN Global Compact
- GRI aligned
- CDP
- SBTi
- Women Empowerment Principles

# RISK MANAGEMENT

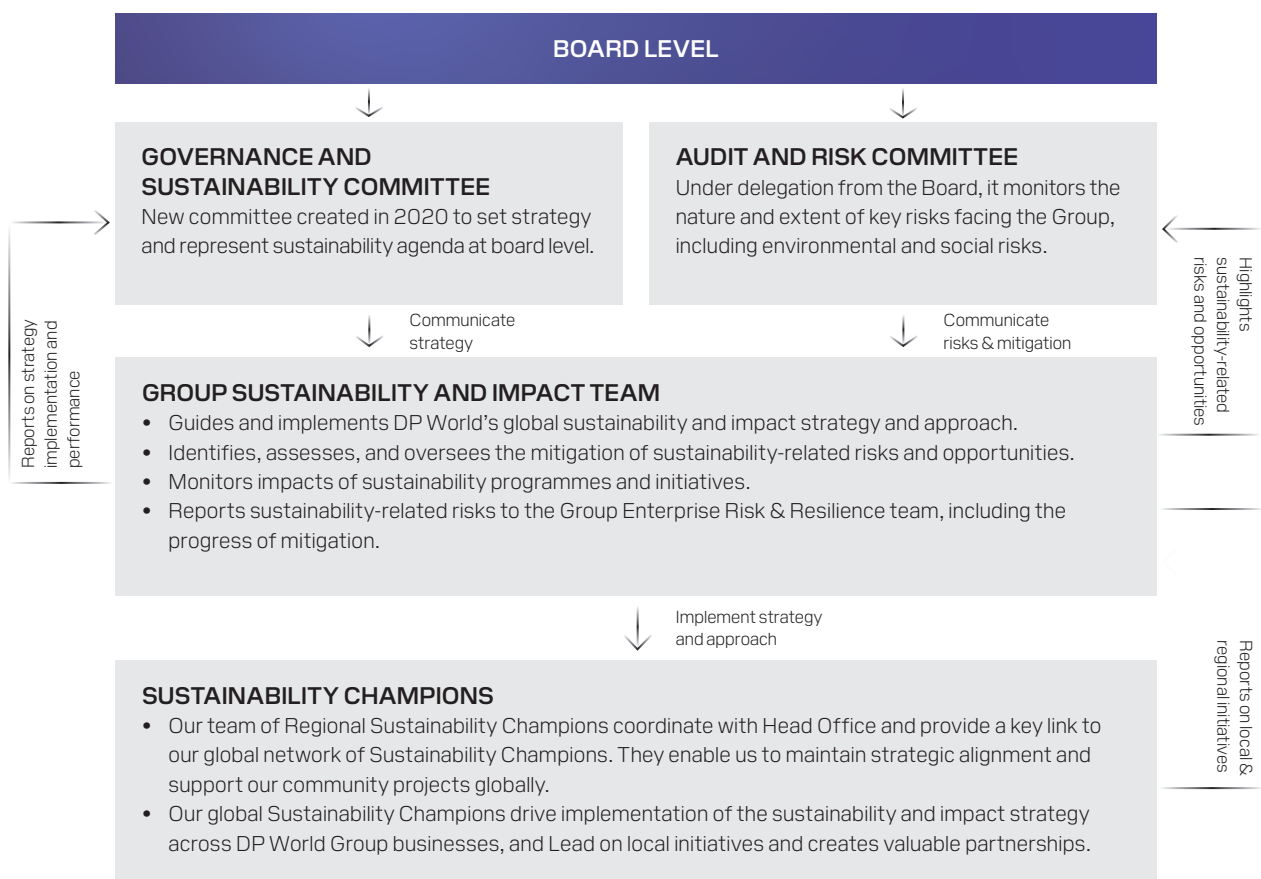
Risk management receives a Group-wide approach in the identification, assessment and prioritisation of risks. Our ESG commitment is now one of the key strategic risks that is regularly monitored and reported to Senior Management, the Audit and Risk Committee and the Board. ESG risks are made up of several components, including human rights and ensuring that we conduct ethical business activities.

The GSI team identifies, assesses, and supports the mitigation of sustainability-related risks and opportunities.

These are reported to the Group Enterprise Risk and Resilience team who are responsible for ensuring a consistent approach to risk management across the Group.

The Governance and Sustainability Committee reports on these various risk components to the Group Enterprise Risk and Resilience team, who are responsible for developing Group-wide consistent risk management frameworks. The Audit and Risk Committee monitors the nature and extent of key risks Group-wide, which now includes ESG risks. Further information on our key ESG performance metrics is provided in the ESG scorecard of this report, which you can find on page 36.

## SUSTAINABILITY MANAGEMENT FRAMEWORK



"GOOD GOVERNANCE IS CORE TO OUR BUSINESS. IT ENABLES US TO ACHIEVE OUR OBJECTIVES AND VISION AS A GROUP, WHICH IS TO LEAD THE FUTURE OF WORLD TRADE. AS PART OF OUR COMMITMENT TO GOVERNANCE, SUSTAINABILITY AND EFFECTIVE RISK MANAGEMENT, AND IN LINE WITH OUR STRATEGIC VISION, OUR GOVERNANCE AND SUSTAINABILITY COMMITTEE SUCCESSFULLY MANAGES ENVIRONMENTAL, SOCIAL, AND GOVERNANCE MATTERS AND OVERSEES OUR SUSTAINABILITY STRATEGY AND POLICIES."

**MOHAMMAD AL HASHIMY**  
DEPUTY GROUP GENERAL COUNSEL AND COMPANY SECRETARY — GROUP COMPANY SECRETARIAT

# COVID-19 RESPONSE AND HUMANITARIAN RELIEF

## CASE STUDY: HOLISTIC HEALTH CARE SUPPORT

2021 was of course still marked by the impact of COVID-19 globally and was felt by employees across the business.

Our concern, as ever, was to find the right balance between maintaining operating capacity and prioritising employee welfare. We continued to deploy additional resources, as we did in 2020, to help our global workforce cope with the stress and strain of the pandemic.

Notably, we continued to provide extended health benefits, including mental health hotlines, to several of our global operations in line with efforts initiated at the very beginning of the crisis in 2020.



## CASE STUDY: EXTENDING PRIMARY HEALTHCARE IN INDIA

DP World used five of its mobile medical vans, operating across villages in Mundra, Nhava Sheva and Chennai, to provide free medical check-ups and medication at the doorstep of the larger community. Helping over 120,000 beneficiaries in 9 months, this service significantly reduced out-of-pocket medical expenditures, at a time when earnings have been adversely impacted by the COVID-19 pandemic.

Accessing medical services without having to travel to clinics has also decreased the risk of contagion. As part of the effort, the DP World team launched an awareness campaign promoting the importance of vaccination and supported the local medical authorities with setting up accessible vaccination camps.



## CASE STUDY: FACILITATING THE MOVEMENT OF GOODS

DP World ports showed incredible resilience even during the depths of the pandemic by staying open to facilitate the movement of goods and allowing countries to secure access to vital food and medical supplies. All the while, we stood with our global communities in numerous ways that include but are not limited to:

- Converting a pier into a temporary hospital in the Philippines;
- Creating an education fund to cover staff shortages in schools in the United Kingdom;
- Delivering food boxes to the most vulnerable in India, Rwanda, Senegal and the UAE;
- Developing quarantine spaces in hospitals across Romania;
- Donating ventilators, PPE kits and hygiene products in Argentina, Ecuador, Egypt and Mozambique;
- Organising blood donation drives in Algeria and South Korea;
- Temporarily adopting animals from an understaffed zoo in Chile.





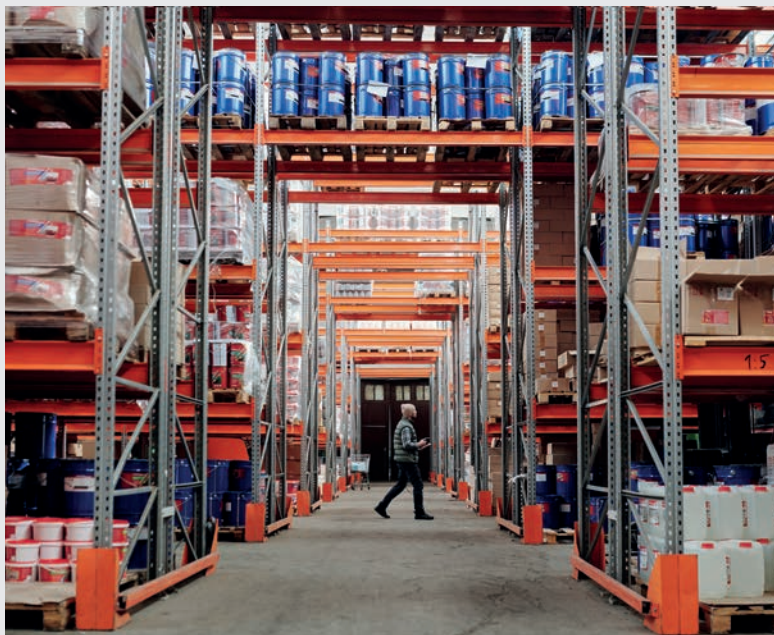
### CASE STUDY: THE LOGISTICS EMERGENCY TEAM

We are part of The Logistics Emergency Teams (LET) alongside Agility, UPS and Maersk which work together to support the Logistics Cluster led by United Nations World Food Programme. The companies join forces to provide pro bono support to the humanitarian sector during emergency response to large-scale natural disasters.

- At the outset of the pandemic, the Global Logistics Cluster formally requested the LET to activate their support to the Logistics Cluster community of partners.
- Throughout the past two years, LET members have provided information management, assets and transportation support to communities worldwide.
- DP World shared our expertise on how we use virtual reality to train logisticians in the operation hubs, for further use, and reviewed how humanitarian organisations that could apply this to train their own field staff.



- DP World, on behalf of the LET members, presented the additional value of bringing public and private partners together through digital transformation projects and preparedness activities at the 2021 Active Learning Network for Accountability and Performance (ALNAP) meeting.
- In addition to the support provided by the LET through the Logistics Cluster, members of the LET also contributed to the humanitarian and health response during the pandemic with a wide range of bilateral engagements and participation in a number of multi-stakeholder, public-private initiatives (read DP World's COVID-19 response through UNICEF in the next case study).



### CASE STUDY: DISTRIBUTING COVID-19 VACCINES

DP World has built a global partnership with UNICEF which supports the global distribution of COVAX medical supplies in low- and lower-middle-income countries, ensuring equitable, affordable, and sustainable access to COVID-19 vaccines for all.

In September 2021, the UNICEF Supply Division hosted the first workshop between DP World and UNICEF in the UNICEF SD HQs in Copenhagen.

The overall purpose of the workshop was to help build a strong and aligned partnership between DP World and UNICEF, and develop common and clear supply led goals that bring maximum value to both partners.

This partnership aims to support UNICEF's lead role in procuring and supplying COVID-19 vaccines and auxiliary vaccination supplies on behalf of the COVAX Facility, by using DP World's warehouse facilities in Dubai. So far, more than 250 million COVID-19 vaccines have been delivered to over 75 destinations by UNICEF.

In addition to this initiative with UNICEF, DP World also launched a vaccine logistics alliance with Emirates Airlines and Dubai Airports to speed up the distribution of COVID-19 vaccines around the world.



# OUR WORLD, SAFETY

**AT DP WORLD WE CARE ABOUT OUR PEOPLE. WE HAVE PUT IN PLACE A MULTI-YEAR STRATEGY – FOUNDED ON OUR HEALTH, SAFETY AND ENVIRONMENTAL (HSE) PILLARS – MANAGEMENT SYSTEM AND ASSURANCE PROGRAMMES.**

The Group Executive Safety and Environment Committee (“GESEC”) is the forum for ensuring regular oversight, guidance, and accountability across our group of companies. Our organisation is committed to our strategy and understands our goals can only be achieved by day to day leadership, engagement and accountability. Our Group Board has demonstrated the highest level of support and expects that we create a safe workplace for all.

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 DP World implements to protect people and the environment. Our Group HSE Management system applies to our people and contractors in entities that are under our operational control.

We continue to record and report on safety impacts within our businesses to the Board and senior management. This includes an Annual HSE profiling to identify and rate High, Medium and Low-risk entities across the portfolio. We have also recently completed a multiyear project that centralised and integrated 13 HSE online management applications to provide live performance tracking and consistent application of our standards across our businesses.

Operating entity leadership are responsible for on-site risk interventions, regulatory compliance and engagement of our people to create a safer workplace.

Our regional offices and group companies are responsible for providing ongoing monitoring and compliance with our greatest risks with a focus on continuous improvement.

Despite our efforts, 2021 was a difficult year for our business as we mourned the passing of eight colleagues. We are extremely saddened by this outcome and are especially sensitive to the long-term impact such loss has on the affected families as well as on our people, who have lost colleagues and friends.

DP World empowers its leaders and employees to improve HSE performance.

In 2021, we continued the roll-out of our SafeLeader training programme, with over 3,500 managers and supervisors trained online and a further 265 employees trained in 19 face-to-face sessions delivered in Europe, MEA and UAE regions. The objective of this training pack is to provide our people with an awareness of the term safety culture and the different stages of the journey to a ‘zero harm’ culture.

**“WE ARE COMMITTED TO SAFETY THROUGHOUT OUR GLOBAL OPERATIONS. OUR FOCUS IS TO PROVIDE ONGOING SUPPORT THROUGH OUR SYSTEMS, HSE LEADERSHIP, RISK REDUCTION, AND COMMITMENTS PROGRAMMES. OUR BUSINESSES WILL HAVE THE BEST AVAILABLE TOOLS SO OUR LEADERS CAN ACT CONSISTENTLY, ACCORDINGLY AND WITH ACCOUNTABILITY. WE WILL CONTINUE TO EDUCATE, MONITOR, SUPPORT AND GOVERN OUR SAFETY NEEDS TO PROACTIVELY SEEK A ZERO-HARM WORKPLACE.”**

**JASON PRATT**  
SENIOR VICE PRESIDENT, GROUP HSE



#### UN SDGs



#### UNGC PRINCIPLES

- Principle 1
- Principle 2

This includes reviewing the values, beliefs, attitudes and behaviours that influence safety culture, which can help shape the habits and fundamental behaviours of a highly effective SafeLeader.

DP World's efforts to implement mobile management systems for live HSE performance tracking and real-time management notifications enables senior management to have access to tools, such as dashboards and predictive analytics. This will enhance their ability to manage risk more effectively.

"Achieve through leadership accountability" is the focus for 2022 in accordance with our five-year HSE Strategy. Key initiatives include:

- Increased field-based risk assessment in our higher risk and new operations
- Health programme education and implementation
- External review of our HSE Strategy to identify areas of improvement
- Roll-out of Human factors training to understand why accidents happen
- Ongoing SafeLeader training and HSE Culture development





# OUR WORLD, SECURITY

**AS A LEADING GLOBAL SMART LOGISTICS PROVIDER, SECURING OUR SUPPLY CHAIN IS CRITICAL TO KEEP TRADE OPERATING SAFELY AND SECURELY.**

This means managing, reviewing and updating our security management systems to ensure long-term protection and resilience. This is achieved through the efficient integration and application of people, processes, and technology in our security operations.

Our key objective is to keep our people, assets, and business secure. We seek to provide a secure environment where our people and stakeholders can undertake seamless and uninterrupted business operations. People, processes, and technology are all integrated and leveraged in our security approach, aiming for resilient operations that can withstand disruptive events.

2021 saw the world beginning to awaken from a challenging time. The global pandemic, whilst still ongoing, wasn't as restrictive as we saw in 2020. Countries allowed travel to begin again, and global trade increased. With the world set to reopen in 2022, security remains of paramount importance.

Our approach has not changed over the last year. The DP World Group Security policy has continued to govern all security management across the portfolio, but 2021 has seen a shift in policy publishing timeframes to better serve business units, which was decided upon after receiving feedback from across the group.

DP World Group Security has continued to follow ISO 28000 (Specification for security management systems for the supply chain), and 41 business units have been certified to this standard.

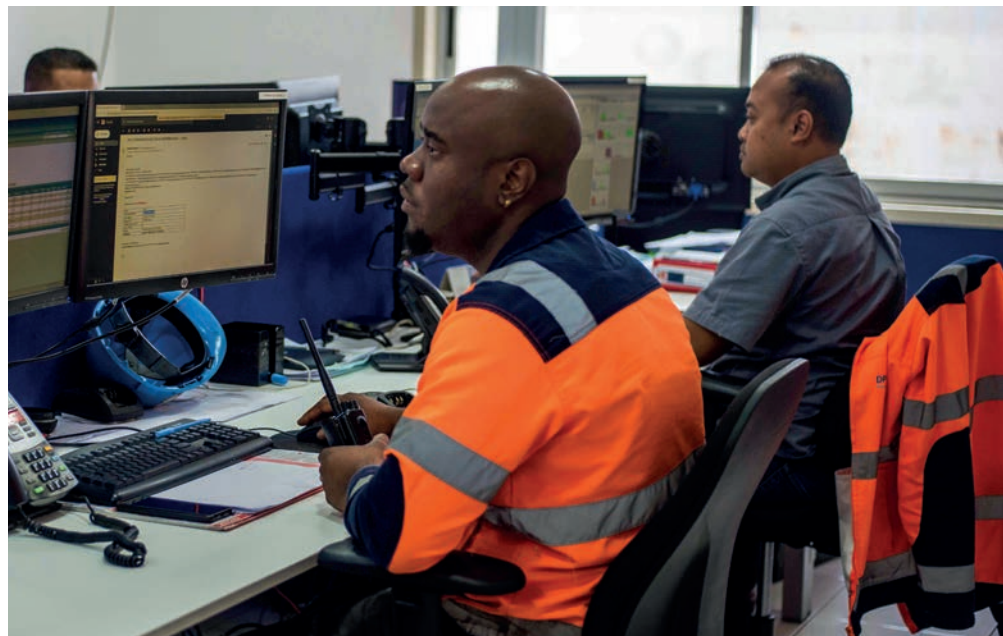
Due to restrictions in travel, both from Group Security and external consultants, ISO certification for selected business units was delayed. Despite these challenges around the implementation of the ISO standard, additional business units communicated their desire to conduct ISO 28000 certification in the coming year. We believe this management system provides a broad and flexible security framework, which individual business units can use to enhance their risk management, compliance, and emergency response capabilities.

Senior-level oversight of our Security approach includes our Chairman's review and endorsement of our cyber security policies, which are ever more important given the digitisation of our smart trade logistics strategy.

The Group Technology security policies apply to all employees and other stakeholders including contractors, suppliers, consultants and service providers, and any breach may lead to disciplinary action.

We have built upon our security incident reporting capacities, with a new incident reporting system. This new system allows an easier way for business units to report pertinent security incidents. Our security profile application allows a business unit to share with Group Security all relevant security management, risk management and compliance information related to the location.

With global travel being easier this year, Group Security has continued its onsite audits and security reviews.



#### UN SDGs



#### UNGC PRINCIPLES

- Principle 1
- Principle 2
- Principle 10

#### CASE STUDY: UNITED FOR WILDLIFE



DP World is The Principal Partner of the Royal Foundation's United for Wildlife (UFW) initiative, and has been partners with United for Wildlife since 2015, with the aim to support the end of the illegal wildlife trade across this region and prevent the exploitation of our ports and supply chains. We are a member of the UAE Transport Taskforce Steering Committee, which leads the initiative.

- DP World was appointed to lead the MENA Taskforce, which oversees the transport and financial taskforces in the region.
- Led the first workshop for the UAE United for Wildlife Transport Taskforce involving stakeholders from across the transport sector including Emirates, IATA, Dubai Customs and MOCCA.
- Launched a technical assessment of software that can prevent wildlife crime using artificial intelligence. The software will be development specifically for seaports. A working group will be established to oversee the development and execution process.

There is still a need to be conscious of fast-moving travel restrictions, and therefore a remote audit programme was implemented.

There have been some positive interactions with international security bodies. The Customs Trade Partnership Against Terrorism (CTPAT) and DP World Group Security met virtually throughout the year and have begun a process of security best practice sharing. Our existing relationships with other security bodies remain, and as travel becomes easier in 2022, there is an expectation that face-to-face meetings with other security agencies will occur. These will likely include meeting with partners from Authorised Economic Operator (AEO), an EU body and the United States Department of Energy.

We have continued to build our partnership with the United for Wildlife (UFW) initiative, which works with the transport and financial industries to break the chain in the illegal wildlife trade (IWT) between suppliers and consumers.

Having held virtual meetings and determined that there are significant best practice sharing opportunities, this initiative is set to grow in 2022 as we continue our efforts to disrupt wildlife trafficking.

In 2022, we will also prioritise further enhancements to the security applications – in line with other departmental applications – and work on the integration of the new businesses into Group Security Management System. We will also expand and enhance our risk management tools to cover new businesses and to ensure all threats are considered, assessed and mitigation strategies are in place at each BU level.

From a certification perspective, we will resume our ISO 28000 programme in 2022. Following a long period where face to face training was not possible, and online training was implemented for our global teams. We also look forward to scheduling an in-person 2022 Global Security Conference, which will enable the global security team to increase security awareness, train colleagues and share best practice and knowledge.



# OUR WORLD, WELLBEING

**WE HAVE A COMMITMENT TO WELLBEING THAT INCLUDES NOT ONLY PHYSICAL WELLBEING BUT ALSO INCLUDES MENTAL, SOCIAL, AND FINANCIAL WELLNESS.**

This commitment is not only a moral choice by the company; it also makes eminent good business sense. A workforce that knows its wellbeing is paramount to its employer is more likely to perform consistently at a high level, further ensuring success for our business partners globally.

We encourage open communication where employees feel supported and can seek help when required. Our whistleblowing hotline provides employees with an avenue to raise concerns anonymously. Our compensation system reflects local practice in each of the geographies where DP World operates, set against common market policy positions, ensuring equal pay practices. We provide comprehensive benefits for our employees, including medical and life insurance, and pension and retirement schemes, based on local legislative mandates. Our medical insurances also provide mental health benefits in certain regions.

With over 71,000 employees around the world, DP World works hard to build a culture that embraces this commitment to wellbeing across our global operations, with the belief that wellbeing should be the absolute core of all our businesses.

This commitment has never been more important given the ongoing emotional, physical, and financial toll of the COVID-19 pandemic.

Therefore, as a company, we are committed to supporting not just Group level wellbeing initiatives but also to empowering our local operational leaders to prioritise initiatives that make the most sense for our people in a certain location.

Regular communication and updates were provided on safety aspects relating to the pandemic. With the pandemic still impacting the global economy, our wellbeing targets naturally focused on ensuring vaccine provision for our staff and our broader stakeholders.

Based on some of the baseline assessments we conducted in 2020, we were able to roll out several global initiatives in 2021. We continued to refine our Coronavirus Response & Prevention Plan, installing preventive measures, and developing remote working options to enhance employee confidence that the company was doing everything to minimise COVID-19 exposure.

It is with these initiatives as background that some of our regions and group departments came up with great initiatives around employee wellbeing.

These included:

- UAE region held sessions on financial wellbeing and women's health
- DP World Limassol participated in the 'Movember' campaign to raise men's health awareness, together with P&O, in addition to several other physical and mental health initiatives
- Offices in Romania and Yarimca implemented initiatives focussing on mental health, nutrition and posture
- P&O Ferries and P&O Ferrymasters hosted bespoke sessions on physical and mental health topics, such as mindfulness, depression, burnout and suicide awareness
- Our Subcontinent (SCO) region partnered with several local companies to launch a holistic wellbeing programme for the region called Fit Sprint
- DP World Dakar held a wellness day for staff and their families
- DP World Kigali implemented its first mental health awareness month in October 2021
- MEA region launched the wellbeing month campaign in May 2021



#### UN SDGs



#### UNGC PRINCIPLES

- Principle 1
- Principle 2



#### CASE STUDY: PROJECT BOUNCE-BACK

Our Group Internal Audit (GIA) team implemented Project Bounce-Back, a unique and innovative departmental personal resilience programme introduced mid-pandemic to provide awareness, tools and techniques to further nurture and develop team members' personal resilience.

Project Bounce-Back is designed in the first instance to help colleagues to continue to excel regardless of the stressors or pressure they are being exposed to.

Designed in consultation with the Group People team, Bounce-Back aims to change the way we think about personal resilience within the organisation, and provides practical solutions to help internal auditors build their own resilience.

The project also aims to improve the visibility, availability, and accessibility of personal resilience resources to colleagues and drive a shift in perceptions and understanding of personal resilience as a subject.

Managed by the Enterprise Risk and Resilience team within GIA, the project forms part of a wider strategic aim to improve the overall resilience of DP World in partnership with Group People. The principle of 'resilient people lead to resilient teams which leads to a resilient organisation' underpins Bounce-Back and strongly supports the wider commercial and cultural aspirations of the business as well as being firmly in line with Our Principles.

Project Bounce-Back will continue throughout 2022, adapting and evolving as the team learns more about the challenges it faces, and the means to overcome them.

# OUR WORLD, ETHICS

**WE ARE COMMITTED TO IMPLEMENTING THE HIGHEST LEVEL OF GOVERNANCE TO TACKLE CORRUPTION, MODERN SLAVERY AND HUMAN RIGHTS ABUSES IN OUR OPERATIONS.**

At DP World, we believe that human rights are inherent to everyone. Ensuring that we enable smart trade in a responsible way is core to how we operate and change what is possible.

Stakeholder expectations from our materiality analysis have cited business ethics, integrity and human rights as critical areas of focus for any organisation. Corruption is a considerable obstacle to global economic and social development and has negative impacts on sustainable development. For companies, corruption obstructs business growth, affects company morale, escalates costs and can lead to serious legal and reputational risks.

DP World's 'Our World, Our Future' strategy is aligned with the UN SDGs so that our actions can contribute to a greater collective impact. Being a signatory to the UNGC and its ten principles means that we are committed to aligning our operations and strategies with these principles, and will conduct our business responsibly and ethically.

This section outlines our commitments and actions to uphold and respect human rights. Information on how we tackle anti-corruption is included under 'Risk Management' in the Annual Report 2021 on page 46 and in the Governance section on pages 80 and 81 of the Annual Report. An internal Human Rights Working Group was established in 2019, to safeguard human rights across our global business operations. The Human Rights Working Group reports to DP World's Governance and Sustainability Committee on the policies, initiatives and progress made on the human rights framework and

performance, and is comprised of senior members from Group Corporate Secretariat, Sustainability and Impact, Health, Safety and Environment, Procurement, People, Enterprise Risk and Security departments.

In July 2020, we issued our Group Human Rights Policy and Human Rights Statement, which was endorsed by our Chairman. This policy establishes a framework for the actions we will implement and informs our stakeholders of the position DP World takes on human rights. It applies to all entities under the operational control of the Group and all DP World Group employees. In addition, DP World expects its suppliers and contractors to uphold the key principles of this policy and adopt similar policies of their own. Our Human Rights statement is available [on our website](#).

A further policy sets out our zero-tolerance of modern slavery, human trafficking and child labour, and is applicable to both our own organisation and our suppliers. The policy upholds workers' rights to freedom of association in jurisdictions where it is legal. It outlines details of how our employees can report any concerns they may have regarding human rights. Our modern slavery and human trafficking statement is available [on our website](#). It outlines details of additional policies which include provisions on modern slavery, human trafficking, child labour and forced labour.

We also have a supplier self-assessment system in place relating to modern slavery and human trafficking as part of our vendor screening process.

We have 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.

We are committed to creating a working environment where our workforce feels valued. This commitment to fair treatment is reflected in our Group policies, which encompass guidelines concerning equal opportunities, anti-discrimination, anti-corruption, anti-bullying and harassment, working hours, working from home, employee grievance mechanisms and recruitment and selection.

We recognise and support the principles of the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights.

We also ensure we respect human rights and implement appropriate labour standards in the countries where we operate. In the development of our labour policies as a minimum, we ensure compliance with national and local laws and seek to exceed these where possible. In 2021, we conducted a global risk mapping exercise to assess our human rights risks across our business operations, reviewing 46 countries where DP World does business.

#### UN SDGs



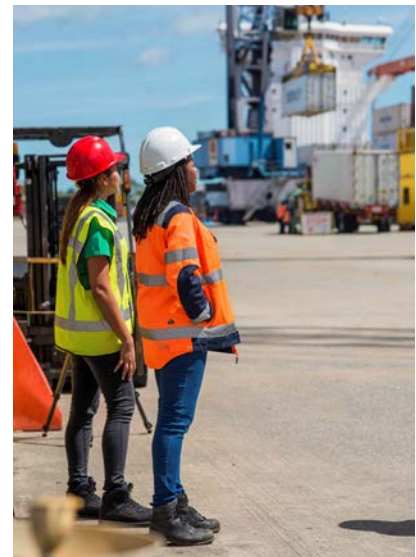
#### UNGC PRINCIPLES

- Principle 1
- Principle 2
- Principle 3
- Principle 4
- Principle 5
- Principle 6
- Principle 10

We also undertook a gap analysis of our policies and procedures to assess gaps with international best practice, including the UN Guiding Principles on Business and Human rights, to ensure the prevention, mitigation and if applicable, remediation of any adverse human rights risks, impacts and violations. We also rolled out a global human rights awareness campaign for our employees to re-emphasise the objectives of our human rights policy and programme.

For 2022, we have developed a mandatory human rights training module, which will be rolled out globally throughout the year. We will continue to embed human rights considerations within our business operations and internal policies and procedures.

To strengthen the Group's zero tolerance to fraud, bribery and corrupt practices, an online anti-bribery and corruption training course (available in multiple languages) has been rolled out to targeted employees, Directors and new joiners. The course provides an overview of the Group's anti-corruption policies and procedures; the importance of having an anti-bribery culture and its place in the Group's business practice; the consequences of breaching anti-bribery legislation; and how employees can report any suspicions of fraud and breaches of anti-bribery legislation.



## HUMAN RIGHTS



### 1. COUNTRY RISK MAPPING

Conducted mapping of the external risk environment to identify top human rights risks by issue for 46 countries. Provided an overview for each country highlighting key human rights risks that can impact DP World's operations.



### 2. HUMAN RIGHTS FRAMEWORK GAP ANALYSIS

Review and gap analysis of our policies and procedures against international standards and best practice.



### 3. AWARENESS AND TRAINING

Conducted a human rights awareness campaign for employees on our human rights policy and programme objectives.



# OUR WORLD, COMMUNITY ENGAGEMENT

**WE ARE COMMITTED TO CORPORATE CITIZENSHIP VIA INITIATIVES THAT HAVE TANGIBLE AND MEASURABLE IMPACTS THROUGHOUT THE COMMUNITIES WHERE WE OPERATE.**

Our Community Engagement strategy guides us as an organisation to strategically invest in our communities through partnerships and alignment with the UN SDGs. We take a data-driven approach to tracking and measuring performance, providing global guidance whilst allowing local variation to maximise the impact and benefit we bring to local communities. This focus on data can be tracked via the key metrics we report in our ESG Scorecard on page 36. Our community strategy is focused on areas that are most relevant to our business.

DP World's commitments are overseen by an internal Charity Committee, which reviews and supports the investments made by the Group's Head Office and business globally. We drive integrity in our community investment measurement processes. Our community impact is measured via the help of third-party assessment tools developed by the Business for Societal Impact (B4SI) framework, which ensures objective measurement and monitoring of our engagement efforts. Our investment data is reviewed and assured annually against this standard.

In 2021, we invested US\$ 13.2 million in community investment projects, an increase of 41% since 2020. In total we reached over 312,000 beneficiaries across our community investment projects supporting over 718 partners and NGOs.

Over US\$ 1.9 million was invested in women's projects, an increase from US\$ 1.5 million last year, reaching more than 160,000 women in projects within their communities, over the 100,000 target per annum set.

These include five focus areas of:

Education	We aim to address the needs around education infrastructure, industry exposure & logistics opportunities for people between the ages of 0 – 25. This will focus on digital skills, innovation, talent pipeline and inclusion of girls and women.		See pages 30 to 33.
Health	We recognise that access to healthcare is a universal right and want to help when we see a gap. We support the most pressing local health needs in non-communicable diseases, medical facilities and clean drinking water.	 	See pages 8 and 9.
Wildlife protection	We aim to help eliminate illegal wildlife trade (IWT) as well as support wildlife conservation projects that ensure animals remain safe in their habitat and we support local communities to protect wildlife.		See pages 13 and 21.
Oceans	Our focus is on restoring and enhancing the oceans over the next 10 years in line with the UN Decade of Ecosystem Restoration. We are investing in ocean restoration projects like blue carbon initiatives, particularly mangrove planting, which absorb carbon and build coastal resilience to sea-level rise thereby supporting our communities		See pages 20 and 34 to 35.
Emergency relief	We work to provide logistical support in emergencies through the Logistics Emergency Team (LET). We also invest in our communities to help build their resiliency to natural disasters, respond with direct financial or in-kind support during an emergency and support infrastructure repair in the aftermath.		See pages 8 and 9.

Women



Across every community programme we also apply a gender lens. This means thinking about how women and girls are being supported in the programme and ensuring that women and girls will not be discriminated against and that there are real benefits.



#### UN SDGs



#### UNGC PRINCIPLES

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

COVID-19 had a huge impact on the number of education beneficiaries reached, with a large number of projects being delayed until 2022 and causing national school closures for weeks and sometimes months. Many schools restricted field trips, extra-curricular activities and external speakers visiting for large parts of the school years across all regions.

In 2021, we reached around 32,000 student beneficiaries through our education programmes, compared to the 200,000 targeted. Of those we did reach, we maintained a consistent gender divide with 52% female and 48% male, across the 76 projects on education globally.

In terms of volunteering, we recorded 43 volunteering initiatives across 40 Business Units. Over 2,100 employees volunteered to contribute approximately 10,000 working hours.

Our global network of Sustainability Champions ensures the 'Our World, Our Future' strategy is interpreted and implemented at a regional/local level across our business and serves as the catalyst for implementing our community strategy at a local level.

Over 30 of our champions are Certified Community Practitioners by B4SI. During this year we also hired our first Community Investment Manager to develop and support the growth of the community strategy and this has enabled us to take on more and larger global partnerships than we have ever before.

In 2021, we also launched a new portfolio of partnerships to complement our local approaches across the community strategy. These include the ZSL, The Maiden Factor and the Jane Goodall Institute Roots & Shoots programme (see Education section on page 32 and 33 for details on The Maiden Factor and the Jane Goodall Institute Roots & Shoots).

Throughout 2021, we also sought to increase reporting of community impacts against the UN SDGs, and were able to support over 5,000 women, across 43 women empowerment projects, and reach over 30,000 students through our community education projects.

This year, we developed a new Charity Partnerships Policy, to set out DP World's approach to Group-wide charity partnerships including cash, in kind and pro-bono support and create a governance structure to support the Charity Committee. DP World is now well positioned to prioritise and direct its community contributions to projects and organisations that align with its sustainability goals and the UN SDGs.

#### REGIONAL CHAMPIONS

Coordinating efforts with Head Office are our team of Regional Sustainability Champions, who provide a key link to our global network of Sustainability Champions. Through regular communications they enable us to maintain strategic alignment and support our community projects globally.

In 2022, we aim to expand our programmes by increasing our investment across the community themes and leverage our existing partnerships to drive community impact. This will entail expanding into new partnerships to support women equality including digital divide in education. We will also develop a training programme to support upskilling efforts of our global Sustainability Champions.

We view community engagement as a long-term commitment, in line with our ambition to change what's possible, moving beyond the scope of community investment to include emerging areas such as 'Business Innovation for Social Impact' and 'Procurement for Social Impact'. These two new routes demonstrate social impact whilst also meeting commercial objectives, and our social innovation looks at developing and implementing solutions to solve social or environmental issues.



# OUR WORLD, COMMUNITY ENGAGEMENT

## OUR STRONG NETWORK OF GLOBAL SUSTAINABILITY CHAMPIONS CREATE POSITIVE IMPACTS LOCALLY THROUGH ENGAGEMENT WITH PARTNERS, HOST COMMUNITIES AND OUR EMPLOYEES.

### CASE STUDY: THE IFRAJ FOUNDATION



DP World joined forces with The Ifraj Foundation in 2020, to conduct a complete structural rebuild of Birikau road in Pemba, Zanzibar, in order to provide local communities with access to basic services and markets. This 4.5 km road will stretch through six adjacent villages, which consist of over 420 households.

As of 2021, the road has been cleared, prepared, drains dug and base layers have been completed. This project is set to complete in 2022 and is already demonstrating impact to the local community.

“Prior to the construction of the new road, we would not receive a lot of students in classroom. The number of absentees was very high, as the students could not reach the school safely. For the few that managed to make it to school, they would show up covered in mud and would be sent back home. We are hoping that upon completion of the road, our students will not have the obstacles of reaching to school and miss out on their education.”

*Abdalla Mohammed Abdalla,  
School Headmaster,  
Birikau Secondary School*

### CASE STUDY: DP WORLD CONTINUES TO SUPPORT UAE FISHERIES

Since 2008, P&O Marinas have been responsible for the maintenance and development of four UAE based harbours, Jumeirah 1, Umm Suqeim 1 and Umm Suqeim 2 and Al Hamriya Marina Apart. Offering 567 pontoons, with a dry berthing facility spanning 367 parking spaces, this holistic package also includes warehouses to store fishing tools, seamen accommodation, fuelling stations, boat repair workshops, complimentary utility services and security management. In total, P&O Marinas supports 677 fishermen, who account for 84% of Dubai-based fishing license holders registered with the Ministry of Climate Change & Environment, contributing to 10% of the emirate's total fish supply.

P&O Marinas also runs educational and volunteering projects in the fishing harbour facilities to raise awareness about the importance of ocean protection, community engagement, maritime safety, and fishermen's wellbeing.

Most recently, as part of the UAE's Volunteer Diving Week, fishermen collaborated with local divers to clear offshore waste and remove derelict fishing gear. This aligns with DP World's responsible business practices, as part of the 'Our World, Our Future' sustainability and impact strategy, including the commitment to ocean enhancement and our community engagement focus areas.



#### CASE STUDY: SUPPORTING WILDLIFE JUSTICE IN KENYA



Our partnership supports the strengthening of wildlife justice in Kenya, making sure that the judicial and law enforcement system is trained and equipped to tackle the illegal wildlife trade.

- Training 300 prosecutors, magistrates, and scene of crime investigators.
- Convened 30 Kenyan government agencies to confirm the scope and mandate for new Know Your Customer protocols.
- Enabled the interception of 7 cases of illegal wildlife trade in Kenya, involving about 45 pieces of elephant ivory weighing approximately 153.08kg.



#### CASE STUDY: SUPPORTING WILDLIFE RANGERS ACROSS AFRICA



From the plains of the Serengeti to the rainforests of the Congo Basin, DP World and Tusk are working side-by-side towards a future in which people and wildlife can both thrive across Africa.

- We provided funds towards the Wildlife Ranger Challenge, a 21 km race across the varied and challenging terrain of Africa's Protected Areas.
- The Wildlife Ranger Challenge raises money to support rangers across Africa.
- There were 125 participating teams, supporting over 8,000 rangers across 24 African countries, and subsequently 45 endangered species.



#### CASE STUDY: ZOOLOGICAL SOCIETY OF LONDON



We joined forces with the Zoological Society of London (ZSL) in 2021 to drive meaningful, global action that will have a measurable impact on animal and habitat conservation to help safeguard our planet.

- Planning and mapping a project to launch in 2022, working with communities to restore mangroves in the Philippines.
- Scoped and identified a project to develop best practice around the illegal wildlife trade. We also support their 'Extinct in the Wild' campaign, as well as other conservation initiatives.





# OUR WORLD, CLIMATE CHANGE

**WE ASPIRE TO NOT ONLY BE THE LEADER IN GLOBAL SMART TRADE LOGISTICS BUT ALSO TO CONTRIBUTE MEANINGFULLY TO THE FIGHT AGAINST CLIMATE CHANGE.**

We have made specific commitments to be a net-zero carbon enterprise and we are committed to achieving this by 2040.

Our decarbonisation strategy consists of an overarching plan across all divisions (ports and terminals, logistics, economic zones, and marine services) that perform diverse activities. Our ports and terminal division is making steady progress, by following the strategy of maximising efficiency, equipment electrification, supply of renewable electricity, low carbon fuels and carbon compensation. Based on these five pillars of the decarbonisation strategy, capital investments will be targeting equipment change-out, investments in renewable energy assets, blue carbon initiatives and carbon offsetting. This strategy is also in line with the Science Based Targets Initiative (SBTi).

We will be enhancing our carbon disclosure further as a result of ongoing efforts to capture Scope 3 emissions assessment for DP World Group, and we have continued to develop a methodology for calculating Scope 3 Emissions, across all business units. We will be working with this data to establish a Scope 3 mitigation strategy and determine whether the magnitude of the Scope 3 emissions meet the criteria to be included in the SBTi validation.

DP World also has plans to work on further refining its business strategy to enable

a 'Grow Green' execution throughout the group. The end goal is to decouple business growth from carbon footprint growth and embed carbon intensity and environmental footprint considerations in investment decisions.

## 2021 HIGHLIGHTS

Major initiatives for us in 2021 continued to focus on both customer-facing initiatives as well as Group level workstreams. At the customer-facing level, we developed a platform that operates as a carbon footprint estimator. This enables our customers to track their emissions and enhance their own reporting needs for their stakeholders.

From an internal perspective, we have started the development of a renewable energy register, which maps electricity sources across all operating entities. It identifies where renewable energy is utilised (via self-generation, Power Purchase Agreement or green tariffs), at what cost and where opportunities exist to increase the renewable energy share. This register will help guide our priorities for the future decarbonisation efforts of our portfolio.

2021 was also an important year for our waste management strategy implementation, aiming to prevent and reduce the amount of waste we generate and to recycle and cover the remaining

waste. DP World also established plans to eliminate the use of plastic bottles by 2023.

## POLICIES AND INTERNAL TRAINING

Our goal is to make sure the environment is protected and enhanced wherever possible. We operate in a range of different environments around the world, and we strive to reduce the environmental impact of our operations through rigorous planning and management. Group environmental guidelines are in place, which address important aspects for environmental risk mitigation and ensure legal compliance.

DP World also takes employee training extremely seriously and we are able to leverage our People department's Learning & Development System to embed an Environmental Assessment Course for key internal stakeholders, including local project managers, Heads of Business, HSE managers and Operations / Engineering representatives.

This module trains participants on the environmental guidelines the Group have set for Environmental Assessments of new developments, significant works, or acquisitions globally.





#### UN SDGs



#### UNGC PRINCIPLES

- Principle 7
- Principle 8
- Principle 9

#### CASE STUDY: FIRST NET ZERO TERMINAL – DP WORLD'S ROTTERDAM WORLD GATEWAY

We are proud to report that in 2021, our terminal Rotterdam World Gateway (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 green innovations and technologies, such as automatic stacking cranes that capture and regenerate their own energy, and Automatic Guided Vehicles (AGVs) that operate on green electricity. Since gaining control of the operation in 2016, DP World implemented several steps in line with its global decarbonisation strategy: to first reduce absolute emissions as much as possible, then focus on replacing fossil fuel with renewable energy resources, and finally purchase offsets for the hard to abate remaining emissions.



Our commitment is achieving net zero carbon emissions by 2040, with intermediate target of 28% reduction of carbon footprint by 2030.



# OUR WORLD, CLIMATE CHANGE

## KEY FIGURES AND 2022 TARGETS

DP World continues to participate in the CDP (formerly the Carbon Disclosure Project) and achieved a leadership score of A- for our 2021 CDP climate change response. Our Green House Gas (GHG) emissions inventory is verified annually by a third party, in accordance with ISO 14064:2006. Our combined efforts are highlighted in the ESG Scorecard provided on page 36.

For 2022, our targets include the development and roll-out of a water strategy including wastewater. Our waste KPI for 2022 is to show a 4% increase in reclaimed waste from the total generated waste in 2021 across the Group.

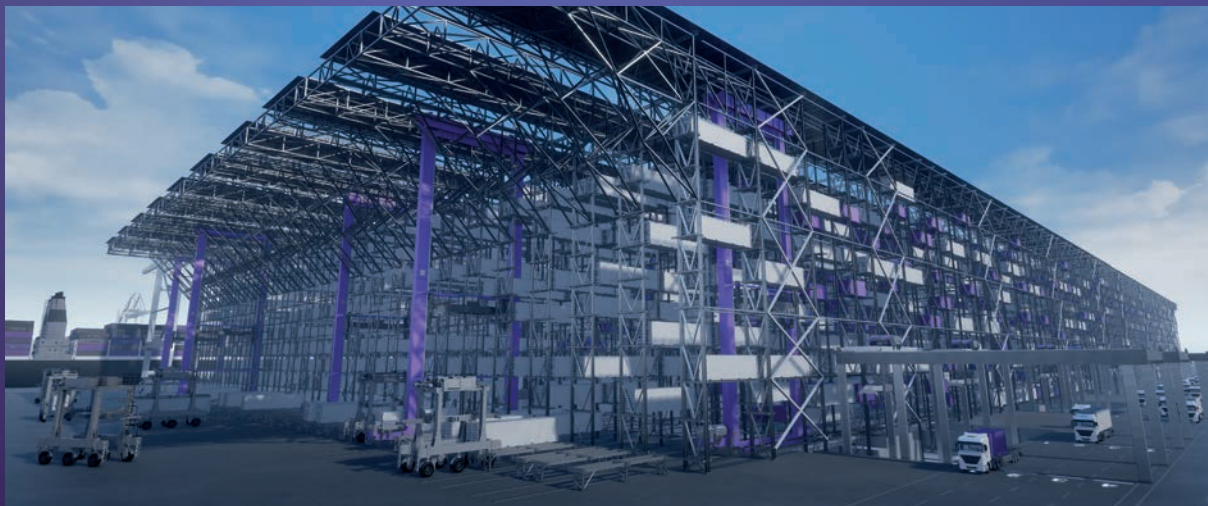
In 2022, our Energy and Carbon KPI will be:

- 3% reduction in absolute CO<sub>2</sub> emissions across the Group
- 5% reduction in intensity CO<sub>2</sub> emissions across the DP World Ports & Terminals
- 2% increase in green electricity on 2021 results across the Group

This builds on the progress we made in 2021 including:

- Achieving 18% renewable electricity share at Group level, +5.6% in 2021 from 2020
- Achieving 13.3 emission intensity (kgCO<sub>2</sub>e/ModTEU) from Ports & Terminals business, -9% in 2021 from 2020

These combined efforts demonstrate our continued focus on reducing both absolute emissions as well as carbon intensity, in line with the recommendations for climate change mitigation made by the Intergovernmental Panel on Climate Change (IPCC).



## CASE STUDY: BOXBAY SYSTEM AT JEBEL ALI TERMINAL

We always encourage our local teams to look for ways in which they can have maximum impact on the environment in the regions where they operate. This starts right at the heart of our historical home - our Jebel Ali Terminal. This is where we are piloting the Box Bay system, designed sustainably with a power supply source from solar panels.

This high bay storage system reduces, by nearly 70%, the land area needed to support terminal operations, and increase yearly yard throughput per hectare. With the use of this disruptive technology, the patented design and rack structure 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.










“WE CONTINUE TO MAKE SIGNIFICANT COMMITMENTS TO HELP COMBAT CLIMATE CHANGE AND HELP PRESERVE THE ENVIRONMENT. SEVERAL OF OUR ACHIEVEMENTS IN 2021 REFLECT OUR ONGOING FOCUS ON PUSHING THE AGENDA FORWARD AND ON PROVIDING TANGIBLE EVIDENCE OF OUR PROGRESS. WE EXPECT THAT OUR 2022 INITIATIVES WILL FURTHER DEMONSTRATE THAT DP WORLD IS COMMITTED TO CHANGING WHAT IS POSSIBLE IN THE GLOBAL BATTLE AGAINST CLIMATE CHANGE.

**RHONA HUNTER**  
VICE PRESIDENT, CARBON REDUCTION  
& ENVIRONMENT, GROUP HSE

## REDUCTION PILLARS

Our approach to decarbonise our operations through implementing current and future reduction measures are grouped into five pillars.

	 <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>
AMBITION	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
WE WILL ACHIEVE THIS BY	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, PEOPLE DEVELOPMENT

**WE MADE A PERMANENT COMMITMENT TO CONTINUOUSLY INVEST IN OUR PEOPLE, SO ALL EMPLOYEES CAN DEVELOP AND MAINTAIN CUTTING-EDGE KNOWLEDGE THROUGHOUT OUR GLOBAL OPERATIONS.**

This commitment means that at DP World, learning has no endpoint. Our goal is to attract and retain the best talent and to offer continuous personal development opportunities to enable our people to grow and thrive.

Every year, we are looking to deliver more than the last. Smarter solutions. Better technologies. Operational firsts. Deeper customer insights and service levels. As such, offering continuous development opportunities sets us on those paths as we equip our talent with new knowledge and skills.

Our approach is rooted in Our Principles, which guide our overall management of people philosophy globally. We embed the principles in our flagship training programmes such as Lead@DPWorld,

which can be delivered to employees with leadership or line management responsibilities.

DP World made significant progress on its Inclusion and Diversity (I&D) agenda in 2021. Our Chairman launched International Women's Day in March with a series of internal announcements and commitments, including appointing the Group's first dedicated I&D manager. We capitalised on the momentum of this initiative and followed up in November with workshops addressing unconscious biases for our all employees – these workshops were attended during the entire month and attracted a record number of participants. We also continued to invest in other key areas of our people management agenda in 2021. DP World invests heavily in functional training, digital learning and

operational training partnerships to give us a competitive advantage as we contribute to shaping the future of smart trade. Throughout the year, we delivered training via our DP World Hub, to 8,343 employees via a total of 41,229 online training hours globally, representing 24,787 courses completed for the year.

Our efforts to ensure Leaders and HR business partners understand and lead in improving the quality of our talent conversations were furthered via the online availability of our talent frameworks and policies on our Connexions intranet.

In 2022, we intend to roll out several initiatives to deliver on our People Development goals. This will include concrete training programmes and materials, including a commercial and

## CASE STUDIES: HOW WE HELP OUR PEOPLE TO GROW – SUCCESS STORIES FROM AROUND THE WORLD

[Assane brings his expertise to our ports across Africa](#)

[Amna Ghanem keeps trade moving at Jebel Ali](#)

[Hibo Abdillahi creates sustainable impacts in the communities where we operate](#)

[Luisa M. Ornela received a Certificate of Appreciation for her excellent service and involvement in our career development programme](#)





UN SDGs



UNGC PRINCIPLES

- Principle 1
- Principle 2

**8,343**

**Number of employees who attended DP World Hub programme**

**24,787**

**Number of online courses completed**

**41,229**

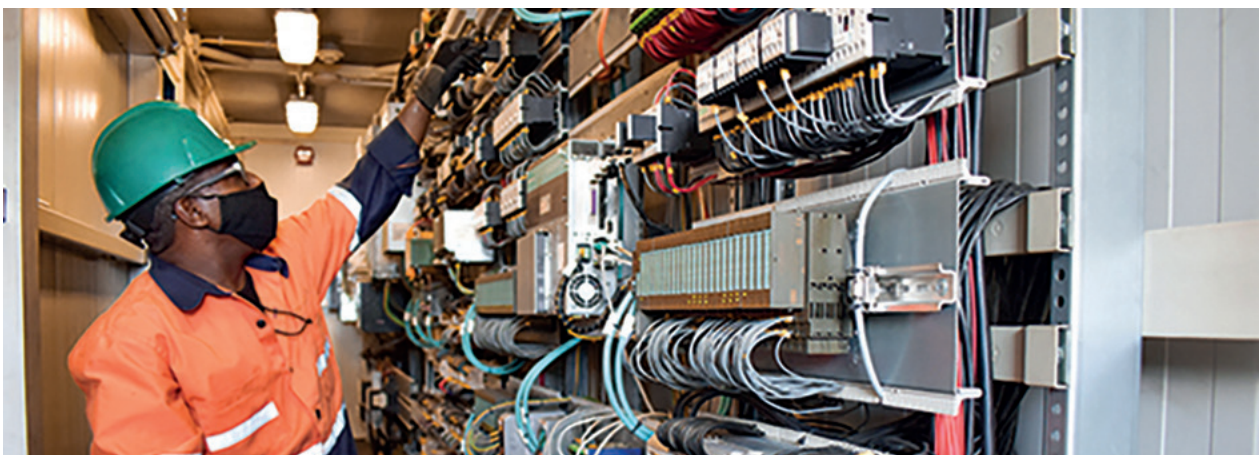
**learning hours delivered to 8,343 employees**

IT Academy – with a focus on delivering business content to support our commercial and IT functions. This goes hand in hand with our Culture Shaper Toolkit – which leverages our stated commitments on business strategy, leadership capability, and employee connection and involvement to help shape DP World Culture.

We also expect that in 2022, our revised implementation roadmap will promote a more strategic and thoughtful way of designing and implementing the ‘Our Principles’ journey in each region and business unit.

We will also conduct quarterly ‘Lead Connect’ global events designed to bring graduates of the Lead@DPWorld programme together to add depth in relevant leadership topics and provide a platform for leaders to build their internal networks.

Last but certainly not least, our 2022 targets include significant enhancements to our I&D efforts, including the potential launch of internal KPIs to track our progress against goals, as well as the launch of employee training on unconscious bias.



“OUR COMMITMENT TO INVESTING IN OUR PEOPLE HAS REMAINED STEADFAST THROUGHOUT THE PANDEMIC. WE KNOW THAT DEVELOPING THE SKILLS OF OUR PEOPLE HAS A DIRECT IMPACT ON OUR ABILITY TO DELIVER SMARTER TRADE SOLUTIONS FOR OUR CUSTOMERS. WE WILL CONTINUE TO INVEST IN THEIR DEVELOPMENT AS WE CONTINUE OUR FOCUS ON CHANGING WHAT IS POSSIBLE.”

MAHA ALQATTAN  
GROUP CHIEF PEOPLE OFFICER & CHIEF SUSTAINABILITY OFFICER

# OUR FUTURE, WOMEN

## WE CONTINUE TO INVEST IN SUPPORTING WOMEN GLOBALLY AS PART OF 'OUR FUTURE'.

We have the dual goal of creating valuable career opportunities for women within our Group as well as making a long-term impact on girls' career choices in the communities where we operate. In 2021, we made significant investments in our own operational initiatives, with several landmark moments throughout the year. Our gender equality statement provides a clear vision for every business unit on how to approach gender equality. DP World signed the UNWEP in 2015 and has strived to implement change in terms of women's representation across the Group ever since.

2021 saw good progress as female employee representation across the Group rose, from 8.9% in June 2020 to 14.4% in December 2021. While this rate of improvement has been majorly driven by the addition of new entities to the DP World portfolio, we have also implemented several women-oriented training programmes to help facilitate women's development and progression within the company. That said, there is clearly a large proportion of untapped female talents and skills at the global level, and we will continue to work towards addressing this gender balance.

We made a significant start to our 'Women' focused efforts in March, with the launch of a series of initiatives and workshops for International Women's Day. Our Chairman led the effort via a list of commitments the Group was undertaking, both in terms of training initiatives and dedicated resource allocation for Inclusion & Diversity at the Group level.

We followed up in November with another series of workshops, made available throughout the month for women Group-wide in a virtual setting.

We currently have 12 active women networking groups across the company, which were set up in November 2019 as part of Inclusion & Diversity (I&D) month, to ensure a diverse and inclusive workplace. Additionally, we launched a series of management training modules for women at several levels of the organisation, from middle management to more senior roles to help them prepare for the responsibilities that come with career progression. Examples include:

### 'OWN YOUR POWER' TRAINING

This was a 90-minute training session, which was attended by 453 female participants from across the organisation. This programme enabled participants to:

- Demand feedback to enable continuous improvement and growth
- Foster an inclusive and supportive workplace culture, by encouraging clear accountability and taking credit for accomplishments, as well highlighting other women's ideas and contributions
- Identify and confront occurrences of subtle gender bias in the workplace

### MENTORHER

Our annual Global Mentoring programme gives women in the business access to senior mentors, to help advance their careers. In 2021, 204 mentees and 147 mentors from across the Group participated in the programme.

### SENIOR WOMEN LEAD@DP WORLD:

The Women Lead@DP World Advanced aims to support our Senior Women Managers to increase their impact and contribution in their roles and future career aspirations. It is a first of a kind programme at DP World. The programme comprised 8 modules, with line managers sessions, group and individual exercises, delivered virtually in a period of 6 to 8 months. In 2021, our first set of 24 senior female managers participated in the programme.

### WOMEN LEAD@DP WORLD

The Women Lead@DP World Intermediate programme aims to support female managers to increase their impact and contribution towards their current roles and future career aspirations. The programme was delivered virtually within 6 months. In 2021, we had 21 participants in this programme. This year, we also hired a full-time I&D Manager, who will lead the I&D strategy at the Group level to further improve our diversity metrics.

For 2022, our plans and targets include the continued application of the UN Women's Empowerment Gender Gap Analysis Tool to conduct a self-assessment of our performance, to further increase our performance score. We also plan to develop global KPIs for female recruitment, representation and retention.

We plan to launch relevant global policies in 2022 to foster inclusion and harness a conducive work environment for all colleagues at various levels. A new training programme will be launched called Women on Board, which aims to develop a new generation of women to serve in DP World Companies across the world.

#### UN SDGs



#### UNGC PRINCIPLES

- Principle 1
- Principle 2
- Principle 6

Designed for senior women in the organisation, it will equip them to manage the challenges of first-time board membership, through cases, lectures, mentoring and coaching support. This programme will be launched in March 2022.

And lastly, our Chairman will show his official support to the United Nations global solidarity movement for gender equality – the HeForShe initiative – by being the HeForShe champion for DP World. We will also be signing the gender balance pledge in partnership with the UAE gender balance council.

**14.4%**  
**Global % female employee representation**

**147**  
**MentorHer mentors**

**204**  
**MentorHer mentees**

**12**  
**Number of WNGs**

**21**  
**Women Lead@DP participants**

**24**  
**Senior Women Lead@DP World participants**

#### CASE STUDY: HIRING FIRST FEMALE INTERNAL TRANSFER VEHICLE OPERATOR IN MOZAMBIQUE

DP World's Maputo Terminal made history by hiring the first female Internal Transfer Vehicle (ITV) Operator at the terminal. Arlindo Macamo, Terminal Operations Manager, said: "We are delighted to have hired Sandra Toveia

and Quiama Siteo, who join our growing team of Internal Transfer Vehicle Operators. We look forward to giving them a platform so, together, we can inspire more women to become part of our thriving industry." DP World firmly believe in equal opportunities, and that women should be an integral part of all teams, in any sector of activity, including logistics and ports, contributing to an environment of inclusion.



"WE HAVE MADE A LONG-TERM COMMITMENT TO INVESTING IN OUR FEMALE TALENT ACROSS THE GLOBE, WHILE ALSO LOOKING TO CONTINUOUSLY BECOME A MORE ATTRACTIVE EMPLOYER AND INDUSTRY OF CHOICE FOR WOMEN. IT WAS EXCITING TO SEE SO MANY INITIATIVES GROW AND DEVELOP IN 2021, MADE POSSIBLE BY OUR LEADERSHIP'S ONGOING AND DIRECT ENGAGEMENT WITH THE ISSUES, BUT WE ARE AWARE MUCH MORE REMAINS TO BE DONE. WE LOOK FORWARD TO MAKING FURTHER PROGRESS IN 2022, AND TO UPDATE ON OUR ADDITIONAL PROGRESS IN NEXT YEAR'S REPORT."

**BERRY LUMPKINS**  
VP LEADERSHIP & TALENT DEVELOPMENT



# OUR FUTURE, EDUCATION

**EDUCATION IS A KEY LEGACY AREA FOR DP WORLD UNDER THE OUR WORLD, OUR FUTURE SUSTAINABILITY AND IMPACT STRATEGY, AS WELL AS A KEY THEME FOR OUR COMMUNITY STRATEGY.**

In line with the UN's SDG4 – Quality Education, we have developed an ambitious ten-year global education strategy, which will work across three core themes identified below:

- Industry Exposure
- Education infrastructure
- Logistics opportunities

The strategy will encourage exploring opportunities to enable marginalised children to access quality education across our communities, as well as engage and inspire students on global trade and logistics. We will also launch our new Global Work Experience Programme aimed at young people aged 16-22 years, supporting the development of transferable skills for future employment.

Building on DP World's previously successful Global Education Programme (GEP), from 2022 onwards, we plan to roll out the next phase of the programme (GEP V2.0), which aims to encourage 10,000 of our employees to volunteer in education projects by 2030. We will also explore options on how we can harness technology to better educate young people, increase digital literacy and encourage collaborative learning. We plan to launch the Global Education Programme V2.0 to reach 200,000 students next year.

This strategy supports the development of digital and human skills, alongside Science, Technology, Engineering, Arts and Mathematics (STEAM) and will ensure gender equality is embedded across all projects.

We strongly believe everyone should have access to quality education and that gender should never be a determinant of success or capability.

In 2021, we launched two large global partnerships based on this new education strategy – the Jane Goodall Institute and The Maiden Factor. We also invested a total of US\$ 4.2 million on educational projects globally.

During Expo 2020 Dubai we hosted local schools and universities at the DP World Pavilion. The objectives of the Education Programme are all underpinned by DP World's education strategy. The Education Programme primarily focuses on industry exposure but also seeks to open up logistics opportunities.



#### UN SDGs



#### UNGC PRINCIPLES

- Principle 1
- Principle 2

The framework is divided into three areas:

- The Universities Programme – focuses on tours, career talks, career and skills workshops, webinars, hackathons, and DP World’s own CTO Programme (Certificate in Terminal Operations).
- Hope for Conservation – In partnership with ZSL, Expo 2020 Dubai and Edinburgh Science, we hosted a Conservation for Hope event at our pavilion on the theme of ‘Advancing Best Practice in Wildlife & Biodiversity Conservation’. We brought together expert conservationists and private sector representatives to highlight effective, replicable, and scalable interventions and solutions to protect global biodiversity.
- The Schools Programme – Highlights our FlowLab educational initiative at the DP World Pavilion. The FlowLab provides students with an immersive experience, using a combination of interactive technology, physical props,

and special effects to depict the future of DP World. It challenges students to work in teams to implement new technology.

We participated in thought leadership platforms such as the Rewired summit, and co-hosted a dinner event with the Global Business Coalition for Education, with the them of businesses taking action for education.

A total of 355 school groups and over 7,000 students participated in our education programme at Expo 2020 Dubai between October and December 2021.

At Expo 2020 Dubai, we also supported UNICEF on 11 October, International Day of the Girl Child, by turning the DP World pavilion at Expo 2020 Dubai UNICEF blue and displaying the UNICEF logo.



#### CASE STUDY: BAREFOOT COLLEGE INTERNATIONAL IN SENEGAL

DP World Dakar signed a US\$400,000 one-year contract with Barefoot College International (BCI), an international non-governmental organisation working with marginalised rural women in more than 90 countries worldwide.

The grant will enable BCI to train rural women in West Africa to become solar engineers, educators, and micro-entrepreneurs.



barefoot college  
INTERNATIONAL

It will also cover equipment, operating and set-up costs at BCI’s new training centre which is currently under development. On completion of the training, women will be equipped with the skills needed to install, maintain and repair solar-powered infrastructure in local neighbourhoods.





# OUR FUTURE, EDUCATION



## CASE STUDY: THE MAIDEN FACTOR



DP World has partnered with the Maiden Factor, a UK-based project and charity that aims to raise awareness of the millions of girls worldwide who are currently not able to access education, to fundraise and support community programmes that enable girls into education.

The Maiden Factor has launched its three-year World Tour. Led by an all-female crew, they will visit numerous global destinations and host events for girls and the communities with a focus on STEM, helping to change the narrative of what a girl can achieve for better futures for all.

The 'Patron of Hope' for the Maiden Voyage is Her Highness Sheikha Latifa bint Mohammed bin Rashid Al Maktoum, Chairperson of Dubai Culture and Arts Authority (Dubai Culture), member of the Dubai Council.

Throughout the tour the Maiden Factor will be visiting various DP World ports, and connecting with our Sustainability Champions to engage local communities. This is one of our largest community partnerships to date and links across all three pillars of the Sustainability and Impact strategy: Oceans, Education and Women.







**CASE STUDY:**  
**THE JANE GOODALL INSTITUTE**

[www.thejanegoodallinstitute.com](http://www.thejanegoodallinstitute.com)  
[www.rootnsnshoots.ae](http://www.rootnsnshoots.ae)



Jane Goodall Institute Europe

DP World is supporting the Jane Goodall Institute's (JGI) global humanitarian and environmental youth programme Roots & Shoots. The JGI is a collection of 24 community conservation organisations around the world that advance the vision and work of Dr Jane Goodall, DBE, Founder – the JGI & UN Messenger of Peace. The partnership with DP World is being led by the JGI in the UK.

One of JGI's key programmes is Roots & Shoots, a worldwide movement of thousands of passionate young people who are empowered to make a significant impact across more than 60 countries.

Whether it's natural disasters, homelessness, pollution or climate change, Roots & Shoots groups are embracing challenges and creating real positive change across the globe.

Our partnership with JGI's Roots & Shoots programme will support the expansion of the programme across key locations in Africa, whilst also supporting the development of the teaching resources.

We are collaborating with the JGI to produce resources for teachers and Roots & Shoots groups on the role of ports and how they relate to the sustainability agenda.

These resources will encourage students to take part in a variety of activities, whilst also developing key skills in IT, Engagement, Teamwork, Respect and compassion, confidence in themselves and others and becoming better global citizens.

We will also be using our platform at Expo 2020 Dubai to highlight the need for youth to engage in their local communities and utilise our large network of employees to connect with youth, through Roots & Shoots, in the communities we work in.

# OUR FUTURE, OCEANS

**WE RECOGNISE THAT OUR BUSINESS, AND THE PROSPERITY OF OUR PEOPLE AND COMMUNITIES, IS LARGELY BORN ON THE WORLD'S OCEANS.**

We are committed to making ocean enhancement a part of our legacy. Our areas of focus include ocean education programmes, restoration projects, and coastal clean-ups.

## EDUCATION

Our global education programmes provide our teams with the needed guidance to help them implement change at the local level. Our Oceans Toolkit, for example, was launched in 2020 and is now being used by our global teams to guide their local ocean preservation efforts. In 2021, we also developed an oceans data collection checklist to feed into our community investment data system, and conducted an oceans toolkit feedback session for sustainability champions and the Group Health Safety and Environment (GHSE) team to align on strategy, communication and data capture.

In October 2021, together with ZSL, Expo 2020 Dubai and Edinburgh Science, we hosted a 'Conservation for Hope' educational event to provide the private sector with an insight into the importance of biodiversity conservation for the private sector, and how the private sector can affect positive change (further details are provided in the Community Engagement and Education sections of this report).

## RESTORATION

DP World recognises the need to preserve biodiversity within the broader battle against climate change. Our oceans strategy is therefore tightly linked to DP World's broader decarbonisation strategy.

### CASE STUDY: MANGROVE PROJECT IN PAKISTAN

The mangroves in Pakistan are growing along the stretch of 990 kms, with two provincial jurisdictions of Sindh and Baluchistan. The mangroves are regulated under provincial forest acts, Baluchistan with 760 Kms from Jiwani to Hub under Baluchistan Forest department, whereas in Sindh it is under Sindh Forest Department. There are also two ports, Karachi Port Trust and Port Qasim Authority, with mangroves present as well.

Pakistan has recently concluded its readiness phase of REDD Plus, a World Bank funded initiative aimed at recognising environmentally sound forest management. The country's national strategy has been prepared in conjunction, and it is likely Pakistan will have a national registry established by 2022.

DP World initiated a project in 2021 in this region with the involvement of the Sindh Forest Department, the Conservation Restoration Alliance for Biodiversity and the local community, in accordance with Pakistan's targeted geographical areas for mangrove development.

A total of 30,250 mangroves (including different species) have been planted as part of this scheme. Every step from site selection to seed plantation has been planned for with specific milestones, with the effort expected to continue over the next few years to help monitor the project's progress.





#### UN SDGs



#### UNGC PRINCIPLES

- Principle 7
- Principle 8
- Principle 9

We have focused our restoration efforts on mangrove and coral reef restoration and transplantation, which are recognised as nature-based solutions (NBS) that can enhance the carbon sink resilience of global oceans.

To help implement our restoration strategy, our local teams have access to a global map on potential mangrove restoration sites, as well as technical guidance on suggested project specifications related to costs, size and GHG reductions. They also have access to the regulatory process and potential partnerships for each geography. Examples of our restoration projects implemented in 2021 around the world include:

- Americas Region
  - o DP World Pasorja (Ecuador) – 25,000 Red Mangrove seedlings planted (40 hectares)
  - o DP World Caucedo (Dominican Republic) – Coral reef restoration, focused on the formation of permanent coral colonies which create habitats for fish and marine invertebrates
- Asia Pacific Region
  - o DP World Batangas and Manila (Philippines) – approximately 3,000 mangrove seedlings planted (equivalent to 1 hectare)
- UAE Region
  - o DP World Karachi (Pakistan) – 30,250 mangroves seedlings planted (2 different mangrove species – *Rhizophora mucronata* and *Avicenna marina*) (10 hectares) – see case study

- Middle East Africa Region
  - o DP World Maputo (Mozambique) – invested in the restoration of mangrove forests in the Ponta de Ouro Partial Marine Reserve
- Europe Region
  - o DP World Yarimca (Turkey) – coral preservation in the Marmara Sea, via re-planting of coral fragments from the at risk Sivriada region to nearby Balicki Island

#### COASTAL CLEAN-UPS

Our focus on coastal clean-ups provides our employees with the opportunity to engage in volunteering activities and to support communities, while learning more about and protecting our oceans.

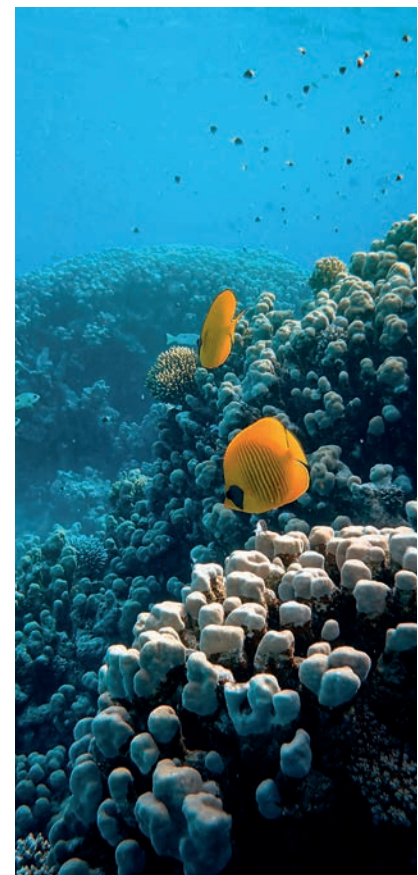
#### CASE STUDY: COASTAL CLEAN-UP

In 2021, on World Oceans Day, our colleagues around the world took action to make a difference across our shores.

The goal was to shed some light on the importance of the ocean in our day-to-day lives and its value as a life source. In the UAE, DP World hosted a beach clean-up, which involved 12 employees removing 259kg of single-use plastics from almost two kilometres of coastline. Coastal clean-ups provide us with an opportunity to engage employees in volunteering activities, supporting communities, and learning more about protecting and preserving our oceans.

#### OUR FUTURE OCEANS STRATEGY

As DP World's footprint has grown, a need to evolve the 'Our Future' legacies has emerged. More and more, DP World is working in areas in which water security and sanitation is a concern. To keep creating a better future for all and address the challenges that all of DP World's communities face, the Oceans legacy pillar must evolve. We will be reporting to all our stakeholders on this strategic evolution throughout 2022.





# 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’s Standards. The relevant GRI standard KPIs have been outlined in Tables 1 to 3 below, and Table 4 contains our ESG ratings provided by ESG rating agency CDP.

**TABLE 1 - ENVIRONMENT**

	Units	Target	2019	2020	2021
<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>	–	621,725	1,583,297	2,673,066
Biogenic CO <sub>2</sub> emissions	Tonnes CO <sub>2</sub>	–	21,646	25,427	29,989
RGL CO <sub>2</sub> emissions	Tonnes CO <sub>3</sub>	–	16,446	30,078	34,011
<b>Carbon emissions scope 2 (GRI Disclosure 305-2)</b>					
Gross location based GHG emissions	Tonnes CO <sub>2</sub>	–	655,687	595,549	594,731
Gross market-based energy indirect GHG emissions	Tonnes CO <sub>2</sub>	–	617,302	555,847	526,285
<b>Carbon emissions scope 3 (GRI Disclosure 305-3)</b>					
Employee air travel GHG emissions	Tonnes CO <sub>2</sub>	–	3,701	2,118	1,528
<b>Total emissions</b>	<b>Tonnes CO<sub>2</sub></b>	<b>3% reduction in total emission (YoY)</b>	<b>1,280,820</b>	<b>2,196,767</b>	<b>3,264,879</b>
<b>Carbon offset emissions (GRI Disclosure 305-5)</b>					
Carbon emissions offset through renewable energy sources and alternative fuels	Tonnes CO <sub>2</sub>	–	66,002	74,872	103,766

(1) Climate Change (GHG emission Inventory) data has been verified by Lloyds Register, in accordance with ISO 14064:2006.

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

	Units	Target	2019	2020	2021
<b>Energy Consumption<sup>(3)</sup></b>					
<b>Total Energy consumption from non-renewable sources (GRI Disclosure 302-1)</b>					
Diesel	Mega Joules	–	6,618,119,812	6,624,006,874	7,282,322,706
Gasoline/Petrol	Mega Joules	–	144,626,876	139,955,883	179,460,640
LNG	Mega Joules	–	292,741,797	290,177,591	416,832,984
LPG	Mega Joules	–	63,334,754	58,572,118	36,141,390
Marine Gas Oil	Mega Joules	–	1,875,528,934	9,729,977,311	9,123,188,744
Marine Fuel Oil	Mega Joules	–	–	5,303,783,091	1,687,303,098
LSFO	Mega Joules	–	–	–	19,653,619,239
Natural Gas	Mega Joules	–	7,348,892	4,099,963	13,962,914
Grid Electricity	Mega Joules	–	3,774,937,454	4,028,156,684	3,890,880,058
<b>Total energy consumption from non-renewable sources</b>	<b>Mega Joules</b>	<b>–</b>	<b>12,776,638,519</b>	<b>26,178,729,515</b>	<b>42,283,711,773</b>
<b>Energy consumption from renewable sources (GRI Disclosure 302-1)</b>					
Biodiesels	Mega Joules	–	300,014,282	352,414,286	423,148,272
Solar Electricity	Mega Joules	–	69,162,964	94,525,850	140,912,961
Wind Electricity	Mega Joules	–	17,838,799	16,352,561	19,850,702
Purchased Green Electricity (c-PPA or Green Tariff)	Mega Joules	–	375,892,135	463,933,700	701,151,271
<b>Total consumption from renewable sources</b>	<b>Mega Joules</b>	<b>–</b>	<b>762,908,180</b>	<b>927,226,396</b>	<b>1,285,063,206</b>
Total renewable energy <sup>(4)</sup>	MWh	MWh	128,582	159,670	239,421
% share of renewable energy <sup>(5)</sup>	MWh	Minimum 2% improvement YoY	10.9%	12.5%	18.1%
<b>Total energy consumption including non-renewable and renewable sources</b>	<b>Mega Joules</b>	<b>–</b>	<b>13,539,546,699</b>	<b>27,105,955,912</b>	<b>43,568,744,980</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	14.7	14.5	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	0	3	0
<b>Waste Generated<sup>(8)</sup> (GRI Disclosure 306-4)</b>					
Solid Haz Waste	Tonnes	–	–	–	1,969
Liquid Haz Waste (Ltr)	Litre	–	–	–	10,785,300
Reclaimed Waste	Tonnes	–	–	–	108,711
General Waste	Tonnes	–	–	–	107,103

(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.

# ESG SCORECARD

TABLE 2 - SOCIAL

	Units	2019	2020	2021
<b>Labour Practices</b>				
<b>Total workforce (direct and indirect hires)</b>				
Number of employees	FTEs	56,157	53,367	71,255
Number of nationalities represented in our workforce	FTEs	134	137	150
Number of male employees	FTEs	51,492	48,625	61,011
Number of female employees	FTEs	4,665	4,742	10,238
<b>Workforce by contract type (GRI - 102-8)</b>				
Total employees on indefinite or permanent contracts	FTEs	50,941	49,374	65,828
Male employees on indefinite or permanent contracts	FTEs	46,841	45,155	56,445
Female employees on indefinite or permanent contracts	FTEs	4,100	4,219	9,378
Total employees on fixed term or temporary contracts	Part time employees	5,216	3,993	5,427
Male employees on fixed term or temporary contracts	Part time employees	4,651	3,470	4,566
Female employees on fixed term or temporary contracts	Part time employees	565	523	860
Total number of new hires	FTEs	7,030	3,383	10,434
Female	FTEs	600	431	1,417
Male	FTEs	6,430	2,952	9,017
<b>Workforce by age (GRI 405-1)</b>				
Age 18-30	FTEs	8198	8424	10,727
Males aged 18-30	FTEs	7,200	7,373	9,333
Females aged 18-30	FTEs	998	1,051	1,394
Age 31-50	FTEs	36,071	34,612	39,598
Males aged 31-50	FTEs	33,272	31,705	35,603
Females aged 31-50	FTEs	2,799	2,907	3,992
Age 51+	FTEs	10,178	8,922	20,923
Males aged 51+	FTEs	9,427	8,212	16,068
Females aged 51+	FTEs	751	710	4,852
<b>Workforce by job category (GRI-405)</b>				
Senior management	FTEs	1,470	2,015	1,868
Middle management	FTEs	7,394	8,407	9,718
Non-management	FTEs	47,287	42,945	45,524
Other <sup>(7)</sup>	FTEs	0	0	14,145
<b>People training and development (GRI 404-1)</b>				
Hub Training Participants <sup>(8)</sup>	FTEs	1,457	3,248	8,343
E-learning modules completed <sup>(9)</sup>	FTEs	24,700	25,824	24,642
Spend on people training and development	Total spend (US\$ million)	15.8	10.6	11.8
<b>Employee engagement</b>				
Bi-annual Employee engagement survey (My World) <sup>(10)</sup>	% of total employees who participated in the survey	N/A	86%	N/A
	% sustainable engagement <sup>(11)</sup>	N/A	93%	N/A

(7) Job description undeclared due to new business acquisition.

(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.

(10) We run employee engagement surveys every other year 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.



	Units	2019	2020	2021
<b>Employee retention (GRI 403-9)</b>				
Voluntary attrition / employee turnover <sup>(12)</sup>	Percentage FTEs	3.8%	4.3%	7.5%
Total FTEs	FTEs	52,775	50,877	57,200
Female	Percentage FTEs	7.8%	4.7%	9.6%
Males	Percentage FTEs	4.9%	4.6%	6.3%

#### DP World MentorHer Programme

Female employees (mentees) in mentoring programme	FTEs	112	125	204
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#### Diversity Women

Female share of total workforce	Percentage	8%	9%	14%
Females in top management positions <sup>(13)</sup>	Percentage	5%	7%	11%
Females in senior management positions	Percentage	16%	13%	20%
Female in middle management positions	Percentage	23%	23%	25%
Females in junior management positions <sup>(14)</sup>	Percentage	5%	6%	7%
Females employees (mentees) in mentoring programme <sup>(15)</sup>	No. of female mentees	112	125	204

#### Community Engagement <sup>(16)</sup>

##### Financial contribution

Community contribution (cash, time and in-kind) <sup>(17)</sup>	US\$ million	7.3	8.4	13.2
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#### Beneficiaries

Total direct beneficiaries	No. of people	227,514	613,688	312,119
Organisations supported	No. of organisations	931	825	718

#### Employee involvement <sup>(18)</sup>

Skills-based volunteering	No. of hours	5,007	2,413	2,410
Employees volunteering in paid time	No. of people	5,930	2,169	2,145
Working hours contributed	No. of hours	24,093	9,684	10,058

(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	2019	2020	2021
<b>Safety</b>					
<b>Workers covered by an occupational health and safety management system (GRI Disclosure 403-8)</b>					
Employees and workers covered by occupation health and safety management system	No. of employees		56,157	53,367	71,255
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		21,882	29,151	30,992
Total number of workers	No. of employees and contractors		78,039	82,518	102,247
	Units	Target	2019	2020	2021
<b>Work-related injuries and fatalities (employees) (GRI Disclosure 403-9)</b>					
Total hours worked by all employees	Hours	N/A	115,187,330	182,097,764	146,288,358
Employee work-related fatalities	No. of work-related fatal injuries	Zero fatalities	1	2	1
Rate of employee work-related fatalities	Total number of fatalities/hours worked*1000000	Zero fatalities	0.01	0.01	0.01
High consequence employee work-related injuries (excluding fatalities)	No. of serious injuries	Zero serious injuries	19	21	19
Rate of high consequence employee work-related injuries (excluding fatalities)	Total number of serious injuries/hours worked*1000000	Zero serious injuries	0.16	0.12	0.13
Recordable work-related employee injuries	No. Fatalities Lost Time injuries and Medical Treatment injuries	To show improvement against previous year	628	701	682
Rate of work-related employee injuries	No. Fatalities, Lost Time injuries, Medical Treatment injuries/ hours worked*1000000	To show improvement against previous year	5.45	3.85	4.66
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	455	481	513
Lost Time Injury Frequency Rate (LTIFR)	No. Lost Time injuries/ hours worked*1000000	To show improvement against previous year	3.95	2.64	3.51
Reportable Injury Frequency Rate (RIFR)	No. Fatalities, Lost Time injuries and Medical Treatment injuries/ hours worked*1000000	To show improvement against previous year	5.45	3.85	4.66
<b>Work-related injuries and fatalities (contractors) (GRI Disclosure 403-9)</b>					
Total hours worked by contractors	Hours	N/A	51,115,725	68,095,789	72,398,473
Contractor work-related fatalities	No. of work-related fatal injuries	Zero fatalities	2	1	5
Rate of contractor work-related fatalities	Total number of fatalities/hours worked*1000000	Zero fatalities	0.04	0.01	0.07
High consequence contractor work-related injuries (excluding fatalities)	No. of serious injuries	Zero serious injuries	10	12	8
Rate of high consequence contractor work-related injuries (excluding fatalities)	Total number of serious injuries/ hours worked*1000000	Zero serious injuries	0.20	0.18	0.11
Recordable work-related contractor injuries	Fatalities, Lost Time Injuries and Medical Treatment Injuries	To show improvement against previous year	188	156	143

	Units	Target	2019	2020	2021
<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	3.68	2.29	1.98
Contractor fatalities as a result of work-related ill health	No. of fatalities	Zero fatalities	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	No. Lost Time injuries/hours worked*1000000	To show improvement against previous year	2.09	1.35	1.31
	Units		2019	2020	2021
<b>Security<sup>(19)</sup></b>					
Security Management system (aligned to ISO 28000)	No. of business units		40	40	41
CTPAT Accreditation	No. of business units		40	40	41
Authorised Economic Operator (AEO) Compliance	No. of business units		8	8	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		54	56	92
Number of incidents reported and resolved during the year	No. of incidents		31	39	53
% reported and resolved during the year	Percentage of incidents		57%	69%	58%
Total number of employee grievances (non-fraud) <sup>(20)</sup>	No. of grievances		91	102	118
Number of grievances reported and resolved during the year	No. of grievances		70	70	85
% reported and resolved during the year	Percentage of grievances		77%	68%	72%
Training on fraud awareness	No. of employees trained		619	3,020	8,716
<b>Anti bribery policies and procedures training</b>					
Total number of employees who have received anti-bribery training <sup>(21)</sup>	No. of employees		4,172	4,156	6,351
<b>Board diversity</b>					
Female representation on the Company's Board of Directors	No. of females		1	1 <sup>(22)</sup>	0
Female representation on the Boards of Group subsidiaries <sup>(23)</sup>	No. of females		N/A	N/A	42
<b>Information security<sup>(24)</sup> (GRI - 418 Customer Privacy)</b>					
Information security breaches or cybersecurity incidents	No. of breaches or incidents		8	4	2
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) 2021 was the first year this data has been recorded

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

## TABLE 4 - ESG RATINGS

### DP World scores by ESG rating agencies

Rating agency	2019	2020	2021
CDP	A-	A-	A-
CDP SER <sup>(25)</sup>	B	A-	B

(25) Supplier Engagement Rating.



# 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:</p> <p>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:</p> <p>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 or / and 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>

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 Occupation 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 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 work place, 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 work place, 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>

# DEFINITIONS

DP World Performance Indicator	Requested Performance Indicator	Requested Source Sheet	DP World HSE definition
Employee Hours Worked	Employees and workers covered by Occupation 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 work place, 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 work place, 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 or influence, 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 = Non Applicable



# GRI INDEX

## GENERAL DISCLOSURES

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>GRI 102 General Disclosures (applicable for Core option)</b>				
<b>Organisational Profile</b>	102-1 Name of the organisation	DP World		
	102-2 Activities, brands, products and services	Annual Report 2021 page 4-5 What we do and where we operate, 14 Business Model, 18-25 Our Strategy		
	102-3 Location of headquarters	Dubai, UAE		
	102-4 Location of operations	Annual Report 2021 page 4-5 What we do and where we operate		
	102-5 Ownership and legal form	Annual Report 2021, page 73 Overview		
	102-6 Markets served	Annual Report 2021 page 4-5 What we do and where we operate, 12-13 Market overview, 16-25 Our Strategy		
	102-7 Scale of the organisation	Annual Report 2021 page 2 Financial highlights, 4-5 What we do and where we operate, 99-101 Consolidated Statements of profit or loss, other comprehensive income, financial position. ESG Report 2021 38-39 ESG Scorecard		Goal 8
	102-8 Information on employees and other workers	Annual Report 2021 page 4-5 What we do and where we operate, 53 People, 54 Sustainability & Impact ESG Report 2021 page 2 Key ESG highlights, 38-39 ESG Scorecard		
	102-9 Supply chain	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.		
	102-10 Significant changes to the organisation and its supply chain	Annual Report 2021 page 7 Group Chairman & CEO Statement, 10-11 Our Year in Review, page 142-144 Notes to Consolidated Financial Statements		
	102-11 Precautionary principle or approach	Annual Report 2021 page 36-49 Effective Risk Management ESG Report 2021 page 7 Group Chairman & CEO Statement	Principle 7	
	102-12 External initiatives	Annual Report 2021 page 56-57 Our World, Our Future Strategy ESG Report 2021 page 4-5 Global Partnerships & memberships		
	102-13 Membership of associations	United Nations Global Compact (UNGC) Principles, UN Women Empowerment Principles (UN WEP)		

# GRI INDEX

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>GRI 102 General Disclosures (applicable for Core option)</b>				
<b>Strategy</b>	102-14 Disclosure from senior decision maker	Annual Report 2021 page 9 Group Chairman & CEO Statement ESG Report page i About this Report		
	102-16 Values, principles, standards and norms of behaviour	Annual Report 2021 page 14 Business Model, 46 Compliance, 52-53 People, 80 Accountability, 86 Audit & Risk Committee		Goal 16
<b>Governance</b>	102-18 Governance structure	Annual Report 2021 page 68-78 Corporate Governance ESG Report 2021 page 1 About this Report, 6 Governance & Oversight, 7 Risk Management		
<b>Stakeholder engagement</b>	102-40 List of stakeholder groups	Annual Report 2021 page 50-51 Engaging with our stakeholders, 56-57 Our World, Our Future strategy ESG Report 2021 page 4 Stakeholder Engagement		
	102-41 Collective bargaining agreements	Our Group policies upholds workers' rights to freedom of association where it is legal. ESG Report 2021 page 16 Ethics	Principle 3	
	102-42 Identifying and selecting stakeholders	Annual Report 2021 page 50-51 Engaging with our stakeholders, 56-57 Our World, Our Future strategy ESG Report 2021 page 4 Stakeholder Engagement		
	102-43 Approach to stakeholder engagement	Annual Report 2021 page 50-51 Engaging with our stakeholders, 56-57 Our World, Our Future strategy ESG Report 2021 page 4 Stakeholder Engagement		
	102-44 Key topics and concerns raised	Annual Report 2021 page 56 Our World Our Future strategy ESG Report 2021 page 4 Stakeholder Engagement		
	102-45 Entities included in the consolidated financial statements	Annual Report 2021 page 145-147 Notes to Consolidated Financial Statements		
<b>Reporting practice</b>	102-46 Defining report content and topic boundaries	Annual Report 2021 page 55 Materiality Matrix, 56 Our World, Our Future strategy ESG Report 2021 page i About this Report, 2-5 Our World, Our Future	Principle 3	
	102-47 List of material topics	Annual Report 2021 page 55 Materiality Matrix, 56 Our World, Our Future strategy ESG Report 2021 page 2-5 Our World, Our Future		

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>GRI 102 General Disclosures (applicable for Core option)</b>				
<b>Reporting practice</b> continued	102-48 Restatements of information	In 2021, DP World completed the acquisition of Unico, Unifeeder and Syncreon New Co. B.V (Syncreon), which will be reflected in our ESG reporting moving forward.		
	102-49 Changes in reporting	None.		
	102-50 Reporting period	2021		
	102-51 Date of most recent report	Annual Report 2020		
	102-52 Reporting cycle	Annual		
	102-53 Contact point for questions regarding the report	sustainability@dpworld.com		
	102-54 Claims of reporting in accordance with the GRI standards	ESG Report 2021 (page i, About this Report)		
	102-55 GRI contents index	Refer to GRI Content Table		
	102-56 External assurance	ESG Report 2021 page 18 Community Engagement, 24 Climate change GHG emissions calculations (Scope 1 and 2 are externally assured by Lloyds Register), Community investment data is externally assured by BS4I		

## MATERIAL TOPICS

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Anti-corruption</b>			Principle 10	Goals 8, 16, 17
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 46 Compliance, 55 Sustainability & Impact, Governance 80-81 ESG Report 2021 page 5 Materiality Matrix, 16 Ethics		
	103-2 The management approach and its components	Annual Report 2021 page 46 Compliance, Accountability 80-81 ESG Report 2021 page 16 Ethics		
	103-3 Evaluation of the management approach	Annual Report 2021 page 46 Compliance, Accountability 80-81 ESG Report 2021 page 16 Ethics, page 41 ESG Scorecard		
GRI 205 Anti-corruption 2016	205-2 Training on anti-corruption policies and procedures	Annual Report 2021 page 81 Accountability ESG Report 2021 page 41 ESG Scorecard		
	205-3 Incidents of corruption	ESG Report 2021 page 41 ESG Scorecard		



# GRI INDEX

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Energy</b>			Principle 7, 8, 9	Goal 13
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 63 Climate change ESG Report 2021 page 5 Materiality Matrix, 22-25 Climate Change		
	103-2 The management approach and its components	Annual Report 2021 page 38 Strategic objectives, 45 Environment & Climate change, 63 Climate change ESG Report 2021 page 22-25 Climate change		
	103-3 Evaluation of the management approach	Annual Report 2021 page 38 Strategic objectives, 45 Environment & Climate change, 63 Climate change ESG Report 2021 page 22-25 Climate change		
GRI 302 Energy 2016	302-1 Energy consumption within the organisation	Annual Report 2021 page 45, 63 ESG Report 2021 page 2 Key ESG highlights, 37 ESG Scorecard		
<b>Emissions</b>			Principle 7, 8, 9	Goal 13
	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 63 Climate change ESG Report 2021 page 5 Materiality Matrix, 22-25 Climate Change		
	103-2 The management approach and its components	Annual Report 2021 page 38 Strategic objectives, 45 Environment & Climate change, 63 Climate change ESG Report 2021 page 22-25 Climate change		
	103-3 Evaluation of the management approach	Annual Report 2021 page 38 Strategic objectives, 45 Environment & Climate change, 63 Climate change ESG Report 2021 page 22-25 Climate change		
GRI 305 Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Annual Report 2021 page 45 Environment & Climate change, 63 Climate change ESG Report 2021 page 22-25 Climate change, 36 ESG Scorecard		
	305-2 Indirect (Scope 2) GHG emissions	Annual Report 2021 page 45 Environment & Climate change, 63 Climate change ESG Report 2021 page 22-25 Climate change, 36 ESG Scorecard		
	305-3 Other indirect (Scope 3) GHG emissions	ESG Report 2021 page 22 Climate change, 36 ESG Scorecard		
	305-4 Total emissions intensity	Annual Report 2021 page 45 Environment & Climate change, 63 Climate Change ESG Report 2021 page 2 Key ESG highlights, 37 ESG Scorecard		
	305-5 Reduction of GHG emissions	ESG Report 2021 page 22-25 Climate change, 37 ESG Scorecard		

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Occupational Health &amp; Safety</b>			Principle 1, 2	Goal 8
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 44 Health & Safety, 55 Sustainability & Impact, 58 Safety ESG Report page 5 Materiality, Safety 10-11		
	103-2 The management approach and its components	Annual Report 2021 page 44 Health & Safety, 55 Sustainability & Impact, 58 Safety ESG Report 2021 page 10-11 Safety		
	103-3 Evaluation of the management approach	Annual Report 2021 page 44 Health & Safety, 55 Sustainability & Impact, 58 Safety ESG Report 2021 page 10-11 Safety		
GRI 403 Occupational Health & Safety 2018	403-1 Occupational Health & Safety management system	Annual Report 2021 page 44 Health & Safety, 58 Safety ESG Report 2021 page 10-11 Safety, page 40 ESG Scorecard		
GRI 403 Occupational Health & Safety 2018	403-5 Worker training	Annual Report 2021 page 44 Health & Safety ESG Report 2021 page 10-11 Safety		
	403-8 Workers covered by an Occupational Health & Safety management system	Annual Report 2021 page 44 Health & Safety, 58 Safety ESG Report 2021 page 40 ESG Scorecard		
	403-9 Work-related injuries	Annual Report 2021 page 35 Key Performance Indicators, 58 Safety ESG Report 2021 page 10-11 Safety, 40-41 ESG Scorecard		
	403-6 Promotion of worker health	Annual Report 2021 page 60 Wellbeing ESG Report 2021 page 8 Covid-19 Response & Humanitarian Relief, 14-15 Wellbeing		
<b>Training</b>			Principle 1, 2	Goal 4
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 55 Sustainability & Impact, 64 People Development ESG Report 2021 page 5 Materiality, 26-27 People Development		
	103-2 The management approach and its components	Annual Report 2021 page 55 Sustainability & Impact, 64 People Development ESG Report 2021 page 26-27 People Development		
	103-3 Evaluation of the management approach	Annual Report 2021 page 55 Sustainability & Impact, 64 People Development ESG Report 2021 page 26-27 People Development		
GRI 404 Training and education	404-1 Training	Annual Report 2021 page 35 Key Performance Indicators, 47 Leadership & Talent, 64 People Development, 65 Women ESG Report 2021 page 2 Key ESG highlights, 26-27 People Development, 38 ESG Scorecard		

# GRI INDEX

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Diversity and Equal opportunity</b>			Principle 1, 2, 6	Goal 5
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 55 Sustainability & Impact, 65 Women ESG Report 2021 page 5 Materiality, 28-29 Women		
	103-2 The management approach and its components	Annual Report 2021 page 55 Sustainability & Impact, 65 Women ESG Report 2021 page 5 Materiality, 28-29 Women 38-39, 41 ESG Scorecard		
	103-3 Evaluation of the management approach	Annual Report 2021 65 Women ESG Report 2021 page 28-29 Women, 38-39, 41 ESG Scorecard		
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	Annual Report 2021 page 65 Women, 71 Board Diversity ESG Report 2021 page 38-39 ESG Scorecard		
<b>Human Rights</b>			Principle 1, 2, 4, 5	Goals 8, 16, 17
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 54 Sustainability & Impact, 61 Ethics ESG Report 2021 page 2 Key ESG highlights, 5 Materiality, 16-17 Ethics		
	103-2 The management approach and its components	Annual Report 2021 page 54 Sustainability & Impact, 61 Ethics ESG Report 2021 page 2 Key ESG highlights, 16-17 Ethics		
	103-3 Evaluation of the management approach	Annual Report 2021 page 54 Sustainability & Impact, 61 Ethics ESG Report 2021 page 2 Key ESG highlights, 16-17 Ethics		
GRI 412 Human Rights assessments 2016	412-1 Human rights reviews and assessments	Annual Report 2021 page 54 Sustainability & Impact, 61 Ethics ESG Report 2021 page 2 Key ESG highlights, 5 Materiality, 16-17 Ethics		
<b>Child labour</b>			Principle 5	Goals 8, 16, 17
GRI 103 Management Approach 2016	Refer to Human Rights section	Refer to Human Rights section		
GRI 408 Child labour	408-1 Operations and suppliers at significant risk of child labour.	DP World has been a signatory to the UN Global Compact (UNGC) Principles since 2019, and has policies setting out our zero tolerance of child labour, human trafficking and modern slavery. ESG Report 2021 page 16 Ethics		



GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Forced labour</b>			Principle 4	Goals 8, 16, 17
GRI 103 Management Approach 2016	Refer to Human Rights section	Refer to Human Rights section		
GRI 409 Forced labour	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour.	DP World has been a signatory to the UN Global Compact (UNGC) Principles since 2019, and has policies setting out our zero tolerance of child labour, human trafficking and modern slavery. ESG Report 2021 page 16 Ethics		

## BESPOKE DISCLOSURES

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Community Engagement</b>			Principle 1, 2, 7, 7	Goals 3, 4, 5, 6, 11, 14, 15
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement ESG Report 2021 page 2 Key ESG highlights		
	103-2 The management approach and its components	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement ESG Report 2021 page 2 Key ESG highlights		
	103-3 Evaluation of the management approach	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement ESG Report 2021 page 2 Key ESG highlights		
Community Engagement	Community engagement, partnerships and investment	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement ESG Report 2021 page 2 Key ESG highlights, page 39 ESG Scorecard		
<b>Security</b>			Principle 1, 2, 10	Goals 16, 17
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 54, Sustainability & Impact, page 59 Security ESG Report 2021 ESG Report 2021 page 2 Key ESG highlights, page 12-13 Security, page 41 ESG Scorecard		
	103-2 The management approach and its components	Annual Report 2021 page 54, Sustainability & Impact, page 59 Security ESG Report 2021 ESG Report 2021 page 2 Key ESG highlights, page 12-13 Security, page 41 ESG Scorecard		
	103-3 Evaluation of the management approach	Annual Report 2021 page 54, Sustainability & Impact, page 59 Security ESG Report 2021 ESG Report 2021 page 2 Key ESG highlights, page 12-13 Security, page 41 ESG Scorecard		
Security	Security	Annual Report 2021 page 54, Sustainability & Impact, page 59 Security ESG Report 2021 ESG Report 2021 page 2 Key ESG highlights, page 12-13 Security, page 41 ESG Scorecard		

# GRI INDEX

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Women</b>			Principle 1, 2, 6	Goal 5
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 65 Women ESG Report 2021 page 2 Key ESG highlights, page 28-29 Women		
	103-2 The management approach and its components	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 65 Women ESG Report 2021 page 2 Key ESG highlights, page 28-29 Women		
	103-3 Evaluation of the management approach	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 65 Women ESG Report 2021 page 2 Key ESG highlights, page 28-29 Women		
Women	Supporting women globally as part of 'Our Future'	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 65 Women ESG Report 2021 page 2 Key ESG highlights, page 28-29 Women, page 38-39, 41 ESG Scorecard		
<b>Education</b>			Principle 1, 2	Goals 4, 5
GRI 103 Management Approach 2016	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 66 Education ESG Report 2021 page 2 Key ESG highlights, page 18-19 Community Engagement, page 30-33 Education		
	103-2 The management approach and its components	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 66 Education ESG Report 2021 page 2 Key ESG highlights, page 18-19 Community Engagement, page 30-33 Education		
	103-3 Evaluation of the management approach	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 66 Education ESG Report 2021 page 2 Key ESG highlights, page 18-19 Community Engagement, page 30-33 Education		
Education	Education is a key legacy pillar as part of 'Our Future'	Annual Report 2021 page 54, Sustainability & Impact, page 62 Community Engagement, page 66 Education ESG Report 2021 page 2 Key ESG highlights, page 18-19 Community Engagement, page 30-33 Education		

GRI Standards	Disclosure	Report section	UNGC Principles	UN SDGs
<b>Oceans</b>			Principle 7, 8, 9	Goal 14
	103-1 Explanation of the material topic and its boundary	Annual Report 2021 page 54, Sustainability & Impact, page 67 ESG Report 2021 page 2 Key ESG highlights, page 18-20 Community Engagement, page 34-35 Oceans		
	103-2 The management approach and its components	Annual Report 2021 page 54, Sustainability & Impact, page 67 ESG Report 2021 page 2 Key ESG highlights, page 18-20 Community Engagement, page 34-35 Oceans		
	103-3 Evaluation of the management approach	Annual Report 2021 page 54, Sustainability & Impact, page 67 ESG Report 2021 page 2 Key ESG highlights, page 18-20 Community Engagement, page 34-35 Oceans		
Oceans	Ocean enhancement is a key legacy pillar of 'Our Future'	Annual Report 2021 page 54, Sustainability & Impact, page 67 ESG Report 2021 page 2 Key ESG highlights, page 18-20 Community Engagement, page 34-35 Oceans		



**WE'RE  
CHANGING  
WHAT'S  
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FOR  
EVERYONE**