



DP WORLD

SUSTAINABILITY OVERVIEW

April 2025

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Latest Highlights

Sustainability Strategy

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Disclosures



FROM LOCAL PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

1972 - 1998



LOCAL PORT OPERATOR

1972

Development of Port Rashid

1979

Opening of Jebel Ali Port

1991

Port Rashid and Jebel Ali combine, creating Dubai Ports Authority (DPA)

1999 - 2004



REGIONAL PORT OPERATOR

1999

Dubai Ports International FZE (DPI) formed

2000

Concession won in Jeddah (KSA)

2002 - 2004

Concessions won in Visakhapatnam (India), Constanta (Romania) and Cochin (India)

2005 - 2017



GLOBAL PORT OPERATOR

2005 - 2006

CSX World Terminals and P&O acquired. Global network and market position increased

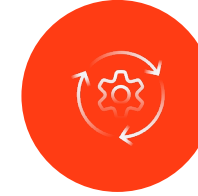
2013 - 2014

Opening of London Gateway (UK) deep sea port and logistics park

2015 - 2017

Acquired Jebel Ali Freezone (JAFZA)
Partnered with CDPQ to create global investment platform

2018 - PRESENT



SUPPLY CHAIN SOLUTIONS PROVIDER

Dubai Maritime City and Drydocks World (UAE) acquisitions

Partnered with NIIF to set up investment platform in India

Acquisition of Unifeeder

Acquisition of syncreon and Imperial Logistics – Integrated logistics provider

SUPPLY CHAIN SOLUTIONS PROVIDER – FULLY INTEGRATED ACROSS THE SUPPLY CHAIN



TECHNOLOGY LED SOLUTIONS TO REDUCE INEFFICIENCIES ACROSS THE SUPPLY CHAIN

VISIBILITY AND TRANSPARENCY, AUTOMATED PLANNING, DIGITAL RATES, INSTANT ACCESS AND CONTROL, TRADE FINANCE AND INSURANCE, ENTERPRISE IT SOLUTIONS AND SYSTEMS, B2B E-COMMERCE



Playing a wider role in the supply chain



Connecting directly with cargo owners & aggregators of demand



Providing technology led solutions to remove inefficiencies



Improve quality of earnings and drive returns

ACROSS OUR GLOBAL NETWORK



560+
BUSINESS UNITS



75+
COUNTRIES



115,000+
EMPLOYEES



102M+ TEU
GLOBAL CAPACITY

HANDLING 9.2% OF
WORLD CONTAINER PORT
THROUGHPUT in 2023



\$41.6BN
CAPITAL EMPLOYED

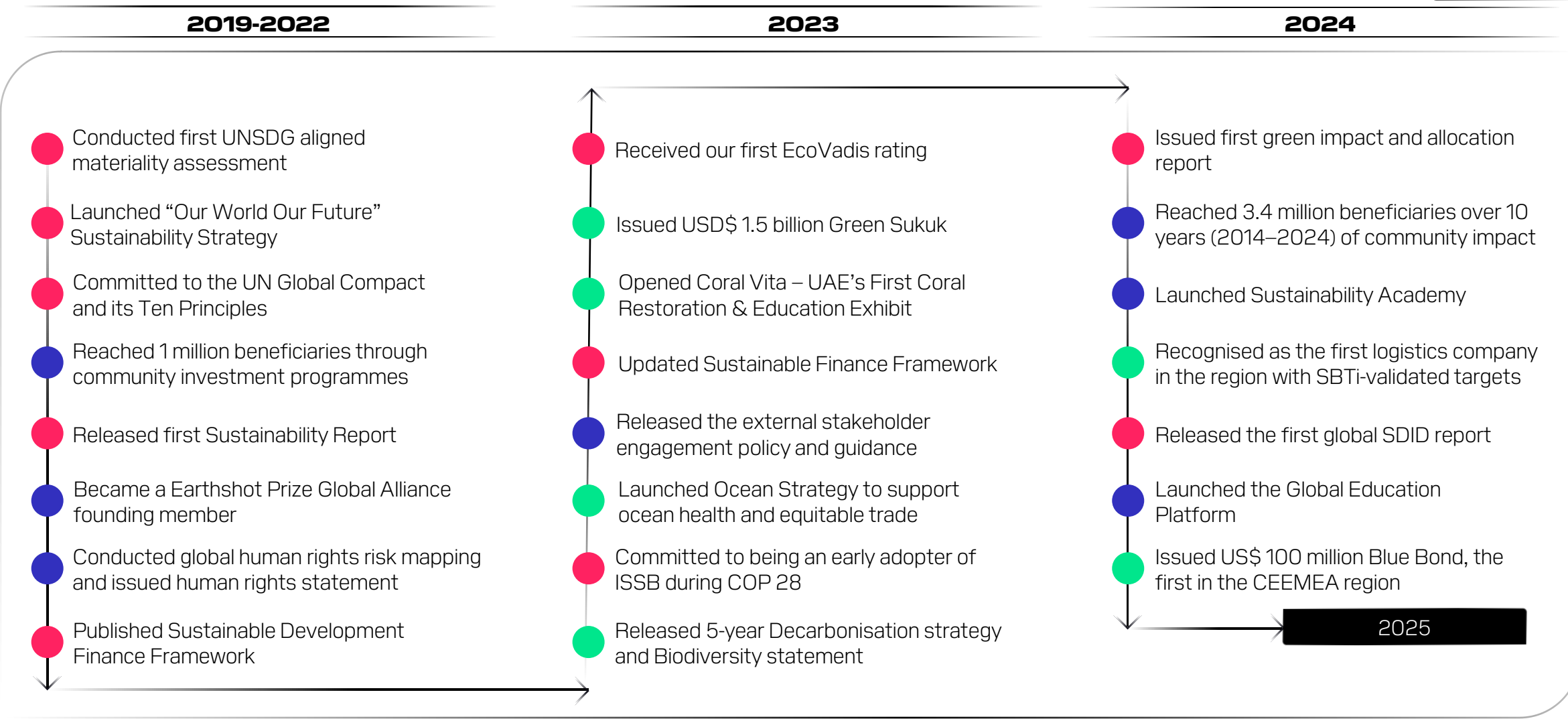


EVOLUTION OF OUR SUSTAINABILITY JOURNEY










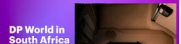








● Environment

● Social

● Governance



2024 SUSTAINABILITY HIGHLIGHTS AND ACHIEVEMENTS

Sustainable finance	ESG ratings	Climate and environment
<div><p>Allocated US\$ 1.17bn from the US\$ 1.5bn raised in 2023 though the inaugural Green Sukuk issuance to green assets; published first green sukuk impact and allocation report</p></div> <div><p>Following the publication of an updated Sustainable Finance Framework, issued a US\$100m Blue Bond, the first by a corporate in CEEMEA, supported by our Ocean Strategy, to protect ocean health.</p></div> <div><div></div><p>First company globally to publish a Sustainable Development Impact Disclosure</p></div>	<div><div><p>Improved MSCI Rating to BB</p></div><div><p>Upgraded from 54 (Bronze) to 70 (Silver)</p><div></div></div></div> <div><div><p>Achieved the Great Place to Work® certification in 31 countries</p></div></div> <div><p>Thought leadership</p><div><p>Published three white papers with Zero Emission Port Alliance focused on decarbonising port infrastructure</p></div><div><div></div><p>Published independently prepared Socio-economic Impact Assessment reports for South Africa and Nigeria</p></div></div> <div><div><p>IFRS Sustainability Alliance</p></div><p>Became a member of the IFRS Sustainability Alliance to enhance our sustainability disclosures in line with industry best practices</p></div>	<div><div><p>SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</p></div><p>The first logistics company in the Middle East to have its decarbonisation targets validated by the Science Based Targets initiative</p></div> <div><div></div><p>Launched an innovative Carbon Inset Programme Trial, providing importers into the UK the ability to reduce Scope 3 carbon emissions from their supply chains</p></div> <div><div></div><p>Launched ‘GreenBox’, a new carbon insetting solution to decarbonise the seaborne section of customers supply chains</p></div> <div><div></div><p>Achieved close to 65% renewable energy in 2024, in line with our target of 70% by 2030 and 100% by 2040</p></div> <div><div></div><p>In Peru, we have installed electric charging stations for 20 internal transport trucks, saving 2,145 tonnes of CO2e and 1.5 million litres of diesel annually</p></div> <div><p>Strategic partnerships</p><div><div><p>Expanded WASH projects in Mozambique and Nigeria, reaching over 27,000 people and local port communities</p></div><div><div><p>barefoot college INTERNATIONAL</p><p>Building a permanent Solar Mama’s training centre in Senegal and launched a partnership Angola to train women in the Dakar centre</p></div></div></div></div>

RECOGNITION AND AWARDS

2023



Recognised as the Sustainability Company of the Year at Multimodal 2023, the UK logistics industry's leading event



Received two awards at the Global Maritime India Summit 2023 in Mumbai: one for ESG initiatives and the other for terminal operations excellence



Secured the Gold Award in the Environmental Sustainability Programme category at the Gulf Sustainability Awards



Secured the Excellence Award for Sustainability (Global category) at the fDi Global Free Zones of the Year Awards



Received the Community Impact Medal (Platinum category), from the National CSR Fund



Ranked #1 in the Transport and Logistics Sector in Forbes Middle East's Sustainable 100

2024



Received award for the "Corporate Bond Deal of the Year" for the US\$1.5 billion 10-year Green Sukuk



Titanium Lion – Move to -15 Campaign
Gold Lion– SDG category
Silver Lion – B2B category



Outstanding Community Impact and Engagement in the Logistics and Shipping Sector



Environmental Initiative Award for the Zero Landfill project (DP World Santos) & Sustainable Innovation Award for BOXBAY



Energy Conservation at the Port of Vancouver awarded by the Vancouver Fraser Port Authority



Awarded the titles of 'Exemplary Solar Project' and 'Exemplary Decarbonisation Initiative'



Community Involvement Programme of the Year (EMEA Region) for the Solar Mamas initiative in Senegal



BOXBAY wins the Game-Changing Supply Chain Innovation Award 2024

SUSTAINABILITY FRAMEWORK

‘Our World’, focuses on the efforts DP World makes today to operate as a responsible business across seven priority areas

‘Our Future’, looks at the lasting legacy we create for industry and society. We focus on three areas for future generations: women, education and water

Our work is aligned with the UN Sustainable Development Goals (SDGs) so that DP World’s actions can contribute to a greater collective impact





GOVERNANCE COMMITTEES WITH SUSTAINABILITY ROLES

Board Level	Governance and Sustainability Committee	<ul style="list-style-type: none">• Composed of three members, all of whom are Independent Non-Executive Directors• Responsible for reviewing and approving our sustainability strategy and management of ESG matters
	Executive Sustainability Council	<ul style="list-style-type: none">• Chaired by the Global COO, Ports And Terminals, and composed of senior members of the leadership team• Acts as the highest level of management decision making on sustainability related matters across the Group• Approves programmes, initiatives, and policies for the Board’s approval
	Group Executive Safety and Environment Committee	<ul style="list-style-type: none">• Chaired by the Global COO, Ports And Terminals• Monitors any non-compliance of the Group’s policies, particularly those which are related to climate change• Develops strategies and actions to combat the adverse potential effects of climate change
	Senior Decarbonisation Management Council	<ul style="list-style-type: none">• Chaired by the Global Executive Vice President, Health, Safety and Environment• Reviews the Company’s performance against decarbonisation targets and ambitions• Provides advice on the company’s decarbonisation reporting and public disclosure
	Charity Committee	<ul style="list-style-type: none">• Chaired by the Group Senior Vice President, Sustainability• Oversees and endorses requests and proposals for requests for charitable partnerships
	Women’s Council	<ul style="list-style-type: none">• Chaired by the Group Chief Internal Auditor and Executive Sponsor for Women• Evaluates, supports, and ensures implementation of our I&D vision on Gender Equality• Reviews progress on our gender equality programmes and initiatives


SUSTAINABILITY REPORTING

We are committed to publicly disclosing our annual performance in accordance with the GRI Standards





International Goals


	The principal global framework for sustainability. The goals were established by the UN in 2015 and are to be achieved by 2030. All our material topics are aligned with the SDGs to ensure the Sustainability Strategy is translated into concrete action.
	The world's largest corporate sustainability initiative, led by the UN. It drives ten universally accepted principles across human rights, labour, environment and anti-corruption. Our annual Communications on Progress report re-affirms our CEOs continued support for the UN Global Compact and its ten principles.

Reporting Frameworks

	The world's most widely used standards for international reporting on sustainability. GRI guides the content, data and quality of reporting within the Sustainability report. The ESG Scorecard includes several disclosures based on the standards.
	We are working towards International Sustainability Standards Board (ISSB) aligned reporting, and where possible, we have referenced this on a best-effort basis. We have also mapped relevant GRI disclosures against IFRS S2 and relevant Sustainability Accounting Standards Board (SASB) industry standards

Commitments

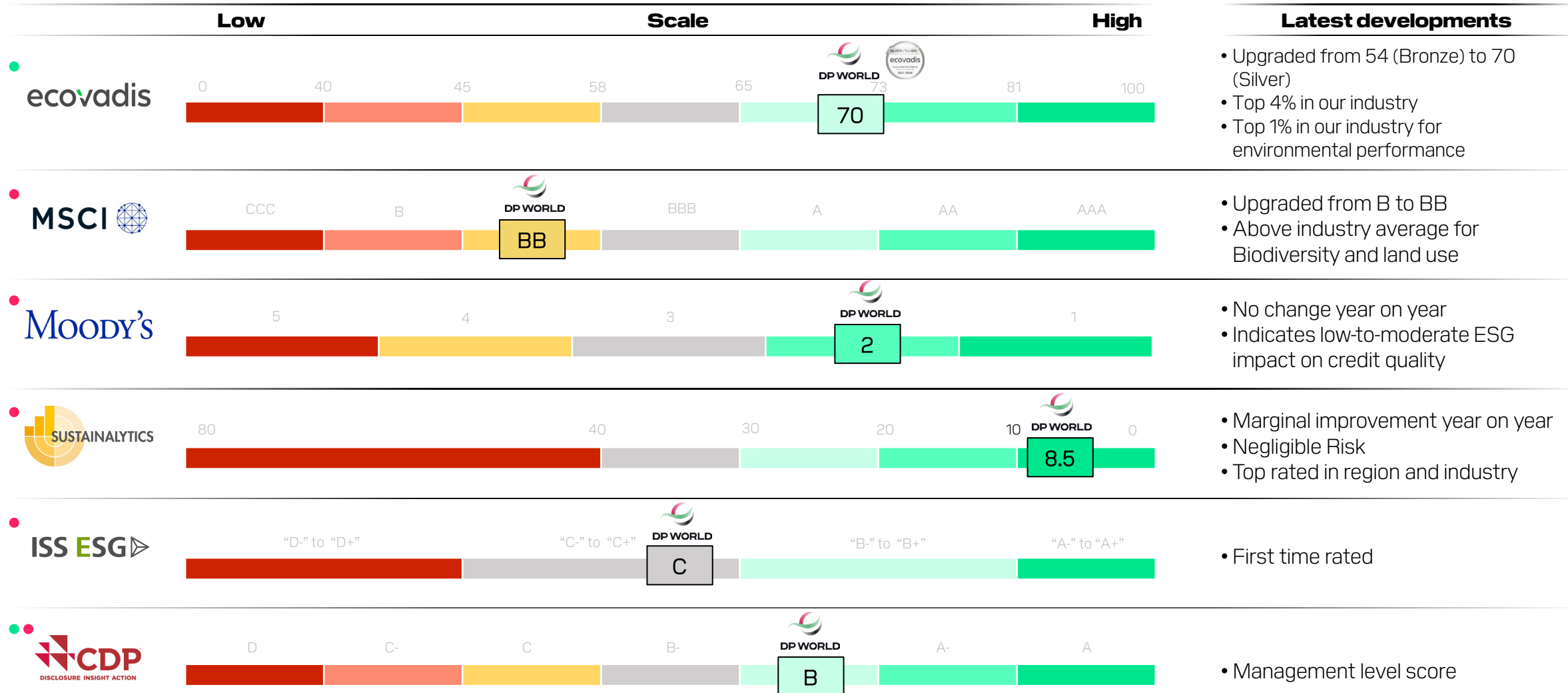
	A core set of common metrics and disclosures on non-financial factors for investors and other stakeholders, launched at the 2020 WEF in Davos.
	Principles that provide a framework for responsible business practices across ocean sectors and geographies. In line with this, companies commit to assess their impact on the ocean and integrate ocean sustainability into their overall strategy.
	Principles offering guidance to business on how to promote female empowerment in the workplace, marketplace and community.
	A framework to report progress on water stewardship in six areas: direct operations, supply chain and watershed management, collective action, public policy, community engagement and transparency.



Along with the best-effort inclusion of IFRS S2, we will be mapping IFRS S1 moving forward.



Looking to integrate CSRD reporting to meet reporting timelines



Classification: DPW Public

USD 1.5BN 10-YEAR GREEN SUKUK TRANSACTION

Transaction Summary

Obligor	• DP World Limited
Obligor ratings	• Baa2 (Moody's)/ BBB+ (Fitch)
Size of issue	• US\$1.5 billion
Use of proceeds	• In line with 2023 Sustainable Finance Framework
Tenor	• 10 year
Profit rate	• Fixed Rate, 5.5%
Currency	• US dollar
Maturity date	• 13 September 2033
Format	• Regulation S
Pricing date	• 6 September 2023
Settlement date	• 13 September 2023



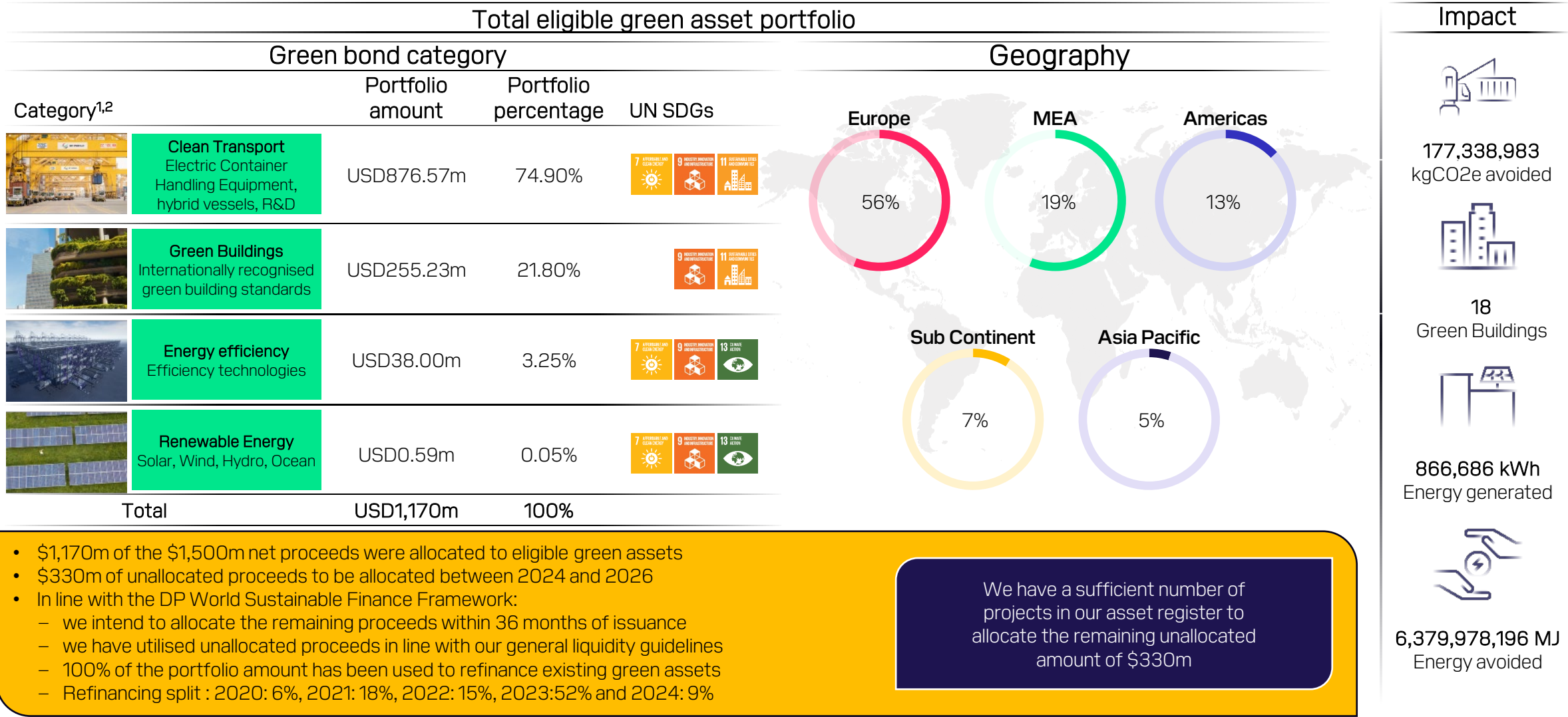
Corporate Bond
Deal of the Year

Transaction highlights

- The transaction was DP World's first ever Green issuance under the first ever dual ESG (Use of Proceeds and KPI linked) Framework from the Shipping and Port sector
- The orderbook peaked at USD 3.4 billion reflecting an oversubscription of c 2.3x
- Aggressive price compression achieved with a tightening of c.30 bps from Initial Price Thoughts to final pricing
- The transaction marked the tightest spread achieved by a BBB+ MENA corporate so far this year as well as one of the tightest spread ever achieved by a BBB+ corporate globally
- The deal was also the largest RegS only Sukuk offering from a CEEMEA Corporate issuer since 2016
- Successful return of DP World to the international debt capital markets after a 3-year hiatus in addition to re-opening the MENA Corporate Sukuk market post summer



GREEN SUKUK ALLOCATION AND IMPACT HIGHLIGHTS



SUSTAINABLE FINANCE FRAMEWORK EVOLUTION

2019 Framework



2023 Framework



First (public) combined Use of Proceeds and Sustainability-Linked Framework from the port sector

2024 Framework



Key new updates in the Framework

- Alignment with the latest sustainable finance market standards including those from ICMA¹, the LMA², LSTA³ and APLMA⁴
- Updated the Sustainability-linked component with the latest Science Based Targets Initiative (SBTi) validated Near Term and Net Zero target
- Included Blue Use of Proceeds categories contributing to the Sustainable Blue Economy
- Takes into consideration the Guidelines for Blue Finance from the IFC the guidance from the “Bonds to Finance the Sustainable Blue Economy – A Practitioners Guide”⁵
- Updated eligibility criteria in the Use of Proceeds section to market best practices e.g., Technical Screening Criteria of the EU Taxonomy, CBI⁶ Criteria

¹ International Capital Markets Association; ² Loan Markets Association; ³ Loan Syndications and Trading Association; ⁴ Asia Pacific Loan Market Association; ⁵ A collaboration between Asian Development Bank (ADB), ICMA, International Finance Corporation (IFC), United Nations Environment Programme – Finance Initiative (UNEP FI), and United Nations Global Compact (UNGC); ⁶ Climate Bonds Initiative

GREEN & BLUE FINANCE ASSET CATEGORIES

The Blue categories are aligned with the ICMA guidance on Blue-Themed Bonds



Efficiency

Energy Efficiency

- Efficiency technologies e.g., BoxBay POC

Sustainable Ports

- Electric Shuttles
- Shore Power
- Environmental Studies
- Partnerships (UNGC, MMCZCS, Emirates Diving, etc.)
- Port Env. Management Systems



Transportation

Clean Transportation

- Freight transportation
- R&D
- Hybrid vessels

Sustainable Maritime Transport

- Green Fuel Procurement
- Hybrid vessels
- Electric / Hydrogen Barges in Europe



Biodiversity

Terrestrial and aquatic biodiversity conservation

- No assets identified

Marine Ecosystem Management, Conservation and Restoration

- Dubai Reef
- Climate Nexus Centre
- Coral Vita Grant
- Living Seawalls in Peru & JAP
- Mangroves Restoration (JAP, Philippines, India etc.)
- Coral Restoration in Turkey



Energy

Renewable Energy

- Solar PV
- Battery Energy Storage
- Green tariffs and IRECS

Marine Renewable Energy

- Infrastructure to support renewable energy offshore wind plants



Pollution

Pollution Prevention and Control

- No assets identified

Marine Pollution

- Ultra-High-Pressure water blasting technology
- Harbour Water Quality Monitoring Devices and Water Testing at JAP, Mina Rashid and Mina Mina Al Hamriya



Buildings



Sustainable Water and Wastewater Management

- Marine Emergency Response Team in JAP and Mina Rashid
- WaterAid Partnership

Green Buildings

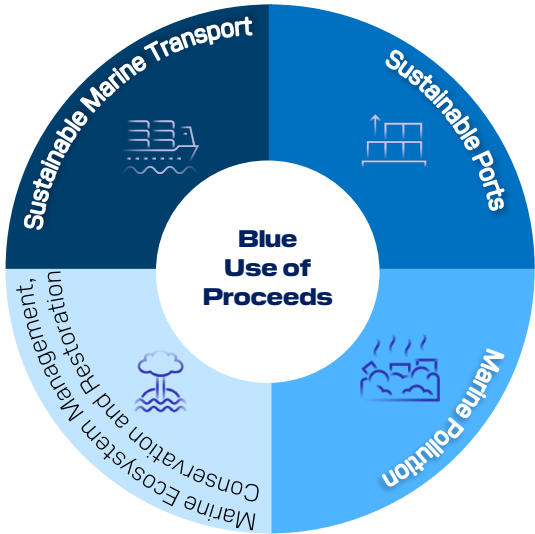
- Internationally recognised green certification building standards e.g., LEED, BREEAM, etc.

USD 100M 5-YEAR BLUE NOTE TRANSACTION

Transaction Summary	
Issuer	<ul style="list-style-type: none">DP World Limited
Issuer ratings	<ul style="list-style-type: none">Baa2 (Stable) by Moody's)/ BBB+ (Stable) by Fitch
Size of issue	<ul style="list-style-type: none">US\$100 million
Use of proceeds	<ul style="list-style-type: none">In line with 2024 Sustainable Finance Framework
Tenor	<ul style="list-style-type: none">5 year
Profit rate	<ul style="list-style-type: none">Fixed Rate, 5.25%
Currency	<ul style="list-style-type: none">US dollar
Maturity date	<ul style="list-style-type: none">24 December 2029
Format	<ul style="list-style-type: none">Regulation S
Sole arranger	
Key investor	

Listing	  <small>AN LSEG BUSINESS</small>
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- ### Transaction highlights
- First Blue bond from the MENA region, first corporate Blue bond out of CEEMEA and first Blue Bond by a global port operator
 - Our first Sustainable issuance in conventional bond format (last one being a green Sukuk in 2023)
 - The blue asset pool includes projects in:



Blue categories are aligned with the ICMA guidance on Blue-Themed Bonds



SUSTAINABLE FINANCE

Sustainable Development Impact Disclosure

- First company globally to adopt and disclose on development impact in accordance with the final impact disclosure guidance from the Impact Disclosure Taskforce
- The Impact Disclosure Taskforce was led by JP Morgan Development Finance Institution and Natixis
- The Sustainable Development Impact Disclosure (SDID) focuses on markets in the Global South and assesses the impact of our investments in advancing the SDGs and closing existing development gaps
- It helps to address information asymmetry challenges and communicate DP World's commitment to acting as a partner of choice for equitable development
- The SDID provides details on our development impact in Brazil, Senegal, Somaliland, South Africa and India



The final SDID was published on 24th October 2024

Country summaries

SDID – BRAZIL



The Port of Santos boosts Brazil's agricultural exports and strengthens trade across South America. Our investments have generated over 7,000 employment opportunities. Partnerships with Suzano and Rumo position us as a key hub for grain, fertiliser, and pulp logistics, driving regional economic and agricultural growth.

SDID – SENEGAL



The Port of Dakar is located at the junction of three key trade lanes. Our top-class container terminal facilities, and expansive road and feeder network connections, proliferate trade opportunities for underserved neighbours like Mali, Guinea-Bissau, Mauritania and Gambia. This allows our operations to promote industrial agglomeration and create thousands of jobs – vastly improving market access opportunities.

SDID – SOUTH AFRICA



DP World South Africa's logistics operations provide core offerings across Freight Management and Contract Logistics. As an established Southern African player, interacting with various industry bodies, suppliers and customers to improve their capacity and extend market reach, we leverage our scale to improve logistics services across the Continent.

SDID – SOMALILAND



The Port of Berbera is a multipurpose port establishing itself as a sub-regional hub capable of serving the needs of over 140 million people and helping to unlock the Ethiopian market – Africa's 5th largest economy. As Somaliland's first major source of FDI, DP World is the nation's second largest employer (after the Government) and key to boosting export potential, diversifying the economy and expanding social services related to health and education.

SDID – INDIA



Our ports in India handle 25% of the country's containerised trade, with terminals in Nhava Sheva, Chennai, and Mundra, providing seamless access to hinterlands through our multimodal network. By leveraging an extensive logistics infrastructure, including free trade zones and cold chain services, we drive economic growth, support MSMEs, and attract FDI by enhancing supply chain efficiency.

Highlights

- Build a multimodal network connecting hinterlands to major commercial hubs.
- Expand rail footprint with 90 container trains, 15,000+ containers, and 8 inland terminals.

- Expand solar power with 850 kW in Cochin and 2 MW in Mundra.
- Electrify port equipment, including RTGs, STS cranes, e-LMVs, and forklift trucks.

- Invest US\$210 million in three FTWZs in Chennai, Mumbai, and Cochin, boosting India's global supply chain integration.

Key actions to support inclusive development outcomes

- Port Optimisation
 - Enhance efficiency at Nhava Sheva and upgrade Cochin Port to improve logistics and cargo handling to reduce storage days at port terminals.
 - Expand logistics parks and Inland Container Depots (ICDs) and invest in 8 inland terminals and 90 container trains, to optimise supply chain connectivity across India.

- Increase FDI in India
 - Invest US\$210 million in developing three FTWZs in Chennai, Mumbai, and Cochin, with 4 million square feet of warehouse space and enhanced port connectivity.
 - Develop SEZs with advanced infrastructure, tax incentives, and streamlined customs to attract investment, foster business growth, and create jobs.

- Support Local Communities
 - Implement GEPs with NGOs and the National Skill Development Corporation (NSDC), and partner with TeamLease to certify and place 260 women.
 - Launch UDAAAN and Nayi Disha to upskill women for logistics and frontline roles, with an expected creation of 2,400 direct/indirect jobs for women by 2028.

- Operational Sustainability
 - Reduce carbon emissions by 50% at Nhava Sheva terminals and achieve 60% renewable electricity by 2030, supported by solar installations in Cochin and Mundra.
 - Replace diesel equipment with electric RTGs and e-LMVs in Mundra; invest in solar power, electric vehicles, and achieve IGBC Platinum certification.

SUSTAINABILITY PARTNERS

Making impact through partnerships

● Decarbonisation

● Social impact

● Environmental impact

2024 progress




ZEPA

Zero Emission Port Alliance

●

Coalition accelerating battery-electric container handling equipment (BE-CHE) adoption

Released three key reports on BE-CHE demand, standardisation, and grid upgrades



First Movers Coalition

●

Global Coalition of companies aiming to decarbonise seven hard-to-abate industries

Sourced 1% of marine power from hybrid engines and zero-emission fuels against 2030 target



Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping

●

Independent, non-profit R&D centre accelerating the decarbonisation of the maritime industry

Supported the release of the updated Fuel Pathway Maturity Map



WaterAid

●

Global NGO implementing sustainable water, sanitation, and hygiene (WASH) projects

Concluded a three-year project in Mozambique; enhancing WASH infrastructure for over 8k people



Bridges to Prosperity

●

NPO building footbridges in rural areas to connect isolated communities with essential services

Became Global Cable provider; contributed to building over 30 bridges serving over 100k citizens



united for wildlife

●

Conservation groups, governments, and corporations combating illegal wildlife trade

Hosted two trainings: In the UAE with key authorities on illegal timber shipments, and for SSA security team in RSA



LOGISTICS EMERGENCY TEAMS

●

Global collation of logistics experts providing efficient support during humanitarian emergencies

Conducted a joint training with the UN WFP on humanitarian disaster preparedness



Teach For All

●

Global network working to ensure every child has equitable, quality education

Launched and supported the 'Future of Work' initiative, engaging 1,815 learners via 48 sessions and 40+ resources



CORAL VIVA

●

An environmental company focused on the conservation and restoration of coral

Launched the UAEs first land-based restorative and educational coral exhibition at Mina Rashid, Dubai



LIVING SEAWALLS

●

NBS solutions enhancing shorelines by integrating artificial habitats into existing seawalls

Expanded the Living Seawalls initiative at Jebel Ali Port

Our World



8 DECENT WORK AND ECONOMIC GROWTH

6 CLEAN WATER AND SANITATION



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS

17 PARTNERSHIPS
FOR THE GOALS



8 DECENT WORK AND ECONOMIC GROWTH

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS
FOR THE GOALS

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION

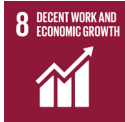
3 GOOD HEALTH AND WELL-BEING










4 QUALITY EDUCATION


 4 QUALITY EDUCATION
 An icon for Sustainable Development Goal 4, Quality Education, featuring a white book and a pencil on a red square background.

SAFETY



Target	Our approach and initiatives		Progress
<div> Committed to Zero Harm  Reduction in Lost Time Injury Frequency Rate (LTIFR)¹ and Reportable Injury Frequency Rate (RIFR)² <ul style="list-style-type: none">Maintain and improve rates for sites below 9Reduce rates by at least 10% for sites above 9</div>	<div>Governance and reporting<ul style="list-style-type: none">Board level governance & sustainability committee oversees safety policies and updatesLaunched the group safety culture committee, chaired by the COO, Ports & TerminalsHosted annual three-day HSE conference</div>		<div> Onboarded 660 sites globally, adding 40,000 employees</div> <div> Relaunched GEMBA walks – 68,000+ hours logged in 2024</div> <div> Conducted 16 audits and 71 risk reviews</div> <div> ISO 14001 – 66% coverage ISO 45001 – 73% coverage</div> <div> RIFR and Lost Time Injury (LTI)³ at lowest levels in five years<ul style="list-style-type: none">Serious injury rate down 49%Serious injuries down 44%</div>

1 Lost time injury frequency rate (LTIFR) the number of lost time injuries occurring in a workplace per one million hours worked.
2 Reportable injury frequency rate (RIFR): the sum total of employee and contractor fatalities, lost time and medical treatment injuries divided by the total hours worked and then multiplied by one million
3 Lost time injury (LTI) an injury directly related to a workplace incident resulting in injury or illness where the person is unable to return and complete their next scheduled work shift

SECURITY



**Zero InfoSec breaches involving customers identifiable information**

**Zero - fines/penalties paid in relation to breaches or incidents**

Our approach and initiatives

Cyber-security	<ul style="list-style-type: none">Reported cyber risks to the chairman and CEO by the group COO, with oversight from the board and support from the CTO and cybersecurity leadershipDeveloped an enterprise-wide risk management approachAligned policies with iso 27001, NIST, and CIS; reviewed annually and enforced through the information security master policyDeployed a hybrid SOC-CDC model across 40+ data centres, supported by MSSPS for 24/7 threat detection and response.Achieved ISO 27001 certification for 24 business units, with expansion planned in 2025Conducted yearly penetration tests and implemented a NIST-aligned cybersecurity assurance programme
Physical security	<ul style="list-style-type: none">Governed physical security through global standards aligned with ISPS Code, ISO 28000, CTPAT, TAPA, and other relevant frameworksScheduled enhancements to the security management system and improvements in security awareness training for 2025Achieved ISO 28000:2022 transition across over 90% of sites previously certified under the 2007 standardEngaged over 100 managers in regional security conferences to share best practices

Collaborating for Impact with UfW and UNODC



- Hosted a workshop on illegal wildlife and timber trade with UfW and UNODC
- Launched an e-learning course on countering wildlife trafficking for port managers

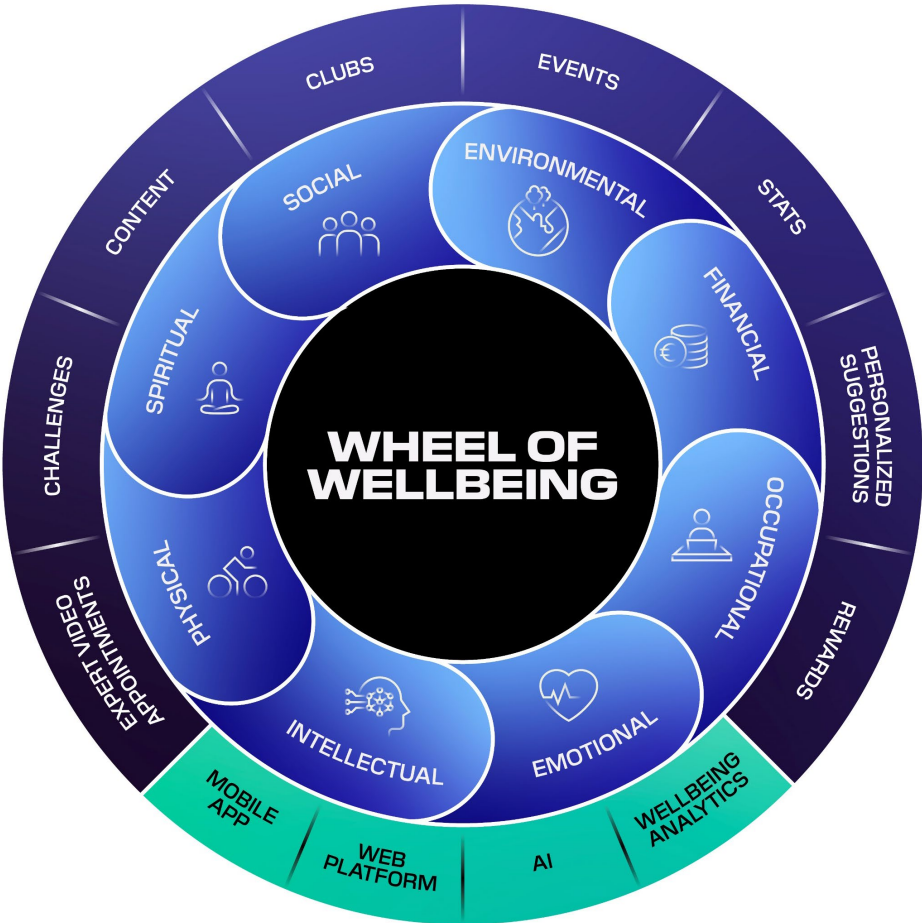


- Planned in-person, multi-stakeholder training on IWT for 2025 in key port hotspots



- 48 BUs ISO 28000 certified
- 42 BUs CTPAT accredited
- 21 BUs TAPA compliant
- 2,500+ employees trained on security tools/threats

WELLBEING



Our approach and initiatives

World of Wellbeing (WoW) programme

- Science-backed, multi-layered approach developed with Wellbees
- Developed a science-backed, multi-layered wellbeing approach in collaboration with Wellbees
- Three data collection methods:
 - Self-reported: mood tracking, goals, and surveys.
 - Inferred: app behaviour analysis
 - Hardware: fitness tracker data on steps and sleep
- Structured the programme around eight key wellbeing pillars: physical, mental, emotional, spiritual, social, environmental, financial, and occupational

Success metrics

- 4,200+ app downloads in 2024 with 48% annual usage
- Organisational wellbeing score of 48.95
- 6,630+ minutes of expert-led guidance accessed by employees
- Onsite and online wellbeing initiatives throughout the year

Wellbeing initiatives

"Show your sustainability!" Photo challenge: employees shared energy efficiency and waste management efforts

Carbon footprint initiative: logged fuel consumption to raise awareness and promote change "All steps matter" programme: focused on waste reduction, water conservation, and marine

ETHICS



 We uphold high standards of integrity and compliance with laws and regulations

Our approach and initiatives	
Governance and reporting	<ul style="list-style-type: none">• ARC and ERM committees drive top-level compliance and risk oversight.• Led by SVP compliance, with regional experts in key risk areas.• Deployed 89 fraud risk champions globally to strengthen local vigilance.
Policy and training	<ul style="list-style-type: none">• Achieved 100% coverage of global code of ethics annual e-learning across business pillars.• Enforce anti-corruption, fraud, modern slavery, and human rights policies aligned with UN/ILO standards.• Maintained internal policies, procedures, training, and risk assessments to ensure compliance with anti-trust and anti-competitive practices laws and regulations.• Implemented a competitive intelligence policy and competition compliance manual to guide adherence, outline key restrictions and best practices.
Key programmes	<ul style="list-style-type: none">• Enabled anonymous reporting through the ethicspoint hotline, with regular incident updates (bribery, harassment, HSE violations) to the ARC.• Updated policies in 2024 on gifts, hospitality, and third-party due diligence; conducted risk assessments and external audits to mitigate bribery.• Completed 2024 risk mapping in high-risk locations (Sokhna, Dakar, Berbera).

Key performance metrics	
	8,096 employees trained in fraud awareness
	89% compliance rate achieved across business units for code of ethics adherence
	109 strategic vendors (100%) accepted the updated vendor code of conduct
	11,955 suppliers audited for German Supply Chain Act compliance

COMMUNITY ENGAGEMENT



We seek to deliver improved social outcomes and impact in the communities where we operate

USD 15.1M

Total Community Investment

655K

Beneficiaries supported

8,600

Volunteer hours during Global Volunteer Week

390+

Community projects delivered



EDUCATION



WATER



HEALTH



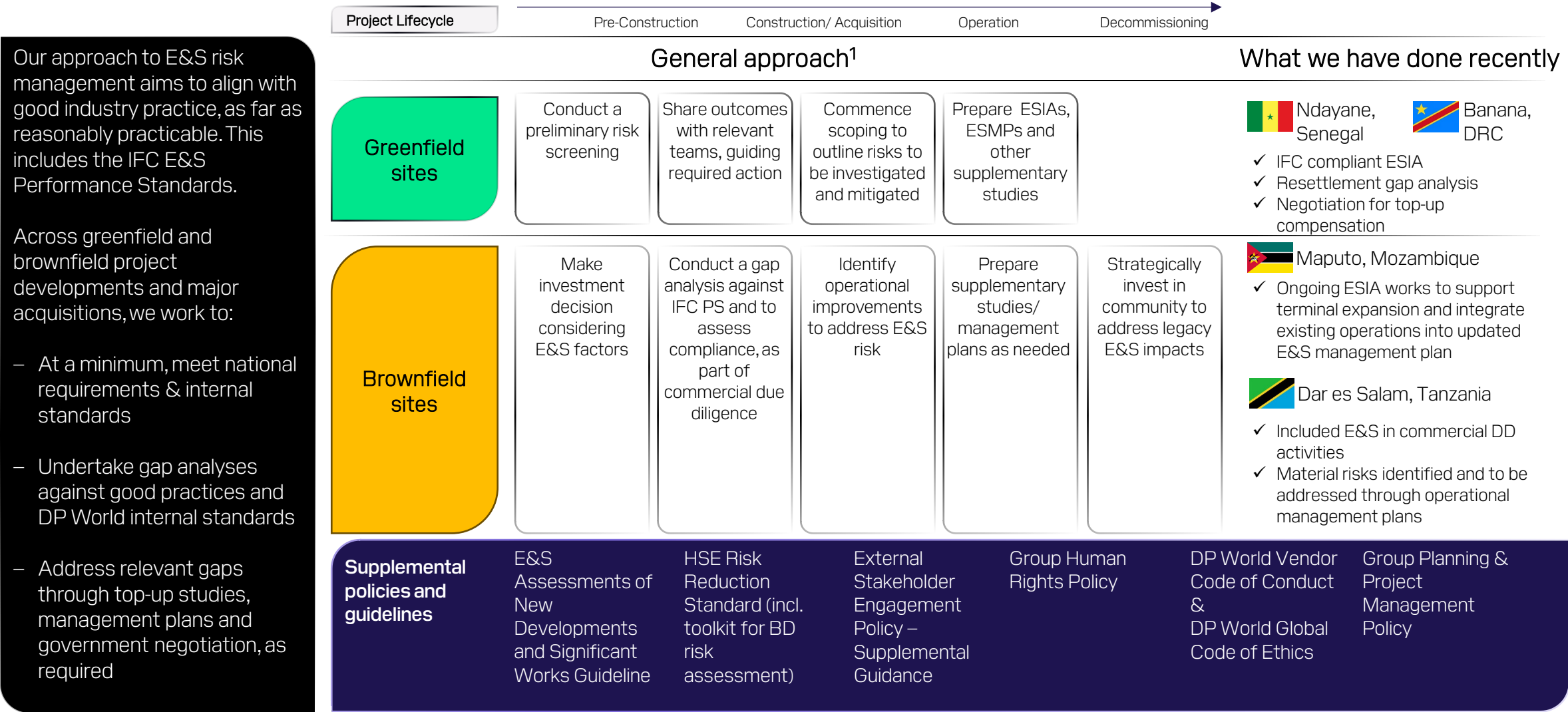
EMERGENCY

A gender lens is applied across all pillars

COMMUNITY ENGAGEMENT



We continue to embed good E&S practices as part of our commitment to sustainable development



¹ This is the general approach DP World strives to follow. Context specific sensitivities may influence both internal and external project delivery requirements.

COMMUNITY ENGAGEMENT

CASE STUDY: BRIDGES TO PROSPERITY



Formalised a partnership with Bridges to Prosperity at the UNGA, becoming their official Global Cable Provider

Repurposed cables from our ports to support the construction of vital bridges in rural Rwanda

Supported the construction of 17 bridges across nine districts in Rwanda

Benefited 55,376 community members through improved access

Contributed 18 km of recycled cable from Jebel Ali Port to these projects

COMMUNITY ENGAGEMENT

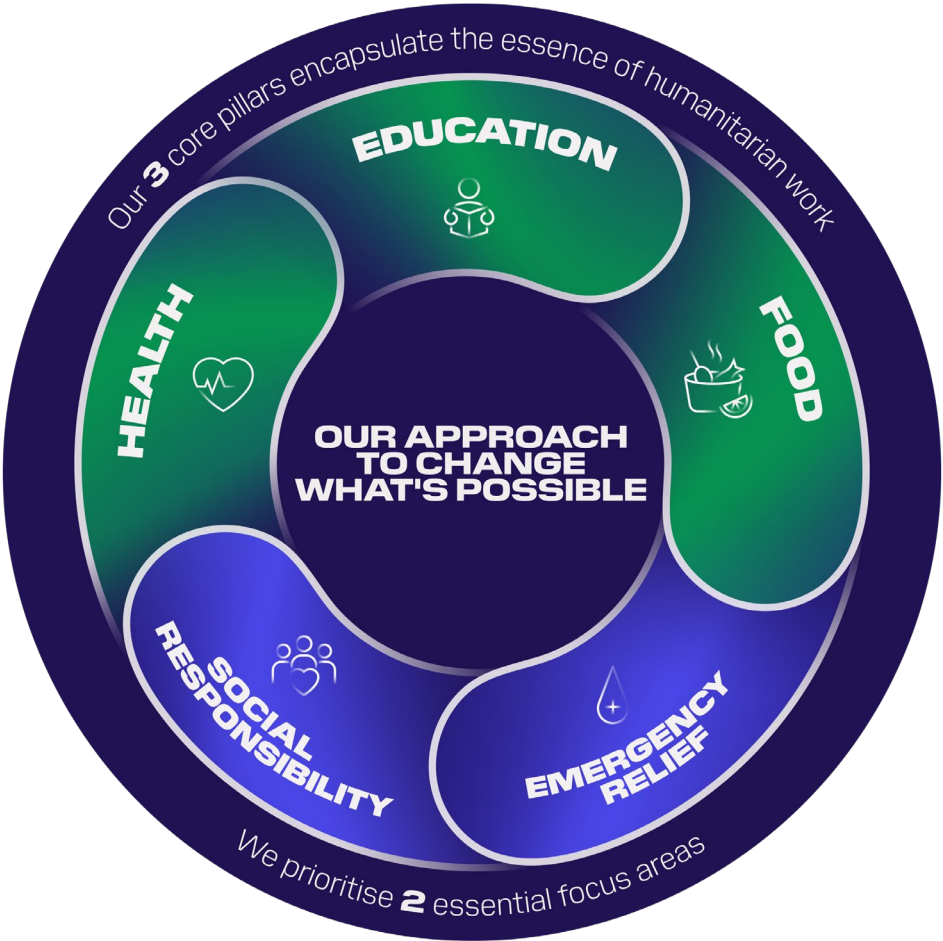


DP World Foundation

Donated school essentials to students as part of our first charitable education initiative



Donated food supply boxes during Ramadan - Regional food supply



Pledged support for Vietnamese communities impacted by typhoon Yagi




Donated to the Hamdan Bin Rashid cancer hospital



CLIMATE CHANGE

Progress against our targets



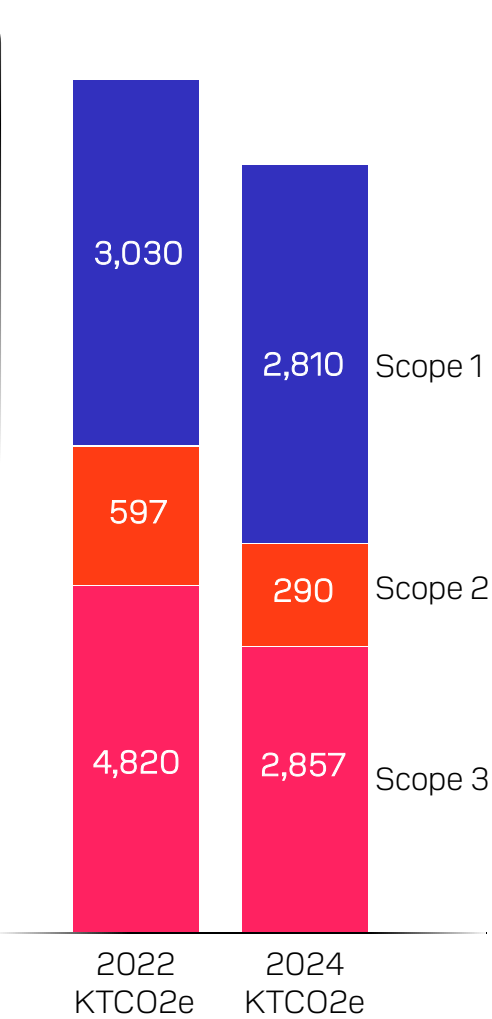


First Logistics company in the Middle East to secure validation from SBTi targets

2030 TARGETS AGAINST 2022 BASE YEAR

- Scope 1 - Reduce by 42%
- Scope 2 - Reduce by 62.2%
- Scope 3 - Reduce by 28%

- In 2024, we reduced our carbon footprint by over 3% year-on-year and by 15% compared to the baseline for Scope 1 and Scope 2 emissions
- We remain ahead of the 10.5% reduction against the 2022 base year



Scope 1 – 2,810 KTCO2e (7% reduction YoY)

- 53% from low-sulphur fuel oil (Marine Services)
 - 79% Unifeeder, 20% P&O Ferries, 1% P&O Maritime Logistics
- 33% from diesel (logistics trucks and port vehicles)
- 12% from marine fuel oil and marine gas oil (berthing operations)
- 2% from gasoline, LNG, LPG across all business pillars

Scope 2 (Market-based) – 290 KTCO2e (51% reduction YoY)

- 75% from grid electricity at port terminals (cranes, vehicles, buildings)
- 23% from logistics warehouses and offices
- 2% from Marine Services building
- Heating: negligible (0.1%)

Scope 3 – 2,857 KTCO2e (41% change YoY driven by change in approach to emission factors)

- Emission share: 37% Marine Services, 37% Logistics, and 26% P&T
- Report on 11 of 15 business relevant Scope 3 categories
- 80% of Scope 3 emissions from five key sources: purchased goods and services, capital goods, fuel and energy (WTT), and upstream - downstream transport/distribution
- Do not report on four categories not relevant to our business model

CLIMATE CHANGE

Managing carbon risks & unlocking opportunities



Climate-related risks



Exposure to evolving carbon pricing mechanisms, including Emissions Trading Systems (ETS) and carbon taxes, which may increase operational costs as regulations expand



Reputational risks linked to stakeholder scrutiny of carbon emissions, which could harm our environmental standing in the marine transport sector



Acute physical climate risks, such as floods, windstorms, and extreme temperatures, which have already disrupted operations (e.g., port delays in Canada)

Risk mitigation



Invest in climate adaptation projects and engage stakeholders (customers, investors, employees) to align on risk reduction strategies



Deliver decarbonisation training for employees and leadership, covering climate science, EU ETS, CBAM, and best practices



Adopt low-emission technologies, such as equipment electrification and alternative fuels, to cut costs and improve efficiency



Enhance regulatory compliance by integrating EU ETS, CBAM and IMO MEPC GHG guidelines into reporting, quantifying maritime emissions costs, and tracking phase-in impacts



Assessed physical climate risks across 50 global ports and terminals in partnership with Jupiter Intelligence and Guidehouse

Opportunities



Expand Unifeeder’s GreenBox, scale the Modal Shift Programme, and grow the 2025 Carbon Inset Programme to support clients in reducing Scope 3 emissions



Leverage the GLEC-accredited Carbon Emissions Calculator to empower customers in measuring and reporting supply chain emissions



Strengthen industry partnerships, including ZEPA (standardising electric port equipment) and the First Movers Coalition (5% zero-emission fuels by 2030)

CLIMATE CHANGE



Decarbonisation levers



Equipment electrification and efficiency
Reduce diesel and marine fuel consumption



Process efficiency and digitalisation
Introduce innovative low-carbon technologies in operations portfolio and maximise efficiency



Renewable energy supply
Procure electricity from renewable energy or carbon-neutral sources



Low carbon fuel supply
Procure low- or zero- carbon fuels to replace diesel and marine fuel



Carbon compensation
Compensate the remaining carbon that cannot be avoided or other carbon offsetting method

2024 highlights



Invested in eight fully electric straddle carriers for LGW Berth Four, making it the world’s first all-electric fleet servicing an all-electric berth



Installed electric charging stations for 20 internal transport trucks in Callao, saving 2,145 tonnes of CO2e and 1.5 million litres of diesel annually



Launched an initiative to retrofit 30% of terminal tractors in Jebel Ali by 2028



Added 20 electric terminal tractors to our operations in Callao, now fully operational



Rolled out a fully electric internal transfer vehicle at our terminal in the Port of Brisbane



Entered into a partnership with Einride, and have have deployed the largest electric, freight mobility fleet in the Middle East



Allocated \$1.17 billion under our Green Sukuk for electrification, efficiency, and renewables

CLIMATE CHANGE



Decarbonisation levers



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2024 highlights



Initiated open access green power sourcing at Nhava Sheva to replace 75% of conventional supply by 2025



Maintained 100% renewable energy use at San Antonio and Lirquén terminals in Chile for the third consecutive year



Achieved 100% green energy use at Batangas Terminal, Philippines in 2024



At our Berbera Port in Somaliland we have connected to the 8MW solar park from the Berbera Electric Company



Signed Green Power PPA in Buenos Aires (Sept 2024) to supply 80% of terminal's energy



Achieved 10% green energy use at Mundra through International Renewable Energy Certificates (IRECs)



Renewables supplied 65% of our total electricity consumption in 2024

CLIMATE CHANGE



Decarbonisation levers



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Reduce diesel and marine fuel consumption



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Carbon compensation
Compensate the remaining carbon that cannot be avoided or other carbon offsetting method

2024 highlights



Piloted a hydrogen fuel cell RTG crane at Port of Vancouver; switched to 100% HVO at London Gateway, and maintained 100% in Southampton



Started sourcing Hydrotreated Renewable Diesel to meet 50% of fuel needs at Vancouver, Prince Rupert, and Fraser Surrey



Unifeeder is adding four methanol-capable vessels to its European fleet, aiming to reduce emissions by 2026



Launched a carbon inset program at UK logistics hubs, London Gateway and Southampton, issuing 50kg CO2e inset certificates for every TEU moved. Certificates are generated by Unifeeder through biofuel use



Sourced 1% of marine services energy from zero-emission fuels by end-2024

1 Maersk McKinney Moller Centre for Zero Carbon Shipping










CLIMATE CHANGE

Waste, pollution and water management



Striving for zero harm, delivering positive impact

Governed by the Group HSE Policy and ISO 14001:2015 certified, the performance is overseen by GESEC, a management-level committee

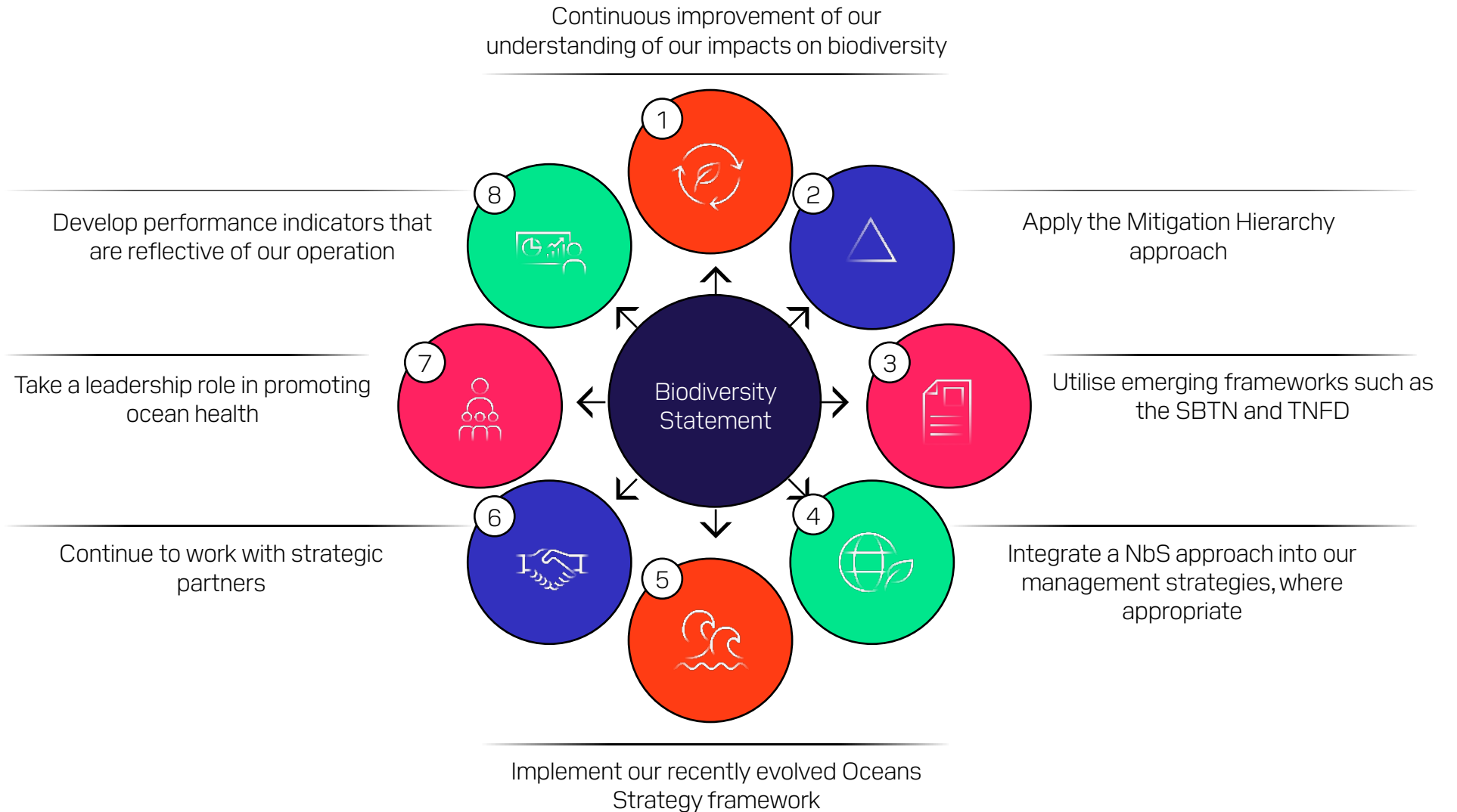
Waste management	Water management	Pollution management
<p>Target: Driving action towards zero waste to landfill, where feasible within our operations</p> <div><div><p>Continued our global Waste Management Assessment Programme to enhance waste practices, and circular economy principles</p></div><div><p>Started implementing Waste Action Plans and Single-Use Plastic elimination plans across sites to drive waste reduction</p></div><div><p>Continued implementation of waste management standards and guidelines, focusing on the safe handling, storage, and disposal of hazardous substances</p></div></div> <p>In 2024, achieved zero serious oil or hazardous chemical spills</p>	<p>Target: Established plans to enhance internal water reporting in priority locations by end of 2025</p> <div><div><p>Identified priority sites through portfolio screening using the Worldwide Fund for Nature Water Risk Filter</p></div><div><p>Enhanced water reporting through our HSE system, with plans to collect data on withdrawal, discharge, and reclamation in 2025</p></div><div><p>A number of sites already implementing measures such as rainwater harvesting and/or water recycling - to increase uptake through the WCMS</p></div></div> <p>In 2025, we will release our WCMS – water use and water quality</p>	<p>Ongoing implementation of our pollution prevention and emissions reduction standards and guidelines:</p> <div><div><p>Measures to reduce emissions from vehicles and equipment as well as during demolition and construction activities</p></div><div><p>Measures to reduce noise, such as low-noise equipment, acoustic barriers, and silencers</p></div><div><p>Measures to reduce light pollution and spillage, such as using directional lighting, timers, and limiting decorative lighting</p></div></div> <p>Commenced a non-GHG emissions inventory in 2024, piloting select sites, with coverage expansion in 2025</p> <p>Vendor Code of Conduct requires contractors and suppliers to meet environmental management standards for waste, water, & pollution management</p>

CLIMATE CHANGE

Management of biodiversity impact







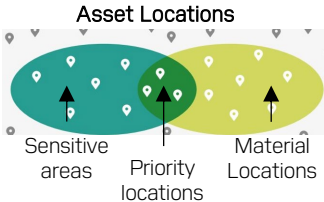
Our Biodiversity Statement outlines our approach to understanding, preventing and managing our impact on biodiversity and ensures we contribute towards the safeguarding of marine and land ecosystems.



CLIMATE CHANGE

Environmental Impact and Biodiversity



Approach	Biodiversity Risk Mapping (“Locate” phase within LEAP approach)			
<ul style="list-style-type: none">We are committed to minimising our impact on biodiversity operationally though:<ul style="list-style-type: none">Updating our Biodiversity Statement in 2024applying the Mitigation Hierarchy approach through our Environmental Impact Assessment processesundertaking a global portfolio biodiversity risk mapping exercise (<i>more detail on right</i>)aligning our approach with emerging biodiversity reporting frameworks such as TNFDcontributing to the restoration of biodiversity, beyond compensation efforts, through nature-based solutions (NbS) in line with our Ocean Strategy	Understanding our interface with biodiversity	Determining Sensitivity	Prioritisation	<div></div> <ul style="list-style-type: none">Undertake detailed assessment of Priority Locations in alignment with the TNFD LEAP approachEvaluate site specific context and activities, as well as nature related dependencies, to inform actions plans, metrics and targetsIntegrate biodiversity metrics and targets across our Environmental and Sustainability strategies, including operational management plans
	<div>Completed</div> <ul style="list-style-type: none">Mapped 60 Ports and Terminals and 4 Special Economic Zones to quantify which are situated within or adjacent to sensitive biodiversity areasLeveraging global ecological datasets such as<ul style="list-style-type: none">IBATWWF Water Risk RegisterIUCN Red ListProtected Planet <div></div>	<div>Completed</div> <ul style="list-style-type: none">Sensitivity definition is aligned with the TNFD frameworkAreas considered sensitive should meet one or more of the below criteria:<ul style="list-style-type: none">important for biodiversityhave high ecosystem integrityhave high physical water riskshave importance for ecosystem service provision, including benefits to Indigenous Peoples, Local Communities and stakeholdersWe have used the following datasets to determine sensitivity<ul style="list-style-type: none">Protected Areas - IUCN Categories Ia, Ib and II III, IV, V (also captures Ramsar, Natura2000 etc)Key Biodiversity AreasEcologically or Biologically Significant Marine AreasOcean+ HabitatsMarine and Terrestrial threatened species	<div>In progress</div> <ul style="list-style-type: none">Each site has been assigned a score to determine relative sensitivity and establish a prioritisation ranking of sites within the portfolioThe top ten ranked sites will be subject to further detailed evaluation to assess operational impacts, risks and opportunities <div></div>	

PEOPLE DEVELOPMENT



Empowering people, driving excellence: building a future where everyone thrives

Global people policies

- Applicable to all entities, subsidiaries & employees worldwide
- Local policies supplement but do not conflict with global policies
- Global people policies, includes the code of ethics, inclusion & diversity policy, talent management policy, and recruitment policy to name a few policies

Training performance

- 86,855 courses completed
- 432,499 learning hours for employees
- 11.5 hours per employee annually
- 105 executives trained through the IMD Executive Leadership program



2024 Employee engagement survey (Great Place to Work®)

- 63,273 responses from 105,000 employees
- 74% average score
- Certified as a Great Place to Work in 31 countries



Mandatory training



Employees are required to complete mandatory training sessions upon joining. Topics include:

- Fraud awareness
- Safety
- Information security
- Anti-corruption anti-discrimination
- Bullying and harassment
- Code of ethics

Work-life balance & social protection

- Flexible work with 4.5-day week in the UAE
- Fair wages, benchmarked against industry standards
- Comprehensive healthcare and insurance coverage for employees & dependents
- Enhanced maternity leave beyond legal requirements



95% of employees participated in performance and development reviews



WOMEN



20%

Female employees in Executive, and Senior management

LEVEL 6

Achieved Highest - Gender Equality Diversity European Standard


16%

Female share of total workforce


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

Our approach and initiatives


Governance and reporting	<ul style="list-style-type: none">Appointed the first executive sponsor for women at DP WorldRe-instated the Women’s CouncilHighlighted progress in HeForShe Alliance Impact Report
MentorHer	<ul style="list-style-type: none">Launched 7th cohort, achieving over a 20% increase in participant enrolments.We also introduced a MentorHer Day to further celebrate and support mentorship, elevating the learning pathway for all participants
Remuneration and equal pay	<ul style="list-style-type: none">Our Remuneration Policy promotes fairness across all levels and functions.Pay data is captured and reviewed internally, with adjustments made where necessary.
Tech4Women	<ul style="list-style-type: none">Digital upskilling for women (10,000+ members since 2023)An initiative that connects female professionals, offering networking, mentoring, and support to help them build their digital skills



Through Solar Mamas, Trained ten women in Somaliland to electrify 500+ homes



Trained 30 women to make reusable sanitary pads for hygiene and economic empowerment.



Positive Representation Campaigns: "Day in the Life" series showcasing women in leadership at DP World

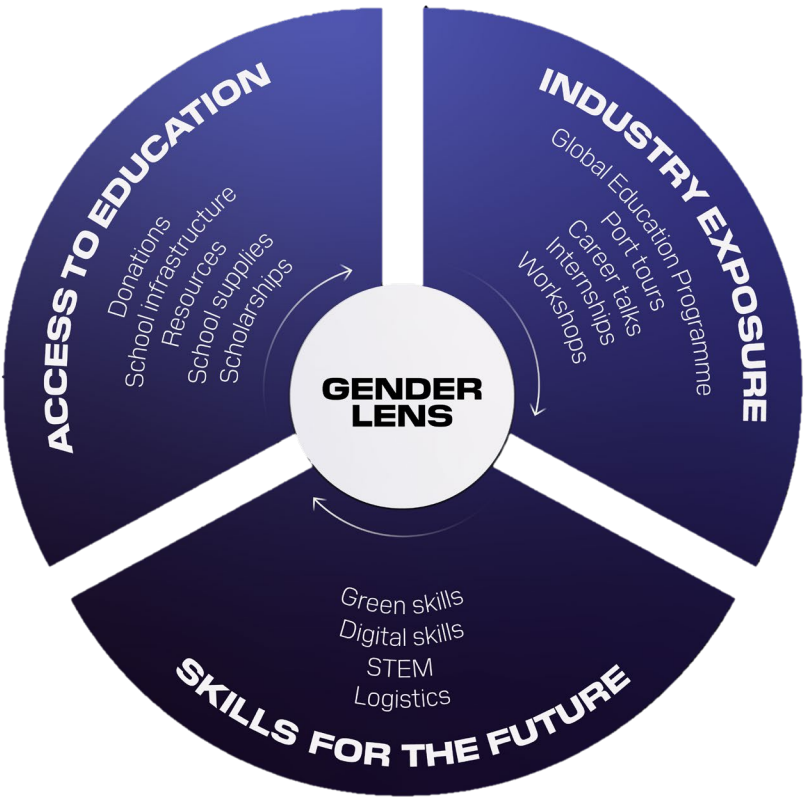
Classification: DPW Public

38

EDUCATION



Our Education strategy provides us with a clear roadmap for addressing the barriers, driving education for all in our communities and ensuring no one is left behind



Key initiatives



Launched the Global Education Platform in 2024, offering 19+ free resources focused on digital, STEM, and sustainability education. It is aimed at engaging teachers and students aged 11-18 years



Invested US\$ 22.9 million in education initiatives from 2020 to 2024, including US\$ 2.4 million in 2024 alone



Mobilised 213 employee volunteers, who contributed 413 hours to support education in sustainability and trade, reaching 3,432 students



Supported 120 young leaders across 37 countries through the Earthshot Youth Leadership Programme, equipping them for bold climate action



In the UAE, launched the inaugural phase of 20Xel, a talent development programme for the next generation of Emirati trade, logistics and supply chain leaders

COMMITMENT TO FRESHWATER



Our approach

Although overall, we do not consume large volumes of water in our operations, we operate in geographies that are vulnerable to water supply and water quality impacts. In 2023, we adopted a source-to-sea approach, integrating our ocean and water strategies. This approach is essential for effective water stewardship because it considers the entire water cycle from the source of the water to where it eventually ends up.

Water Access, Sanitation and Hygiene



Partnered globally and locally to deliver sustainable, climate-resilient WASH projects in water-scarce regions for employees and communities.

- Constructed three water supply and waste management systems in Mozambique, improving access for local communities
- Launched multi-year programmes in Nigeria and Tanzania to reach over 12,000 people and enhance WASH access in healthcare centres
- Empowered women, girls, and youth through leadership and entrepreneurship opportunities within WASH decision-making processes

To support Net Water Positive Impact across key water stressed basins, where we operate.

Freshwater pledges and commitments



Commit to undertake actions on direct operations, our supply chain, watershed management, collective action, public policy, and community engagement



Commit to understanding and improving water efficiency and its use in our operations and supply chains, to tackle water stress in 100 critical basins by 2030



Member of the Steering Committee of the Water Investment Lighthouse

COMMITMENT TO OCEANS



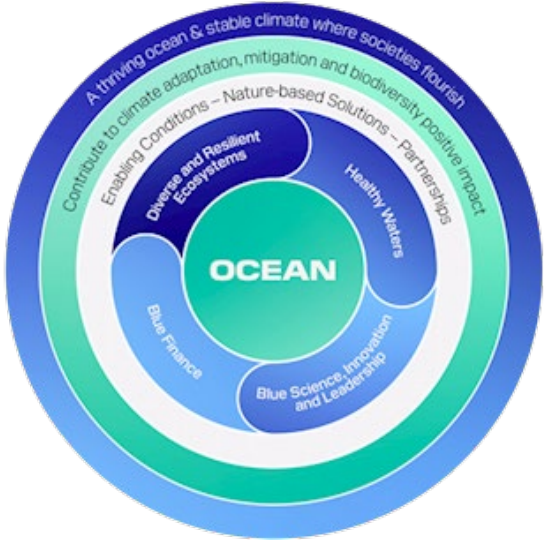
SDG 14 (Life below water) receives the least amount of long-term funding of any of the SDGs

The challenge

- 90% of global trade carried by marine transportation
- Oceans and water resources under threat
- Ocean linked sectors contribute US\$ 2.5tr to global economy; support over 30m jobs
- Ocean provides a valuable source of protein to 3bn people
- Ecosystems are significant mitigators of climate change
- SDG 14 is significantly under funded
 - Between 2015 and 2019 this goal received less than \$10 billion, against an annual requirement of \$175 billion

Our response and strategy

As a responsible leader we are committed to preserving the Oceans ability to provide for future generations



Our Ocean Strategy, which encompasses four foundational pillars, creates a nexus between global trade and environmental stewardship; supporting our leadership in the emerging Sustainable Blue Economy

Strategy	Targets
Diverse and Resilient Ecosystems: Restore, enhance, and protect marine ecosystems and biodiversity through NBS and regenerative projects in coastal blue carbon ecosystems.	<ul style="list-style-type: none">• 2025: Develop a Blue Carbon Ecosystems Strategy• 2030: Restore atleast 280 hectares of mangroves in three priority nations
Healthy Waters: Reducing and preventing pollution by driving decarbonisation efforts to reduce carbon emissions, as well as sustainable practices for waste management, within our business	<ul style="list-style-type: none">• 2025: Establish an internally recognised Sustainable Port Standard for new port developments• 2030/35: Eliminate single-use plastics from offices/ operations• 2030: Support existing SBTi validated decarbonisation target
Blue Science, Innovation & Leadership: Advance ocean-climate action through the knowledge hubs and citizen science to promote community participation	<ul style="list-style-type: none">• 2025: Co-create a knowledge hub platform to support capacity building, scientific knowledge & solutions for Ocean-Climate action
Blue Finance: Develop sustainable financing models that support marine ecosystem protection and restoration.	<ul style="list-style-type: none">• By 2030: Issue a Blue Finance Instrument

The opportunity

- Engaging in the blue economy will enable us to explore new business ventures, forge strategic partnerships, and invest in emerging technologies that complement our core port and logistics operations
- We are future-proofing our operations. This proactive approach allows us to address long-term environmental challenges, adapt to evolving market conditions, and remain competitive and resilient

RESTORATION AND CONSERVATION OF MARINE ECOSYSTEMS INITIATIVES

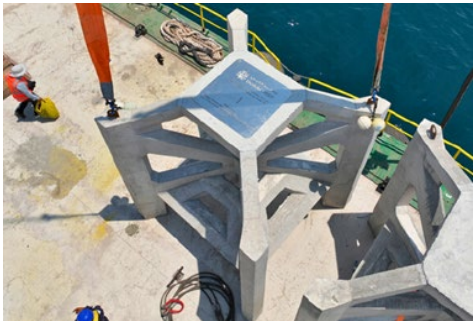


Dubai Reef

We supported Dubai Reef, the world’s largest single purpose-built reef development and a key initiative under the Dubai Can campaign led by HH Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum. Over the next three years, 20,000 reef modules will be deployed across 600 square kilometers of Dubai’s waters, rehabilitating marine habitats, advancing conservation research, boosting ecotourism, and creating socio-economic opportunities.

Impact

The environmental impact of the Dubai Reef initiative is significant, as it not only promotes marine biodiversity but also serves as a critical tool for ocean restoration. Artificial reefs provide habitats for marine species, support biodiversity and coastal resilience contributing to mitigate impacts of climate change.



Living Seawalls

We launched an innovative initiative at Jebel Ali Port aimed at enhancing the marine biodiversity within the port marine environment through transforming gray marine infrastructure into Living Seawalls. This project, in collaboration with Living Seawalls, introduces eco-friendly marine panels that mimic natural habitats like rock pools and mangrove roots. The initiative, aligned with the UAEs Year of Sustainability, aims to contribute to a healthier marine environment along our ports harbour and aligns with our commitment to the UN SDGs, particularly life below water.

Impact

The Living Seawalls pilot initiative in our port of Callao initiative has shown promising results in enhancing marine biodiversity over the past 12 months.



Coral Vita

Coral Vita is the UAE’s first land-based coral exhibition for reef restoration. This pilot project aims to enhance the health and resilience of coral reefs using innovative practices that accelerate coral growth and could help favour growing of corals that withstand climate stressors like ocean warming and acidification. The facility engages local communities increasing ocean literacy about corals role in Ocean Health.

Impact

The corals grown by Coral Vita exhibit growth up to 38% faster than in natural habitats, significantly enhancing restoration efforts by enabling quicker and more effective recovery of degraded reefs. The solution offers a potential to scaling up efforts for restoration in the UAE.

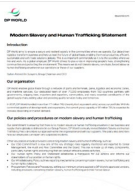


SUSTAINABILITY RELATED POLICIES AND REPORTS

Policies



[Group Sustainability Policy](#)



[Group Modern Slavery and Human Trafficking Statement](#)



[Global Anti-Corruption Policy](#)



[Group Health, Safety and Environment Policy](#)



[Global Code of Ethics](#)



[Vendor Code of Conduct](#)



[Group Human Rights Statement](#)



[External Stakeholder Engagement Policy](#)



[Just Transition Statement](#)



[Whistleblowing Policy](#)



[Global Inclusion and Diversity Policy](#)

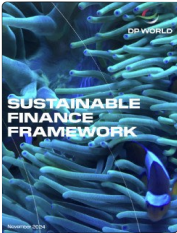


[Biodiversity Statement](#)

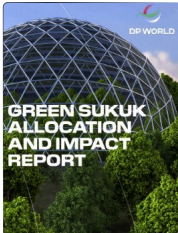
Reports



[2024 Sustainability Report](#)



[Sustainable Finance Framework](#)



[Green Sukuk Allocation and Impact Report](#)



[Sustainable Development Impact Disclosure](#)