

# CHANGE WHAT'S POSSIBLE

SUSTAINABILITY REPORT 2024



**DP WORLD**

ABOUT THIS REPORT

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

PURPOSE OF THIS REPORT

The 2024 Sustainability Report is a companion piece to our **Annual Report and Accounts 2024**. It aims to provide our key stakeholders, including employees, suppliers, customers, partners, and community partners, with a detailed account of our performance on significant sustainability topics.

SCOPE OF THIS REPORT

This dedicated report allows us to expand on the important topic of sustainability and therefore encompasses all of our business operations, including ports and terminals, marine services, and logistics. Our aim is to provide a transparent and comprehensive overview of our sustainability performance and demonstrate our commitment to sustainable business practices. The data and information we cover reflect activities for the financial year ending 31 December 2024.

REPORTING BOUNDARY

The reporting boundary for this report is aligned with our operational control approach, ensuring that all relevant sustainability-related activities within our operational control are captured.

RELEVANT REPORTING FRAMEWORKS

In line with best practice, this report has been developed to align with the following international frameworks, standards, and guidelines:

- United Nations Sustainable Development Goals;
- Global Reporting Initiative Sustainability Reporting Standards;
- UN Women Empowerment Principles;
- UN Global Compact;
- UNGC Sustainable Ocean Principles; and
- World Economic Forum Stakeholder Capitalism Metrics.

The content has been developed in accordance with the latest GRI standards, which have guided the report's content and quality, including stakeholder inclusiveness, materiality, clarity, and accuracy. As a signatory to the UN Global Compact since 2019, this report also serves as our Communication on

Progress in accordance with the United Nations Global Compact Advanced Level criteria.

We are working towards Corporate Sustainability Reporting Directive and International Sustainability Standards Board aligned reporting, and where possible, we have referenced this on a best-effort basis. This year, we have also mapped relevant Global Reporting Initiative (GRI) disclosures against International Financial Reporting Standards S1 and S2 where applicable. Additionally, we are working towards sector-specific Sustainability Accounting Standards Board guidance relevant to business. We are committed to reporting annually on our sustainability initiatives, governance and progress.

ASSURANCE

Assurance providers are independent from DP World at the time that this report is issued. LRQA provided independent limited assurance of our greenhouse gas emissions inventory in accordance with ISO 14064:2019. Its verification procedure is based on current best practice and in accordance with ISAE 3000 and ISAE 3410.

Corporate Citizenship has provided an Assurance Statement following their review of our use of the Business for Societal Impact (B4SI) Framework for measuring corporate community investment activity.

REPORT PRESENTATION AND PREPARATION

DP World's Group Sustainability team is responsible for this publication, which is the result of a thorough review of internal documentation and interviews with various internal departments and stakeholders. Critical or material events that occurred between 1 January 2024 and 31 December 2024 are covered in this report and should be referenced alongside the **Annual Report and Accounts 2024**. The content and disclosures presented in the report have received formal approval from relevant department heads.

We hope you find the report informative and welcome any feedback on our sustainability performance at [sustainability@dpworld.com](mailto:sustainability@dpworld.com)

GROUP CHAIRMAN AND CEO'S STATEMENT

“THE JOURNEY TO A SUSTAINABLE FUTURE IS CRITICAL. AS A LEADER IN GLOBAL TRADE, WE RECOGNISE THAT ACHIEVING MEANINGFUL CHANGE REQUIRES SUSTAINED INNOVATION, STRONG PARTNERSHIPS, AND A CLEAR COMMITMENT TO OUR TARGETS.”

SULTAN AHMED BIN SULAYEM  
GROUP CHAIRMAN AND CHIEF EXECUTIVE OFFICER



The world is at a critical juncture, addressing climate change while ensuring that no one is left behind in the transition to a net-zero future. This challenge reinforces our purpose: to make trade flow and change what's possible for everyone. Sustainability is not just a responsibility; it is central to how we do business and how we serve our customers.

We are embedding sustainability into every aspect of our operations, working across our supply chains to reduce our own and our customers' climate impact. Our role extends beyond emissions reduction. We are enabling our partners, customers, and the communities where we operate to participate in a sustainable future by providing them with the investment, infrastructure, and expertise needed to accelerate their transition, regardless of geography or economic standing. At the same time, we remain unwavering in our commitment to safety, ensuring that our zero-harm culture remains a priority as we grow and enter new markets.

In 2024, we took bold steps to bring sustainability closer to our core business and customer needs. We issued a US\$100 million Blue Bond, the first of its kind, alongside the launch of our Ocean Strategy, a blueprint for strengthening our commitment to ocean conservation and the blue economy. We are dedicated to fostering biodiversity through sustainable practices and protecting ecosystems while supporting the growth of international trade. We also published our first Green Sukuk Impact and Allocation Report, allocating US\$1.17 billion in green assets to support low-carbon logistics and infrastructure.

Understanding that impact must be measurable and transparent, we launched our first Sustainable Development Impact Disclosure, becoming the first company globally to report sustainability outcomes across Brazil, Senegal, South Africa, Somaliland, and India.

Further strengthening our climate leadership, we became the first logistics company in the region to have our targets validated by the Science Based Targets Initiative (SBTi), a significant step towards decarbonising supply chains for our customers.

Our workforce now stands at 115,000+ employees across 79 countries, reflecting our continued growth and investment in people. Beyond our own organisation, we are committed to uplifting communities by addressing fundamental needs such as access to clean water, education, and economic opportunities. Working together with our strategic partners, such as WaterAid, Bridges to Prosperity, and the Logistics Emergency Team, we are driving tangible impact. Additionally, through the DP World Foundation, we empower communities by focusing on health, education, and food security.

As a signatory to the United Nations Global Compact, we continue to uphold its ten principles on human rights, labour standards, the environment, and anti-corruption. A sustainable future cannot be achieved in isolation. Logistics is among the hardest sectors to decarbonise, and we are committed to working hand in hand with our customers and partners to make this transition a reality. We continue to support our ongoing initiatives such as the World Economic Forum's First Movers Coalition and the Zero Emission Port Alliance. With the skills and dedication of our people, I am confident that we will redefine the future of global trade, making it more sustainable, more resilient, and more inclusive.

I would like to thank every one of our employees, customers, partners, and stakeholders for being part of our journey. We look forward to working with you to build a future where sustainability and business go hand in hand.

SULTAN AHMED BIN SULAYEM  
GROUP CHAIRMAN AND CHIEF EXECUTIVE OFFICER  
March 2025

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## WHAT WE DO

We aspire to lead global trade into a more resilient, efficient, and sustainable future for our customers and their customers. Our range of products and solutions cuts across our business pillars, which include Ports and Terminals, Logistics, and Marine Services, enabled by technology while prioritising sustainability.

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

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

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



## PORTS AND TERMINALS

The heart of our business lies in our global network of ports and terminals. We are a key enabler for our customers to trade and, as critically, to ensure the resilience and continuity of supply chains.

Through these assets we are reimagining the future, helping to streamline operations, lower costs, and reduce environmental impact for businesses and their customers.

We do this by prioritising efficiency and safety at our ports while unlocking multimodal options, bringing agility and resilience to global trade. We are a global leader in container terminal operations and have the capacity to manage over 100 million TEU; handling 9.2% of the world's container port throughput. Coupled with our logistics parks and economic zones, we provide our customers with flexibility and choice when it comes to moving goods.



**CONTAINER SERVICES**  
Our vast network of ports and terminals has the capacity to handle over 100 million TEUs every year.



**RORO & FINISHED VEHICLE SOLUTIONS**  
With 16 RoRo enabled terminals around the world we're the first choice for OEMs and car carriers.



**BREAKBULK**  
Across our network we have handled all types of breakbulk ensuring the quick and seamless movement of the most specialised cargo.



**DRY AND LIQUID BULK**  
Our specialised dry and liquid bulk services ensure the safe and secure movement of cargo through our terminal operations.



**CRANE SERVICES**  
Our world crane services team offers expert advice and practical solutions to bring optimum efficiency to any terminal.



**PORT BASED LOGISTICS SOLUTIONS**  
We match our world class port infrastructure with enhanced landside logistics capabilities.



**CRUISE AND FERRIES**  
We offer a safe passenger gateway for millions of people all over the world.



**LIVESTOCK**  
We support developing economies to tap into a global market in livestock trade.

## MARINE SERVICES

Our global, multimodal network of land and sea transport routes offers flexible and sustainable solutions to supply chain challenges, getting goods into all communities, and connecting our customers to locations they need to reach.

We go further in providing services that our customers need, getting goods to smaller and remote destinations anywhere in the world.



### MODALITIES

**CONTAINER SERVICES**  
Our vast network of ports and terminals has the capacity to handle over 100 million TEUs every year.

**TRAILER SERVICES**  
We offer trailer services across the world, this opens up inland destinations and markets for your goods.

**BULK SERVICES**  
Our specialist dry and liquid bulk services ensure the safe and secure movement of cargo through our terminal operations.



### FEEDING SERVICES

We act as a vital link for international container shipping lines by providing them with feeder connections to ports and regions beyond their reach.

**SHORT-SEA SHIPPING**  
We provide affordable cargo transport across shorter ocean distances and through inland waterways.

**INLAND CONNECTIVITY**  
Our services connect ports using road, rail, and river transportation to build the most efficient connections.

**SPECIALISED CARGO SHIPPING**  
Our fleet of cargo handling vessels include bulk carriers, tankers, research vessels, and module carriers.

**PORT SERVICES**  
Our modern fleet of ancillary craft at ports, provide a wide range of services.

**OFFSHORE LOGISTICS**  
Our end-to-end service combines shore bases, quaysides, and vessel operators to customers moving to and from offshore locations.

## WHAT WE DO CONTINUED

### LOGISTICS

We are committed to integrating sustainability into our logistics operations, aligning with our “Our World, Our Future” strategy. Our focus is on building a resilient, low-carbon supply chain through operational efficiency, emissions reduction, and responsible resource management.

We are building a comprehensive logistics network across six continents, supported by 50,000 professionals. Our global capabilities – spanning freight forwarding, warehousing, intermodal transport, economic zones, and market access – enable us to develop tailored, industry-specific solutions across eight critical sectors, including Retail, Chemicals, Perishables, Automotive, Healthcare, Industrial, and Consumer goods.

We are actively reducing emissions through electrification, biofuels, and expanding low-carbon transport options like rail and barge, AI-powered route optimisation and energy-efficient warehousing further minimise waste and enhance supply chain sustainability.

Our asset-appropriate approach, focused on owning or managing critical choke points in global trade, enhances resilience, service quality, and competitiveness, particularly in emerging markets.

By integrating cutting-edge technology, sustainable transport, and strategic investments, we are shaping a greener, more efficient logistics network that supports global trade while reducing environmental impact – freeing our customers to focus on what they do best.

### TECHNOLOGY

Our transformative use of technology is powering every aspect of trade and logistics, creating more transparent, efficient, and sustainable supply chains. Our ecosystem of digital solutions is elevating our operations and customer experience to the next level. It enables us to finance shipments, track cargo, improve operational efficiency, and expand business into new markets.

### SUSTAINABILITY

We provide our customers and partners with solutions that reduce the environmental and social impact of their supply chains. Through constant innovation, we provide sustainable solutions to future-proof the supply chain. Our activities, achievements and milestones are further detailed in this report.



#### PARKS AND ECONOMIC ZONES

- Logistics Parks
- Industrial Parks
- Free Zones
- Special Economic Zones
- Pre-built Warehouses
- Serviced Land Plots
- Offices and Business Centres
- Built to Suit



#### FREIGHT FORWARDING

- Ocean Freight
- Air Freight
- Trucking and Customs Clearance
- Road Transport Services
- Barge, River, and Rail Transport including Inland Terminals



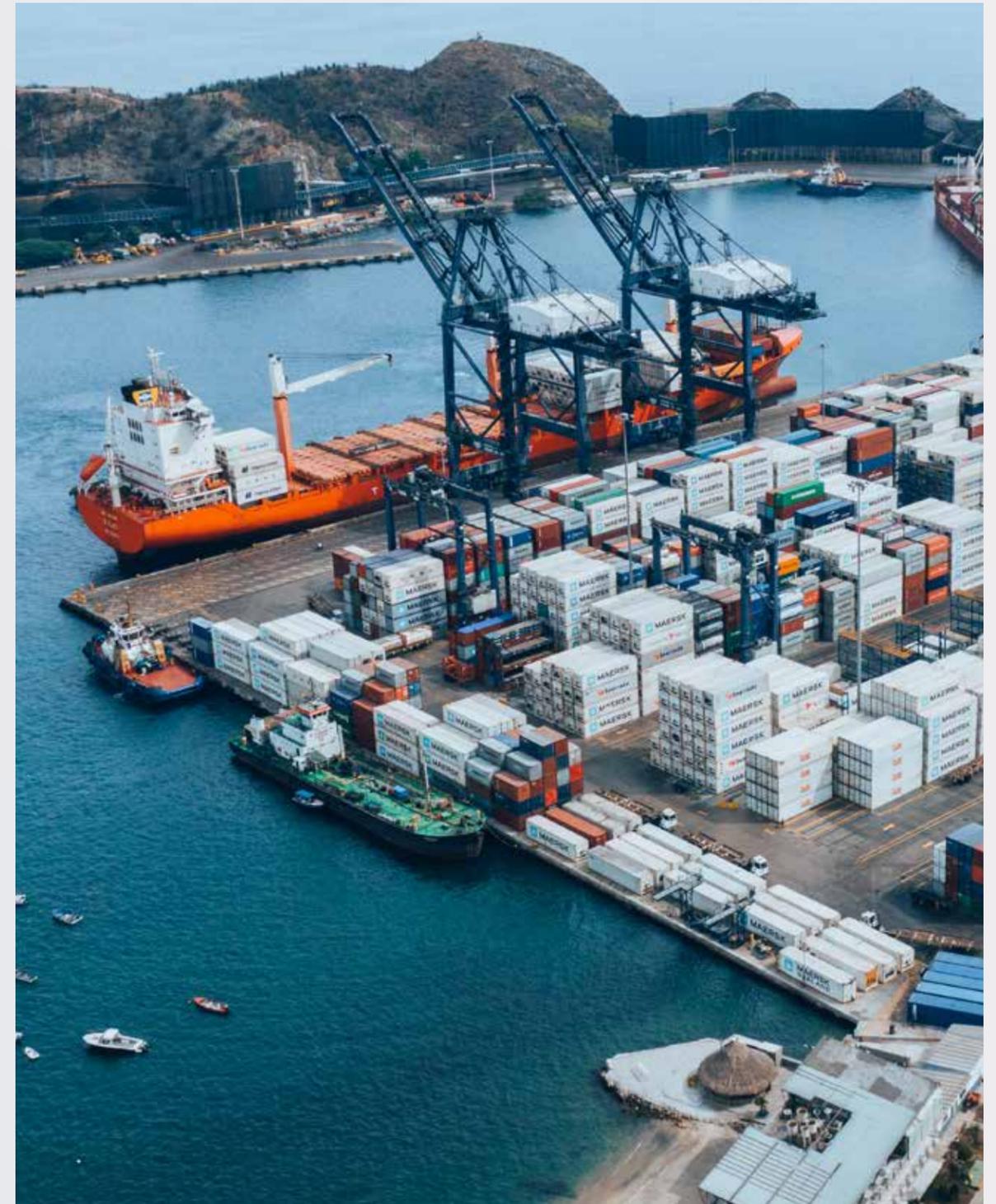
#### CONTRACT LOGISTICS

- Manufacturing Support & Assembly Services
- Export Packing
- Warehousing, Fulfilment, e-Commerce, and Value-added Services
- Reverse, Repair, and Service Parts



#### MARKET ACCESS

- Integrated Market Access Services & Logistics Solutions
- Managing Distributorship Relationships
- Multi-market Aggregation
- Sourcing & Procurement
- Emergency Relief & Kitting
- Marketing & Promotion Services
- Supply Chain Control Tower



WHERE WE OPERATE

GLOBAL REACH,  
LOCAL IMPACT

With a dedicated and diverse team of over 115,000 employees across 79 countries and 560+ business units, DP World is delivering more efficient, sustainable, and resilient supply chains that are fit for the future. We're rapidly transforming and integrating our business pillars – Ports and Terminals, Marine Services, Technology, and Logistics – with local expertise to create stronger, more efficient end-to-end supply chain solutions that will change how the world trades.



**Americas**

- **Santos, Brazil** – DP World and Brazilian railway operator Rumo announced they will build a US\$500 million terminal at the Port of Santos to handle **12.5 million tonnes** of grains and fertilisers a year.
- **Callao, Peru** – Inauguration of the Bicentennial Pier expansion in the Port of Callao, increasing terminal capacity **by 80%**.

**12.5M TONNES**  
GRAINS AND FERTILISERS  
HANDLED AT NEW PORT OF  
SANTOS TERMINAL

**Europe**

- **London, UK** – **£1 billion expansion** of London Gateway port, adding two new berths, to make it Britain's largest container port within five years.
- **Türkiye, Europe** – DP World Evyap Yarımca and DP World Evyap Körfez were launched following the merger between DP World and Evyap Group to expand Turkish trade.
- **Europe, Mediterranean** – Unifeeder expanded its fleet to **20 feeder vessels** and tripled its market share in the Mediterranean Sea.

**COST OF EXPANSION OF  
LONDON GATEWAY PORT  
£1BN**

**GCC**

- **Dubai, UAE** – Launch of Bharat Mart, a planned **2.7 million sq ft.** marketplace to connect Indian manufacturers with global markets.
- **Jeddah, Saudi Arabia** – Work begins on **US\$250 million** Jeddah Logistics Park, the biggest integrated logistics zone in Saudi Arabia.

**SIZE OF BHARAT MART  
MARKETPLACE  
2.7M SQ FT**

**MENA**

- **Sokhna, Egypt** – Phase one of construction begins at the new **300,000 sqm** logistics park, strategically located in the Suez Canal Economic Zone.

**NEW LOGISTICS PARK  
IN THE SUEZ CANAL  
ECONOMIC ZONE  
300,000 SQM**

**Sub-Saharan Africa**

- **Ndayane, Senegal** – Start of construction at US\$1.2 billion Port of Ndayane. Phase one will handle up to **1.2 million TEUs** annually.
- **Dar es Salaam, Tanzania** – Phase one construction started to modernise Dar es Salaam Port.

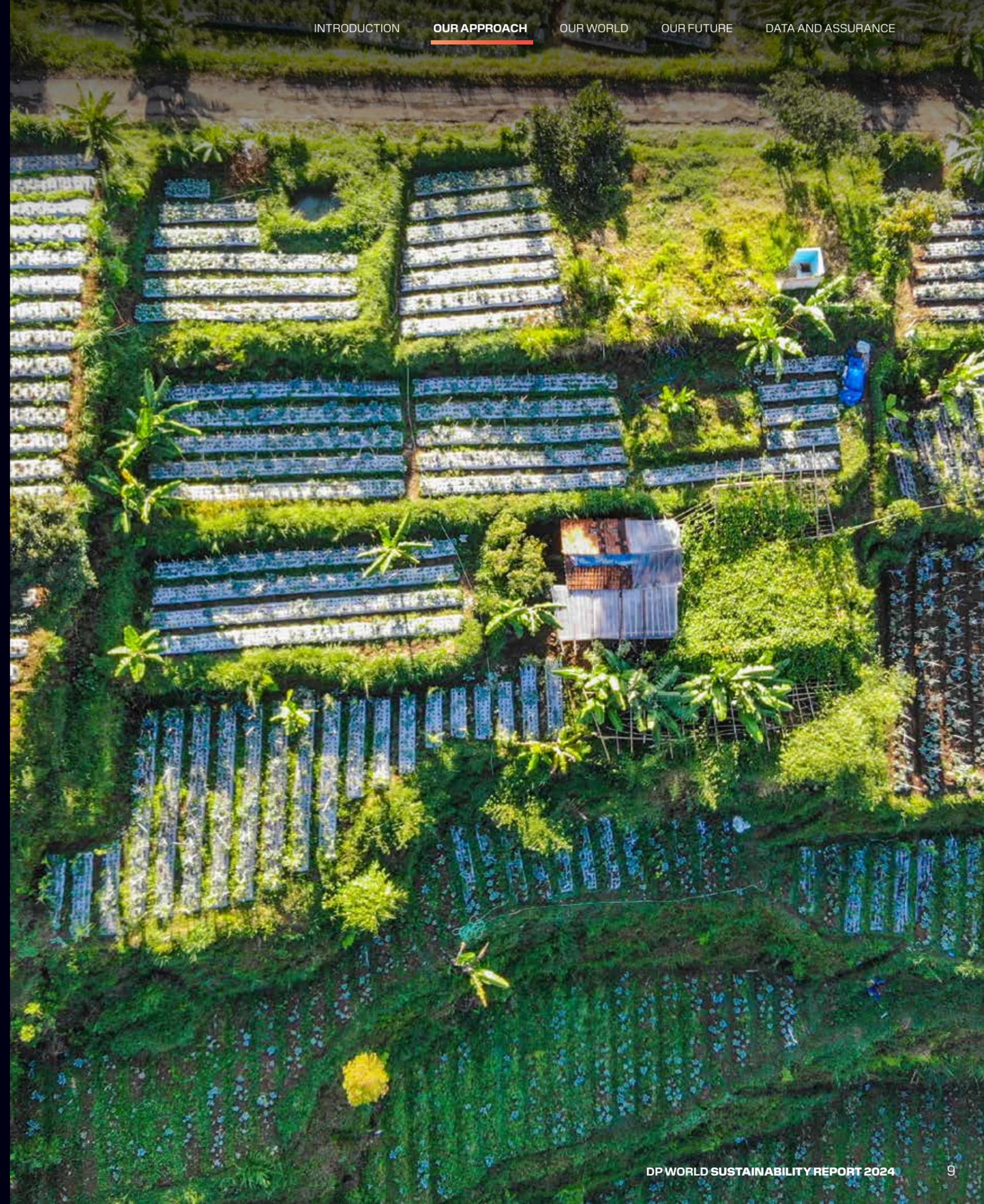
**CONSTRUCTION AT  
PORT OF NDAYANE  
WILL HANDLE UP TO  
1.2M TEUs**

**APAC**

- **Batangas, Philippines** – New Batangas Passenger Terminal, the country's largest inter-island hub, following a 2-year modernisation project.
- **Sabah, Malaysia** – A new partnership was established to manage the Sapangar Bay Container Port and double capacity to 1.25M TEUs, increasing trade through Sabah.

**SAPANGAR BAY  
CONTAINER PORT  
TO DOUBLE CAPACITY TO  
1.25M TEUs**

# 01



## OUR APPROACH TO SUSTAINABILITY

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# OUR WORLD, OUR FUTURE

The “Our World, Our Future” Sustainability Strategy sets out our pathway to operating as a responsible business, prioritising working sustainably and all that entails in terms of impact on people, the environment, and the communities in which we operate. The strategy’s central aim is to achieve a better, more equitable and sustainable future for generations to come. Developed in 2019, it is based on a group-wide materiality analysis conducted in line with global best practices.

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

The strategy is aligned with the United Nations SDGs across safety, climate change, security, community engagement, people development, ethics and wellbeing, as well as our chosen three legacy areas above. We leverage various United Nations memberships and frameworks, to ensure concrete action to support our ambition of operating as a responsible business.

Our ESG framework measures the impact of our sustainability programme and initiatives. We track and report on impact using several internationally recognised reporting frameworks.

As part of our sustainability journey, we continue to uphold our commitments to the UNGC Forward Faster initiative, the UNGC CEO Water Mandate, and the WEF First Movers Coalition.



## NEW COMMITMENTS

COMMITMENT	OVERVIEW
<b>Sustainable Markets Initiative</b>	The Sustainable Markets Initiative (SMI), launched under the patronage of King Charles, has a global mission to accelerate the transition to a sustainable future through private sector engagement, supporting the Paris Climate Agreement, the Convention on Biological Diversity, and the SDGs. We are a member of the steering committee for the SMI Water Lighthouse, chaired by WaterAid UK
<b>IFRS Sustainability Alliance</b>	The IFRS Sustainability Alliance is a global membership programme established by the IFRS Foundation, focusing on sustainability standards and integrated reporting. Though joining the Alliance we aim to enhance our sustainability practices in line with industry best practices.

## AWARDS AND RECOGNITION

Our sustainability efforts were widely recognised in 2024, earning us multiple awards, including:

	<p><b>BLUECIRCLE AWARD</b> Energy Conservation at the Port of Vancouver awarded by the Vancouver Fraser Port Authority</p>		<p><b>BONDS, LOANS &amp; SUKUK – MIDDLE EAST AWARDS</b> Received award for the “Corporate Bond Deal of the Year” for the US\$1.5 billion 10-year Green Sukuk</p>
	<p><b>MEA BUSINESS ACHIEVEMENT AWARDS 2024</b> Outstanding Community Impact and Engagement in the Logistics and Shipping Sector</p>		<p><b>ENVIRONMENTAL FINANCE SUSTAINABLE COMPANY AWARD</b> Community Involvement Programme of the Year (EMEA Region) for the Solar Mamas initiative in Senegal</p>
	<p><b>SEAL BUSINESS SUSTAINABILITY AWARDS</b> Environmental initiative Award for the Zero Landfill project (DP World Santos) &amp; Sustainable Innovation Award for BOXBAY</p>		<p><b>TRANSPORT &amp; LOGISTICS – MIDDLE EAST</b> Game-Changing Supply Chain Innovation Award for BOXBAY</p>
	<p><b>SUPREME COUNCIL OF ENERGY</b> Awarded for “Exemplary Solar Project” and “Exemplary Decarbonisation Initiative”</p>		<p><b>CANNES LIONS INTERNATIONAL FESTIVAL OF CREATIVITY</b> Recognised in three categories 1. Titanium Lion for “Move to -15” 2. Gold Lion in the SDG category 3. Silver Lion in the B2B category</p>

# OUR WORLD, OUR FUTURE CONTINUED

## REPORTING

To promote transparency, we are committed to publicly disclosing our annual sustainability 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. Each year we submit a Communications on Progress report which re-affirms our Group Chairman and CEO's 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 in the report on a best-effort basis. We have also mapped relevant GRI disclosures against IFRS S2 and relevant Sustainability Accounting Standards Board (SASB) industry standards, specifically Marine Transportation (TR-MT) and Road Transportation (TR-RO).

### 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, we have assessed our impact on the ocean and integrated ocean sustainability into our 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.

## RATINGS

Our performance is assessed and scored by several of the leading sustainability rating agencies. Through concerted efforts, we are proud to have maintained or improved our ESG ratings across the board. The ratings below are as at the end of December 2024.

	MSCI	MOODY'S	CDP	SUSTAINALYTICS	ECOVADIS	ISS ESG
<b>RATING SCALE</b>	CCC to AAA (AAA = best rating)	Credit Impact Score (CIS) 1 (Positive) - 5 (Negative)	A-F (A = best score)	Negligible (0-10) - Severe (40+) (0 = lowest risk/best score)	Outstanding (85-100) Insufficient (0-24)	A+ to D- (A+ being highest)
<b>LATEST SCORE/RATINGS</b>	BB (Average)	CIS 2	B	8.5 Top rated in the region and top rated in our industry	70 (90th percentile)	C
	<b>Rating upgraded to BB from B</b>			<b>Score upgraded. First time rated We are among the top 4% in our industry</b>		

We are pleased that our scores reflect the strong systems we have in place to manage and mitigate ESG risks.



# SUSTAINABILITY GOVERNANCE AND RISK MANAGEMENT

We are committed to ensuring the highest standards of governance and oversight across all our operations.

Everyone who works with us – our Board of Directors, senior management, and every employee – is required to bring the principles of integrity, transparency, and accountability to everything we do. This commitment is embedded in our governance structure, which ensures that sustainability and ethical practices are at the core of our operations.

## GOVERNANCE AND SUSTAINABILITY COMMITTEES

Our commitment to sustainability is supported by a robust governance structure. At the Board level, the Governance and Sustainability Committee oversees our sustainability strategy and the management of ESG matters, with a particular focus on climate change. In 2024, this committee met twice to review our sustainability policies, programmes, targets, and performance, ensuring alignment with global best practices.

At a management level, we have the Executive Sustainability Council (ESC). The Council is composed of senior members of the leadership team and is chaired by a senior executive responsible for sustainability. The Council provides strategic oversight of the Group’s sustainability strategy, including climate change efforts, and ensuring alignment with the overall business strategy.

In addition, at a management level, we have the Group Executive Safety and Environment Committee (GESEC). This committee ensures the accountability, effectiveness, and continual development of the Group’s Health, Safety and Environment (HSE) programmes, including climate change related initiatives and activities. Our governance is further bolstered by technical resources who play a critical role in developing strategies and actions to combat the adverse potential effects of climate change across our operations.



BOARD LEVEL	GOVERNANCE AND SUSTAINABILITY COMMITTEE	<ul style="list-style-type: none"> <li>Composed of three members, all of whom are independent Non-Executive Directors</li> <li>Responsible for reviewing and approving our sustainability strategy and management of ESG matters</li> </ul>
MANAGEMENT LEVEL	EXECUTIVE SUSTAINABILITY COUNCIL	<ul style="list-style-type: none"> <li>Chaired by the Global Chief Operating Officer, Ports and Terminals and composed of senior members of the leadership team</li> <li>Acts as the highest level of management decision making on sustainability related matters across the Group</li> <li>Approves programmes, initiatives, and policies for the Board’s approval</li> </ul>
	GROUP EXECUTIVE SAFETY AND ENVIRONMENT COMMITTEE	<ul style="list-style-type: none"> <li>Chaired by the Global Chief Operating Officer, Ports and Terminals</li> <li>Monitors any non-compliance of the Group’s policies, particularly those which are related to climate change</li> <li>Develops strategies and actions to combat the adverse potential effects of climate change</li> </ul>
	SENIOR DECARBONISATION MANAGEMENT COUNCIL	<ul style="list-style-type: none"> <li>Chaired by the Global Executive Vice President, Health, Safety and Environment</li> <li>Reviews the Group’s performance against decarbonisation targets and ambitions</li> <li>Provides advice on the company’s decarbonisation reporting and public disclosure</li> </ul>
	CHARITY COMMITTEE	<ul style="list-style-type: none"> <li>Chaired by the Group Senior Vice President, Sustainability</li> <li>Oversees and endorses requests and proposals for charitable partnerships</li> </ul>
	WOMEN’S COUNCIL	<ul style="list-style-type: none"> <li>Chaired by the Group Chief Internal Auditor and Executive Sponsor for Women</li> <li>Evaluates, supports, and ensures implementation of our Inclusion and Diversity (I&amp;D) vision on Gender Equality</li> <li>Reviews progress on our gender equality programmes and initiatives</li> </ul>

For more details on our broader Group governance model, Board of Directors, Board tenures, and remuneration approach, please refer to the Corporate Governance section of the [Annual Report and Accounts 2024](#).

# SUSTAINABILITY GOVERNANCE AND RISK MANAGEMENT

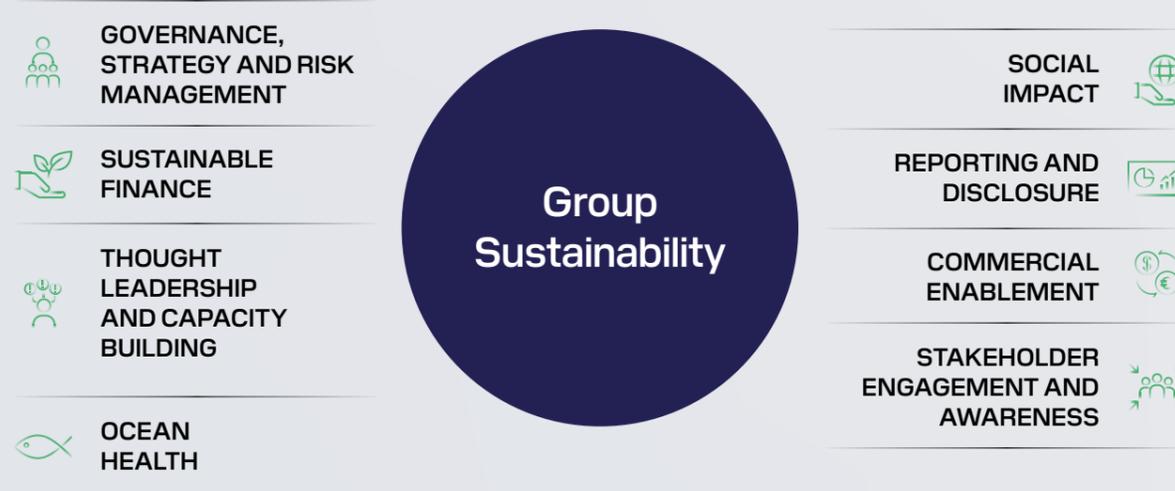
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### SUSTAINABILITY ORGANISATIONAL STRUCTURE

Our sustainability efforts are supported by a well-defined organisational structure that ensures the effective implementation of our sustainability strategy across all levels of the organisation. This structure is designed to drive accountability, foster collaboration, and align regional initiatives with our global sustainability goals.

The Group Sustainability team drives the sustainability strategy on a day-to-day basis and ensures that the Group's business strategy is executed in an economically, socially, and environmentally responsible manner. The team is also responsible for maintaining the Group's licence to operate by embedding sustainability into core business operations.

### SUSTAINABILITY VALUE PROPOSITION



At a regional level, Sustainability Heads are responsible for overseeing sustainability initiatives within their respective regions, ensuring alignment with the Group's overall sustainability strategy. They work closely with local teams to implement region-specific programmes.

Sustainability champions support the Group Sustainability Team and Regional Sustainability Heads by driving sustainability within their specific regions or business units. They play a critical role in implementing the sustainability strategy at the grassroots level.

### SUSTAINABILITY-RELATED POLICIES

Supporting our governance approach are policies which hold us accountable. Our ESG policies, which are fully aligned with our standards, support the material issues we prioritise and take into consideration all potential risks. All our policies undergo a series of reviews before they are signed off by the Group Chairman and CEO.

MATERIAL TOPICS		POLICIES
<b>OUR WORLD</b>		
SAFETY		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group Health, Safety and Environment (HSE) Policy</li> <li>Group Human Rights Policy</li> </ul>
SECURITY		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group HSE Policy</li> <li>Group Human Rights Policy</li> <li>Group Security Policy</li> </ul>
WELLBEING		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group Human Rights Policy</li> </ul>
ETHICS		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group Human Rights Policy</li> <li>Vendor Code of Conduct</li> <li>Modern Slavery and Human Trafficking Statement</li> <li>Global Code of Ethics</li> <li>Anti-Corruption Policy</li> <li>Group HSE Policy</li> <li>Whistleblowing Policy</li> <li>Declaration of Basic Principles for the protection of Human Rights and the Environment</li> <li>Group Fraud Policy</li> </ul>
COMMUNITY ENGAGEMENT		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group Human Rights Policy</li> <li>Group External Stakeholder Engagement Policy</li> <li>Group Sustainability Partnerships Policy</li> </ul>
CLIMATE CHANGE		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group HSE Policy</li> <li>DP World Just Transition Statement</li> <li>Biodiversity Statement</li> <li>Decarbonisation Strategy</li> </ul>
PEOPLE DEVELOPMENT		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Global Code of Ethics</li> <li>Anti-Corruption Policy</li> <li>Group Human Rights Policy</li> <li>Modern Slavery and Human Trafficking Statement</li> <li>Global Talent Management and Development Policy</li> <li>Global People Security Standards Policy</li> <li>Global Recruitment Policy</li> </ul>
<b>OUR FUTURE</b>		
WOMEN		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group Human Rights Policy</li> <li>Global I&amp;D Policy</li> <li>Gender Equality Statement</li> </ul>
EDUCATION		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> </ul>
WATER		<ul style="list-style-type: none"> <li>Group Sustainability Policy</li> <li>Group HSE Policy</li> <li>Biodiversity Statement</li> <li>Ocean Strategy</li> <li>Blue Carbon Ecosystem Strategy</li> <li>Decarbonisation Strategy</li> <li>Freshwater Strategy</li> </ul>

## SUSTAINABILITY GOVERNANCE AND RISK MANAGEMENT CONTINUED

### RISK MANAGEMENT

**Our risk management approach, which focuses strongly on oversight and accountability, is fundamental to our overall business strategy and operations. We recognise that effective risk management is essential to achieving our strategic objectives, protecting our stakeholders, and ensuring long-term resilience.**

Our Enterprise Risk Management (ERM) framework incorporates a continuous bottom-up risk review that involves aggregating risks from our business units and reporting, as well as top-down reviews by senior management executives. This

approach is designed to support the delivery of our vision and strategy while ensuring robust oversight.

The Group has a Three Lines of Defence model in place, which provides sufficient oversight and monitoring of our risk and control environment, enabling informed decision-making. This model ensures that risks are identified, assessed, and mitigated. Our approach to identifying, assessing, mitigating, and monitoring risks, includes sustainability-related risks, across all levels of our organisation.

- **Risk identification:** A robust methodology is used, and a broad spectrum of risks is considered to identify key risks at local, regional, divisional, and Group levels. This includes Sustainability risks, cutting across climate, social, and governance factors. This is consistently applied through the development and ongoing implementation of the ERM framework.
- **Risk assessment:** Identified risks are evaluated based on their root causes, financial and non-financial impacts, and likelihood of occurrence. Consideration of risk treatment enables the creation of a prioritised risk profile. Management controls are designed to mitigate risks, and their effectiveness and adequacy are assessed.

- **Risk mitigation and response:** We implement targeted control measures based on risk exposure and tolerance levels. Where additional actions are needed, responsibilities are assigned to ensure effective management of sustainability risks, such as climate adaptation and responsible supply chain practices.
- **Risk monitoring and reporting:** Management is responsible for monitoring the progress of actions to treat key risks and is supported through the Group's Internal Audit programme, which evaluates the design and effectiveness of controls. The risk management process is continuous, and key risks are reported to the Audit and Risk Committee (ARC).

Throughout 2024, as part of our ERM activities, we continued to update and monitor the mitigating controls for ESG risks on our Group risk profile. Although the level of risk severity remains elevated, we remain confident that our controls sufficiently address our exposure.

In addition, as part of our annual policy compliance activities, business units conducted a self-assessment of the adequacy of their internal control environment against our **Sustainability Policy** and procedures.

In 2024, sustainability was established as a separate category within the assessment, with expanded controls to encompass business-level sustainability strategies, activities, and associated governance processes. The assessment covered 13 distinct control areas, including sustainability reporting, community investment, modern slavery, and human rights, each with several underlying controls for evaluation.

For key risks identified and our mitigation approach, please refer to the Principal Risks section of our **Annual Report and Accounts 2024**.



# MATERIALITY AND STAKEHOLDER ENGAGEMENT

Our Sustainability Strategy is based on a materiality assessment that was completed in 2019 in line with global best practice. By prioritising our material sustainability topics, we can focus on what matters most to our business and stakeholders. In line with the process set out in the GRI standards, we have compiled a comprehensive list of ESG topics. These topics continue to drive the Group’s “Our World” sustainability priorities, guide daily interactions with our communities, and set parameters for optimal risk management of our footprint.

The Board and management have reviewed the Group’s materiality assessment to ensure that the range of issues included provides a complete representation of the organisation’s significant sustainability impacts.

SUSTAINABILITY STRATEGY MAPPED AGAINST REPORTING FRAMEWORKS		UNGC	UNGC Sustainable Ocean Principles	Women Empowerment Principles	WEF STAKEHOLDER CAPITALISM METRICS
<b>OUR WORLD</b>					
Safety		1,2		3	
Security		1,2,10			
Wellbeing		1,2			People
Ethics		1,2,3,5,6,10	5,6,7,8,9	1,7	Governance
Community Engagement		3,4,5,6,11,14,15		6	Prosperity
Climate Change		7,8,9			Planet
People Development		1,2		4	People, Prosperity
<b>OUR FUTURE</b>					
Women		1,2,6		1,2	People
Education		1,2		2,4	People, Prosperity
Water		7,8,9	1,2,3,4		Planet

As we evaluate our exposure to the CSRD in the European Union (EU) for relevant EU entities and advance our commitment to early adoption of ISSB-aligned reporting, we will conduct a Group-wide double materiality assessment in 2025. This will help identify both financial and impact material topics, supporting the refinement of our sustainability strategy to align with industry trends, regulatory requirements, and market expectations.

Engaging with stakeholders is a cornerstone of our commitment to sustainable growth and responsible business practices. Various departments take the lead in engaging with stakeholders in their areas of expertise, with subject matter experts driving the interactions. Group Sustainability supports relevant departments by providing insights into industry peers and market trends, as well as by systematically engaging with stakeholders to identify and manage environmental and social risk considerations ensuring alignment with our sustainability goals. Through continuous dialogue and collaboration, we address stakeholder needs, tackle key concerns, and create shared value across our operations, further strengthening our commitment to sustainable development.

### INTERNAL STAKEHOLDERS

Our internal stakeholders include employees, who form the backbone of our operations. We prioritise regular communication, robust training programmes, and structured feedback mechanisms to foster an inclusive and collaborative work environment. These initiatives aim to enhance workplace safety, strengthen ethical practices, and promote continuous professional development. Outcomes such as improved employee satisfaction and adherence to ethical standards demonstrate the success of our internal engagement efforts.

### EXTERNAL STAKEHOLDERS

Our external stakeholders represent a diverse range of partners critical to our sustainability journey. Our approach to engaging our different stakeholder groups to address shared priorities and create long-term value is detailed in the table.



# MATERIALITY AND STAKEHOLDER ENGAGEMENT CONTINUED

STAKEHOLDER GROUP	INTERNAL LEADS	PURPOSE OF ENGAGEMENT	HOW WE ENGAGE
<b>Internal Stakeholders</b> <b>Employees</b> 	<b>Group People</b>	<ul style="list-style-type: none"> <li>Foster a culture of ethics and integrity</li> <li>Promote employee wellbeing and satisfaction</li> <li>Empower employees to contribute to our sustainability goals</li> </ul>	<ul style="list-style-type: none"> <li>Global Code of Ethics – refer to <b>Ethics</b></li> <li>World of Wellbeing (WoW) programme – refer to <b>Wellbeing</b></li> <li>Internal training and awareness programmes – refer to <b>People Development</b></li> <li>Volunteer programmes – refer to <b>Thought Leadership and awareness</b></li> </ul>
<b>External Stakeholders</b> <b>Customers</b> 	<b>Commercial teams</b>	<ul style="list-style-type: none"> <li>Provide customers with tools and resources to reduce their environmental impact</li> <li>Offer sustainable logistics solutions</li> <li>Build partnerships to drive innovation and industry-wide change</li> </ul>	<ul style="list-style-type: none"> <li>Value chain engagement and supporting our customers – refer to <b>Climate Change</b></li> </ul>
<b>Investors, banks, and rating agencies</b> 	<b>Investor Relations and Group Treasury</b>	<ul style="list-style-type: none"> <li>Communicate ESG strategies and outcomes to enhance transparency, strengthen credibility, and build lasting stakeholder trust</li> <li>Attract not only traditional investors but also a growing number of sustainable investment funds</li> </ul>	<ul style="list-style-type: none"> <li>Debt and equity investor engagement – refer to <b>Annual Reports and Accounts 2024, Green Sukuk Impact and Allocation Report and Sustainable Development Impact Disclosure</b></li> </ul>
<b>Communities</b> 	<b>Group Sustainability, Group Foundation, and Group Planning &amp; Project Management</b>	<ul style="list-style-type: none"> <li>Create positive social impact in the communities where we operate</li> <li>Engage local communities for effective social risk mitigation</li> <li>Contribute to local development and economic growth</li> <li>Align with local and sub-national environmental conservation efforts</li> <li>Build strong relationships with local stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with local communities, partnering with local NGOs, and philanthropy – refer to <b>Community Engagement</b></li> <li>Volunteer programmes – refer to <b>Thought Leadership and awareness</b></li> </ul>
<b>Governments and regulators</b> 	<b>Government Relations and Public Affairs</b>	<ul style="list-style-type: none"> <li>Advocate for policies and regulations that support sustainable trade and logistics</li> <li>Provide inputs and share our perspectives on the regulatory landscape with the aim of advancing the sustainability agenda</li> <li>Build partnerships with governments to achieve common sustainability goals</li> <li>Maintain relationships and ensure regular dialogue with government stakeholders relating to sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Participation in industry associations – refer to <b>Climate Change</b></li> <li>Collaboration on initiatives to promote sustainable trade and logistics – refer to <b>Thought Leadership and awareness</b></li> </ul>
<b>Industry Sustainability Partnerships</b> 	<b>Government Relations and Public Affairs, and Group Health, Safety and Environment</b>	<ul style="list-style-type: none"> <li>Drive innovation and develop sustainable solutions</li> <li>Contribute to discussions at multilateral global platforms to share best practices and learnings</li> <li>Promote industry-wide collaboration to address shared sustainability challenges</li> </ul>	<ul style="list-style-type: none"> <li>Innovative projects – refer to <b>Thought Leadership and awareness</b></li> <li>Industry partnerships – refer to <b>Climate Change</b></li> <li>Our progress in 2024 against decarbonisation targets – refer to <b>Climate Change</b></li> </ul>
<b>Suppliers</b> 	<b>Group Procurement and Group Sustainability</b>	<ul style="list-style-type: none"> <li>Encourage the adoption of sustainable practices across the supply chain</li> <li>Ensure suppliers comply with ethical labour practices and human rights standards</li> <li>Engage suppliers in continuous improvement efforts to reduce environmental impacts and enhance sustainability performance</li> </ul>	<ul style="list-style-type: none"> <li>Vendor Code of Conduct</li> <li>Human Rights policy</li> <li>Modern Slavery and Human Trafficking Statement</li> <li>Supplier due diligence process – refer to <b>Ethics</b></li> </ul>

# SUSTAINABLE FINANCE



## DRIVING RESILIENCE AND GLOBAL IMPACT

We believe that sustainable finance is a critical driver for achieving long-term value creation, both for our business and the communities in which we operate. As a global leader in logistics and trade, we are committed to integrating sustainability into every aspect of our operations. Sustainable finance enables us to fund initiatives that not only promote environmental stewardship but also create tangible, positive impacts on society, helping to drive economic growth while addressing global challenges such as climate change, resource scarcity, and social inequality.



## SUSTAINABLE DEVELOPMENT IMPACT DISCLOSURE

In 2023, we made a significant commitment at COP 28 to develop a **Sustainable Development Impact Disclosure (SDID)**, following the guidance of a Taskforce

co-led by JP Morgan and Natixis, which included institutional investors, commercial and investment banks, and sustainability rating agencies. This initiative reflects our dedication to advancing the UN SDGs by ensuring transparency and accountability in our investments, while measuring their impact on sustainable development.

In April 2024, we became the first company globally to publish an SDID based on the draft guidance released by the Taskforce. Our initial SDID covered India and Somaliland, receiving strong positive feedback from external stakeholders. The SDID enables us to track and monitor the impact of investments aimed at advancing the UN SDGs, addressing sustainable development gaps, and ensuring transparency in our operations.

Following the finalisation of the Impact Disclosure Guidance, we published an updated SDID in October 2024, which extended to five countries – Brazil, Senegal, South Africa, Somaliland, and India. This expanded report underscores our global reach and the tangible contributions our services make to infrastructure development, logistics, and community upliftment across diverse regions.

## GREEN SUKUK

We remain at the forefront of sustainable finance, demonstrated through our active involvement in the development of the green, social, and sustainability sukuk (together, “sustainable sukuk”) guidance in collaboration with the International Capital Markets Association (ICMA), Islamic Development Bank, and the London Stock Exchange Group.

In 2024, we received the “Corporate Bond Deal of the Year” award at the Bonds, Loans & Sukuk Middle East Awards for our US\$1.5 billion 10-year Green Sukuk. This recognition highlights our continued commitment to sustainable practices and infrastructure projects that support global decarbonisation efforts.

In October 2024, we published our inaugural **Green Sukuk Impact and Allocation Report** which detailed the allocation of US\$ 1.17 billion of the US\$ 1.5 billion raised in 2023 toward eligible green projects.

Our portfolio spans clean transportation, electrified freight, hybrid vessels, and green buildings certified under BREEAM and LEED standards.

These projects have contributed to avoiding 177 million kg of CO<sub>2</sub> emissions, saving 466,057 MJ of energy, and generating 866,686 kWh of renewable energy.



## SUSTAINABLE FINANCE CONTINUED

### BLUE BOND

As part of our commitment to environmental sustainability, we issued a US\$ 100 million 5-year Blue Bond in December 2024. This bond is designed to fund sustainable projects across marine transportation, port infrastructure, marine pollution, and nature and water-positive initiatives, reinforcing our commitment to the blue economy.

This Blue Bond, priced at 99.6 basis points above US Treasuries with a 5.25% coupon rate, is the first such issuance from a company in Central and Eastern Europe, the Middle East, and Africa. It aligns with our Ocean, Decarbonisation, and Water Strategies and supports initiatives aimed at reducing marine pollution, conserving marine ecosystems, and enhancing biodiversity.

The Bond follows the issuance of our recently enhanced **Sustainable Finance Framework**, which incorporates our SBTi-validated decarbonisation targets and additional use of proceeds eligibility criteria contributing to the Sustainable Blue Economy. The framework is aligned with various international standards, including the most up to date ICMA Practitioners Guidance on Bonds to Finance the Sustainable Blue Economy.

The eligible projects included within the Blue Bond portfolio, include:

- **Sustainable marine transportation:** Supporting research, development, and procurement of alternative fuels and technologies to reduce carbon emissions, and other sources of marine pollution in the maritime sector.
- **Sustainable ports development:** Funding infrastructure upgrades to minimise environmental impacts, noise, and air pollution.
- **Marine ecosystem conservation and restoration:** Expanding Nature Based Solutions projects to conserve and restore marine ecosystems, and innovations to enhance biodiversity.
- **Marine pollution:** Initiatives to tackle waste and pollution in coastal and marine environments, as well as improvements to water quality and ensuring the equitable access to water.

Through our investments in sustainable finance and projects that align with the SDGs, we continue to drive positive change and lead by example in the logistics and infrastructure sectors, contributing to a more sustainable and equitable global economy.

## THOUGHT LEADERSHIP AND AWARENESS

### ACTIVE PARTICIPATION IN GLOBAL FORUMS

**COP29:** We played an active role in shaping global discussions on sustainable trade, hosting a panel titled “Making Sustainable Trade Flow” that brought together industry leaders to explore how businesses can drive sustainable practices worldwide. We also engaged with key partners on initiatives supporting sustainability and innovation, such as our collaboration with PepsiCo on energy-efficient transport and agriculture in India, our work with Water Aid on water stewardship, and our partnership with the Mærsk Mc-Kinney Møller Centre for Zero Carbon Shipping to advance logistics sustainability. Additionally, we explored a potential MoU partnership with the World Food Programme (WFP), which led to the signing of a MoU at the WEF 2025 in Davos. The agreement focuses on leveraging supply chains to address global challenges, particularly hunger, while advancing sustainability, demonstrating this as a key example of consistent engagement at prominent multilateral platforms to generate ideas that lead to action.

**COP16:** We participated in COP16 in Cali, Colombia, marking our first in-person participation in COP Biodiversity discussions. We focused on biodiversity protection and sustainable wildlife management, engaging in the trade, business, finance, and biodiversity thematic days. We also participated in the Biodiversity Forum, which included three panels, a business roundtable, and a workshop in collaboration with the WEF and the SMI. These sessions explored the intersection of business practices, biodiversity conservation, and sustainable supply chain management.

**World Economic Forum:** We actively participated at the WEF Annual Meeting 2024 in Davos-Klosters, where our pavilion served as a platform to showcase our vision for resilient and sustainable supply chains. Throughout the forum, we emphasised the importance of collaboration between governments and businesses to enhance trade efficiency, promoted environmentally conscious approaches to global trade, and highlighted our role in shaping the future of logistics.

**G20 Ocean Dialogue:** We co-hosted the G20 Ocean Dialogue with the UN Global Compact. The event focused on sustainable ocean governance and included industry leaders and sustainability experts. We unveiled a ten-point action plan for ocean protection and announced the creation of the UAEs first “Ocean Climate Knowledge and Research Solution Centre” to advance ocean and climate research. This initiative highlights our commitment to fostering a sustainable blue economy and supporting global environmental goals.



**Future Sustainability Forum:** At the Future Sustainability Forum in Dubai, we engaged in discussions on aligning economic growth with environmental sustainability, emphasising the role of businesses in driving eco-empowerment.

**MENA Oceans Summit:** We joined over 250 experts to explore regional collaboration frameworks, focusing on ocean governance, blue science, and sustainable blue economies. The summit, which is the flagship convening under the MENA Oceans Initiative, was dedicated to accelerating comprehensive ocean action to restore ocean ecosystems, tackle climate change, and ensure sustainable development of blue economies through a collaborative, cross-sectoral framework.



## THOUGHT LEADERSHIP AND AWARENESS CONTINUED

In 2024, we further strengthened our leadership in sustainability and innovation, achieving key milestones in thought leadership and recognition while driving critical initiatives in partnership with industry leaders.

### INNOVATIVE PROJECTS

**Move to -15°C coalition:** Co-led the coalition which was established to explore raising freezer temperatures from -18°C to -15°C, aiming to reduce carbon emissions and supply chain costs. In 2024, the coalition expanded to 37 members, focusing on improving frozen food storage and transport. A study by the International Institute of Refrigeration, the University of Birmingham, and London South Bank University concluded that this temperature shift would lower greenhouse gases, reduce supply chain costs, and ensure food security without compromising safety or quality.

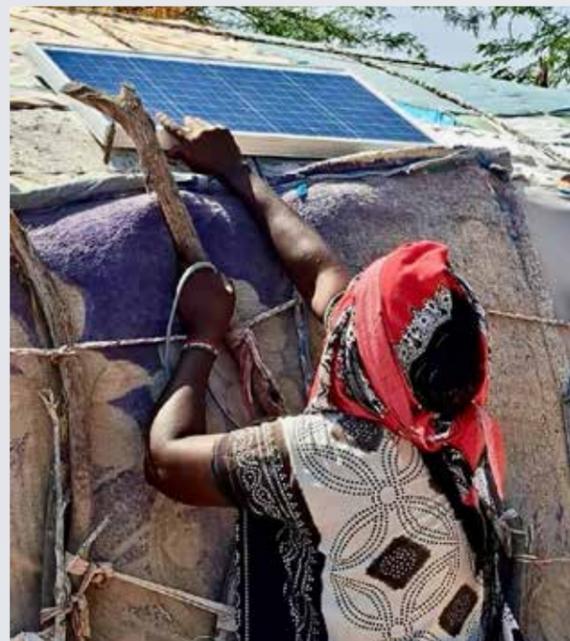
**Earthshot Prize:** We are a Global Alliance Founding Partner for this global environmental initiative dedicated to repairing and regenerating the planet over the next decade. As part of our partnership with the Earthshot Prize, we funded their first ever dedicated youth programme, linked to the Earthshot Prize. Around 100 youth from Africa and Asia attending an intensive skills programme in South Africa, leveraging the Earthshot Prize's network of partners.

**UFW and UNODC Partnership:** Through our collaboration, the engagement between the United Nations Office on Drugs and Crime (UNODC) and United for Wildlife (UFW) has made notable progress in combating the illegal wildlife trade. In 2024, this partnership facilitated the sharing of intelligence, resulting in a significant ivory seizure in Asia and the arrest of two key wildlife traffickers in West Africa. Our contribution has also helped shape Brazil's first national strategy against wildlife trafficking (2025–2026) and supported the launch of new regional chapters in India and West Africa.

**Bridges to Prosperity:** Signed an MOU at UNGA to become their Global Cable provider, utilising used cable from our ports, to build bridges in rural Rwanda. This initiative reduces waste, promotes a circular economy, and advances sustainable infrastructure development. So far, we have contributed to the building of over 30 bridges and more than 100,000 of the population served.



**Solar Mamas Programme:** In Senegal, the team are working on building a permanent training centre for future Solar Mama's. We also launched a new partnership in Angola, with the goal of training four local women through the Dakar centre in 2025. We also launched the Somaliland partnership, with ten women travelling to Zanzibar to train as solar engineers. These women graduated in October, and now are working to electrify 500 homes across their villages.



**Upskilling Youth:** We have partnered with Schneider Electric to equip young Emiratis in the foundations of sustainability and AI, so they can take these learnings into future careers. This collaboration includes an experience exchange programme, allowing employees from both organisations to share knowledge and deepen their understanding of sustainability practices. Additionally, the Future Sustainability Leaders Programme provides recent UAE graduates with industry insights and practical experience in sustainability, decarbonisation, and AI through specialised training and internships.

## THOUGHT LEADERSHIP

### SOCIO-ECONOMIC IMPACT STUDY IN SOUTH AFRICA AND NIGERIA

We commissioned two independent studies by Accenture to assess our impact in South Africa and Nigeria, highlighting key contributions in several areas. The findings show that we have created over 19,000 jobs directly and indirectly, and our operations generated an estimated \$13 billion in economic value across both countries in 2022 and 2023. Our logistics operations have improved access to essential goods and services, while our investments in community development, including education and healthcare, have enhanced the quality of life for local residents. Overall, the two studies highlight our positive socio-economic contribution in both countries.

### BUILDING INTERNAL CAPACITY

We prioritise building internal capacity to enhance the understanding and integration of sustainability across our organisation. Through a series of training programmes, webinars, and "Login and Learn" sessions, we aim to engage employees on critical sustainability topics and create awareness across the business.

In 2024, we hosted over eight "Login and Learn" sessions covering key subjects such as 2024 Group Sustainability priorities, Sustainability Partnerships Policy, community investment reporting recommendations, the SDID, Earthshot Prize and Human Rights, with more than 600 global participants. We also hosted guest speaker events, including a session with Jane Goodall, who shared insights on the Roots and Shoots programme, and discussions on the Bridges to Prosperity initiative, which highlighted our positive impact in Rwanda by improving accessibility through sustainable infrastructure. We also hosted a special event on World Ocean Day, aligned with

this year's theme, "Awaken New Depths", focused on ocean conservation and biodiversity. Supporting the International Decade of Ocean Science for Sustainable Development (2021–2030), the event highlighted the role of ocean science in tackling global challenges like biodiversity loss. The panel explored an ecosystem-based approach to ocean protection and regeneration.

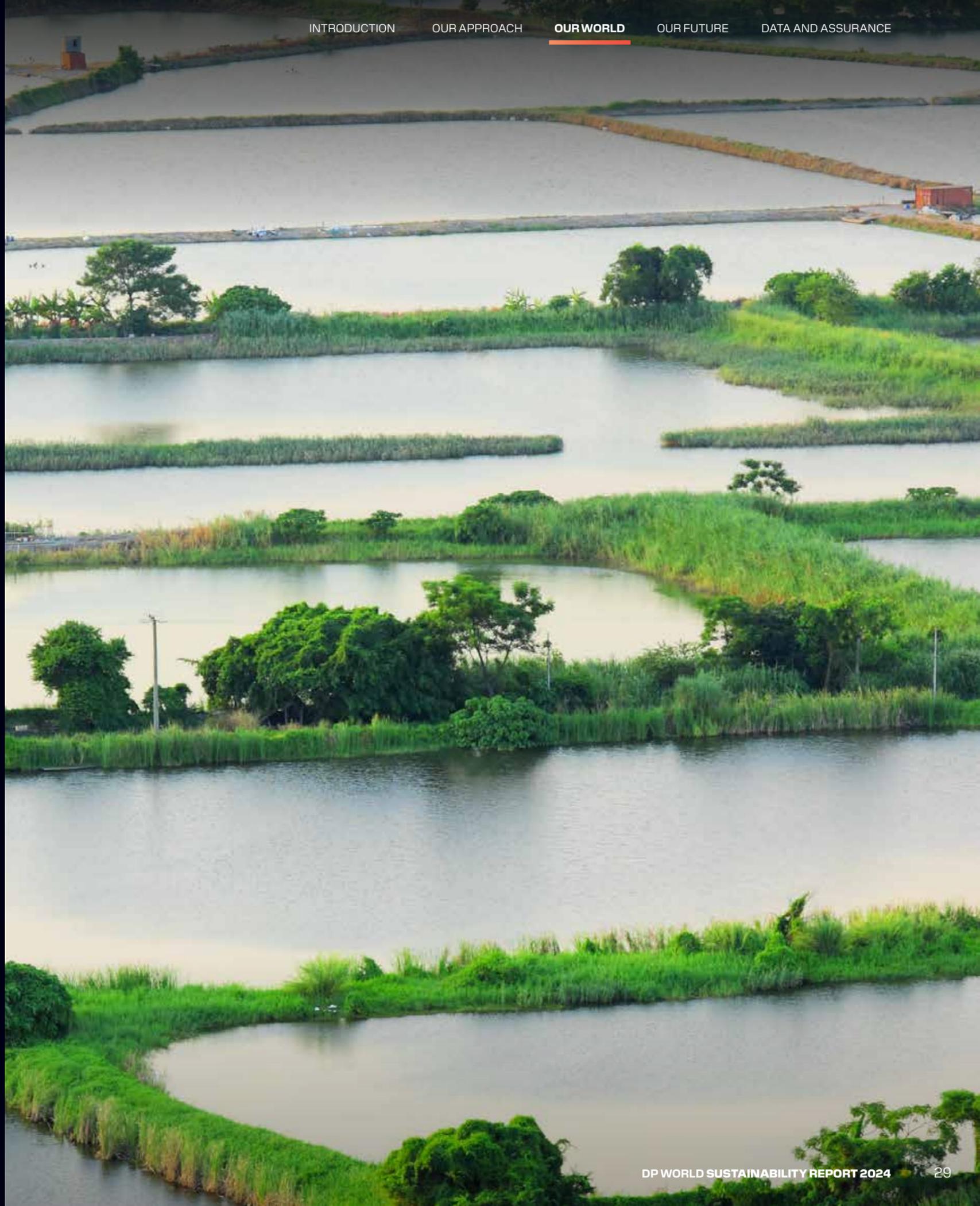
Further aligning with the SDGs, we organised events for International Day of Education, International Women's Day, World Water Day, World Ocean Day, SDG Week, and Volunteer Day, among others. As part of Global Volunteer Week, 2,260 employees worldwide engaged in various volunteering activities, contributing 8,600 hours and positively impacting over 37,000 people in our communities.

Additionally, we launched the Sustainability Academy, a dedicated hub designed to build learning and capacity in sustainability. This platform empowers employees with the knowledge and skills necessary to contribute to the "Our World, Our Future" sustainability strategy. The academy offers courses on sustainability fundamentals, human rights, and our sustainability value proposition, including topics such as ratings, reporting, and finance. It also features functional learning modules, in-person workshops, webinars delivered by subject matter experts, and supplementary resources to help embed sustainability into practice.

Throughout 2024, we have strengthened our role as a global leader in sustainable trade and innovation, achieving significant milestones in thought leadership, recognition, and critical initiatives in partnership with industry leaders.



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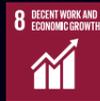


## OUR WORLD

Safety	30
Security	34
Wellbeing	38
Ethics	42
Community Engagement	46
People Development	56
Climate Change	60

# SAFETY

UN SDGs



UNGC PRINCIPLES

Principle 1  
Principle 2

## TARGET

In line with our zero harm commitment we aim to improve LTIFR and RIFR, focusing on serious injuries and fatalities. Locations with Lost Time Injury Frequency Rate (LTIFR) and Reportable Injury Frequency Rate (RIFR) rates below nine in 2023 must maintain or improve, while those above nine must reduce by at least 10%.

We remain committed to ensuring the health, safety, and wellbeing of our employees, contractors, and the communities in which we operate. We recognise that we continue to have serious fatality related accidents primarily in our emerging markets. Through increased leadership, worker engagement and risk reduction efforts we are building the safety culture needed to eliminate such incidents in these operating entities.

Following our recent acquisitions, we have onboarded approximately 660 new site locations globally over the past few years, employing around 40,000 staff. These new businesses have driven the development of additional systems and process enhancement to address their specific needs, aligning with priorities in freight management, contract logistics, freight forwarding, and market access, particularly in emerging markets.

Our safety programme is focused on preventing incidents, accidents, and injuries while promoting a culture of safety throughout the organisation. We continuously strive to improve our safety standards and practices, ensuring that our operations remain safe for all stakeholders.



## GOVERNANCE

Health and safety is always a priority, supported by a clear governance structure. The Board approves the safety policies, while the Board-level Sustainability and Governance Committee is regularly updated on health and safety reports from the management committee.

The Group Executive Safety and Environment Committee (GESEC) comprising of regional CEOs, MDs, and senior executives, ensures accountability and the continuous improvement of HSE programmes. The Committee met three times in 2024 to review health and safety performance. The GESEC committee is board-mandated and receives updates at each board meeting from the Group Executive Vice President of Group Health, Safety and Environment.

In 2024, as part of our safety culture initiatives, a dedicated Group Safety Culture Committee, chaired by the COO of Ports & Terminals was launched to monitor and review the progress of the safety culture programme through the organisation. To complement the Group Safety Culture Committee, Regional Safety Culture Committees, led by senior leaders from regional and business sectors, are also encouraged. These committees promote a strong safety culture and ensure the implementation of Group HSE Standards across their areas of responsibility, whilst driving a culture of care and proactive safety management from Senior Leaders to our frontline workers.

Similar to 2023, in 2024, we held a three-day Group HSE Conference, covering topics such as quality in logistics, environmental impact, quality assurance, and operational safety.

## STRATEGY

In 2023, we launched our new HSE Five-Year Strategy (2024–2028), outlining current and future initiatives to achieve zero harm. The new strategy continues to drive our three pillars; leadership and engagement, risk reduction and improvement, commitments we live by, along with the new foundation of Safety Culture. In 2024, we implemented and rolled out a number of key projects, including ISO standard frameworks (14001 and 45001), tailored safety management systems, and the launch of the HSE Training Academy.

We introduced a global safety culture initiative, which included “DP World Global Safety Day,” which focused on caring for all our employees and their families. The initiative was supported by the “Don’t Forget Why” campaign reminding our employees to be safe so they can go home to their families every day, and “Letter campaign” written by our employees’ families to their superhero family members in DP World explaining why they are so important to them.

As part of our new safety culture programme, we conducted confidential culture survey research across business pillars managed by an independent third party, engaging 1,615 frontline workers (employees and contractors) across seven regions.

We also interviewed senior executives including regional and business unit CEOs. A key finding was the need to improve two-way communication between leaders and frontline workers. As a result, we re-launched GEMBA Walks, a top-down approach, where business leaders observe work-related processes and engage with employees to identify areas for improvement. In 2024, over 68,000 GEMBA walks were logged into HSE applications. We also launched the frontline worker Engagement Application which allows employees to provide safety ideas and allows frontline workers to provide feedback if they feel safe in work today. This initiative was launched for Ports and Terminals, and Logistics in 2024, with Marine Services and DryDocks to follow in 2025. Additionally, to further support two-way communication with our workforce, employees can log requests through the whistleblowing helpline to report unsafe work practices.

In 2024, we also launched a dedicated HSE Training Academy for HSE learning resources across ports and terminals, logistics, and marine services. The training academy covered business and safety topics applicable to all three business verticals, along with subjects like behavioural safety training focused on human factors.

# SAFETY CONTINUED

## POLICY AND PROCEDURES

In 2024, we updated and re-published our group-wide **HSE Policy**, applicable to all employees, contractors, subcontractors, consultants, third parties, and other workers. In line with our policy, the Group Chairman and CEO is responsible for our HSE strategy and performance. This responsibility extends as well to Regional CEOs, Country CEOs, and Operating Entity (OE) CEOs as part of our safety culture programme.

The HSE Policy is supported by an annual HSE Plan, developed in line with the Group HSE Strategy. Key performance indicators include fatalities, serious injuries, environmental incidents, LTIFR, and RIFR, with progress tracked quarterly.

Our HSE Policy and pillars are supported by detailed standards, protocols, guidelines, programmes, and training, further supplemented with regional requirements for compliance.

To ensure the HSE Policy extends beyond our employees, all suppliers and vendors are required to acknowledge and adhere to the **Vendor Code of Conduct**, which includes a dedicated health and safety section. This section outlines our commitment to zero harm in the workplace and mandates strict compliance with HSE standards, policies, procedures, and instructions as non-negotiable responsibilities for vendors and their employees.

## SAFETY SYSTEMS AND RISK ASSESSMENT

Our HSE Management System aligns with ISO 14001 and ISO 45001 standards, focusing on occupational health, safety, and environmental management.

In 2024, we enhanced our in-house HSE Application System enhancing existing modules of audits, incident reporting, and our HSE dashboards. These improvements enable the analysis of HSE performance data, supporting targeted risk-reduction initiatives across the organisation.

As part of our ERM approach, we integrate health and safety risk assessments into our system. An annual HSE profiling exercise helps us identify and rate entities by risk level—high (level 1), medium (level 2), or low (level 3). In 2024, we identified 108 high-risk, 348 medium-risk, and 242 low-risk entities. This is the first year including all Logistics OEs.



Through audits and site-based risk reviews, we assess our exposure to serious incidents and related initiatives. At Group level we conducted 16 audits and 71 risk reviews in 2024 which were supported by action plans in the relevant HSE Application module and monitored for implementation by the lead auditor. All incidents are logged in the HSE Application Incident Management system for investigation. A dedicated working group then implements measures aimed at eliminating future incidents.

Additionally, to support the smooth transition and onboarding of newly acquired businesses, the Group HSE, Group Operations, and Engineering departments rolled out “business-in-a-box” initiatives, which include risk assessments and standard operating procedures.

## HSE PERFORMANCE DATA

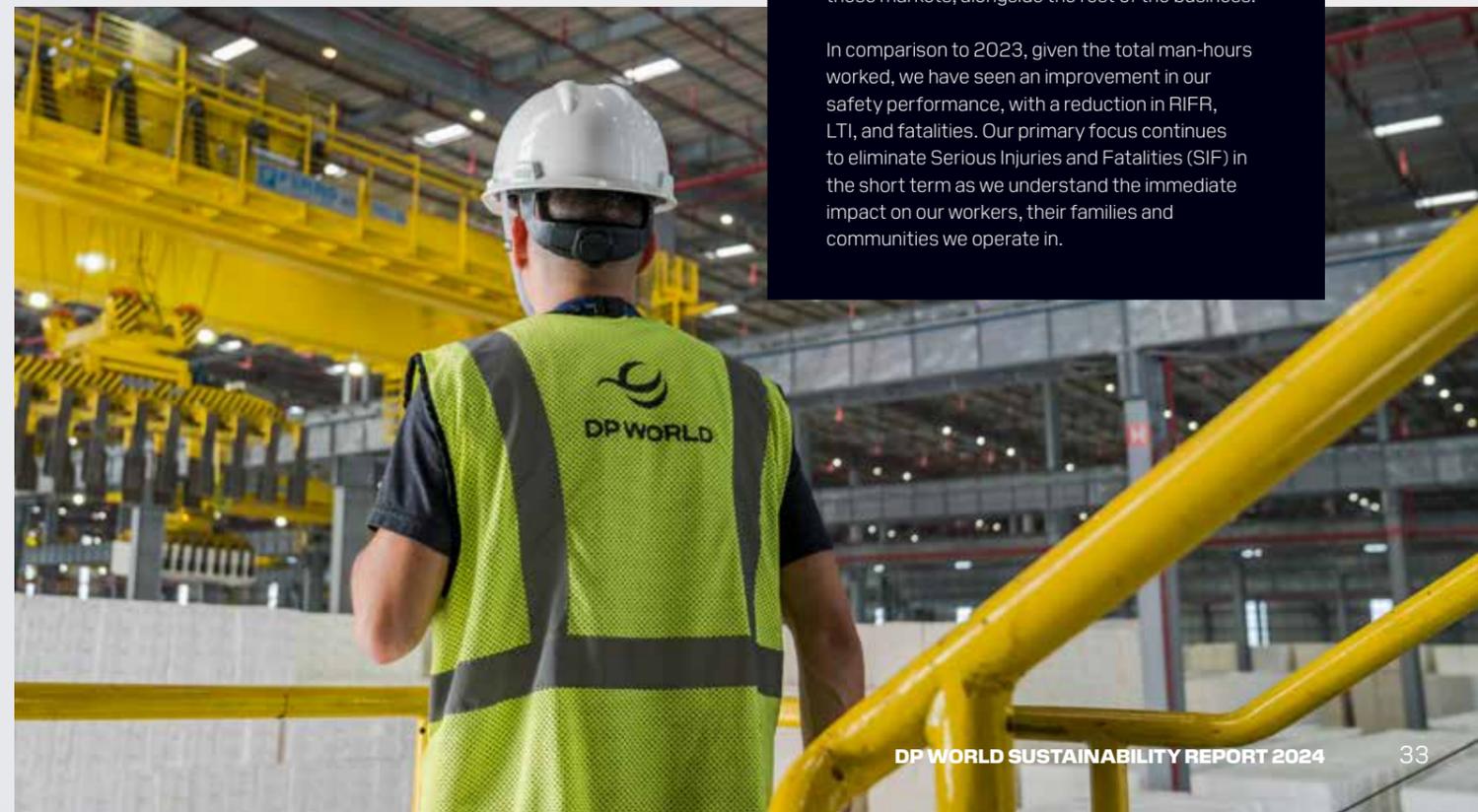
**ISO certifications:** 66% of sites are certified under ISO 14001, and 73% under ISO 45001 standards.

**RIFR/ LTI:** Achieved the lowest rate in five years, marking continuous improvement in this area.

**Serious injuries** have reduced by 44%, whilst the **serious injury rate** has reduced by 49% in 2024

**Fatalities in 2024:** While our goal remains zero harm, we regrettably experienced three fatalities in 2024, including one contractor fatality. We treat each of these incidents with the highest level of urgency, conducting investigations and taking immediate action to ensure such tragic events do not happen again. Following each investigation, we implemented mitigation measures, including management changes, targeted training on specific risks, updates to our systems, and ensuring that vital safety knowledge is passed on to local teams and implementation of technology to mitigate risks. We fully recognise that all these incidents occurred in emerging markets, including Mozambique, United Arab Emirates, and Dominican Republic. As a result, we are committed to strengthening our efforts in training and upskilling both our workforce and supply chain in these markets, alongside the rest of the business.

In comparison to 2023, given the total man-hours worked, we have seen an improvement in our safety performance, with a reduction in RIFR, LTI, and fatalities. Our primary focus continues to eliminate Serious Injuries and Fatalities (SIF) in the short term as we understand the immediate impact on our workers, their families and communities we operate in.



VERTICAL	LEVEL 1	LEVEL 2	LEVEL 3
Ports & Terminal	27	36	20
Marine Services Division	2	10	1
Logistics – Freight Management	56	131	133
Logistics – Contract Logistics	19	117	76
Logistics – Market Access	3	53	9
Logistics – Parks and Economic Zones	1	1	3
<b>TOTAL</b>	<b>108</b>	<b>348</b>	<b>242</b>

- Level 1 sites require proactive and constant management.
- Level 2 sites require active monitoring.

# SECURITY

## UN SDGs



## UNGC PRINCIPLES

- Principle 1
- Principle 2
- Principle 10

### INFORMATION SECURITY

#### The Board of Directors is engaged in cybersecurity matters by the Group COO, who reports to the Group Chairman and CEO.

Supporting the COO is the Chief Technology Officer (CTO), together with the Senior Vice President Core Platform who is responsible for all areas of cybersecurity.

We consider cyber risk as an enterprise risk, and we continue to put in place comprehensive controls to protect our information, systems, and assets. We take a defence-in-depth approach to secure our applications, data, endpoints, perimeter, network, and users. We have designed policies, procedures, and frameworks that set out our information security requirements, and we review them every year to mitigate risks and ensure compliance. They are based on international industry standards, such as ISO 27001, NIST and CIS. All policies are incorporated into the Information Security and Governance Master policy which is approved by the Group Chairman and CEO, and we use KPIs to measure the effectiveness of our controls, and to track and monitor our progress.

#### INFORMATION SECURITY AND GOVERNANCE MASTER POLICY

The policy provides a strategic approach to protecting information assets, minimising risks, ensuring business continuity in the face of potential threats and vulnerabilities, and documenting supporting policies to establish an Information Security Management system. The policy applies to all systems, employees, and vendors with access to our information systems, infrastructure, and data.

The policy is reviewed once a year to ensure that it meets the needs of the business in an ever-evolving risk environment, and integrates the latest practices, technologies, and standards. Group Technology Security and Governance function is responsible for the maintenance of this document, and for coordination with other requirements.

#### TRAINING

In 2024, we conducted cyber security awareness campaigns for employees to improve their ability to identify and report security incidents. We provide regular training and awareness courses to ensure employees remain vigilant on cyber security when using our computer systems. The training continues to improve the ability of our employees to identify phishing emails and automatically report these to relevant teams. In addition, all employees are expected to complete information security awareness training within three months of joining, and every year thereafter.

#### THIRD PARTY INFORMATION SECURITY DUE DILIGENCE

In line with our Supplier Relationship Security and Privacy Procedure vendor security evaluations are performed before on-boarding, with plans to improve continuous monitoring of third-party risks and their risk scores. In addition, we continually develop, review, and update security and privacy clauses which need to be embedded in our contractual agreements. All suppliers are subject to a prioritisation exercise that takes into consideration data confidentiality, connectivity to our network, and personal data exposure amongst other factors. Based on the risk categorisation, the security and privacy schedule, assessment approach and frequency of risk assessment is determined. Along with that, data processing agreements are being signed with the third parties processing our data, documenting the minimum set of security controls to be implemented.

#### WHISTLEBLOWER PROCEDURE FOR INFORMATION SECURITY CONCERNS

All our users and employees are informed on the communication channels for reporting suspected information security incident or concerns, including reporting to local IT helpdesk who will verify and involve the respective information security representatives. A whistleblower hotline platform hosted by NAVEX, an independent global hotline service provider, is also available for any employee to report information security concerns anonymously. All reports are received by the Group Fraud risk services team, who involve the concerned security and governance team when required.

#### RISK ASSESSMENTS

Periodic assessments are carried out to establish a resilient cybersecurity posture that protects our assets and enhances our ability to achieve strategic goals. Our Enterprise Risk and Resilience department has established a comprehensive risk management framework, which covers technology and cyber risks. Group Technology provides quarterly reports on these risks that are presented to the Group's Risk Committee. By systematically identifying, assessing, and mitigating risks, this assessment supports in safeguarding our IT systems against malicious attempts to access information, preventing potential business disruptions, liabilities, and reputational damage.

#### MONITORING & RESPONSE

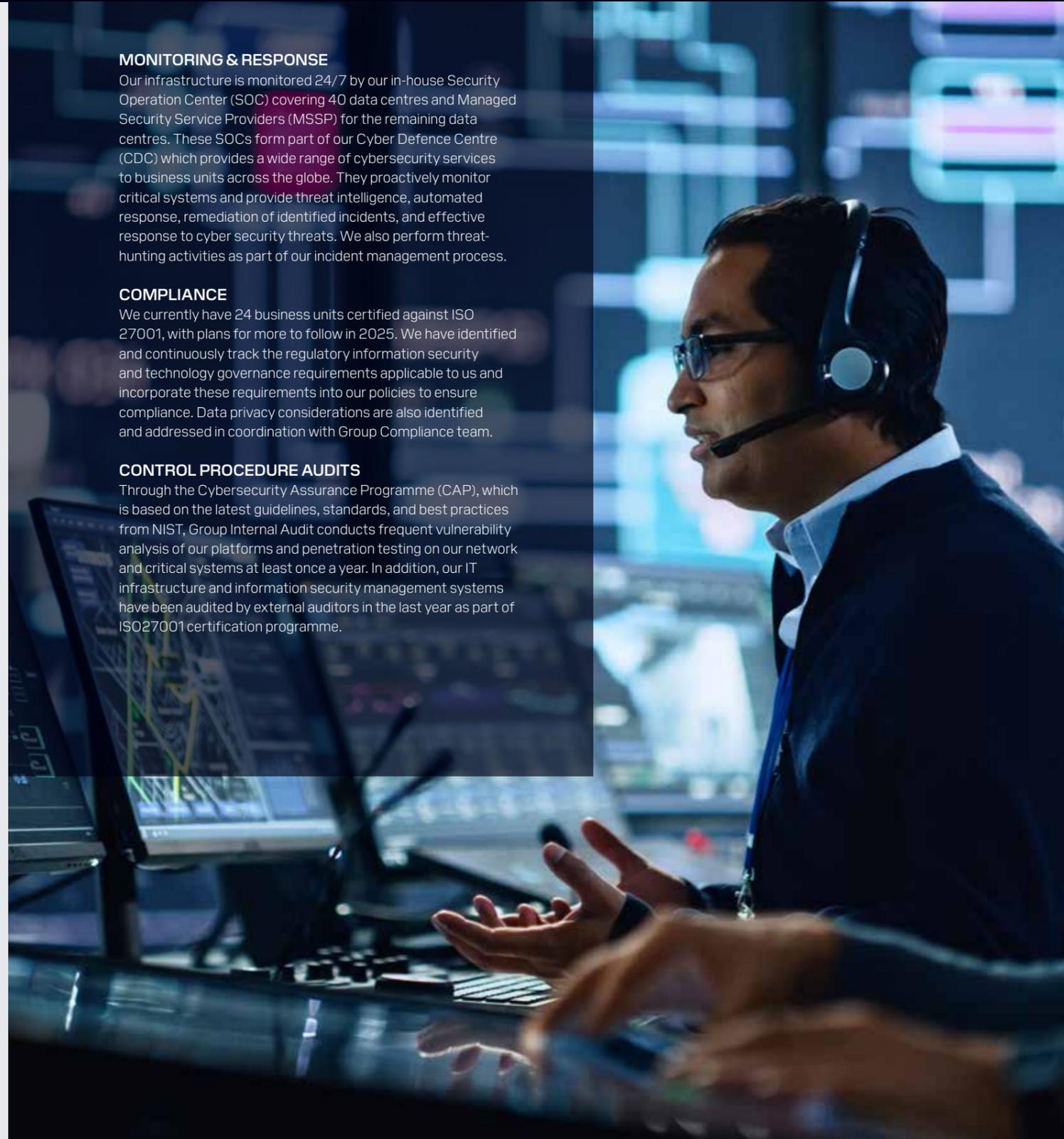
Our infrastructure is monitored 24/7 by our in-house Security Operation Center (SOC) covering 40 data centres and Managed Security Service Providers (MSSP) for the remaining data centres. These SOCs form part of our Cyber Defence Centre (CDC) which provides a wide range of cybersecurity services to business units across the globe. They proactively monitor critical systems and provide threat intelligence, automated response, remediation of identified incidents, and effective response to cyber security threats. We also perform threat-hunting activities as part of our incident management process.

#### COMPLIANCE

We currently have 24 business units certified against ISO 27001, with plans for more to follow in 2025. We have identified and continuously track the regulatory information security and technology governance requirements applicable to us and incorporate these requirements into our policies to ensure compliance. Data privacy considerations are also identified and addressed in coordination with Group Compliance team.

#### CONTROL PROCEDURE AUDITS

Through the Cybersecurity Assurance Programme (CAP), which is based on the latest guidelines, standards, and best practices from NIST, Group Internal Audit conducts frequent vulnerability analysis of our platforms and penetration testing on our network and critical systems at least once a year. In addition, our IT infrastructure and information security management systems have been audited by external auditors in the last year as part of ISO27001 certification programme.



## SECURITY CONTINUED

### INCIDENT RESPONSE PLAN TO MANAGE BREACHES OF CONFIDENTIAL INFORMATION

We have an Incident Response Plan (IRP) which is aligned with both NIST 800-61 and SANS SEC504. In line with our IRP, we have developed policies, tools, procedures, effective governance, and communication plans to respond to an incident. We have also embedded the necessary controls to recover and continue operations once the incident is discovered. We have deployed monitoring solutions for incidents, and we monitor threats 24/7 through dedicated 3rd parties. In the event of an incident, an early part of the analysis involves classifying incidents based on degree of impact and assessment criteria and prioritising. Depending on the severity, we have a three-tier response system to manage incidents at a strategic, management and tactical level. Additionally, IRPs are developed for the Business Units and Data Centres respectively.

There were no incidents of breaches of customer privacy data or internal data during the year.

### IMPLEMENTATION OF A RECORDS RETENTION SCHEDULE

Retention covers policies and guidelines to keep data online, in archives, and in backups. We continue to streamline and develop Data Retention Schedules as per requirements of local authorities in the region. The data retention period for user and system data is defined based on the applicable legal and regulatory requirements.

### MEASURES TO PROTECT THIRD PARTY DATA FROM UNAUTHORISED ACCESS OR DISCLOSURE

Data is a crucial asset for our group, and we maintain high ethical standards in its handling. Our data processing agreements outline clear requirements for third-party compliance with data protection and ethics. Access to information systems and data is based on the strict access controls and need to know to principle. In addition, we have a data leakage prevention (DLP) solution to protect against unauthorised leakage of information.

### MEASURES FOR GAINING STAKEHOLDER CONSENT REGARDING THE PROCESSING, SHARING, AND RETENTION OF CONFIDENTIAL INFORMATION

Data Protection Impact Assessments are conducted for the applications processing our data, which includes identification of the lawful basis for processing, sharing and retention. When the data processing activity is based on data subject consent, we ensure such consent is obtained and documented. Our [privacy policy](#) provides the details on the information we collect and the respective lawful basis.

### CYBER INSURANCE

We also have a comprehensive cyber insurance coverage, which covers risks such as privacy breach, security failure, loss of digital asset, operational error/system failure, loss/impairment to digital assets, and cyber extortion.

### PHYSICAL SECURITY

**Our Group Security Management System (SMS) is aligned with various global compliance standards, including those of the International Ship and Port Facility (ISPS) Code, ISO 28000, Customs Trade Partnership Against Terrorism (CTPAT), and Transported Asset Protection Association (TAPA). Our commitment to enhancing the security of global supply chains is underscored by strict adherence to these standards and by engaging regularly with internal and external stakeholders. We continuously improve our SMS to set and maintain high security standards across our global portfolio in line with dynamic global, industry, and local security requirements.**

We are a member of CTPAT and TAPA. In 2024, we continued and increased our engagement with CTPAT, TAPA, and with other global security governmental agencies.

In 2024, we continued to integrate our logistics business units into our global SMS. Over the course of the year, we conducted physical visits to new sites and held awareness and onboarding sessions with the teams. 2,500+ employees across the Group now have access to Group Security reporting tools.

To maintain our standards, we actively encouraged completion of our general security awareness training module which was designed to equip our employees with the ability to identify and mitigate potential security risks, aligning with security compliance requirements linked to ISPS, ISO 28000, and other applicable regulatory standards. We are now looking to make the module available in more languages to make it more accessible to our employees.

Given the growth of our business, we have embarked on an exercise to establish minimum-security standards for each business vertical due to their unique and dynamic security requirements driven by global, industry, and client specific requirements.

In 2024, we held a series of regional security conferences across our global footprint, bringing together over 100+ managers. The conferences provided a platform to share best in class security practices on several topics, such as security risks and mitigation strategies, integrated security systems, guard force management, illegal wildlife trafficking, and using technologies to prevent security incidents. To further reinforce a security culture, we continued and widened the scope for quarterly engagement calls with our regional teams.

We continued to enhance our Group Security Policy in 2024 to make it applicable to our diverse businesses and divisions. The policy is designed to ensure that security requirements are met whilst also ensuring our operations remain competitive. The policy is regularly reviewed to keep up with changing security requirements and threats, focusing on compliance, risk management, implementation of innovative security systems, and enhancing security awareness. We maintain a reporting system which brings together all our security reporting tools under one platform, making reporting easier for our global teams. Although there were security incidents reported throughout the year, most were related to day-to-day operations with no major consequences. As part of the incident review process, the security teams review and, if necessary, revise, their respective security plans. Due to the nature of our business, we continuously review our protocols.

### INTERNATIONAL WILDLIFE TRADE

**In 2024, we collaborated with UfW and UNODC to host a workshop focused on addressing the challenges of illegal wildlife and timber trade within containerised supply chains, in response to the Environmental Investigation Agency report on the illicit rosewood trade from Mozambique. The event brought together representatives from Group Security, Dubai Customs, Ministry of Climate Change and Environment (MOCCA), Dubai Police, Ports, Customs, and Free Zone Corporation (PCFC), and MSC shipping. Participants engaged in comprehensive sessions that covered the state of wildlife and timber trafficking, risk management, intelligence, profiling, and the execution of physical inspections. The workshop reflected our ongoing partnership with the Royal Foundation and UNODC on the UfW initiative, launched last year.**

We also rolled out the new e-learning course for our Port Managers, on countering wildlife trafficking in the maritime supply chains. This course was developed jointly by IMO, the World Maritime University (WMU) and the World Wildlife Fund (WWF). It equips Government Agencies and maritime supply chain operators with actionable insights to effectively combat wildlife trafficking at sea, empowering them to proactively prevent, and suppress such illicit activities. In 2025, we will work with UNODC and UFW to identify key IWT port hotspots and deliver in-person, multi-stakeholder training.

Our facilities globally continue to invest in advanced security technologies to support and bring efficiencies to our security operations. We are using video analytics and artificial intelligence to support monitoring, detecting and responding to actual and possible security incidents.

In 2024, our facilities in St John, Maputo and Posorja successfully implemented the ISO 28000:2022 standard. St John already received their certification, and the other BU will be receiving it by end of Q1 2025. As of the end of the year over 90% of our sites that were certified against ISO 28000:2007 have transitioned to the new ISO 28000:2022 standard. The remaining BU are well placed to transition by end of Q1 2025.

### PHYSICAL SECURITY COMPLIANCE DATA

**48 business units** with Security Management system certified to ISO 28000

**42 business units** with CTPAT accreditation

**14 business units** compliant with Authorised Economic Operator (AEO)

**2 business units** with Megaports compliance

**21 business units** compliant with TAPA



# WELLBEING

UN SDGs



UNGC PRINCIPLES

Principle 1  
Principle 2

## The wellbeing of our people underlies our long-term economic and societal development – two key factors that define our success in creating a cleaner, healthier existence for all.

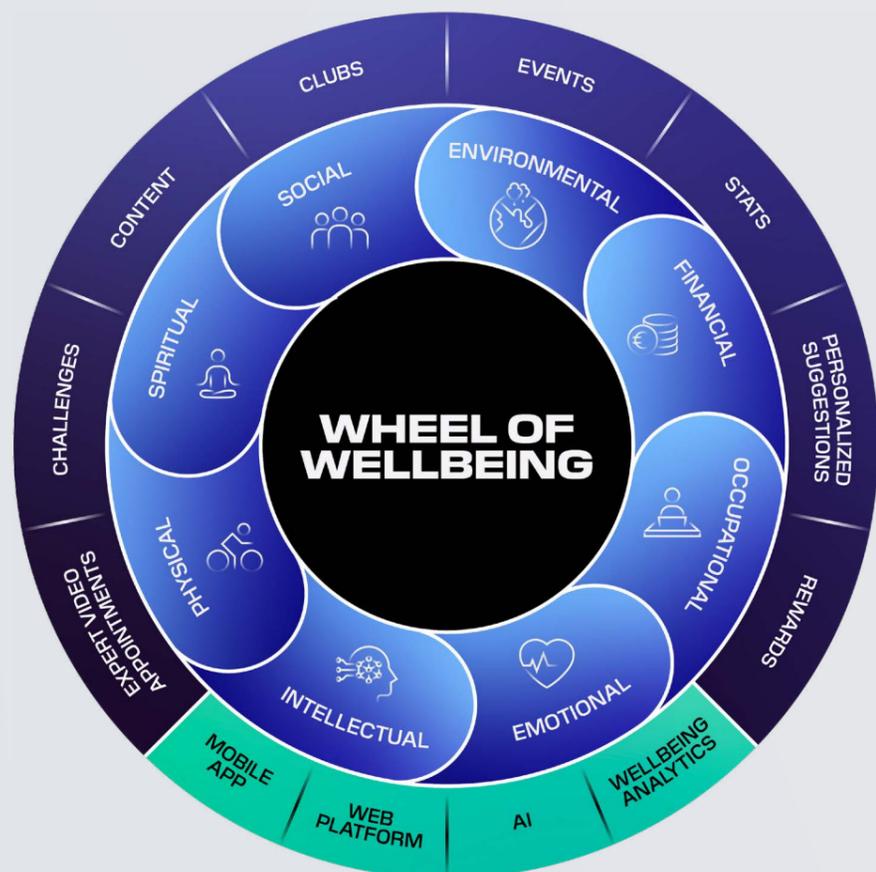
**We recognise the power of people as individuals and as a collective force for our business and the positive impact it can make worldwide. By harnessing our peoples' talent in the right way, we can strengthen our bonds with the communities we serve and change our business for the better.**

Our World of Wellbeing (WoW) programme supports this ambition. The programme is holistic, multi-layered, guided by science, and led by analytics.

In collaboration with **Wellbees**, we have identified key focus areas for our employees. Data is collected via three avenues:

- **Self-reported:** Users manually input data, like mood tracking, goals, or survey responses.
- **Inferred:** The app analyses user behavior, such as participation in activities or time spent on features, to derive insights.
- **Hardware:** Data is gathered from connected devices like fitness trackers (e.g., steps, sleep patterns).

This data is used to refine the wellbeing approach, fostering social interactions, and promoting healthy habits across eight key pillars: Physical, Mental, Emotional, Spiritual, Social, Environmental, Financial, and Occupational.



## SUCCESS METRICS AND ACHIEVEMENTS

In 2024, the Wellbees Application was downloaded over 4,200 times, with average annual usage recorded at 48%. Through continuous communication, we plan to double downloads and improve active usage.

Our Organisational Wellbeing Score, a metric we introduced to measure corporate wellbeing, is currently at 48.95. The wellbeing score is data-centric and data-driven and considers the collective wellbeing of the entire organisation.

Through the Wellbees platform, our employees have access to expert support from psychologists, dietitians, and personal trainers. In 2024, these sessions provided crucial support, contributing to a total of over 6,630 minutes of expert-led guidance.

Over the course of the year, we held several WoW activities through both onsite/online activation and digital communication.

### Services included in the WoW programme

1. **Physical:** dietitian, personal trainer support with live, one-on-one video calls, and related resourceful content
2. **Emotional:** psychologist support with live, one-on-one video calls, and related resourceful content
3. **Social wellbeing:** clubs, events, and challenges
4. **Financial:** financial wellbeing resources
5. **Occupational:** psychologist support with live, one-on-one video calls, and related resourceful content
6. **Spiritual:** meditations and other related resourceful content
7. **Intellectual:** related resourceful content
8. **Environmental:** carbon footprint calculator



## WELLBEING CONTINUED

### KEY WELLBEING ACTIVATIONS

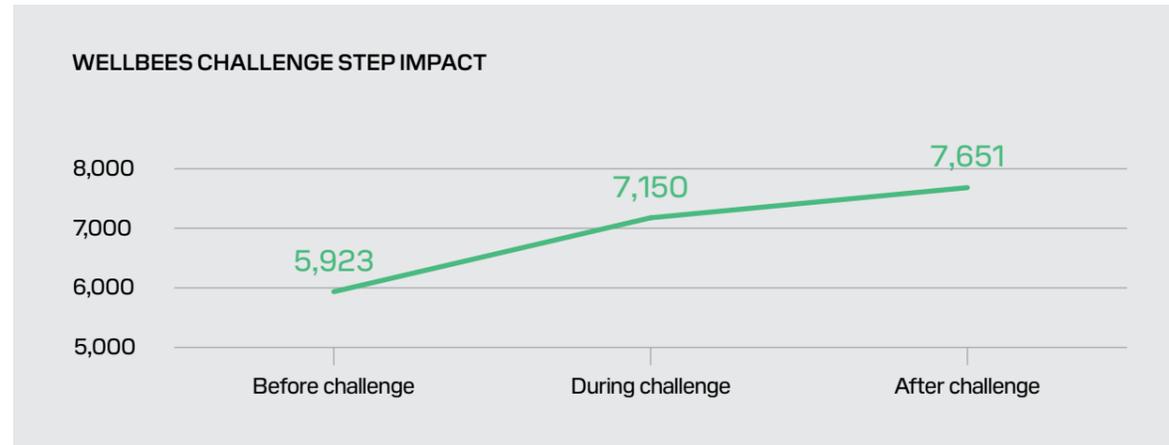
#### 30 X 30 CHALLENGE AND EVENTS

During the 30x30 challenge, we encouraged our employees to track their daily steps and engage in physical activities. The challenge promoted physical activity, team building, and motivation, aligning with our principles. It fostered

- collaboration as employees worked together to achieve fitness goals;
- building connections through inclusive events; and
- empowered individuals to embrace new experiences.

The initiative strengthened wellbeing and reinforced the company's values of inclusivity and teamwork.

The 30x30 Challenge employed the innovative **Relation Points** algorithm to track social engagement, calculating unique scores based on activities such as profile views, duels, likes, comments, and challenge participation. Engagement was meticulously analysed over 25 days, capturing data before, during, and after the challenge. This approach not only promoted healthy behaviours but also fostered solidarity among employees, creating a lasting and meaningful impact on their wellbeing – a true testament to the powerful synergy of fun, health, and purpose.



#### EXPERT-LED WEBINARS

Throughout the year, we conducted expert-led webinars on key topics, covering diverse topics, such as empathy, neurodiversity and psychological safety. These sessions provided valuable insights and fostered a culture of understanding and inclusivity.

#### KEY SUSTAINABILITY ACTIVITIES

We also engaged employees in meaningful activities that fostered awareness and actionable steps toward sustainability.

#### “SHOW YOUR SUSTAINABILITY!” PHOTO CHALLENGE

Employees were encouraged to showcase their energy efficiency, and waste management initiatives through photos. This challenge inspired teamwork and spread sustainable practices within the organisation.

#### CARBON FOOTPRINT INITIATIVE

Employees calculated their carbon footprint by logging data such as fuel consumption. The initiative educated employees about their environmental impact and empowered them to take actionable steps toward sustainability.

#### SUSTAINABILITY PROGRAMMES

The **“All Steps Matter”** programme, already a success, educated employees on waste reduction, water conservation, safeguarding marine life, and reducing the environmental footprint. This nine-step programme enables employees to earn rewards such as the “Sustainability Heroes” badge and WellPoints for completing the steps.



# ETHICS

## UN SDGs



## UNGC PRINCIPLES

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

**We uphold high standards of integrity and compliance with laws and regulations, including anti-bribery, fraud prevention, data protection, trade sanctions, and competition law. Operating across diverse jurisdictions, the increasing complexity of regulatory requirements poses significant risks. Non-compliance can lead to penalties, reputational damage, and weakened stakeholder trust, which can ultimately affect revenue and cash flow.**

### GOVERNANCE

Board oversight is provided through the ARC. The ARC, under delegation from the Board, monitors the nature and extent of risk exposure for our principal risks.

The ERM Committee assists the ARC in the discharge of its duties of risk management. It consists of senior executives from across the Group who meet on a regular basis to provide more detailed oversight and challenge on the key corporate and emerging risks that may impact our Group, including those that may relate to ethics and sustainability.

Risk assessments, reviews of mitigation strategies, and internal control self-assessments are conducted annually, with regular updates submitted to the ARC for review.

Additionally, our Global Compliance programme is administered by the Group Senior Vice President, Compliance, who manages the programme with primary support from dedicated resources within the Compliance department.

These dedicated resources provide regional and in-country support and subject matter expertise across all compliance-related activities, policies, and procedures, covering areas such as anti-corruption, economic sanctions and export controls, data privacy, and anti-competitive practices.

For on-the-ground support, we appoint Business Unit Fraud Risk champions across our locations to help embed a culture of fraud awareness within local operations. By the end of 2024, 89 champions were in place across entities, assisting with local investigations and ensuring effective fraud risk management.

### GLOBAL CODE OF ETHICS

Our **Global Code of Ethics** is reviewed annually and updated as needed. It is owned by Group People and applies to all business pillars, covering employees, contractors, and suppliers. The Code is structured around three core elements: Our People, Our Business, and Our Integrity. It sets uniform behavioural guidelines that all employees, third-party agents, and representatives must adhere to while conducting business and performing their work. In 2024, we launched a Global Code of Ethics E-Learning Module, which is accessible in 25 different languages. It is mandatory for all our employees to undergo training at least once a year, ensuring 100% coverage of the training across business pillars. Our Global Code of Ethics plays a crucial role in delivering value to our customers, stakeholders, and employees. It is also instrumental in making a positive impact on the communities where we operate. Compliance reviews are conducted annually by our Business Units through structured self-assessments, with results reported to the Audit Committee. In 2024, we achieved 89% compliance.

### WHISTLEBLOWING

Our **Whistleblowing Policy** is reviewed annually and updated as needed. It is owned by the Fraud Risk Services section of Group Internal Audit and applies to all business pillars, covering employees, contractors, and suppliers. The policy is globally applicable and supplemented by country-specific policies where local laws require. We encourage all stakeholders, including employees, contractors, and third-party agents, to report any ethics violations or incidents. Reports can be made either to their supervisors or through our whistleblowing hotline, **Ethicspoint**, which is hosted by a third party and administered by us. We actively communicate our policy, and provide hotline reporting channels to employees, contractors, and other relevant stakeholders through our corporate website, on-site and office posters, and email communications. Ethics incidents encompass violations of the **Global Code of Ethics** as well as issues related to health, safety, and the environment, bribery and corruption, and instances of harassment and discrimination. Our **Whistleblowing Policy** elaborates on protection and confidentiality measures, as well as investigation procedures, which are governed by the ARC. All reports are thoroughly investigated to their conclusion and securely documented, along with any corrective actions taken.

The ARC receives regular updates on the number and types of incidents reported. This ensures transparency and accountability in addressing violations, which include bribery, corruption, health, safety, and environmental issues, harassment, and discrimination.

### FRAUD RISK

We maintain a zero-tolerance approach to all forms of corruption, supported by our Fraud Policy and comprehensive Fraud Management Framework. Our Fraud Risk Policy is reviewed annually and updated as needed. It is owned by the Fraud Risk Services section of Group Internal Audit, it applies to all business pillars, covering employees, contractors, and suppliers. Fraud Risk Assessments are conducted across various business units and functions within the Group to identify potential fraud risks in core business processes and to monitor the internal controls in place to mitigate these risks.

In 2024, we hosted our second Global Fraud Risk Summit, bringing together over 60 of our global Fraud Risk champions. These individuals are a crucial part of our efforts to combat the threat of fraud to our business. Our Fraud Risk champions play a key role in increasing awareness of the whistleblowing hotline, educating colleagues on fraud risks, and investigating every report received.

To reaffirm our commitment to International Fraud Awareness Week, a global initiative focused on strengthening vigilance and resilience against fraud, we marked our fifth consecutive year of participation.

### ANTI-COMPETITIVE PRACTICES

We maintain internal policies, procedures, training, and risk assessments designed to help ensure compliance with applicable anti-trust/anti-competitive practices laws and regulations. For example, we have a Competitive Intelligence Policy and a Competition Compliance Manual, requiring compliance with applicable anti-trust laws and regulations, providing general guidance, highlighting key restrictions, do's and don'ts and outlining best practices.

### ANTI-CORRUPTION

In 2024, we updated our Anti-Bribery Policy with a more comprehensive **Anti-Corruption Policy**, which covers a wider scope and additional forms of corruption. The policy, processes, and procedures, along with workforce training and regular monitoring, reflect our commitment to preventing, detecting, and responding to allegations of fraud, bribery, and other corrupt practices. This policy is reviewed annually and updated as necessary.

The policy, owned by our global Group Compliance function, is applicable across all business pillars, encompassing employees, contractors, and suppliers. We have adopted an absolute prohibition on bribery of any kind; offering, promising, giving, or accepting any bribe is prohibited. The policy also covers charitable donations, sponsorships, gifts and hospitality and relationships with third parties.

In line with the policy, we do not engage in political influence and lobbying activities, nor contribute to political campaigns or candidates. Supporting the **Anti-Corruption Policy**, we have deployed more specific guidance and procedure requirements that help our global operations manage various, related issues. For example, we maintain specific guidelines and associated procedures focused on establishing thresholds and review procedures for gift and hospitality expenses.

These policy and procedure requirements are reinforced through online and in-person training, from which employees are equipped to prevent, detect, and report incidents that could be construed as bribery, fraud, or other corrupt practices. Our Compliance and Ethics training programme has been deployed to our employees worldwide, and all employees are provided training.

We conduct regular anti-bribery and corruption risk assessments to identify potential bribery and corruption risks, assess the potential impact, and deploy enhancement programmes, as needed, from a global, regional, and/or local level, covering the full scope of our operations. During such assessments, we often engage external third-party law firms and/or consultants to not only support the assessment, but to also help develop the necessary enhancement programmes.

In addition, we understand that third parties present significant bribery and corruption risk. We conduct risk-based due diligence to identify and remediate potential anti-corruption risk. This due diligence may include background checks, screenings against sanction lists, tracking adverse media reports, and identifying links to politically exposed persons. Aligned with our **Vendor Code of Conduct**, we expect all our vendors to have adequate procedures in place to prevent bribery and verify compliance.

## ETHICS CONTINUED

### HUMAN RIGHTS

We are committed to upholding and promoting human rights throughout our operations and across our supply chain. We recognise the importance of treating every individual with dignity and respect, and we consistently adhere to the highest standards to protect human rights, maintaining alignment with international frameworks and local regulations. Our approach is guided by the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Guiding Principles on Business and Human Rights which implement the UN “Protect, Respect, and Remedy” Framework, the IFC Performance Standards on Environment and Social Sustainability, and the United Nations SDGs.

Our **Human Rights Policy** is reviewed annually and updated as necessary. The policy, approved by Group Chairman and CEO, is applicable to all OEs under operational control of the Group, encompassing employees and setting out commitments for contractors, and suppliers. Implementation and monitoring of the policy is supported by our Human Rights Working Group which includes proportionate representation from regions and relevant corporate functions.

Our approach to human rights is cross-functional in nature and is grounded in our **Global Code of Ethics, Vendor Code of Conduct**, Group Procurement and Recruitment Policy, which together set clear expectations for ethical behaviour, addressing key areas such as non-discrimination, child and forced labour, and ensuring safe working conditions. We are dedicated to fostering a work environment where all employees have equal opportunities, free from harassment and exploitation.

In addition, we actively collaborate with suppliers to ensure they share our commitment to human rights. We conduct regular assessments to ensure our supply chain remains aligned with these values.

In 2024, we launched a “Human Rights Risk Mapping” project to establish a baseline of our existing human rights policies, procedures, and practices across our global operations. This mapping initiative is an update to a similar exercise conducted in 2021, and further relevant risk exposures introduced by our organic and inorganic growth. Upon completion of an initial Group-wide human rights governance gap analysis, the exercise also includes a human rights risk assessment and access to remedy plan, allowing our business units in Sokhna, Dakar, and Berbera (in the first instance) to prepare targeted mitigation plans and enhance access to remedial measures. Ultimately, this scope of work will enable us to implement and/or update a series of similar country-specific risk assessments – identifying salient risks, designing context-sensitive solutions and better aligning with global good practice measures.

### VENDOR CODE OF CONDUCT

We have established a **Vendor Code of Conduct**, accessible to all registered suppliers via our corporate website. Owned by Group Procurement, the Code applies globally to all suppliers. It is reviewed annually and updated as needed. The Code sets clear expectations for our vendors to provide a safe and healthy working environment, prevent discrimination, and prioritise employee safety and wellbeing. We also expect our vendors to operate in an environmentally responsible manner, minimising their environmental impact through the efficient use of resources and effective emissions management. Furthermore, vendors are required to comply with our HSE Guidelines and to develop their own sustainable procurement policies. Any suspected violations of the Code must be reported through our whistleblowing hotline.

The Vendor Code of Conduct is a key component of our contracts with suppliers, covering critical areas such as HSE, fraud prevention, anti-competitive behaviour, money laundering, and child labour. All vendors acknowledge and are expected to comply with the Code as part of the pre-qualification process. In 2024, the updated Vendor Code of Conduct incorporated more stringent requirements, particularly regarding decarbonisation, environmental impact, anti-competitive practices, and fair labour standards.

In 2024, at the Group level, 100% of the 109 strategic vendors that were part of the pre-qualification process accepted the Vendor Code of Conduct.

### SUPPLIER DUE DILIGENCE

We employ a risk-based approach to supplier due diligence, factoring in geography, industry, supplier maturity, and business relationships.

As part of the vendor pre-qualification process, suppliers are required to complete a self-assessment on ESG-related topics. As of 2024, 100% of our pre-qualified vendors have also completed the required self-assessment, addressing areas such as environmental impact, modern slavery, human rights, and labour practices. In 2025, we will utilise the data provided to improve the self-assessment and further incorporate the responses into the procurement decision making.

To enable effective ongoing risk identification and mitigation for our active strategic suppliers, we also introduced a specific Modern Slavery Self-Assessment, which was shared with strategic vendors who were awarded tenders in the previous year.

As a response to the result of the supplier self-assessments, Group Procurement will initiate both a capacity building programme for suppliers and a supplier engagement programme in 2025 to mitigate risks. Focus will be to ensure a greater alignment on practical implementation of our **Vendor Code of Conduct**, specifically within supply chain due diligence and risk mitigation.

### MODERN SLAVERY AND HUMAN TRAFFICKING

Our commitment to actively combatting modern slavery and human trafficking across our business and supply chains globally is delineated in our suite of global and regional policies, as outlined in our annually updated **Modern Slavery and Human Trafficking Statement**. The policy details our approach to mitigating risks in operations and supply chains, enabling employees to report concerns securely through our **Whistleblowing Policy**. Complementary policies, such as the **Human Rights Policy, Global Code of Ethics**, and procurement guidelines, prohibit forced and child labour. Reviewed annually, this policy applies to employees, contractors, and suppliers across all business pillars and is approved by our Group Chairman and CEO. Compliance is monitored internally by management and independently assessed by Internal Audit.

Modern slavery risks are addressed through our Human Rights Working Group, which focuses on high-risk areas such as procurement, third-party contractors, and port security. We collaborate with law enforcement, implement advanced security technologies, and maintain accreditations like ISO 28000 and CTPAT to mitigate risks. Our security risk register includes human trafficking as a key item, ensuring specific mitigation measures across business units.

Mandatory training on modern slavery regulations, is provided to employees, workers, and contractors. Training is part of the induction process and supported by multilingual posters and briefings. In 2024, we introduced an accompanying human rights awareness training e-module, and in 2025, we plan on introducing supplementary sessions on responsible sourcing, further enhancing in-house awareness initiatives to strengthen procurement practices and value chain due diligence.

### ANTI MONEY LAUNDERING

We have established relevant Anti-Money Laundering policies and procedures, including risk-based know your customer due diligence guidelines, transaction monitoring and suspicious activity identification and reporting.

### GERMAN SUPPLY CHAIN DUE DILIGENCE ACT

The Act, which mandates all companies in Germany with more than 3,000 employees to comply with basic human rights and environmental standards across their value chains, came into effect on 1 January 2023. This regulation prohibits child and forced labour and sets expectations for environmental responsibility. We view this new legislation as a catalyst for positive change within global supply chains.

In compliance with the Act, we undertook a comprehensive risk analysis of our supplier base throughout 2023. We also published a **Declaration of Basic Human Rights** and appointed a Human Rights Protection Officer to oversee and ensure adherence to these standards.

According to the German Federal Office for Economic Affairs and Export Control (BAFA), our **report** was released at the end of 2024. A total of 11,955 direct suppliers were audited in the period from 1 January 2023 to 31 December 2023.

### SANCTIONS

Our Sanctions Policy outlines the global requirements for compliance with applicable sanctions laws and regulations and the policies of our banking partners. It provides essential guidance and key principles to ensure all our employees understand and adhere to these critical obligations.

To support effective implementation, the Policy is accompanied by detailed procedures (including screening checklists and screening technology), training, and communications to help manage compliance with applicable sanctions laws and regulations, including those administered by the US (OFAC), EU, UK and other local/national government agencies and international organisations, such as the United Nations.

These screening protocols rely upon established best practices and the use of technology, focused on reviewing, among other aspects, individuals, entities, beneficial owners, products, and activities to manage compliance.



# COMMUNITY ENGAGEMENT

## UN SDGs



## UNGC PRINCIPLES

Principle 3  
Principle 4  
Principle 5  
Principle 6

### KEY PERFORMANCE METRICS 2024

Wherever we operate, we integrate sustainability and engage community, striving for a positive contribution to the environment, economy, and communities where we live and work.

**~US\$15.1M**      **120**

TOTAL COMMUNITY INVESTMENT

GLOBAL SUSTAINABILITY CHAMPIONS

**~655K**      **8,600**

TOTAL BENEFICIARIES SUPPORTED

VOLUNTEER HOURS DURING GLOBAL VOLUNTEER WEEK



In 2024, we initiated a review of our Community Engagement topic to ensure we remain closely aligned with the business, whilst supporting the impact we create through DP World Foundation. Going forward, we see the remit of Community Engagement evolving to encompass three distinct focus areas:

FOCUS AREA	RESPONSIBILITY AND REMIT
<p>Local communities</p> 	<p><b>Community investment:</b> Led by local Business Units to support the communities in which they operate, with Group Sustainability overseeing the process and procedures, as well as data capture and impact reporting. With over 390 projects delivered in 2024, the initiatives look to build community resilience through investing in a range of impactful projects, including up-skilling young people to be career future ready, supporting water access sanitation and hygiene in local communities, delivering health initiatives and ocean restoration.</p> <p><b>Greenfield and brownfield project development:</b> Led by local Projects, Business Units, or Regions to support the communities in which we operate. These initiatives will primarily focus on augmenting efforts made to addressing unintended and mitigatable environmental and social impacts associated with project development, operation, or decommissioning. This is addressed through the progressive development and implementation of Environmental and Social Impact Assessments (ESIAs) and Management Plans (ESMPs), as well as Stakeholder Engagement Plans (SEPs) to proactively communicate with affected stakeholders. In instances where required, we also design management plans to redress resettlement impacts and offer livelihood restoration solutions. Common thematic areas of focus include upskilling and vocational education, pastoral livelihoods protection, habitat restoration, and ecosystems protection.</p>
<p>Sustainability partnerships</p> 	<p>Led by Group Sustainability and aligned with the “Our World, Our Future” Sustainability Strategy, our partnerships contribute towards and complement local community efforts, leveraging the reach and expertise of global organisations to deliver impactful work across our legacy pillars.</p>
<p>Philanthropy</p> 	<p>Led by the DP World Foundation, the philanthropic arm of DP World. The Foundation uses its resources, expertise, and network to address urgent social challenges and empower individuals and communities. They work towards a world where every person has the opportunity to lead a healthy and productive life, inspiring global change through humanitarian work that embodies the UAEs values.</p>

<sup>1</sup>As showcased across our two marquee greenfield port developments, which are set to begin major construction work in 2025: the Ndayane Port Project in Senegal and the Banana Port Project in the Democratic Republic of Congo.

## COMMUNITY ENGAGEMENT CONTINUED

### COMMUNITY INVESTMENT

We are committed to making a positive and sustainable impact in the countries where we operate. Our efforts are focused on enhancing employment opportunities, improving local infrastructure, and contributing to long-term economic growth. To achieve these objectives, our Local Community engagement initiatives are driven by mutual collaboration and a shared value approach, ensuring that we embed both economic gains and societal benefits as part of our overarching commercial value proposition.

To implement our Community Investment projects across regions and business units, we leverage our extensive global network of over 120 sustainability champions. These champions play a pivotal role in driving our initiatives, ensuring that our community projects are aligned with local needs and global sustainability goals.

We also recognise the power of our employees in driving positive change. Volunteering is at the heart of our company values, and we are proud of the meaningful contributions our employees make in the communities we serve. In 2024, we celebrated the 10th anniversary of our Global Volunteer Week, a key event that mobilises our global workforce to give back to local communities.

During Global Volunteer Week 2024, over 2,260 employees participated in activities worldwide, contributing more than 8,600 hours of volunteer work. These efforts benefitted over 37,000 individuals across the globe. Our employees' commitment to volunteering reflects our core values and our ongoing efforts to create lasting, positive impacts in the communities where we operate.

We have distinct policies that guide our community investment projects and developmental initiatives. While both types of projects aim to generate long-term benefits, developmental projects often carry higher risks due to their complexity and scale. As a result, we have implemented a robust engagement process for these projects, which includes detailed risk assessments and remediation channels. More information on these processes is provided later in this report.

In line with procedures for Local Community projects, BUs and local leadership are expected to conduct detailed due diligence of all the projects. This ensures that we minimise the risk of the projects conducted through partners, whilst optimising the value which we can create in our communities.



### COMMUNITY INVESTMENT PROGRAMMES

#### EDUCATION

We recognise the importance of providing equitable access to education, developing digital skills, fostering innovation, and building a talent pipeline that will prepare young people for the future. Our initiatives focus on empowering individuals, particularly girls and women, ensuring no one is left behind in the transition to a greener and more sustainable world by 2030.

##### DP WORLD & MOTUS COMMUNITY TRUST UNVEIL 82ND LIBRARY AND RESOURCE CENTRE

On International Literacy Day in South Africa, DP World, in partnership with the Motus Community Trust, proudly handed over the 82nd Library and Resource Centre to Golden Gardens Primary School. The newly established library, equipped with 8,000 books, modern IT resources, a smart board, and sports equipment, will serve over 1,000 students and staff, significantly enhancing local educational opportunities.



#### HEALTH

We believe access to healthcare is a fundamental right. We are committed to supporting health programmes that focus on the most pressing needs in local communities, addressing challenges such as non-communicable diseases, medical infrastructure, and access to clean drinking water.

##### LIFE-SAVING MISSION – BLOOD DONATION CAMPAIGNS AT OUR PORTS

In 2025, DP World's ports in Pakistan and Algeria organised successful blood donation campaigns, underscoring our commitment to local healthcare. In Karachi, a three-day drive in collaboration with Indus Hospital saw numerous blood donations, strengthening the local blood supply. Similarly, in Djendjen, a campaign with Islah Wel Irched resulted in 80 donations, addressing a critical shortage at Jijel Hospital.



#### WATER

Our Water Legacy Pillar seeks to leverage our expertise, resources, and partnerships to protect and preserve the world's oceans and water resources. Our approach includes promoting sustainable solutions for clean water access, sanitation, marine ecosystem preservation, and the responsible use of water for future generations.

By adopting a source-to-sea strategy, we address key issues such as pollution, overuse, and habitat degradation across the entire water system, ensuring long-term sustainability for ecosystems, communities, and economies.

## COMMUNITY ENGAGEMENT CONTINUED

### DP WORLD AND VERYNILE COLLABORATE TO CLEAN THE NILE AND EMPOWER COMMUNITIES

In Egypt, we collaborated with VeryNile to organise a three-day cleanup event along the Nile River, in celebration of World River Day. This initiative focused on removing plastic waste from the world's longest river, with local fishermen from Qursaya Island partnering with our teams to collect nearly 400 kg of waste. The collected materials were sent to VeryNile for recycling, where they were transformed into handmade products such as pencil cases, laptop sleeves, and handbags by women from Qursaya Island. This effort not only contributed to environmental sustainability but also provided economic empowerment for local women, reflecting our commitment to community development and environmental preservation.



### EMERGENCY RELIEF

Since 2015, DP World has been an active member of the Logistics Emergency Team (LET), working alongside leading logistics companies such as Agility, Maersk, and UPS to provide timely humanitarian relief in the aftermath of major disasters. Our ongoing collaboration aims to improve disaster response coordination, ensuring swift and effective aid delivery to communities in need.

In addition to supporting traditional disaster relief operations, we are collaborating with LET to develop LET 2.0, an innovative platform that will enhance global disaster response efforts. LET 2.0 will streamline coordination, enabling independent operations and improved communication even in situations where the UN has not activated the team.

### MEASURING IMPACT

We measure the impact of our community investment initiatives using the B4SI (formerly known as LBG) Framework, a global standard for managing and accessing corporate community investment. This robust measurement system allows us to evaluate the effectiveness of our activities across three pillars: inputs, outputs, and impacts. The data we collect is reviewed and assured annually by B4SI to ensure transparency and accountability.

We are committed to using our digital data management tools to support our global champions and ensure that our community efforts continue to make a positive difference in the lives of people in the communities where we operate. We remain steadfast in our dedication to improving lives, driving sustainable development, and contributing to the well-being of communities around the world.

### GREENFIELD AND BROWNFIELD PROJECT DEVELOPMENT

#### POLICIES

For any of our new construction projects comprising significant land-use change or facility modification undertaken by us, we:



Conduct either an ESIA, or equivalent assessment, that meets internal standards, national requirements, and aligns with good international industry practice. These assessments include proportionate levels of engagement with key external stakeholders as deemed appropriate according to the project's risk categorisation and include local communities, NGOs and civil society, amongst others.



Engage with project affected persons, local communities, NGOs, and civil society organisation's, in line with our **External Stakeholder Engagement Policy**, and supplementary guidance documents; and



Protect and respect the communities we engage with and oppose the unlawful expropriation of land and cultural heritage. Our employees are expected to respect cultural, ritual, and religious sites when performing their work.

### ENGAGEMENT PROCESS

We understand that meaningful implementation must primarily occur at project and BU levels. Supported by our **External Stakeholder Engagement Policy** we are able to proactively identify, and subsequently contextualise, environmental and social risk. Engagement may include public consultations, key stakeholder interviews with vulnerable groups, and bilateral discussions with NGOs, civil society, and government partners.

As part of this process, Project's and BUs are also encouraged to develop SEPs that set out a governance approach capable of facilitating external stakeholder engagement that is fit-for-purpose and context.

The project-specific SEPs are tailored to proportionately address risks and impacts of a project throughout its lifecycle. They aim to make relevant project updates readily available to Affected Communities and, where applicable, other stakeholders in the local language and/or in a culturally appropriate manner. They also take into consideration the needs of disadvantaged and vulnerable groups and include an anonymised grievance mechanism.

#### CHANNELS TO RAISE CONCERNS

At a project/ community level, respective local community and worker grievance mechanisms provides formal and ongoing avenues for project-affected people to engage with DP World. In addition, our Whistleblowing Hotline, is an additional means available for affected stakeholders to raise concerns.

### PROJECT UPDATES

#### RESETTLEMENT GAP ANALYSIS – BANANA PORT

In the Democratic Republic of Congo (DRC), to facilitate conscious and equitable project delivery, we are conducting an analysis of potential social impact and identifying potential areas where we can provide support through added livelihood restoration initiatives and community development programmes.

### CASE STUDY:

#### BIODIVERSITY OFFSETTING – BERBERA PORT EXPANSION

Stakeholder engagement was undertaken with the local community, businesses, and government representatives to inform the Biodiversity Action Plan to offset impacts to coastal coral reefs associated with DP World Berbera's port expansion works. To date, we have installed artificial reef habitat covering a total area of approximately 1,800 m<sup>2</sup>, with corals translocated from the area of impact. This habitat is located within a Marine Protected Area (MPA), newly established by the Government of Somaliland and monitoring is ongoing.

#### STAKEHOLDER ENGAGEMENT AND SURVEY WORK – PORT OF NDAYANE

In Senegal, working together with the Port Authority of Dakar, we have been responsibly working to appropriately manage the community resettlement workstream as part of the development of the Port of Ndayane which is currently underway. Working with an external consultant, we are undertaking interviews and surveys to strengthen our understanding of the probable impacts of the project to relevant stakeholders and will accordingly firm up relevant project action plans. This is a dynamic process and is expected to continue throughout the project's lifecycle.

### CASE STUDY:

#### BIODIVERSITY OFFSETTING – PORT OF NDAYANE

To manage our impact on biodiversity and in line with good international practice, a Biodiversity Action Plan (BAP) was developed to offset impacts associated with development of the port. DP World Senegal's in-country Project team partnered with local experts and the community to commence the rehabilitation of a section of coastline that has been identified as a viable location for nesting Green Turtles (*Chelonia mydas*) females, involving debris removal and beach cleaning. We will continue to engage with the local community and relevant statutory organisations to support the implementation of the BAP, which also includes offsetting measures for wetland habitat and afforestation.



## COMMUNITY ENGAGEMENT CONTINUED

### DP WORLD FOUNDATION

In 2024, the DP World Foundation made remarkable progress in their continued mission to drive lasting positive change across the world. Over the last year, the Foundation's reach expanded significantly as it responded to crises, supported vulnerable communities, and addressed pressing social issues.

The Foundations efforts extended beyond social responsibility, reinforcing its commitment to long-term development, working to reduce inequities and create opportunities in the regions we serve.

In 2024, in line with its strategy, the Foundation continued to empower communities through purposeful support in the areas of health, education, and food. Additionally, they focused on emergency relief and social responsibility, collaborating with partners to drive meaningful and measurable improvements.



### THREE CORE PILLARS

- **Health:** Continued to enhance the quality of healthcare systems in specific areas, creating a healthier world for all, one community at a time.
- **Education:** Continued in its efforts to provide inclusive, innovative, and captivating learning opportunities for the benefit of all children.
- **Food:** Provided vital assistance to strengthen local and international communities facing hardship.

### TWO ESSENTIAL FOCUS AREAS

- **Emergency relief:** Met the needs of communities impacted by natural catastrophes or armed conflicts ensuring they get the help they need.
- **Social responsibility:** Adopted a tailored approach to projects, ensuring they met the specific needs of each community.



# COMMUNITY ENGAGEMENT CONTINUED

## 2024 ACHIEVEMENTS

### REGIONAL FOOD SUPPLY

The Foundation provided food supply boxes to underprivileged communities during Ramadan. This initiative supported vulnerable and needy communities, regardless of background or belief. The food supply boxes were distributed to various locations in Sokhna (Egypt), Karachi (Pakistan), Dakar (Senegal), DjenDjen & Djazair (Algeria), Djibouti, Berbera, Bossaso, Tanzania, Zanzibar, and Kenya. In total, over 17,000 boxes were distributed, and 83,000 beneficiaries were reached. The boxes included a variety of essential food items, such as rice, flour, sugar, oil, lentils, and other items that catered to the dietary needs of individuals and families.



### RAMADAN AMAN IFTAR MEALS – A NEW MILESTONE IN COMMUNITY SERVICE

The Foundation partnered with Al Ihsan Charity Association and Dubai Charity Foundation for the Ramadan Aman 10 campaign, distributing Iftar boxes across the UAE. For the first time, JAFZA Gate 4 was included as a distribution site, expanding the initiative's reach. The campaign reinforced the values of generosity and unity, helping those in need during the holy month of Ramadan.

### RAMADAN IN DUBAI – ZAYED HUMANITARIAN DAY – A CELEBRATION OF UNITY AND COMPASSION

The Foundation's Ramadan in Dubai campaign, in collaboration with the Dubai Department of Islamic Affairs and Charitable Activities, brought together over 4,000 workers from 75 nationalities to celebrate the unity and compassion of Ramadan. A highlight of the campaign was the human formation of the "Ramadan in Dubai" slogan, symbolising the harmony and diversity that defines the UAE. This initiative honoured the legacy of Sheikh Zayed bin Sultan Al Nahyan, reinforcing the Foundation's dedication to community, inclusivity, and the spirit of giving.

### BACK-TO-SCHOOL CAMPAIGN IN SUPPORT OF LOCAL EDUCATION

The Foundation's Back-to-School Campaign, launched on World Humanitarian Day, aimed to support the educational needs of children under the care of the Community Development Authority (CDA). The initiative focused on providing essential school supplies, including stationery, backpacks, and vouchers, ensuring children had the tools needed to start the school year confidently.



### PLEGGED SUPPORT FOR VIETNAMESE COMMUNITIES IMPACTED BY TYPHOON YAGI

The Foundation pledged financial support to fund relief works in communities impacted by Typhoon Yagi. In partnership with a local charity Blue Dragon Children's Foundation, the funds were used to provide emergency relief and help families recover from the impacts of the storm, and the floods and landslides it caused. Support included the delivery of essential items such as food and household equipment and the provision of accommodation and relocation assistance to impacted communities. To further strengthen the local community response, employees from DP World's Vietnam office also made donations in their personal capacities and supported volunteering activities.

### EMPOWERING LIVES THROUGH SUCCESSFUL EYE CAMP IN NIGERIA, BANGLADESH, PAKISTAN

In collaboration with Noor Dubai Foundation, a prominent Dubai-based non-governmental organisation dedicated to the prevention of blindness and the restoration of vision, the Foundation concluded 4 transformative eye camps across Nigeria, Pakistan, and Bangladesh. This impactful humanitarian initiative aimed to address the critical need for accessible eye care services in underserved communities.

Through these camps, over 15,000 patients benefited from comprehensive eye care services, including thorough eye examinations, life-changing surgeries, and the provision of corrective eyeglasses and essential medications. By restoring vision and improving eye health, the initiative not only enhanced the quality of life for thousands but also empowered individuals to participate more fully in their personal and professional lives, contributing positively to their communities.

## APRIL

### DP WORLD FOUNDATION IFTAR TENT CAMPAIGN

The Foundation and Dubai Charity Association teamed up to distribute 12,000 Iftar meals daily to JAFZA workers during Ramadan. This initiative fostered unity and reflected the UAE's values of tolerance and cultural diversity. Senior leaders from both organisations visited the Iftar tents to engage with volunteers and the community.



### DONATED TO THE MOTHERS' ENDOWMENT CAMPAIGN

The Foundation pledged its support to the Mothers' Endowment campaign, which aimed to create an endowment fund worth AED 1 billion. The fund will be used to provide education and training to millions of individuals worldwide as a tribute to all hardworking mothers. The campaign was launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister and Ruler of Dubai. The Foundation has pledged to contribute AED 10 million to support the campaign, underprivileged individuals, and communities.

## MAY

### DONATED TO THE HAMDAN BIN RASHID CANCER HOSPITAL

The Foundation donated Dh15 million to Al Jalila Foundation to support the development of the Hamdan bin Rashid Cancer Hospital. The allocated funds will support the development of Dubai's first integrated cancer hospital, scheduled to open in 2026. The advanced healthcare facility, which is being established in collaboration with the Al Jalila Foundation, will feature 50 clinics, 30 research areas, 60 infusion rooms, and 116 inpatient beds spread across a sprawling 56,00 square-metre campus.

## JULY

### SPREADING HAPPINESS WITH DP WORLD FOUNDATION'S 'EID CLOTHING' INITIATIVE

The Foundation's "Eid Clothing" Initiative provided 350 orphans with new clothing during Eid Al-Adha, ensuring they can celebrate with joy and a sense of belonging. This initiative not only brought happiness to the children but also reinforced community unity and cultural traditions, making a significant impact on their lives.



## AUGUST

## OCTOBER

### SUPPORT FOR EDUCATION – FIRST CHARITABLE PROJECT IN EGYPT

The Foundation successfully concluded its inaugural charitable project in Egypt. In partnership with the National Alliance for Civil Development Action in Aswan, the Foundation provided 5,000 stationery sets, school bags, and other necessary learning tools to deserving students from schools in Esna, Edfu, and Kom Ombo in the governorates of Luxor and Aswan.

## NOVEMBER

### DRIVING TRANSFORMATIONAL CHANGE IN ANGOLA'S EDUCATION SECTOR

The Foundation made an investment of over US\$240,000 to enhance education in Luanda, Angola, focusing on school renovations, the construction of a new library and the distribution of school kits. The Foundation completed the renovations of Boa Esperança School (which translates into the School of Good Hope) and distributed kits, with the support of DP World Luanda. This effort directly benefitted 300 students, equipping them with essential school supplies while transforming their learning environment with upgraded facilities and enhanced safety features.

## DECEMBER

# PEOPLE DEVELOPMENT

UN SDGs



UNGC PRINCIPLES

Principle 1  
Principle 2

## EMPLOYEE RELATED POLICIES

OUR PEOPLE ARE AT THE HEART OF OUR SUCCESS, DRIVING EVERY ASPECT OF OUR BUSINESS FORWARD

Global People related policies apply to all entities, business units, subsidiaries, and employees globally. Whilst regional and local policies exist, they may supplement but must not conflict with global policies and are subject to the specific regulatory and compliance requirements of the jurisdiction in which the business unit is based.

All global policies have been created by the relevant policy owners and approved by the Group Chairman and CEO.

	BRIEF OVERVIEW AND APPLICABILITY TO EMPLOYEES
<b>Global Code of Ethics</b>	Sets a unified standard for integrity, respect, and accountability, ensuring ethical conduct across our workforce. It fosters a culture of trust, inclusion, and compliance with global regulations, reinforcing our commitment to responsible business practices.
<b>Global Anti-Corruption Policy</b>	Safeguards long-term value by preventing, identifying, and addressing bribery and corruption risks. It equips employees with clear guidelines to uphold transparency, integrity, and compliance with global anti-corruption laws.
<b>Global Inclusion and Diversity Policy</b>	Reinforces our commitment to equal opportunities for all employees and applicants. We foster an inclusive workplace that empowers individuals to thrive, innovate, and grow.
<b>Global Human Rights Policy</b>	Upholds the dignity, well-being, and fundamental rights of all employees. We are committed to safeguarding safety, security, labour rights, and privacy, ensuring a fair and respectful workplace.
<b>Modern Slavery and Human Trafficking Statement</b>	Reflects our unwavering commitment to eliminating slavery, servitude, forced labour, and human trafficking from our operations.
<b>Global Talent Management and Development Policy</b>	Underscores our commitment to continuous learning and career growth for all employees. We provide tailored Learning and Development (L&D) opportunities aligned with business needs, performance, and potential.
<b>Global People Security Standards Policy</b>	Establishes clear guidelines for processing employee-related information in compliance with data privacy laws. We prioritise confidentiality, security, and regulatory alignment to protect personal data and maintain trust.
<b>Global Recruitment Policy</b>	Ensures a fair, transparent, and compliant hiring process aligned with legal and regulatory standards. We uphold merit-based recruitment and re-employment practices that foster diversity and equal opportunity.

## TALENT AND LEADERSHIP DEVELOPMENT

PROGRAMME	OVERVIEW	TARGET AUDIENCE	2024 UPDATE
<b>Executive Leadership Development Programme</b>	3–6-month leadership programme designed and delivered in partnership with IMD Business School. Supports our leaders in their transition from operational excellence to visionary leadership. It aims to enhance their ability to lead with insight, foster high performing and collaborative teams, drive meaningful change, and share a compelling vision.	Executives	105 participants
<b>Evolve</b>	18-month global programme designed in partnership with Rotterdam School of Management within Erasmus University, a leading business school.	Future business unit heads and regional leaders	29 participants
<b>Leading the DP World Way 2</b>	Aims to create authentic and inspiring senior leaders who enable their teams and functions, drive change and clarity and sustain performance. Session provides leaders with the essential mindset, skills, and resources needed to be an effective leader.	People who lead other managers, or pillar, function or BU leaders	254 participants
<b>Leading the DP World Way 1</b>	Aims to develop managers who create positive impact through others, with the core skills to drive productivity and empowerment in the team they lead. Designed to focus on the leadership capabilities most important and impactful for leaders of individuals.	Team leaders and front-line managers	235 participants
<b>Working the DP World Way</b>	Aims to equip our people with deeper insights about themselves and how they work in order to collaborate, adapt, and evolve in an ever-changing environment.	Front-line workers and Junior office employees	59 participants
<b>Grow</b>	Programme managed at local or regional level that provides accelerated development opportunities through exposure to different areas of work, tailored learning, and close engagement with the leadership team	Graduates	222 participants

## PEOPLE DEVELOPMENT CONTINUED

### SUSTAINABILITY ACADEMY

In 2024, we launched the Sustainability Academy, our central hub for learning and capacity building. Designed to empower employees at every level, the platform provides essential knowledge and skills to drive the “Our World, Our Future” strategy, creating meaningful impacts across our operations and within our communities.

The academy was launched with two key initial modules, namely the “Introduction to Sustainability” which lays the foundation for understanding corporate sustainability, and the “Human Rights Module,” which highlights our commitment to fairness, equality, and inclusivity.

Through the Academy, we also conducted two workshops with IMD:

- Sustainability Marketing and Communication Strategies: Targeting internal/external communications teams, government relations and public affairs, and partnerships and events; and
- Commercialising Sustainability: Targeting commercial teams across our global footprint, and our regional and corporate executives.

### MANDATORY TRAINING

All employees are required to complete certain mandatory training sessions upon joining, and thereafter on a regular basis, in accordance with our policies. These sessions are continuously refreshed, ensuring that employees are up to date with the latest knowledge and insights. Mandatory training covers topics such as fraud awareness, safety, information security, anti-corruption anti-discrimination, bullying and harassment, and code of ethics.

### ENGAGING WITH OUR EMPLOYEES

At the heart of our success, is our belief that motivated and engaged colleagues are fundamental to achieving our strategic goals and fostering a sustainable and resilient organisation. In 2024, we provided our employees with the opportunity to voice their feedback in our global employee engagement survey conducted by Great Place to Work®. Through this survey we sought to elicit employee perspectives on a variety of topics, including work environment, job responsibilities, relationships with colleagues and managers, and views on our organisational culture.

The survey was open for ten weeks and was accessible in 55 languages. Over 105,000 employees were invited to participate and we received responses from 63,273 colleagues globally. The average Great Place to Work® statement was 79% and the average scores of all statements reached 74%. We were pleased to have received our certification as a Great Place to Work® in 31 countries.

Group People is responsible for overseeing the survey, and feedback is shared and acted upon at executive level and within teams. Following the results, Group People held sessions across the global network to develop detailed action plans. Our action plan for 2025 will include a focus on the indicators from the 2024 survey which need attention from management, to continue fostering a psychologically safe work environment in which employees feel heard and recognised.

In addition to the survey and ongoing two-way dialogue between employees and management, our employees also use employee committees, works councils, trade unions or other bodies to represent their interests.

### CHANNELS TO RAISE CONCERNS

The **Whistleblowing Policy** applies globally and is supplemented by country-specific policies wherever local law requires. We actively encourage employees to report any ethics violations or incidents to their supervisors or via the whistleblowing hotline, accessible through a web-based reporting app or phone number. We also encourage grievance reporting to line managers, people departments, or the whistleblowing hotline. All reports are thoroughly investigated to their conclusion and securely documented, together with any corrective actions taken.

In addition to the whistleblowing hotline, we also introduced a Grievance Committee in 2024, to provide employees with a platform to raise and resolve workplace concerns. The committee has a diverse group of senior members, each offering unique expertise to guarantee a fair and balanced approach to managing grievances

### WORK LIFE BALANCE

To encourage work-life balance, we have maintained flexibility in our working hours. In the UAE for example, we have adopted a four-and-a-half day working week. In addition, we encourage flexible working arrangements, with eligible employees able to choose to work from home.

### ADEQUATE WAGES

We have several performance indicators in place to evaluate the effectiveness of our policies and practices promoting fair remuneration, compensation, and pay equity. The key performance indicator is our annual benchmarking against global salary surveys, including some of the largest providers: Korn Ferry, WTW, and Mercer. We regularly evaluate our internal pay levels relative to banding. In addition to compensation for regular hours of work, workers are eligible to be compensated for overtime hours at the rate required by applicable laws and regulations.

### SOCIAL PROTECTION

We provide comprehensive healthcare, life and disability insurance cover for our employees and their dependants, covering both work and non-work-related injuries, accidents, and illness. We also remain committed to supporting our employees with family-orientated paternity and maternity leave policies, and entitlements for study leave as per local regulatory requirements in each of the countries in which we operate. In certain countries our leave allowances extend beyond the local requirements. In the UAE for example, our maternity leave exceeds the 60-day requirement of the local labour law.

### TRAINING AND SKILLS DEVELOPMENT PERFORMANCE DATA

All employees have access to the Career Compass. Whilst the compass is not part of the formal performance review, it is a tool designed to clarify career aspirations, and plan and chart growth and development. 95% of employees participated in regular performance and development reviews in 2024.

In 2024, our commitment to investing in our people resulted in 37,799 employees completing 86,855 courses and investing 432,499 learning hours; equivalent to 11.5 hours per employee per year. This dedication underscores our belief that an empowered and skilled team is essential for our ongoing growth and success.



# CLIMATE CHANGE

## UN SDGs



## UNGC PRINCIPLES

- Principle 7
- Principle 8
- Principle 9

**Our approach to managing climate change is built on two pillars: environmental stewardship and decarbonisation across our operations and value chain. Environmental stewardship focuses on preventing, minimising, and managing negative environmental impacts, while decarbonisation focuses on reducing emissions in line with our transition plan to achieve climate targets.**

### GOVERNANCE

We are committed to ensuring the highest standards of governance and oversight across all our operations. Our Board of Directors, senior management team, and employees are dedicated to upholding the principles of integrity, transparency, and accountability in everything we do. At a Board level, the Governance and Sustainability Committee reviews, approves, and oversees our sustainability strategy and management of ESG matters, with a particular emphasis on climate change. At a management level, the ESC provides strategic oversight of the Group's sustainability strategy, including climate change efforts, ensuring alignment with the overall business strategy. In addition, at a management level, the GESEC ensures the accountability, effectiveness, and continual development of the Group's HSE programmes, including climate change, and environmental initiatives such as waste management, water management, and biodiversity management.

In addition to GESEC, we have the Senior Decarbonisation Management Council, which oversees the Group's decarbonisation efforts. Chaired by the Global Executive Vice President of HSE, the council meets quarterly to review the Group's performance against decarbonisation targets and ambitions. It also provides strategic guidance on decarbonisation reporting and public disclosure.

In 2024, the council met three times, with key outcomes including the alignment of decarbonisation targets with SBTi guidance and the identification of Scope 3 emissions as a focus area for 2025.

Our Group **HSE policy** is reviewed and updated annually. It applies across all our operations, covering employees, contractors, third parties, consultants, and other workers operating on behalf of the Group. The policy addresses controls and measures for energy and GHG emissions management, water management, biodiversity, waste management, and pollution, including air, noise, and lighting.

### MANAGING CLIMATE-RELATED AND ENVIRONMENTAL RISKS

Climate change presents significant operational and legal risks to our business. As we expand into new markets and sectors, including new developments, our environmental footprint and risk exposure grow. Our operations—such as managing land, water, air, and sensitive ecosystems—make us vulnerable to environmental harm. Major incidents, such as hazardous substance releases, could result in severe environmental damage, legal liabilities, financial costs, and long-term reputational harm.

Additionally, our expanding operations, particularly through acquisitions, create challenges in aligning new businesses with our environmental standards. While we have made significant progress in reducing carbon intensity through electrification, renewable energy, and operational efficiencies, the integration of businesses with varying environmental practices could lead to an increased overall environmental impact.

To address climate-related and environmental risks, we have implemented Group Environmental Standards, which are aligned with our ISO 14001-certified HSE Management System. These standards are aligned with good international industry practices, and may exceed regulatory requirements to effectively assess, manage, and mitigate environmental risks. Currently, 66% of our sites are ISO 14001-certified.

### DECARBONISATION STRATEGY AND APPROACH

Our vision remains constant: we want to lead the industry as a global provider of smart logistics solutions. In 2021, we committed to the SBTi, aligning with the short-term “Well below 2-degree scenario” and targeting Net Zero by 2050. In early 2024, we updated our short-term decarbonisation target following guidance issued by SBTi in 2022 to align with the 1.5-degree scenario. Our current targets, validated by SBTi in August 2024, include Net Zero across all scopes by 2050. The base year has been updated to 2022, given several structural changes to the business since 2019. Any changes to our base year will be in line with our Baseline Recalculation Policy, which is based on the principles and guidance of the Greenhouse Gas Protocol and SBTi.

### OUR TRANSITION PLAN

We have a climate transition plan which aligns with a 1.5°C world and have made notable progress on our sustainability strategy in recent years, resulting in a 15% reduction in emissions since 2022.

Our transition plan is guided by our decarbonisation strategy, which cuts across five pillars: equipment electrification and efficiency, process efficiency and digitalisation, renewable energy supply, low-carbon fuel supply, and carbon compensation. In 2024, to support the integration of our Logistics business into the Group, we finalised our Logistics Decarbonisation Strategy with new targets.

	 <b>EQUIPMENT ELECTRIFICATION &amp; EFFICIENCY</b>	 <b>PROCESS EFFICIENCY &amp; DIGITALISATION</b>	 <b>RENEWABLE ENERGY SUPPLY</b>	 <b>LOW-CARBON FUEL SUPPLY</b>	 <b>CARBON COMPENSATION</b>
<b>AMBITION</b>	Reduce diesel and marine fuel consumption	Introduce innovative low-carbon technologies in operations portfolio and maximise efficiency in processes	Procure electricity from renewable energy or carbon neutral sources	Procure low- or zero-carbon fuels to replace diesel and marine fuel	Compensate the remaining carbon that cannot be avoided with carbon credits or other carbon offsetting methods

### OUR TARGETS

In 2024, we became the first logistics company in the Middle East to achieve SBTi validated targets.

#### SBTi VALIDATED TARGETS

2030 targets against 2022 base year

- **Scope 1** – reduce by 42%
- **Scope 2** – reduce by 62.2%
- **Scope 3** – reduce by 28%

Net Zero across all scopes by 2050

# CLIMATE CHANGE CONTINUED

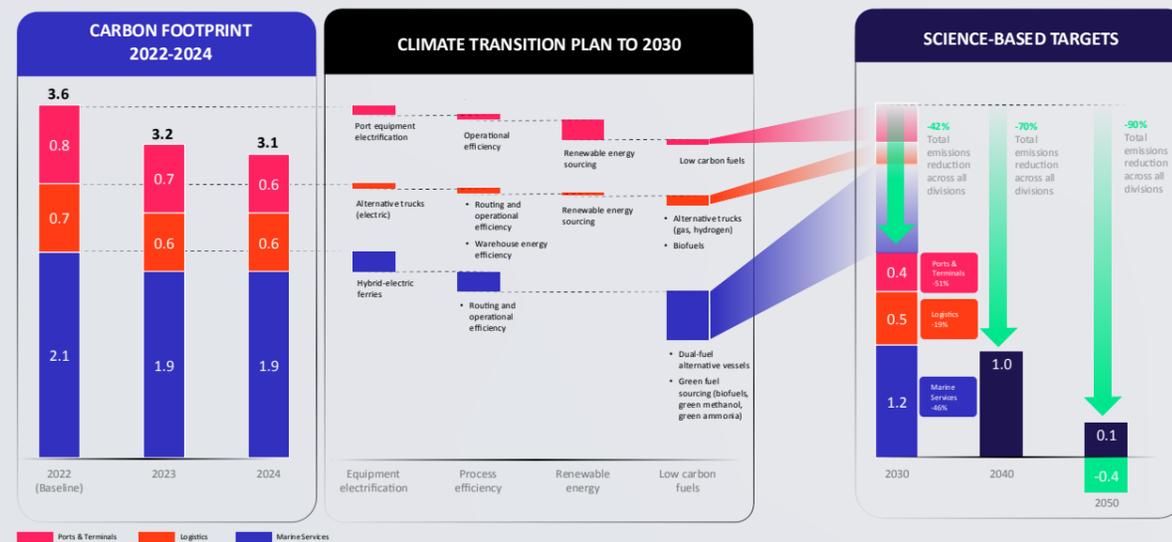
In line with our **Green Sukuk Impact and Allocation Report** we have allocated \$1.17 billion towards equipment electrification, process efficiency, and renewable energy projects between 2020 and 2023. Through the projects funded through our Green Sukuk, we have contributed to avoiding 177 million kg of CO<sub>2</sub> emissions, saving 466,057 MJ of energy, and generating 866,686 kWh of renewable energy.

We have a clear plan to achieve our 2030 decarbonisation target across our business pillars:

## NET ZERO BY 2050: OUR COMPREHENSIVE ROADMAP TO ACHIEVE SCIENCE-BASED TARGETS

### Focus on scope 1 & scope 2 emissions decarbonisation levers per division

GHG emissions Million tonnes of CO<sub>2</sub>e per year



## DECARBONISATION PROGRESS

We have adopted a science-based approach to reducing our carbon footprint, encompassing the following types of emissions in our strategy:

- Scope 1:** Direct emissions from owned and controlled sources, primarily fossil fuels.
- Scope 2:** Indirect emissions associated with the purchase of electricity.
- Scope 3:** All other indirect upstream and downstream emissions in the value chain.

Currently, we report against eleven categories under Scope 3. Of these, Category 3 (Fuel and Energy Related Activities), Category 5 (Waste), and Category 6 (Business Travel) are reported using the unit-based approach.

**In line with our decarbonisation strategy, significant progress has been made in 2024 across the five pillars of our approach:**

### EQUIPMENT ELECTRIFICATION AND EFFICIENCY

**Our operations:** We are transitioning our global fleet from diesel to electric, focusing on terminal tractors and straddle carriers. In the UK, we invested in eight fully electric straddle carriers for the new fourth berth at London Gateway, making it the world's first all-electric fleet servicing an all-electric berth. In the UAE, we aim to retrofit 30% of terminal tractors at Jebel Ali by 2028. At our terminal in Callao, Peru, we are the first in Latin America to install electric charging stations for 20 internal transport trucks, saving 2,145 tonnes of CO<sub>2</sub>e and 1.5 million litres of diesel annually. In the Dominican Republic, we added 12 electric terminal tractors (eTTs) to our operations, and in Jebel Ali, UAE, we have introduced three electric empty container handlers. Our Intermodal programme also launched three 40-tonne electric trucks in Germany for zero-emission last-mile delivery, while P&O Ferries introduced the second of their two hybrid electric ferries.

**Value chain:** Through our partnership with Einride, we have deployed the largest electric, freight mobility fleet in the Middle East, which will save over 14,600 tonnes of CO<sub>2</sub>e annually.

### PROCESS EFFICIENCY AND DIGITALISATION

**Our operations:** Digitalisation plays a critical role in our decarbonisation efforts. In Rotterdam, our terminal achieved Net Zero operational status by incorporating automation, such as energy-regenerating automatic stacking cranes and Automatic Guided Vehicles (AGVs). We also implemented energy-saving systems in the vessels Navios Utmost and Navios Unite, which are designed for fuel efficiency and reduced emissions. Additionally, we launched a power quality optimisation initiative, aimed at saving between 5-15% of energy across our terminals.

**Value chain:** We are implementing digital solutions across the value chain to enhance logistics and transport efficiency, contributing to more sustainable supply chain operations.

### RENEWABLE ENERGY SUPPLY

**Our operations:** In 2024, 65% of our electricity consumption was sourced from renewable energy, with targets of 70% by 2030 and 100% by 2040. At Nhava Sheva, we initiated open access sourcing of green power, expecting to replace 75% of conventional supply by 2025, which will reduce carbon emissions by up to 50% and lead to around 50% cost savings on electricity. These initiatives also support energy efficiency and emission reductions across our value chain. In Chile, our terminals in San Antonio and Lirquén have maintained their certification as South America's leading ports using 100% renewable energy for the third consecutive year. In Batangas, Philippines, the terminal achieved 100% green energy usage in 2024. In

Berbera, Somaliland, the port now uses 50% green energy. In Buenos Aires, Argentina, a Green Power Purchase Agreement (PPA) was signed in September 2024, providing 80% of the terminal's energy. Meanwhile, Mundra, India, has achieved 10% green energy usage through International Renewable Energy Certificates (IRECs).

**Value chain:** We entered an MoU with Masdar in early 2024 to implement renewable energy systems across our global port operations, initially focusing on the Middle East and Africa. This three-year partnership aims to accelerate the adoption of renewable energy and Battery Energy Storage Systems (BESS) within our supply chain, with initial efforts in Saudi Arabia, Senegal, and Egypt.

### LOW CARBON FUEL SUPPLY

**Our operations:** At the Port of Vancouver, we are piloting a hydrogen fuel cell RTG crane. Our London Gateway port switched to 100% Hydrotreated Vegetable Oil (HVO), and our ports in Vancouver, Prince Rupert, and Fraser Surrey have started sourcing Hydrotreated Renewable Diesel (HRD) to meet 50% of their fuel needs. We are exploring alternative fuels, including biofuels and hydrogen, and have partnered with Scania to introduce a Compressed Natural Gas (CNG) truck fleet as part of their green efficiency portfolio to improve logistics sustainability. Our subsidiary, Unifeeder, is adding four methanol-capable vessels to its European fleet, set to reduce emissions by 2026.

**Value chain:** We have launched a carbon inset programme at our UK logistics hub, London Gateway and Southampton. We are rewarding Beneficial Carbon Owners (BCOs) with a 50kg CO<sub>2</sub>e inset certificate for every TEU moved through DP World terminals. The carbon inset certificates are generated by our subsidiary Unifeeder through their biofuel consumption in shipping operations. This initiative is designed to assist cargo importers reduce their Scope 3 emissions, which are indirect emissions occurring in their supply chains.

### CARBON COMPENSATION

**Our operations:** To address hard-to-abate emissions, we will invest in carbon offsetting projects such as blue carbon initiatives under our Ocean Enhancement Programme, offsetting emissions from our operations. We have partnered with Boomitra to support carbon removal projects by purchasing carbon credits from initiatives in Argentina, Brazil, Paraguay, India, Mexico, and Uruguay.

Furthermore, in 2023, we initiated our supplier engagement programme to better understand our suppliers' decarbonisation strategies and identify opportunities for collaboration.

# CLIMATE CHANGE CONTINUED

In 2024, we reduced our carbon footprint by over 3% year on year, and 15% compared to the baseline. This is within the required target of 5.25% decarbonisation yearly.

## 2024 PROGRESS AGAINST BASELINE

	2022 BASELINE VALUE (KTCO2E)	2024 (KTCO2E)	REDUCTIONS (%)	DETAILED BREAKDOWN OF 2024 EMISSIONS
Scope 1	3,030	2,810	(7%)	<ul style="list-style-type: none"> <li>53% of Scope 1 emissions are related to low-sulphur fuel oil consumption, exclusively in the Marine Services division, of which about 79% for Unifeeder vessels (transport of containers and bulk material between ports), 20% for P&amp;O Ferries, (passenger ferries), and 1% for P&amp;O Maritime Logistics (e.g., module carrying vessels, multi-purpose supply vessels)</li> <li>33% of Scope 1 emissions are related to diesel consumption, mostly due to freight management in the logistics division (heavy-duty trucks) and port vehicles in Ports &amp; Terminal division (e.g., terminal tractors, rubber tyred gantry cranes, reach stackers, straddle carriers, forklifts, container handlers)</li> <li>12% of Scope 1 emissions are related to marine fuel oil and marine gas oil consumption in the Marine Services division mostly to propel Unifeeder and P&amp;O Ferries vessels at berthing ports while loading/unloading cargo</li> <li>2% of the remaining Scope 1 emissions are related to Gasoline, LNG, and LPG consumption across the Group's operations and divisions.</li> </ul>
Scope 2 (Market-based)	597	290	(51%)	<ul style="list-style-type: none"> <li>75% of Scope 2 emissions are related to grid electricity consumption at port terminals (equipment such as electrified cranes and on-land vehicles, buildings/offices)</li> <li>23% of Scope 2 emissions are related to grid electricity consumption at logistics warehouses and offices</li> <li>2% of Scope 2 emissions are related to grid electricity consumption at Marine Services buildings (mostly headquarter and offices of P&amp;O and Unifeeder)</li> <li>Heating accounts for only 0.1% of Scope 2 emissions.</li> </ul>
Scope 3	4,820	2,847	(41%)	<ul style="list-style-type: none"> <li>37% of Scope 3 emissions from Marine Services, 37% from Logistics, and 26% from Ports and Terminals. The majority (~80%) of these emissions come from the following categories: (1) Purchased goods and services, (2) Capital goods, (3) Fuel and energy WTT, and (4 &amp; 9) Upstream and downstream transportation and distribution. These categories will be our primary focus for reduction efforts. Significant drop in absolute numbers from 2023 are a result of more detailed mapping of spend-based emission factors to specific spend categories, which will also trigger adjustment in the 2022 baseline.</li> </ul>

We aim to continuously improve our Scope 3 reporting by transitioning more sub-categories to unit-based calculations and enhancing our data collection systems for more accurate measurement.

We do not currently use carbon credits, but we plan to utilise carbon credits for neutralisation towards the end of our Net Zero target, set for 2050. We are committed to limiting our use of

removal-only credits to less than 10% of our baseline emissions across all scopes for our Net Zero target, in line with SBTi.

All reported carbon emissions, including our baseline, are externally assured by LRQA annually, in accordance with ISO 14064:2019. LRQA's verification process follows current best practices and aligns with ISAE 3000 and ISAE 3410.

## CARBON AND GHG EMISSION-RELATED RISK

**We have evaluated the risks emerging from emissions-based regulations and their potential to impact our business in the short, medium, and long term.**

### CARBON PRICING MECHANISMS AND REGULATORY EXPOSURE

The ongoing evolution of carbon pricing mechanisms, including Emissions Trading Systems (ETS) and carbon taxes, could pose potential risks to our operations. Currently, we are subject to carbon taxes only through our operations in South Africa. However, with significant operational growth, we may face exposure to new carbon pricing regulations in other regions, leading to increased operational costs. From 2024 onwards, our subsidiaries Unifeeder and P&O Ferries have been subject to the ETS on shipping in Europe.

### REPUTATIONAL RISKS AND STAKEHOLDER SCRUTINY

As a major player in the marine transportation and logistics sector, our environmental reputation is continuously under scrutiny. Negative stakeholder feedback related to our carbon emissions could negatively impact our reputation.

### ACUTE PHYSICAL CLIMATE RISKS AND BUSINESS DISRUPTION

We face the threat of business disruption from acute physical climate risks. Our global operations are vulnerable to various climate-related risks such as floods, windstorms, extreme temperatures, and heavy precipitation events. These risks could lead to disruptions in our operations and reduced production capacity, as witnessed at our port in Canada, where shipments are already impacted due to weather conditions.

### LONG-TERM CLIMATE RISKS AND FUTURE IMPACT

In the longer term, the severity of these physical climate risks is expected to grow. The continued impact of climate change, including sea-level rise and more frequent extreme weather events, could significantly affect our infrastructure and operations, resulting in greater business disruption and financial losses.



# CLIMATE CHANGE CONTINUED

## MITIGATION ACTIONS FOR CARBON AND GHG EMISSION-RELATED RISKS

We are proactively addressing the risks anticipated in the short, medium, and long term in line with our decarbonisation strategy and SBTi-validated targets. Our initiatives are designed to reduce exposure to these risks while prioritising the resilience of our operations against physical climate risks. This includes factoring in extreme weather and climate considerations in asset design and operations.

### ENGAGEMENT WITH STAKEHOLDERS AND INVESTMENT IN ADAPTATION

We are investing in climate change adaptation projects and actively engaging with stakeholders—including customers, investors, and employees—to share our progress and collaborate on risk mitigation efforts. Whilst we do not currently use internal carbon pricing, we are investigating the application of a shadow price to capital expenditure, operations, and procurement, with a focus on renewable energy procurement costs to drive low-carbon investment.

### TRAINING ON DECARBONISATION TOPICS

To ensure competency on this topic, our Board of Directors has implemented several measures, including regular training on emerging themes, industry best practices, and standards. As part of our decarbonisation strategy, we have also held educational sessions and developed awareness programmes for all employees, helping them understand our targets and efforts to reduce emissions. In 2024, we conducted multiple sessions covering topics such as climate change science, decarbonisation scenario planning, and best practice showcases at the group, regional, and OE levels.

### REGULATORY COMPLIANCE

We have also integrated the impacts of the EU ETS and the Carbon Border Adjustment Mechanism (CBAM) into our reporting policies to ensure regulatory compliance. We have quantified the potential emissions cost due to the inclusion of greenhouse gas emissions from maritime transport in the EU ETS. This cost will vary based on the regulation's phase-in and our ongoing decarbonisation efforts.

Our Marine Services business could also be impacted by the UK ETS, which plans to include emissions from the domestic maritime sector starting in 2026, with no phase-in period. Vessels over 5,000 GT may be affected, although the threshold is still under review, which could impact transport from 2027. The IMO aims to reduce carbon emissions from international shipping by 40% by 2030 and 70% by 2050 compared to 2008 levels.

The UAE's Reduction of Climate Change Effects law mandates emissions reduction, regular measurement and reporting, and sector-specific targets, coming into effect on May 30, 2025. Additionally, the National Register for Carbon Credits (NRCC), effective December 2024, will regulate the measurement, verification, and trading of greenhouse gas emissions, requiring entities emitting over 500,000 tonnes of CO<sub>2</sub> annually to register and report.

## CARBON AND GHG EMISSION-RELATED OPPORTUNITIES

We are actively pursuing a range of opportunities that align with our sustainability goals and contribute to long-term value creation. A key opportunity is the diversification of our financial assets through green financing instruments, including sustainable bonds and sukuk. Through our Sustainable Finance Framework, we have raised US\$ 1.5 billion via a Green Sukuk and US\$ 100 million through a Blue Private Placement, both focused on supporting decarbonisation projects.

### SUPPORTING OUR CUSTOMERS

As consumer preferences shift towards sustainability, the demand for low-carbon products and services continues to grow. We are responding by offering initiatives such as the GreenBox solution launched by Unifeeder in June 2024. This service allows customers to decarbonise the seaborne sections of their supply chains, offering carbon savings tokens that can be used for sustainability reporting. From 2025, we will also introduce a Carbon Inset Programme, enabling UK importers to reduce hard-to-abate Scope 3 carbon emissions through inset tokens for their containerised supply chains.

In 2023, we launched a Carbon Emissions Calculator, accredited by the Global Logistics Emissions Council (GLEC), enabling customers to measure their environmental impact and well-to-wheel emissions. In 2024, we supported several customers with the Carbon Missions Calculator. Additionally, the Modal Shift Programme, trialled at DP World's Southampton Logistics Hub, incentivises customers to shift from road to rail, reducing carbon emissions by up to 30,000 metric tonnes annually.

### INVESTING IN LOW-EMISSION TECHNOLOGY

Investments in equipment electrification and low-carbon fuels, are expected to deliver significant returns by reducing operational costs, improving efficiency, and enhancing our competitive edge. These initiatives collectively position us as a leader in low-carbon logistics, driving both positive

environmental and financial outcomes and ensuring our business strategy is aligned with a sustainable future.

### INDUSTRY PARTNERSHIPS

We are involved in industry partnerships, such as the Zero Emission Port Alliance (ZEPA), which aims to make battery-electric container handling equipment more affordable and accessible. ZEPA's first anniversary saw the release of three reports: one highlighting the expected surge in demand for Battery-Electric Container Handling Equipment (BE-CHE) by 2035, another stressing the need for design standardisation to improve BE-CHE efficiency, and the third outlining strategies to enhance port power infrastructure for electrified equipment.

Also, as part of the First Movers Coalition, we are committed to sourcing at least 5% of our marine power from hybrid engines and zero-emission fuels by 2030, alongside using zero-emission fuels for 5% of our short-sea shipping. As at the end of 2024, 1% of our marine power came from zero emission fuels.

We are a strategic partner of the Mærsk Mc-Kinney Møller Centre for Zero Carbon Shipping, an independent research and development centre driving zero-carbon solutions for the shipping sector. In 2024, we supported the release of the updated Fuel Pathway Maturity Map, providing an overview of advancements and challenges in sustainable fuels, including methanol, ammonia, and hydrogen, and offering stakeholders insights into their development and potential for decarbonising shipping.



## CLIMATE CHANGE CONTINUED

### ENERGY MIX AND CONSUMPTION

We have an internal Energy Management and GHG Guideline which details our group-wide approaches and actions related to energy and GHG emissions management. It is applicable to all OEs across the Group. The Guideline is based on ISO 50001: Energy Management System. In 2025, we aim to secure ISO 50001 accreditation.

Our total energy consumption for the year was 47,281,825,192 MJ, with 4,556,615,911 MJ coming from renewable sources and 42,725,209,281 MJ sourced from non-renewable sources.

Our fuel consumption for the year amounted to 41,483,077,377 MJ, which was used across various applications, including vessels, trucks, mobile equipment, and stationary combustion.

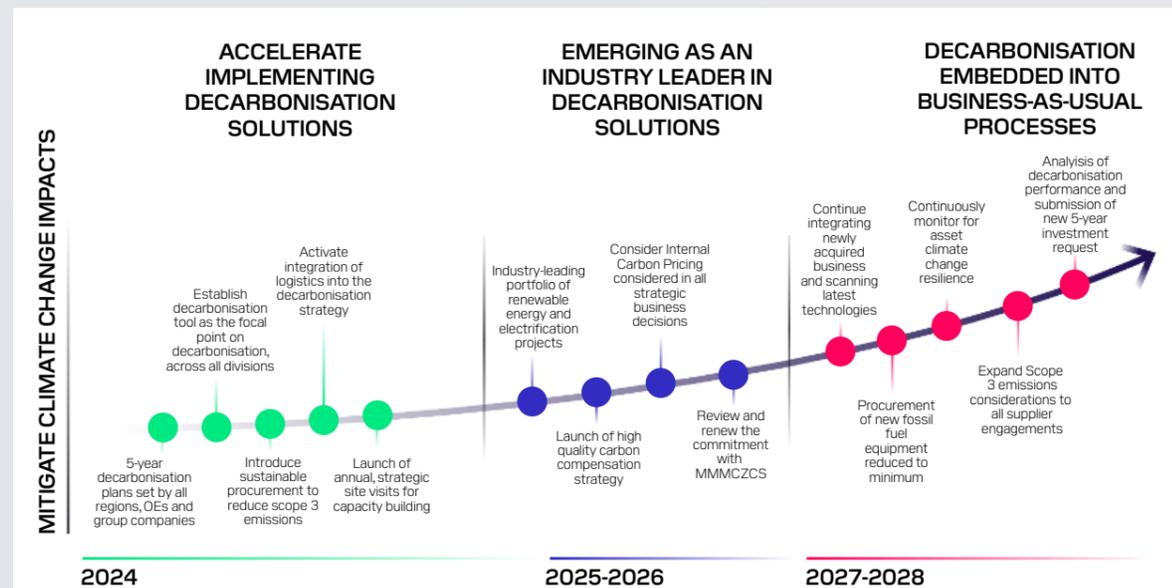
The fuel consumption breakdown is as follows: 314,977,241 MJ from sustainable biomass, 479,166,752 MJ from other biomass, 39,914,372,711 MJ from diesel, gasoline, and marine fuels, 455,074,082 MJ from LNG and LPG, and no consumption of other non-renewable fuels.

In terms of electricity, we generated 1,045,131 MWh from renewable sources, all of which was consumed internally. Our consumption of low-carbon energy for market-based Scope 2 emissions was significantly sourced from solar power, with contributions from hydropower and wind power. Various sourcing methods were employed, including the procurement of energy attribute certificates (EACs), grid-delivered electricity, and purchases from third-party on-site installations.

Overall, energy from renewable sources accounted for 65% of our total electricity consumption.

### 2025 AND BEYOND

Going forward, we have a clear decarbonisation roadmap up until 2028, which will see us accelerate implementation of our decarbonisation solutions, emerge as industry leader, and fully embed decarbonisation as part of our business-as-usual processes.



## POLLUTION

We strive for zero harm to the environment, moving towards a future where we create positive impacts on the environments in which we operate. Our approach is to embed good environmental stewardship into our business processes, activities, and decision making, guided by three key pillars:

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

Our operational standards and guidelines cover, amongst others, pollution prevention, water, waste, air quality, noise, biodiversity, environmental assessment, and sustainable construction. These are part of our Group HSE Management System, which is certified to ISO14001:2015.



# CLIMATE CHANGE CONTINUED

## WASTE MANAGEMENT

We are committed to implementing good waste management practices across our operations, through a comprehensive, group-wide approach and reporting that aligns with GRI. We are driving action towards zero waste to landfill, where feasible within our operations.

### GOVERNANCE, POLICY, AND STRATEGY

Waste Management is currently governed by our GHSE policy, with oversight from the GESEC committee. Our management framework helps us understand and track waste generation across operations through systematic reporting, and driving action to reduce waste and divert it from landfill, in line with the Waste Hierarchy and placing a greater focus on further embedding circular economy principles into our strategies and procedures. We launched a global Waste Management Assessment Programme in 2023 and have continued to implement this throughout 2024, prioritising governance, driving improvement in waste management practices and duty of care, and adopting waste hierarchy and circular economy principles. In addition to our waste management standard and guideline, the assessment programme also emphasises the safe handling, segregation, storage and disposal of hazardous substances.

Our waste management performance data is monitored through our HSE management system and provides data driven insights for targeted action, we have established short-term targets to focus improvement.

Our Waste Management Policy, currently under development, will be implemented across all business operations, covering employees, contractors, and suppliers, to further integrate responsible waste management into our operations and value chain.

### OUR OPERATIONS

Each site is required to maintain a Waste Management Register (WMR) to track waste types, quantities and how the waste is managed and disposed, as well as documenting any local regulatory requirements governing waste management. The WMR is intended to provide a comprehensive profile of the waste data from sites that can enable data-driven decisions and continuous improvements. In 2024 and 2025, sites are required to update or establish Waste Action Plans and Single-Use Plastic elimination plans, to build on the efforts in recent years to eliminate single-use plastic bottles.

Waste improvement initiatives have included introducing new equipment, enhancing waste separation processes, and developing innovative solutions in collaboration with logistics customers.

At DP World's Middletown operation, optimising the packaging process by switching from pre-made cardboard boxes to "cut-to-fit" has resulted in an approximate 74% reduction in excess corrugated cardboard packaging, as well as an increase in the utilisation of the boxes. In addition, the need for plastic air pillow materials has been eliminated, preventing the use of approximately 2.2 tonnes of plastic materials. As well as environmental benefits, this has also provided significant cost savings for the customer.

In our Angola operations, the team is partnering with local NGOs to repurpose wood generated from general cargo operations for community projects and to generate income for small community carpenters.

**Environmental Incidents:** In 2024, we achieved notable milestones, including zero serious incidents related to oil and hazardous chemical or material spills.

There was one serious environmental incident recorded in 2024 according to DP World's internal incident classification system, due to an uncontrolled release of AdBlue from a storage tank. No environmental impact resulted, and corrective measures were established as part of DP World's incident management and investigation procedures.

### VALUE CHAIN

Collaboration across our value chain is also important to our waste management approach. There are a number of initiatives within the business to engage suppliers and customers to develop and implement solutions that align with circular economy principles. Driving this engagement and collaboration will be a focus in 2025, extending the impact of our waste management initiatives beyond our own operations and fostering a shared commitment to sustainability.

## JEBEL ALI FREEZONE WASTE REDUCTION

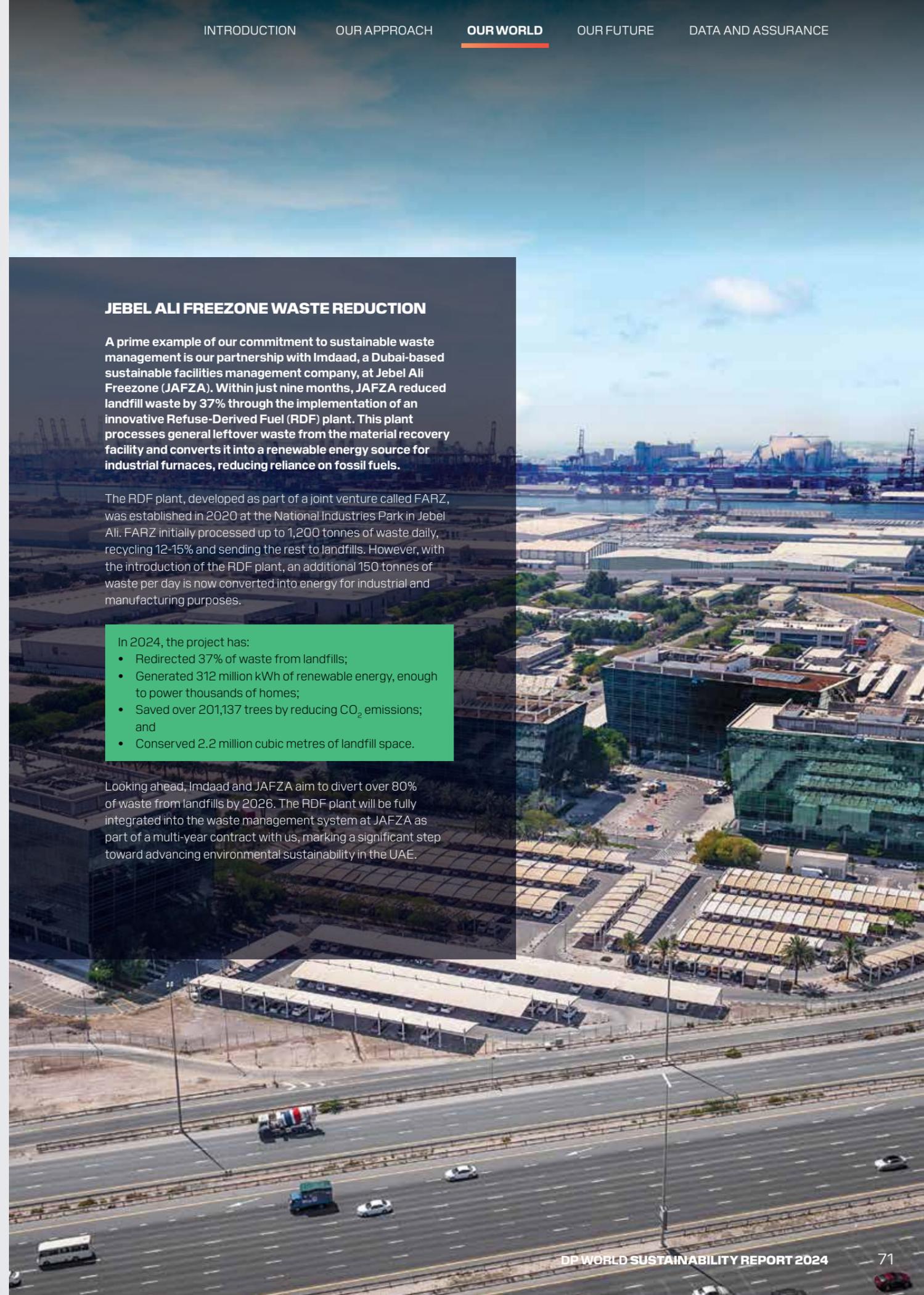
A prime example of our commitment to sustainable waste management is our partnership with Imdaad, a Dubai-based sustainable facilities management company, at Jebel Ali Freezone (JAFZA). Within just nine months, JAFZA reduced landfill waste by 37% through the implementation of an innovative Refuse-Derived Fuel (RDF) plant. This plant processes general leftover waste from the material recovery facility and converts it into a renewable energy source for industrial furnaces, reducing reliance on fossil fuels.

The RDF plant, developed as part of a joint venture called FARZ, was established in 2020 at the National Industries Park in Jebel Ali. FARZ initially processed up to 1,200 tonnes of waste daily, recycling 12-15% and sending the rest to landfills. However, with the introduction of the RDF plant, an additional 150 tonnes of waste per day is now converted into energy for industrial and manufacturing purposes.

In 2024, the project has:

- Redirected 37% of waste from landfills;
- Generated 312 million kWh of renewable energy, enough to power thousands of homes;
- Saved over 201,137 trees by reducing CO<sub>2</sub> emissions; and
- Conserved 2.2 million cubic metres of landfill space.

Looking ahead, Imdaad and JAFZA aim to divert over 80% of waste from landfills by 2026. The RDF plant will be fully integrated into the waste management system at JAFZA as part of a multi-year contract with us, marking a significant step toward advancing environmental sustainability in the UAE.



## CLIMATE CHANGE CONTINUED

### AIR, NOISE, AND LIGHT POLLUTION

#### OUR OPERATIONS

We minimise potential air, noise, and light pollution across our operations by implementing Group HSE environmental standards and guidelines. Our HSE Policy reinforces our commitment to pollution prevention, supported by our HSE management system and assurance framework. Environmental impacts are monitored, with material issues escalated to GESEC for oversight, where appropriate.

#### NON-GHG AIR EMISSIONS

In 2024, we commenced a project to develop a non-GHG emissions inventory for our operations, starting with a pilot of select operations. Based on the results of the pilot stage, the project will be expanded in 2025 to provide a better understanding of our non-GHG emissions and the co-benefits of our decarbonisation strategy on these emissions. It will also help us to prioritise further assessment and action where appropriate.

Our operational standards and guidelines address the need for good practice measures to minimise air quality impacts, covering aspects such as emissions from vehicles and equipment, demolition, and excavation during construction.

#### NOISE AND LIGHT POLLUTION

We minimise noise and light pollution by implementing a combination of measures relevant to the business operation, including low-noise equipment, silencers, barriers, and traffic management. For light, we focus on minimising lighting to that required for safe operations, reduce decorative lighting, and use directional lighting with shades and timers to prevent spill and glare, where appropriate.

#### VALUE CHAIN

We engage with stakeholders within our value chain to address pollution concerns where relevant to the local context of our operations. As part of our **Vendor Code of Conduct**, contractors and suppliers are required to adhere to environmental management standards during project execution, including measures to control and reduce emissions.

## WATER

#### TARGET

- Establish enhanced internal water reporting for priority locations in 2025;
- Establish short-term group level targets for water reduction improvements by 2026; and
- Establish medium and long-term group level targets for water reduction improvements by 2027.

#### OUR APPROACH TO WATER MANAGEMENT

Water stewardship is governed by our HSE Policy, with oversight from the GESEC committee. The Water Conservation and Management Strategy (WCMS), which will be implemented in 2025, provides the framework for further embedding good water stewardship into our operations, considering water use and water quality. The strategy establishes key areas for action and preliminary targets, integrating and emphasising the need for a risk-based approach to prioritise efforts in locations of higher risk and sensitivity and strategy implementation based on local conditions. As part of the strategy development, the WWF Water Risk Filter was used to undertake a portfolio level screening of operations in areas of high-water basin physical risk, accounting for just over 20% of our operations globally.

Internal water reporting is managed through our HSE management system, and in 2025, additional data points will start to be collected to assess water withdrawal by source, discharge by destination, and reclamation. This enhanced data collection is central to the strategy implementation and will guide future target setting and interventions. The WCMS aligns with global water stewardship frameworks such as the UNGC's CEO Water Mandate, the World Resources Institute (WRI), and Alliance for Water Stewardship (AWS), reinforcing our commitment to responsible water use and management.

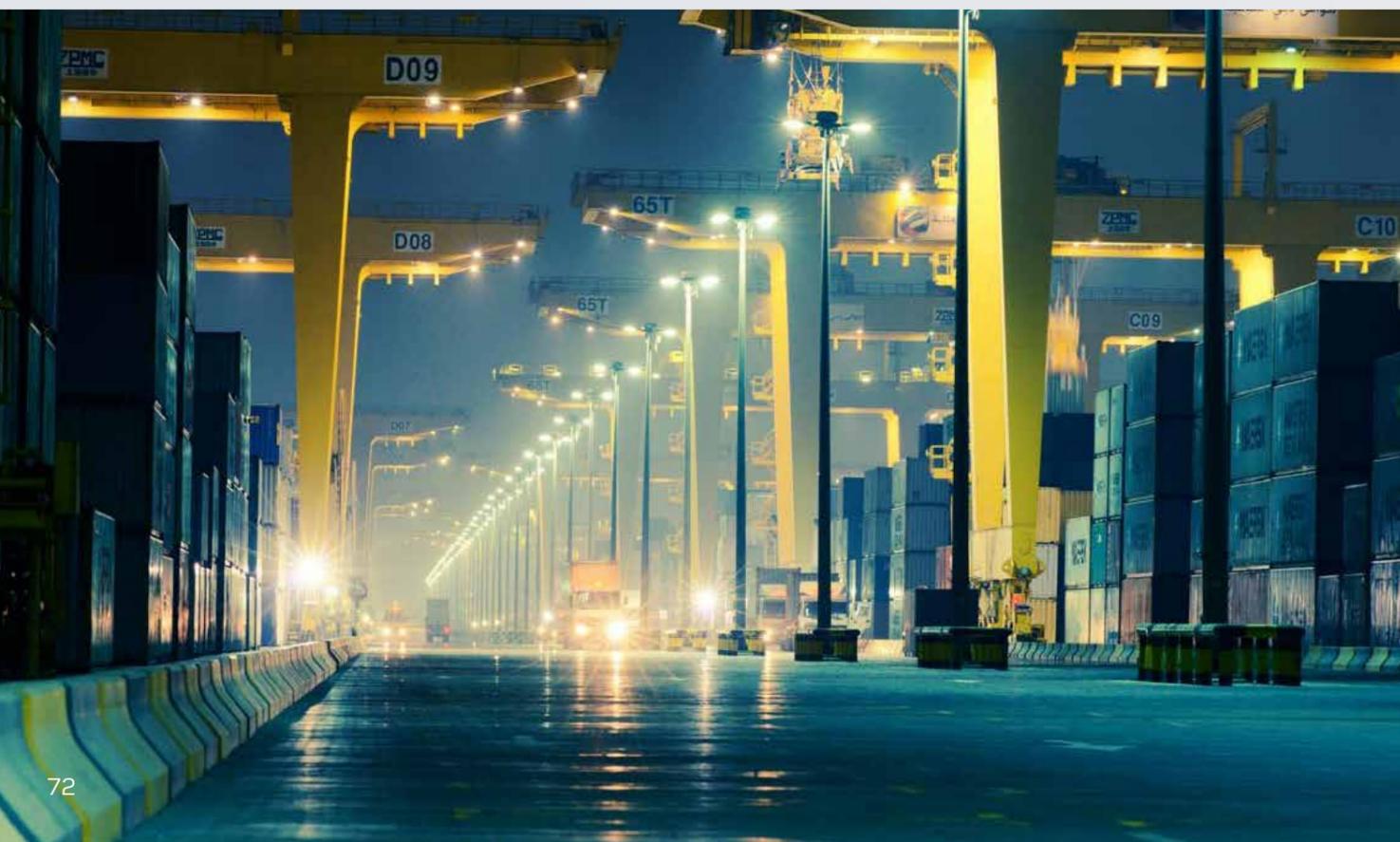
#### OUR OPERATIONS

Whilst our direct water consumption is relatively low, our presence in high water-risk areas highlights the importance of good water stewardship, supporting general good practice measures across our operations and focused efforts based on risk, including higher water use or scarcity concerns. The WCMS also addresses water quality, from operational discharges, recognising the importance of protecting the quality of local water resources and pollution prevention (freshwater and marine) and contributing to the 'Healthy Waters' pillar of our Ocean Strategy.

Some of the actions we will be focusing on include installation of water metering systems (where these are not already in place), consistent monitoring of water quality from operational discharges across land-based assets, the adoption of water-saving technologies such as rainwater harvesting, water recycling, and low-volume cleaning systems. These measures are part of our commitment to sustainable water management.

#### VALUE CHAIN

Within our value chain, our Water Management Standard and Guideline extends to the activities of our contractors, particularly for major new developments. Good practice measures for managing water quality and preventing pollution during construction are integrated into project Environmental Management Plans where appropriate. Sustainable water use will be an area of increased focus as part of the WCMS implementation.



**CLIMATE CHANGE** CONTINUED

**BIODIVERSITY**

**TARGET**

- Complete evaluation of ten priority sites in 2025, based on risk mapping; and
- Complete evaluation and assessment of all relevant ports and terminals operations by 2030.

**GOVERNANCE AND POLICY**

We are committed to protecting biodiversity and safeguarding ecosystems across our operations in accordance with our Group HSE Policy and as detailed in our Group Biodiversity Statement. Our approach is aligned with good international industry practice and frameworks for assessing and managing biodiversity, including IFC Performance Standard 6 Biodiversity Conservation and Sustainable Management of Living Natural Resources the Taskforce on Nature-related Financial Disclosures (TNFD).

**OUR OPERATIONS**

In 2024, we carried out a biodiversity risk mapping exercise across 60 ports and terminals and four Special Economic Zones (SEZs). Aligning with the “Locate” phase from the LEAP methodology (Locate, Evaluate, Assess, Prepare) detailed in the TNFD framework, we assessed our operational interface with areas of ecological sensitivity, by mapping the spatial extent of our assets and area of influence against spatial ecological datasets, provided by the Integrated Biodiversity Assessment Tool (IBAT). A prioritisation exercise was carried out based on the overlap and proximity to ecologically sensitive areas, using indicators such as Protected Areas, IUCN Red List of Threatened Species, and Threatened Species Density, among others.

Priority Sites have been established and will be evaluated in greater detail to assess potential material impacts on nature, considering existing governance and controls and informing priorities for further action.

**MANAGING OUR BIODIVERSITY IMPACT**

As detailed in our Biodiversity Statement, we undertake EIAs when developing in new areas, in accordance with local legal requirements and in line with our internal standard and guidance, which is informed by good international practices, including IFC Performance Standard 6 Biodiversity Conservation and Sustainable Management of Living Natural Resources. We apply the Mitigation Hierarchy approach to avoid and minimise our impact on biodiversity, restore nature where possible, and offset impacts. We are strengthening this approach through the use of IBAT to facilitate initial screening of biodiversity risk for major new projects.

Where appropriate, we develop BAPs or equivalent measures, to mitigate and offset impacts on biodiversity.

Our environmental standards and guidelines as part of the Group HSE Management System, including the recently developed WCMS, are integral to managing our operational impacts on biodiversity, including waste, water, air quality, noise, and general pollution prevention and incident management. OEs are required to integrate control measures and establish ecological monitoring programmes where applicable, to comply with local regulations, operational phase requirements from EIAs, and to address other relevant site-specific considerations.

We prioritise managing ballast water to prevent invasive species and protect marine ecosystems, following the IMO Ballast Water Management Convention. All P&O Ferries vessels have D2-compliant treatment systems. In our P&O Maritime Logistics core offshore and multi carrying vessel fleet, approximately 24% have D2-compliant systems, 30% use closed-loop systems with onshore treatment, and the rest operate under flag state exemptions or use onshore treatment when changing locations.

Beyond the management of impacts from our operations, as part of our Ocean and Blue Carbon Ecosystem Strategies, and detailed in **Water**, we conducted a blue carbon ecosystem mapping and developed a prioritisation framework to guide decision making, and direct future investments, supporting regenerative programmes across priority nations where we are present and aid the recovery of these marine habitats, aligning to restoration targets outlined in the Kunming-Montreal Global Biodiversity Framework.

**VALUE CHAIN**

Engaging external stakeholders is central to our biodiversity efforts. Collaborations with local communities, non-governmental organisations, and global biodiversity forums create shared value, align with community needs, and contribute to conservation goals. Guided by our **External Stakeholder Engagement Policy**, these partnerships reflect our commitment to inclusive decision-making and leadership in initiatives such as the UN Global Compact’s Ocean Stewardship Coalition.



# 03



## OUR FUTURE

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# WOMEN

UN SDGs



UNGC PRINCIPLES

- Principle 1
- Principle 2
- Principle 6

## TARGET

In line with the UAE Gender Balance Council Pledge, we aim to increase women in executive, senior, and middle management roles to 30% by 2025.

### WOMEN AS LEGACY PILLAR

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

### GENDER BALANCE STRATEGY

In line with our Strategy, we are dedicated to fulfilling our commitment to gender equality by centering our efforts around four key pillars: attraction, development, retention, and development.

- **Attraction:** Create career opportunities for women through an inclusive culture;
- **Development:** Invest in advancing women’s career progression skills;
- **Retention:** Retain women by maintaining a diverse and conducive work culture; and
- **Contribute:** Advocate and empower women in our communities.

These pillars serve as the driving forces in our journey towards achieving our goal.

### COMMITMENT TO DIVERSITY, INCLUSION, AND EQUAL PAY

We comply with all applicable laws and regulations regarding equal opportunity, pay transparency, and equal pay. We are unwavering in our commitment to treating our employees fairly. We aim to create a more diverse and inclusive organisation that mirrors the world in which we operate and the rich diversity of our customers. The diversity of our workforce and its relationships with customers, suppliers, and other partners globally plays a crucial role in our continued success.

### GOVERNANCE AND POLICY

Our **Global Inclusion and Diversity Policy** reaffirms our commitment to fostering an equitable and inclusive culture for all employees, clients, suppliers, and broader stakeholders. The policy mandates that all employees adhere to the principles outlined and participate in mandatory training on inclusion and diversity.

We are committed to a culture where discrimination—based on gender, age, ethnicity, nationality, political and religious beliefs, gender identity, or cultural backgrounds—is prohibited. Additionally, we maintain a zero-tolerance stance towards bullying and harassment, emphasising respect for personal characteristics.

Our Women’s Council oversees the implementation of our empowerment vision and action plan, driving our gender balance commitments across all areas of our business. The Council tracks the success of our efforts to improve diversity and inclusion through our Employee Engagement Survey, as well as recruitment and employment data.

The Council is chaired by the Group Chief Internal Auditor, who also serves as the Executive Sponsor for Women. The Council met three times in 2024, and received updates on governance, data monitoring, and programme performance, ensuring that gender diversity remains at the forefront of our corporate agenda.

Our Global Inclusion and Diversity Policy also underpins our efforts to prevent discrimination during recruitment, hiring, and selection. These processes are designed to ensure that our workplace is both inclusive and equitable, creating a robust framework for organisational growth.

We also have a Gender Equality Statement which reaffirms our commitment to lead positive impact within industry and across diverse communities towards gender equality by 2030.

Group People hold ultimate responsibility for overseeing the policy, whilst regional management are responsible for executing and maintaining the processes that support our diversity and inclusion goals.

In addition, as part of our commitment to diversity and inclusion, we require our suppliers to uphold the principles outlined in our **Vendor Code of Conduct**. We expect them to embrace diversity, foster personal development, and provide their employees with the resources and tools needed to drive positive change within their organisations.



## WOMEN CONTINUED

### TRAINING

Beyond the mandatory Anti-Discrimination, Harassment & Bullying training, we also continued with our I&D essentials learning programme. Through this programme, we aim to raise awareness and understanding of our inclusion and diversity agenda, along with the key concepts associated with it. The programme is delivered through an internal pool of facilitators.

### POSITIVE REPRESENTATION

We believe in the importance of portraying women in positive and empowering ways across all aspects of our business. Through our social media channels, advertising campaigns, and print materials, we ensure that women are showcased in diverse and influential roles. Our “Day in the Life” series is one example of how we highlight the experiences of women within DP World, reinforcing our commitment to creating an inclusive environment where women in all areas of the business are visible and celebrated.

### REMUNERATION AND EQUAL PAY

Our Remuneration Policy pledges to uphold the principles of fairness across all levels and functions within the organisation. Whilst we do not disclose gender pay data, we have several systems and processes in place to capture data on pay and remuneration. This information is reviewed internally and any adjustments, where required, are made as necessary.

### RECRUITMENT PROCESSES

Our recruitment process has been thoughtfully designed to promote inclusion and equal opportunity. Hiring managers and Group People team members are trained in cultural understanding and to recognise unconscious biases in recruitment. We employ gender-neutral, inclusive role descriptions, ensure that all job postings are publicly accessible, and strive to create balanced shortlists and interview panels.

We are particularly focused on ensuring that gender diversity is achieved by providing equal and fair treatment to our female employees, further reinforcing our commitment to equal opportunity and equal pay across all human resources processes.

### DEALING WITH INCIDENTS OF DISCRIMINATION, BULLYING OR HARASSMENT

We have several mechanisms available to employees to raise any complaints, either informally or formally. This can be done through a line manager, Group People, or through the Whistleblowing hotline, which is an independently administered and confidential reporting mechanism.

### CERTIFICATIONS

In 2024, we were awarded the highest Level 6 ranking in the Gender Equality Diversity European Standard Certification by Bureau Veritas, in partnership with Arborus NGO. This certification recognises our steadfast dedication to promoting gender equality and fostering a diverse and inclusive workplace. The certification remains valid across the Middle East, North Africa, and Sub-Saharan Africa regions, reflecting the global scope of our commitment.

### KEY INTERNAL PROGRAMMES

PROGRAMME	DESCRIPTION	PROGRESS IN 2024
<b>MentorHer Day</b>	A professional development programme designed to help women advance in their careers by facilitating knowledge transfer through mentorship. The programme connects female employees with experienced mentors who inspire, motivate, and support their growth and development.	We launched the 7 <sup>th</sup> 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.
<b>Women Onboard</b>	Initiative to fast-track the career development of female employees and prepare them for Board-level roles.	The programme was transitioned to a Board Development programme and will continue to support more women in our subsidiary board positions.
<b>Tech4Women</b>	An initiative that connects female professionals, offering networking, mentoring, and support to help them build their digital skills.	The programme has grown to over 10,000 members since inception in 2023. Several regional upskilling and training sessions were held, covering topics such as Gen AI & ChatGPT Prompting, Microsoft Excel, and MS Planner Upskilling delivered by expert trainers having.

### WELLBEING, INCLUSION & DIVERSITY MONTH

During the month, we focused on facilitating meaningful conversations around our three strategic pillars: Accountability, Advocacy, and People Experience.

All engagements contributed to a more inclusive and dynamic workplace

- **Accountability:** We emphasised the importance of every leader and team member taking responsibility for promoting inclusivity. Through efforts to address unconscious biases and implement inclusive actions, we have seen measurable progress in fostering a more diverse and welcoming environment.
- **Advocacy:** We celebrated those who have stepped up as allies, advocating for colleagues and helping to strengthen a culture where every voice is valued. These efforts have led to greater representation and a deeper sense of belonging, benefiting both our organisation and the communities we serve.
- **People experience:** We have worked together to create a safer space for sharing ideas, boosting collaboration, and driving innovation. Our initiatives have also provided greater opportunities for growth and development, ensuring that all employees have access to the resources they need to thrive and succeed.



During the month, we hosted a series of webinars, bringing together thousands of employees from around the globe to deepen our understanding of inclusion, communication, and workplace safety.

SESSION	FOCUS	PARTICIPANTS
<b>Building belief</b>	Explored effective strategies for communicating change, enabling participants to foster trust, and inspire confidence within their teams. Practical tools and guidance empowered attendees to become champions of positive transformation.	673
<b>Ignite inclusion</b>	Defined the role of each team member in creating an inclusive work environment, this session highlighted the power of inclusion in our day-to-day actions.	813
<b>Defining and inspiring psychological safety</b>	Provided insights and tools to cultivate psychological safety across teams, encouraging open dialogue, and understanding.	663

## WOMEN CONTINUED

### DIVERSITY PERFORMANCE DATA

In 2024, we remained committed to fostering a more gender-diverse workforce in a traditionally male-dominated industry. Across our global operations, the gender breakdown was 84% male and 16% female employees.

The proportion of women in top managerial roles increased marginally slightly to 9% in 2024 (compared to 8% in 2023), reflecting the impact of improved hiring practices. Over the same period, the women in senior managerial roles **increased** slightly to 20% in 2024 (compared to 19% in 2023).

### DRIVING DIVERSITY IN OUR COMMUNITIES

#### SOLAR MAMAS

In 2024, the Somaliland cohort of 10 Solar Mamas graduated from the Barefoot College International (BCI) training centre in Zanzibar. Through our partnership with BCI, we have helped deliver a comprehensive training programme aimed at empowering women—known as Solar Mamas—to become skilled in solar technology.

The Somaliland cohort completed an intensive five-month training that covered all aspects of solar electrification engineering and are now working to electrify over 500 homes across villages in Berbera and Hargeisa. In addition to this technical training, the programme included the ENRICHE co-curriculum, which equipped participants with essential skills in digital and financial literacy, critical thinking, health education, civil rights, environmental sustainability, and entrepreneurship.



#### GIRL MOVE ACADEMY

In Mozambique, we took a significant step towards advancing our sustainability objectives by entering a partnership with Girl Move Academy.

This collaboration reflects our commitment to empowering communities and promoting equitable learning opportunities for young women. Through this partnership, DP World Maputo and Girl Move Academy will work together to support educational initiatives and create lasting, positive impacts on the lives of many young women in Mozambique.

#### WATERAID

Across our projects with WaterAid, we look to build opportunities to economically empower women, including upskilling women to hold key positions in WASH committees, and supporting them in establishing small selling sanitary products.

For example in Nigeria, to commemorate the 2024 Menstrual Hygiene Day, we trained 30 women (10 from each community) in making reusable sanitary pads to promote women's hygiene and economic empowerment. The programme aimed to raise awareness about Menstrual Health and Hygiene Management (MHM) and to build local capacity for producing safe, hygienic, and affordable reusable sanitary pads. The facilitators ensured they used locally available materials in nearby markets for the training as a means to motivate participants to support the ongoing production of reusable sanitary pads.



# EDUCATION

## UN SDGs



## UNGC PRINCIPLES

Principle 1  
Principle 2

### TARGET

Invest up to US\$35 million in education initiatives by 2030.

#### EMPOWERING FUTURE GENERATIONS FOR SUSTAINABLE PROGRESS

We understand that education is a powerful tool that can break cycles of poverty, promote gender equality, and equip individuals with the skills necessary for a sustainable future. As a key pillar of our “Our World, Our Future” sustainability strategy, we recognise education as essential for bridging knowledge gaps, sparking curiosity, and empowering future generations to address global challenges.

Aligned with SDG 4 (Quality Education) and 5 (Gender Equality), we are committed to expanding access to education and skills development on a global scale. By providing opportunities for digital training, STEM education, and exposure to industry practices, we aim to cultivate a future resilient workforce capable of thriving in the global economy, ensuring that no one is left behind.

In 2024, we invested over US\$ 2.4 million in education initiatives, bringing our cumulative investment between 2020 and 2024 to US\$ 22.9 million. This investment underscores our ongoing commitment to leveraging education as a driver of sustainable growth and opportunity worldwide.

#### THE GLOBAL EDUCATION PLATFORM

Aligned with the UN SDGs, our Global Education Platform focuses on developing skills in green technologies, digital literacy, Science, Technology, Engineering, and Mathematics (STEM), and logistics.

Launched in 2024, the platform reflects our commitment to education as a cornerstone of sustainable progress. It offers over 19 tailor-made, free-to-use resources and e-learning courses for students aged 11-18 and educators. With the ambitious goal

of reaching 1.5 million students by 2030, the platform draws on our global expertise and strategic partnerships to provide valuable resources that equip both educators and students with the essential tools needed to succeed in an ever-evolving global economy and competitive workforce.

The platform offers a rich content hub providing free, accessible educational resources, including interactive modules, practical case studies, and regionally relevant content focused on sustainability, global trade, logistics, and green technologies. These resources are designed to support both students and educators in fostering skills that are critical for future success. In November 2024, we promoted the platform as part of the World School Summit, with over 400 teachers from around the world attending.

In its inaugural year, the Global Education Platform made significant strides, with robust participation from DP World employees, educators, and students:

#### ENGAGING EMPLOYEES WITH THE GLOBAL EDUCATION PLATFORM

Our employees play a vital role in the success of the Global Education Platform. We encourage them to engage with local schools and institutions, leveraging the toolkits and resources on the platform, inspiring both students and educators, while promoting the platform within their networks to drive knowledge and innovation in sustainability. Additionally, they are encouraged to share local success stories to highlight the platform’s global impact and showcase the positive change it is driving.

-  213 volunteers from DP World contributed to platform initiatives.
-  3,432 students benefitted from the platform’s educational resources.
-  413 volunteer hours were dedicated to advancing education in global trade, logistics, and sustainability.

This engagement highlights the platform’s growing impact in building a knowledgeable, sustainability-focused generation that is prepared to meet future global challenges.



#### GLOBAL EDUCATION PARTNERSHIPS

We continue to build strong partnerships to promote education as a driver of equality and sustainability. Our key partnerships include:

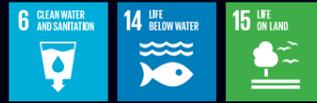
- **Teach For All:** Supporting teachers in South Africa, Senegal, Argentina, and Pakistan with the skills and resources to equip students with future-focused skills and climate education through the Future of Work initiative.
- **Jane Goodall Institute:** Renewed the partnership with Roots and Shoots and, during 2024, have dispersed seven grants in total, across countries including Rwanda, Tanzania, DRC, and Türkiye, with an expected impact over 16,000 young people. We also held an internal webinar with Dr Jane Goodall towards the end of the year to support employee engagement.
- **Earthshot Prize:** As part of our partnership, we funded the first ever Earthshot Week Climate Youth Leadership Programme, bringing together 120 young leaders aged 18-35 from Africa and Asia. The cohort included 100 youth from 30 African countries and 20 from seven Asian nations, continuing the legacy of last year’s Awards in Singapore. Over the week, participants participated in masterclasses, workshops, and immersive experiences designed to inspire and equip them for bold climate action.

These partnerships demonstrate our continued commitment to using education as a powerful tool for positive change, fostering sustainability and ensuring equal opportunities for all.



# WATER

## UN SDGs



## UNGC PRINCIPLES

- Principle 7
- Principle 8
- Principle 9

We recognise the pivotal role that water plays in both our operations and the broader ecosystem. Over the years, our approach to water and ocean management has evolved from a focus on compliance to proactive, sustainable practices that aim to protect and restore the world's vital water resources. From our early efforts in managing water usage across ports and terminals, we have expanded our strategy to address the entire water cycle, encompassing both inland and marine environments.

In 2024, we continue to support our Source to Sea approach to integrate our ocean and water initiatives. This approach acknowledges the interconnectedness of inland, coastal, and marine ecosystems, by which more holistic solutions can be prioritised aiming to create a positive impact across water landscapes. By considering the full journey of water—from its source to where it flows—we are working to build resilient communities and a truly Sustainable Blue Economy.

Through our Source to Sea approach, we are committed to:

- Investing in Water, Sanitation, and Hygiene (WASH) infrastructure to enhance public health and reduce pollution in rivers, lakes, and seas;
- Restoring water ecosystems, that can help to strengthen natural carbon sink ecosystems and support protection of vulnerable areas from soil erosion and the effects of sea-level rise; and
- Supporting biodiversity and local, water-reliant economies, fostering resilience and sustainability in the communities and ecosystems we operate in.

By supporting a Sustainable Blue Economy we aim to leave a lasting, positive impact on global water systems, and support a sustainable future for generations to come.



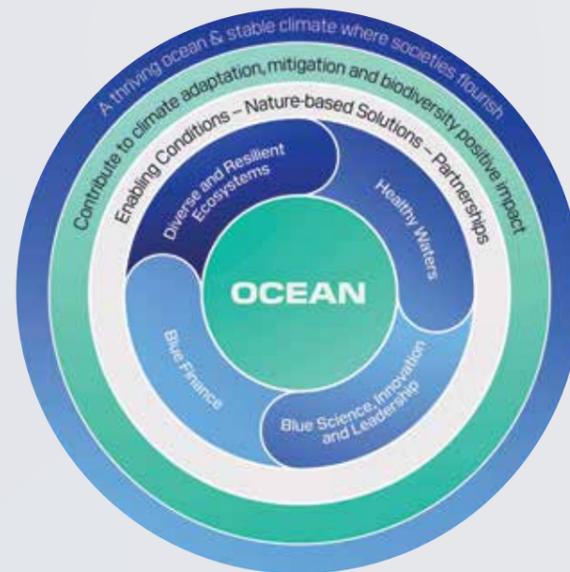
## OCEANS

Contributing to the World's Ocean sustainability and actioning nature-based solutions are priority for us.

Our approach is guided by our **Group Sustainability Policy** and **Biodiversity Statement**, which are detailed in **Climate Change**. Through these policies, associated actions and initiatives, we aim to understand, prevent and manage our impact on marine ecosystems and its biodiversity and bring about positive change through the implementation of Nature Based Solutions for the restoration of key ecosystems including those of high Carbon sequestration potential, like mangroves.

## COMMITMENTS

In line with the UNGC Sustainable Ocean Principles, a sector specific framework for Ocean action and Stewardship, we are committed to implementing actions that contribute positively towards ocean sustainability through our Ocean Strategy.



## OCEAN STRATEGY

Our Ocean Strategy creates a nexus between global trade and environmental stewardship; supporting our leadership in the emerging Sustainable Blue Economy.

By targeting four key areas, we aim to catalyse action within our ecosystem of influence and reduce our impact on nature, ensuring our efforts lead to substantial and measurable outcomes for climate, nature and people.

**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.

## TARGETS

- 2025:** Establish an internally recognised Sustainable Port Standard for new port developments;
- 2030/35:** Eliminate single-use plastics from offices/ operations; and
- 2030:** Support existing SBTi-validated decarbonisation target.

**Blue science, innovation and leadership:** This pillar strengthens local and global capacity—both internally and externally—for research, innovation, community engagement, and leadership. It accelerates and scales effective ocean solutions while enhancing scientific understanding and conservation efforts.

## TARGETS

- 2025:** Co-create a knowledge hub platform to support capacity building, scientific knowledge, and solutions for Ocean-Climate action;
- 2025:** Create an internal ocean specific capacity building programme; and
- 2030:** Support partners, using our space, logistics and marine services to enable the development and application of high impact ocean solutions.

**Blue finance:** We aim to develop sustainable financing models that support maritime ecosystem protection and restoration.

## TARGET

- 2025:** Define and issue an investment framework guided by an assessment of barriers, risks, and solutions for specific types of blue finance mechanisms.

**Diverse and resilient ecosystems:** Our goal is to restore, enhance, and protect marine ecosystems and biodiversity in the communities where we operate. Our strategy includes nature-based and regenerative projects focused on coastal blue carbon ecosystems. Although the initial focus is on restoring degraded mangrove ecosystems, projects for other Blue Carbon Ecosystem will be considered as we diversify investments in coastal regeneration across our regions between 2024 and 2040.

## TARGETS

- 2025:** Develop a Blue Carbon Ecosystem Strategy to support targeted efforts and enable conditions for long-term restoration outcomes; and
- 2030:** Restore at least 280 ha of mangroves through high quality nature-based solution projects in priority nations.

## CENTRAL AND EASTERN EUROPE, MIDDLE EAST, AND AFRICA'S FIRST CORPORATE BLUE BOND

Our landmark bond supports a wide range of initiatives, including marine transportation, port infrastructure, sustainable water management, marine pollution and wastewater management, and the restoration of ecosystems to reduce the environmental footprint of global trade.

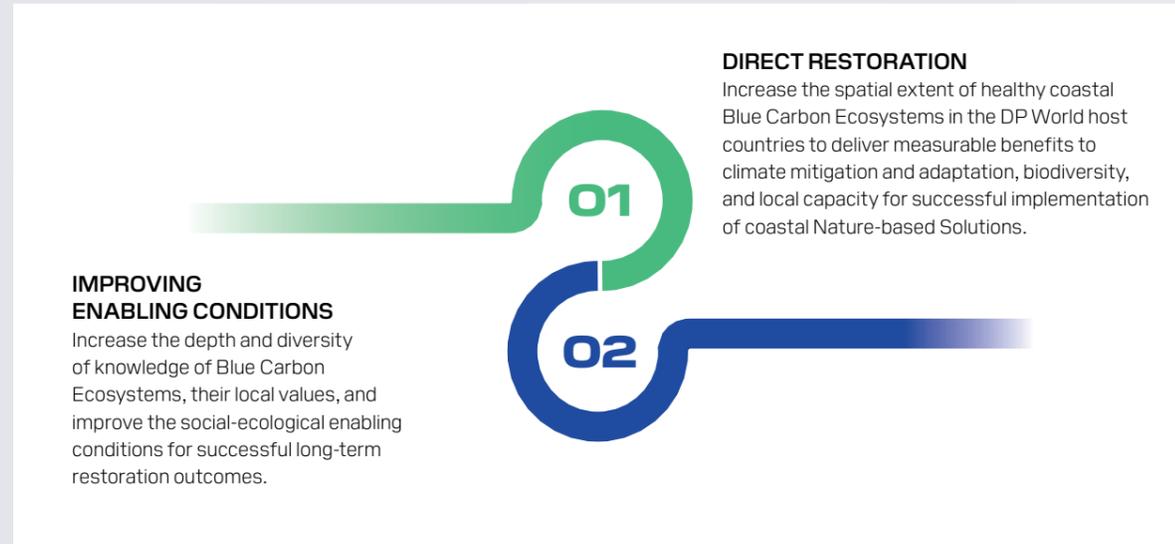
By integrating our recently enhanced Sustainable Finance Framework, which aligns with various international standards, this Blue Bond meets the growing demand for greener and natural capital related investments. Recognising that a thriving ocean is essential to global trade and economies, our initiative aligns with United Nations SDG 6 and 14, demonstrating our steadfast commitment to protecting marine ecosystems while fostering innovation and progress.

WATER CONTINUED

# BLUE CARBON ECOSYSTEMS

**STRATEGY**

Our strategy aligns with our Ocean Strategy’s Diverse and Resilient Ecosystems core area of action, which aims to restore, enhance, and protect ecosystems and biodiversity in the countries where we operate. It provides a coordinated guiding framework for implementing targeted and impactful regenerative projects for climate, biodiversity, and people-positive outcomes on a global scale. The strategy targets two areas where we can take action to deliver impactful and measurable results.



**NATION PRIORITISATION**

To support implementation of our Strategy, we have conducted an initial data-driven global prioritisation of host nations<sup>1</sup> to rank priorities for action to restore Blue Carbon Ecosystem:

- **Vulnerability criteria:** (a) socio-economic vulnerability to climate change and other hazards; (b) historical net loss of mangrove or tidal marsh; and
- **Multi-criteria:** (a) socio-economic vulnerability to climate change and other hazards; (b) historical net loss of mangrove or tidal marsh; (c) enabling policy for blue carbon ecosystems (i.e. nationally determined contributions); (d) environmental safeguarding; (e) extent of blue carbon ecosystems within 100 km radius of DP World ports; and (f) contribution to global climate change (CO<sub>2</sub> emissions equivalent).

Through this approach we have identified a number of priority nations for Blue Carbon Ecosystem restoration efforts, including mangroves.

**PROJECT BASELINING**

We strive to ensure that our implementing partners, as well as our internal teams, include baseline assessments in all new projects as part of the scope, plan, and cost of the project to verify relevance and suitability of the project scope and support long-term monitoring of conservation impacts.

**PROJECT EXECUTION**

All projects will be executed through implementing partners who have achieved previous success with coastal restoration projects and have demonstrated measurable achievements in high quality outcomes that align with our strategic targets for increasing carbon storage, biodiversity, and co-benefits for people including capacity building.

**KEY MARINE ECOSYSTEMS AND BIODIVERSITY INITIATIVES**

**Dubai Reef marine restoration:** 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. Through this programme we have also contributed land at our port to enable the project activities.

Over the next three years, 20,000 reef modules will be deployed across 600 square kilometres of Dubai’s waters, rehabilitating marine habitats, advancing conservation research, boosting eco-tourism, and creating socio-economic opportunities.

**Jebel Ali Port 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 the UAE’s coastlines and aligns with our commitment to the UN SDGs, particularly life below water.



**Mangrove plantation in Kochi:** We launched a mangrove initiative in Ernakulam in partnership with Plan@Earth, a non-profit environmental conservation organisation in Kochi. The project will cover 50 acres of mangrove and conservation across four panchayats—Pallipuram, Kuzhipilly, Kadamakudy, and Njarakkal—in Vypeen. Over the next three years, we will plant around 100,000 mangrove saplings, ensuring their long-term care and survival. Through our shared community-oriented programme, we will ensure a cooperative effort towards the care and maintenance of planted mangroves.

**WATER, SANITATION, AND HYGIENE**

Through our partnership with WaterAid, we are addressing critical needs in our communities by ensuring access to climate resilient WASH services and building capacity.

**Mozambique:** In 2024, we completed water supply systems in three healthcare facilities in Mozambique, bringing safe drinking water to over 5,200 people, as well as connecting 70 household taps for over 300 people and delivering a hygiene awareness campaign. Six graduates have been through the programme so far, and are now working with local governments to support WASH development in the region.

We also made a significant contribution to the community of Nossa Senhora das Mercês in Katembe by donating a water fountain, improving access to clean drinking water in an area facing challenges in water and energy availability. This marks the third water fountain donated as part of our ongoing WASH initiatives in Mozambique.

**Nigeria:** In Nigeria, we worked with WaterAid to launch a strategic project in the Bauchi region with the aim to reach 12,000 people with WASH over three years. The programme aims to strengthen governance and institutional arrangements to deliver improved WASH services while economically empowering women, girls, and youth residing in the project areas with leadership and WASH decision making and entrepreneurial opportunities.

**Tanzania:** Following the acquisition of the new port in Dar Es Salaam, Tanzania, WASH was highlighted as a priority area for investment in the local community. Together with WaterAid, we will deliver a 3-year programme within and around the port to support improved WASH across three healthcare centres. We are also piloting two solar-powered, air-to-water purification units to address the lack of clean drinking water for employees across the port. This method reduces the reliance on water from local infrastructure, which is often unreliable.



<sup>1</sup> Host nations are where we operate ocean-facing infrastructure such as container ports and coastal economic zones.

# WATER CONTINUED

UNGC Sustainable Ocean Principles

What we have done

## OCEAN HEALTH AND PRODUCTIVITY

**Principle 1:**

Assess the short and long-term impact of our activities on ocean health and incorporate such impacts into their strategy and policies.

A **Group Sustainability Policy** outlines our commitments to oceans.

An Ocean Strategy, a Blue Carbon Ecosystem Strategy, and a Blue Carbon Ecosystems Prioritisation Framework.

A Source-to-Sea approach to strategies implementation, to address water and ocean health issues.

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

A decarbonisation strategy which involves investments in low carbon/ carbon zero fuels, innovation and technology, equipment electrification and efficiency, reduction of diesel, and marine fuel consumption.

**Principle 2:**

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

As a founding partner of the Earthshot Prize, we are funding innovations focused on ocean restoration. We are supporting Coral Vita and Living Seawalls to scale their projects in the UAE and other strategic markets.

Issued the first Blue Bond in Central and Eastern Europe, Middle East, and Africa to support a wide range of initiatives, including marine transportation, port infrastructure, sustainable water management, marine pollution and wastewater management, and the restoration of ecosystems.

Actively participated in the MENA Ocean Summit, delivering two critical sessions focused on decarbonising the shipping and maritime sector and the integration of biodiversity on the climate agenda.

Through our Move to -15°C Coalition, we are driving industry-wide collaboration to reduce GHG emissions, lower supply chain costs, and secure global food resources. Since we launched at COP28, we have tripled the membership to over 30 members including global leaders like Emirates SkyCargo, Iceland, Morrisons, and Emergent Cold LatAm.

**Principle 3:**

Take action to prevent pollution affecting the ocean, reduce greenhouse gas emissions in their operations to prevent ocean warming and acidification, and work towards a circular economy.

We have a Group level ISO 14001 certified management system which provides standards and guidelines to the business operations to prevent, reduce, and manage impacts on the environment, including pollution control, GHG emissions, waste management, and biodiversity.

Through our “Save The Ocean” campaign in Gujarat, we have inspired 5,509 students from 18 schools to pledge their commitment to ocean conservation, creating a new generation of Ocean Ambassadors.

We have integrated the use of citizen science as part of our clean up campaigns to align with global efforts to collect data to address the issue of plastic pollution in nature; data is then contributed to the Clean Swell Platform.

Through our internal capacity building programme, we have commenced training around Blue Carbon Ecosystems and have integrated this topic on our education platform.

We are utilising innovative technology, such as Ultra High-Pressure Water Blasting, to minimise pollution in our operations.

UNGC Sustainable Ocean Principles

What we have done

## OCEAN HEALTH AND PRODUCTIVITY CONTINUED

**Principle 4:**

Plan and manage their use of and impact on marine resources and space in a manner that ensures long-term sustainability and take precautionary measures.

We are utilising the Integrated Biodiversity Assessment Tool (IBAT) to facilitate initial screening of major new developments.

We develop and implement BAPs where required, to offset unavoidable impacts, adopting the “like for like” principle and “net gain” approach for areas of critical habitat, where feasible.

Environmental Impact Assessments are undertaken when developing in new areas in accordance with local regulatory requirements and in alignment with good international practice.

## GOVERNANCE AND ENGAGEMENT

**Principle 5:**

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

Through the management of our operations and implementation of projects, we engage with key stakeholders, governmental, and non-governmental, as required to manage the environmental impacts of our operations and new developments. Refer to **Climate Change**.

**Principle 6:**

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

We are a member of the Ocean Stewardship Coalition and a signatory to the Sustainable Ocean Principles.

We follow IUCN guidelines for implementation of nature-based solutions and mangrove restoration efforts.

**Principle 7:**

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

We have a group-wide **Human Rights Policy** and **Modern Slavery and Human Trafficking Statement**.

We engage with relevant external stakeholders on nature and biodiversity related issues, following our External Stakeholder Engagement Policy.

## DATA AND TRANSPARENCY

**Principle 8:**

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

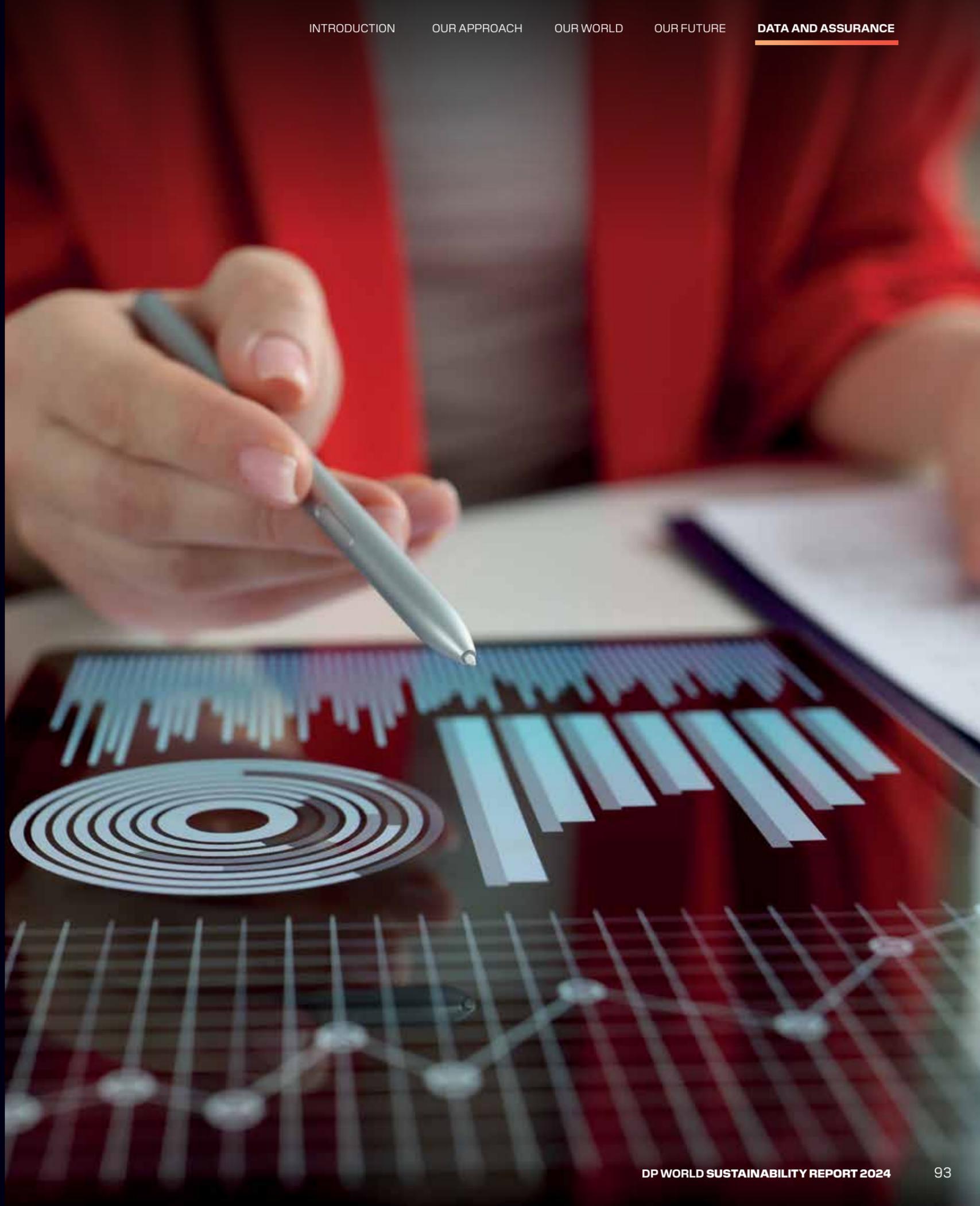
In the UAE, we share scientific data and information to support the Dubai Reef project and marine mammal stranding network at Jebel Ali Port.

**Principle 9:**

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

We report annually on progress through our Sustainability Report.

# 04



## DATA AND ASSURANCE

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# ESG SCORECARD

Through our ESG Scorecard, we measure our ESG performance annually against specific metrics and key performance indicators 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 GRIs Standards.

## Environment

Climate Change				
Carbon				
Carbon emissions Scope (1)				
	Units	2022	2023	2024
Direct GHG emissions (from fuel combustion)	Tonnes CO <sub>2</sub>	2,569,292*	2,902,573*	<b>2,805,729</b>
Biogenic emissions of CO <sub>2</sub> from the combustion or bio-degradation of biomass	Tonnes CO <sub>2</sub>			<b>4,337</b>
RGL CO <sub>2</sub> emissions	Tonnes CO <sub>2</sub>	55,151	35,179	<b>35,835</b>
Scope 1 GHG emissions from regulated emission trading schemes	Percentage			<b>0</b>
Carbon emissions Scope (2)				
Gross location based GHG emissions	Tonnes CO <sub>2</sub>	604,737	630,782	<b>634,571</b>
Gross market-based energy indirect GHG emissions	Tonnes CO <sub>2</sub>	532,585	278,872*	<b>290,463</b>
Carbon emissions Scope (3)				
Cat-1-Purchased goods & services	Tonnes CO <sub>2</sub>	499,048	769,509	<b>497,330</b>
Cat-2-Capital goods	Tonnes CO <sub>2</sub>	398,406	512,285	<b>429,226</b>
Cat-3-Fuel & energy related activities	Tonnes CO <sub>2</sub>	668,535	1,240,972	<b>704,154</b>
Cat-4 & 9-Upstream/downstream				
Transportation & Distribution	Tonnes CO <sub>2</sub>	1,428,464	2,028,036	<b>683,352</b>
Cat-5-Waste generated in operations	Tonnes CO <sub>2</sub>	44,417	78,812	<b>54,387</b>
Cat-6-Business travel by air	Tonnes CO <sub>2</sub>	4,596	7,449	<b>7,687</b>
Cat-7-Employee commuting	Tonnes CO <sub>2</sub>	34,562	66,026	<b>72,187</b>
Cat-8-Leased assets upstream	Tonnes CO <sub>2</sub>	14,159	140,758	<b>92,252</b>
Cat-13-Leased assets downstream	Tonnes CO <sub>2</sub>	255,203	86,936	<b>112,733</b>
Cat-15-Investments	Tonnes CO <sub>2</sub>	7,815	219,040	<b>193,622</b>
Carbon compensation				
Removals and storage	Tonnes CO <sub>2</sub>			<b>0</b>
Total amount of carbon credits outside value chain that are verified against recognised quality standards and cancelled	Tonnes CO <sub>2</sub>			<b>0</b>

## Environment continued

Energy consumption				
Total energy consumption from non-renewable sources				
	Units	2022	2023	2024
<b>Fossil fuels</b>	<b>Megajoules</b>	<b>36,918,436,683</b>	<b>41,823,069,690</b>	<b>40,688,933,384</b>
<b>Crude oil and petroleum products</b>	Megajoules	36,619,215,936	41,156,929,076	<b>40,047,922,689</b>
- Diesel	Megajoules	7,173,915,294	13,778,494,742	<b>13,465,429,994</b>
- Gasoline/Petrol	Megajoules	211,284,835	294,811,773	<b>301,975,564</b>
- LPG	Megajoules	43,591,831	91,007,671	<b>116,668,846</b>
- Marine Gas Oil	Megajoules	6,375,436,776	4,460,729,917	<b>3,804,447,467</b>
- Marine Fuel Oil	Megajoules	1,344,299,207	1,249,560,098	<b>985,672,637</b>
- LSFO	Megajoules	21,026,160,917	20,734,214,847	<b>21,356,847,050</b>
- Coal	Megajoules			<b>0</b>
<b>Natural gas</b>	Megajoules	299,220,747	666,140,614	<b>641,010,695</b>
- LNG	Megajoules	287,283,802	312,989,080	<b>338,405,236</b>
- Natural gas	Megajoules	11,936,944	353,151,534	<b>302,605,458</b>
<b>Other fuel sources</b>	<b>Megajoules</b>	<b>444,527,077</b>	<b>548,110,046</b>	<b>16,881,132</b>
<b>Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources (4)</b>	<b>Megajoules</b>	<b>3,832,156,774</b>	<b>2,069,308,778</b>	<b>2,036,275,897</b>
- Grid Electricity	Megajoules	3,832,156,774	2,052,836,040	<b>2,024,891,783</b>
<b>Total energy consumption from non-renewable sources</b>	<b>Megajoules</b>	<b>40,299,685,408</b>	<b>43,327,795,702</b>	<b>42,725,209,281</b>
Energy consumption from renewable sources				
<b>Fuel consumption from renewable sources</b>	<b>Megajoules</b>	<b>171,932,109</b>	<b>214,103,307</b>	<b>794,143,993</b>
- Biogenics	Megajoules	171,932,109	214,103,307	<b>794,143,993</b>
<b>Consumption of self-generated non-fuel renewable energy</b>	<b>Megajoules</b>	<b>198,691,181</b>	<b>270,251,246</b>	<b>227,904,689</b>
- Solar Electricity	Megajoules	180,628,620	249,198,784	<b>208,230,257</b>
- Wind Electricity	Megajoules	18,062,561	21,052,462	<b>19,674,432</b>
<b>Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources</b>	<b>Megajoules</b>	<b>815,265,720</b>	<b>2,983,497,212</b>	<b>3,534,567,230</b>
- Purchased Green Electricity (c-PPA, I-RECs or Green Tariff)	Megajoules	815,265,720	2,983,497,212	<b>3,534,567,230</b>
<b>Total consumption from renewable sources</b>	<b>Megajoules</b>	<b>1,185,889,011*</b>	<b>3,467,851,765*</b>	<b>4,556,615,911</b>
Total renewable energy (5)	MWh	281,655*	903,819	<b>1,045,131</b>
% share of renewable energy (6)	MWh	21%	61%	<b>65%</b>
<b>Total energy consumption including non-renewable and renewable sources</b>	<b>Megajoules</b>	<b>41,936,482,467*</b>	<b>47,360,230,233*</b>	<b>47,281,825,192</b>
Emissions intensity				
GHG emissions intensity, location-based (Scope 1 and 2 GHG emissions per net revenue)	Tonnes CO <sub>2</sub> /USDm			<b>172.2</b>
GHG emissions intensity, market-based (Scope 1 and 2 GHG emissions per net revenue)	Tonnes CO <sub>2</sub> /USDm			<b>155.0</b>
Ports & Terminals	KgCO <sub>2</sub> -e/Mod TEU (7)	13.5	10.7	<b>10.0</b>

# ESG SCORECARD CONTINUED

## Environment continued

Environment	Units	2022	2023	2024
<b>Environmental compliance</b>				
Serious environmental incidents (8)	No. of serious environmental incidents	0	0	1
<b>Waste generated (9)</b>	Units	2022	2023	2024
<b>Non-hazardous waste</b>	<b>Tonnes</b>		<b>199,691*</b>	<b>167,942</b>
Waste recycled	Tonnes	–	56,430*	61,632
Waste reused	Tonnes	–	3,844	5,493
Waste incinerated (with energy recovery)	Tonnes	–	4,536*	2,270
Waste incinerated (without energy recovery)	Tonnes	–	905	1,326
Waste disposed (landfill)	Tonnes	–	100,978*	95,493
Other disposal	Tonnes	–	32,999*	1,728
<b>Hazardous waste solid</b>	<b>Tonnes</b>		<b>132,842*</b>	<b>121,651</b>
Waste recycled	Tonnes	–	129,159*	118,714
Waste reused	Tonnes	–	254	88
Waste incinerated (with energy recovery)	Tonnes	–	416	443
Waste incinerated (without energy recovery)	Tonnes	–	357	366
Waste disposed (landfill)	Tonnes	–	2,580*	1,985
Other disposal	Tonnes	–	75*	55
<b>Hazardous waste liquid</b>	<b>Litre</b>		<b>48,582,782*</b>	<b>44,977,711</b>
Waste recycled	Litre	–	37,052,686*	39,927,060
Waste reused	Litre	–	58,122	198,995
Waste incinerated (with energy recovery)	Litre	–	45,145	57,886
Waste incinerated (without energy recovery)	Litre	–	78,987	125,394
Solid waste diverted from disposal	%	–	57	64
Solid waste directed to disposal	%	–	43	36

### Notes for Environmental data

- Restatement to 2022 and 2023 Scope 1 emissions and fuel data due to the inclusion of biogenic emissions which were not considered previously
- Restatements to 2023 Scope 2 emissions due to updating the electricity emissions factor for one of our UK entities
- The reduction observed in Scope 3 emissions is primarily due to enhanced reporting capabilities, removal of double-counting, changes in calculation methodology and improvements in the accuracy of emission factors or activity data, which is aligned with The Greenhouse Gas Protocol. These improvements in data accuracy and transparency will be reflected in next year's base year, providing a more accurate benchmark for future comparisons
- Depending on the Grid Mix, a proportion may come from nuclear
- Wind, solar, biomass, hydroelectric, geothermal, etc purchased or generated
- Total kWh of electricity from renewable energy sources/total kWh of electricity (grid + renewable)
- Carbon intensity per modified TEU (kilograms of carbon dioxide equivalent per twenty-foot equivalent unit)
- Classified as major or catastrophic environmental incidents
- Restatements for waste generated due to enhanced reporting capabilities.

## Social

Labour Practices	Units	2022	2023	2024
<b>Total workforce (direct hires)</b>				
<b>Total number of employees broken down by gender</b>	<b>Headcount number</b>	<b>103,645</b>	<b>108,294</b>	<b>115,652</b>
– Male employees	Headcount number	86,402	90,868	96,861
– Female employees	Headcount number	17,243	17,426	18,791
<b>Total number of employees broken down by geographies</b>	<b>Headcount number</b>		<b>108,294</b>	<b>115,652</b>
– Americas (AMR)	Headcount number		14,661	15,782
– Asia Pacific, Australia & China (APAC)	Headcount number		6,609	7,858
– Central Asia	Headcount number		1,147	1,560
– Corporate Office (CHO)	Headcount number		794	850
– Europe (EUR)	Headcount number		21,018	21,587
– Gulf Cooperation Council (GCC)	Headcount number		28,702	31,570
– North Africa, Middle East and Indian Sub Continent (MENA and SCO)	Headcount number		7,865	8,415
– Sub-Saharan Africa (SSA)	Headcount number		27,498	28,030
<b>Number of nationalities represented in our workforce</b>	<b>Headcount number</b>	<b>161</b>	<b>159</b>	<b>164</b>
<b>Workforce by contract type</b>	Units	2022	2023	2024
<b>Total number of permanent employees broken down by gender</b>	<b>Headcount number</b>	<b>92,035</b>	<b>95,391</b>	<b>102,228</b>
– Male employees	Headcount number	76,616	80,091	85,441
– Female employees	Headcount number	15,419	15,300	16,787
<b>Total number of permanent employees broken down by geographies</b>	<b>Headcount number</b>		<b>95,391</b>	<b>102,228</b>
– AMR	Headcount number		12,820	13,556
– APAC	Headcount number		6,001	6,868
– Central Asia	Headcount number		1,119	1,494
– CHO	Headcount number		776	804
– EUR	Headcount number		18,278	18,755
– GCC	Headcount number		24,796	27,507
– MENA and SCO	Headcount number		7,611	8,023
– SSA	Headcount number		23,990	25,221
<b>Total number of temporary employees broken down by gender</b>	<b>Headcount number</b>	<b>11,610</b>	<b>12,903</b>	<b>13,424</b>
– Male employees	Headcount number	9,786	10,777	11,420
– Female employees	Headcount number	1,824	2,126	2,004
<b>Total number of temporary employees broken down by geographies</b>	<b>Headcount number</b>		<b>12,903</b>	<b>13,424</b>
– AMR	Headcount number		1,841	2,226
– APAC	Headcount number		608	990
– Central Asia	Headcount number		28	66
– CHO	Headcount number		18	46
– EUR	Headcount number		2,740	2,832
– GCC	Headcount number		3,906	4,063
– MENA and SCO	Headcount number		254	392
– SSA	Headcount number		3,508	2,809

## ESG SCORECARD CONTINUED

### Social continued

Workforce by contract type	Units	2022	2023	2024
<b>Total number of full-time employees broken down by gender</b>	<b>Headcount number</b>	<b>100,659</b>	<b>105,081</b>	<b>112,607</b>
– Male employees	Headcount number	84,243	88,500	94,647
– Female employees	Headcount number	16,416	16,581	17,960
<b>Total number of full-time employees broken down by geographies</b>			105,081	112,607
– AMR	Headcount number		14,493	15,639
– APAC	Headcount number		4,915	6,178
– Central Asia	Headcount number		1,145	1,554
– CHO	Headcount number		794	850
– EUR	Headcount number		20,044	20,504
– GCC	Headcount number		28,696	31,563
– MENA and SCO	Headcount number		7,864	8,414
– SSA	Headcount number		27,130	27,905
<b>Total number of part-time employees broken down by gender</b>	<b>Headcount number</b>	<b>2,986</b>	<b>3,213</b>	<b>3,045</b>
– Male employees	Headcount number	2,159	2,368	2,214
– Female employees	Headcount number	827	845	831
<b>Total number of part-time employees broken down by geographies</b>			3,213	3,045
– AMR	Headcount number		168	143
– APAC	Headcount number		1,694	1,680
– Central Asia	Headcount number		2	6
– CHO	Headcount number		0	0
– EUR	Headcount number		974	1,083
– GCC	Headcount number		6	7
– MENA and SCO	Headcount number		1	1
– SSA	Headcount number		368	125
<b>Total number of new hires</b>	<b>Headcount number</b>	<b>21,494</b>	<b>21,616</b>	<b>22,058</b>
– Female	Headcount number	4,538	4,136	3,924
– Male	Headcount number	16,956	17,480	18,134
<b>Total number of workers who are not employees and whose work is controlled by the organisation</b>	<b>Headcount number</b>	<b>26,161</b>	<b>28,020</b>	<b>29,884</b>
<b>Workforce by age</b>	<b>Units</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Age 18-30</b>	<b>Headcount number</b>	<b>21,902</b>	<b>23,013</b>	<b>24,268</b>
– Males aged 18-30	Headcount number	17,445	18,392	19,478
– Females aged 18-30	Headcount number	4,457	4,621	4,790
<b>Age 31-50</b>	<b>Headcount number</b>	<b>65,124</b>	<b>68,141</b>	<b>73,275</b>
– Males aged 31-50	Headcount number	54,946	57,906	61,998
– Females aged 31-50	Headcount number	10,178	10,235	11,277
<b>Age 51+</b>	<b>Headcount number</b>	<b>16,619</b>	<b>17,140</b>	<b>18,109</b>
– Males aged 51+	Headcount number	14,011	14,570	15,385
– Females aged 51+	Headcount number	2,608	2,570	2,724
<b>Workforce by job category</b>	<b>Units</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Senior management	Headcount number	2,588	2,227	1,307
Middle management	Headcount number	15,299	15,141	17,822
Non-management	Headcount number	85,758	90,926	95,216
Others	Headcount number	0	0	0

### Social continued

People training and development	Units	2022	2023	2024
Number of participants who took part in training programmes run by DP World Hub	Headcount number	4,327	37,110	37,799
Number of e-modules completed on the DP World e-learning platform	Number	50,450	132,000	86,855
Total training hours	Hours	110,246	334,150	432,499
Average training hours provided per employee	Hours	25	9	11.5
Employees who received an Yearly Performance reviews (1)	%	94%	94%	95%
<b>Employee engagement</b>	<b>Units</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	% of total employees who participated in the survey			
Employee engagement survey (My World)	survey	N/A	N/A	60%
<b>Employee retention</b>				
Total FTE variation YoY	%	145%	104%	86%
Involuntary employee turnover (2)	Headcount number		7,772	6,389
Involuntary employee turnover (2)	%		8.3%	6%
Voluntary employee turnover (2)	Headcount number	8,964	8,464	7,611
Voluntary employee turnover (2)	%	10%	9%	7%
Voluntary turnover by gender			8,464	7,611
– Male	Headcount number	6,728	6,574	6,120
– Female	Headcount number	2,236	1,890	1,491
Voluntary turnover by region			8,464	7,611
– AMR	Headcount number		1,778	1,119
– APAC	Headcount number		408	317
– Central Asia	Headcount number		200	91
– CHO	Headcount number		40	49
– EUR	Headcount number		1,889	1,448
– GCC	Headcount number		1,852	2,486
– MENA and SCO	Headcount number		686	837
– SSA	Headcount number		1,611	1,264

## ESG SCORECARD CONTINUED

## Social continued

Collective bargaining agreements (3)		Units	2022	2023	2024
Percentage of employees covered by collective bargaining agreements	%			48%	<b>45%</b>
Diversity DP World MentorHer Programme		Units	2022	2023	2024
Female employees (mentees) in mentoring programme	Headcount number		257	304	<b>392</b>
Women					
Female share of total workforce	%		17%	16%	<b>16%</b>
Females in top management positions (4)	%		11%	8%	<b>9%</b>
Females in senior management positions	%		16%	19%	<b>20%</b>
Female in middle management positions	%		25%	23%	<b>23%</b>
Females in junior management positions (5)	%		15%	15%	<b>15%</b>
Safety					
Workers covered by an occupational health and safety management system		Units	2022	2023	2024
Employees and workers	No. of employees		103,645	108,294	<b>115,652</b>
Total number of workers who are not employees and whose work is controlled by the organisation	No. of contractors		26,161	28,020	<b>29,884</b>
Work-related injuries and fatalities (employees)		Units	2022	2023	2024
Total hours worked by all employees	Hours		137,529,420	236,545,132	<b>251,979,681</b>
Employee work-related fatalities	No. of work-related fatal injuries		1	1	<b>2</b>
Rate of employee work-related fatalities	Total number of fatalities/hours worked*1000000		0.007	0.004	<b>0.008</b>
Recordable work-related employee injuries	No. Fatalities Lost Time injuries and Medical Treatment injuries		529	1,098	<b>851</b>
Rate of work-related employee injuries	No. Fatalities, Lost Time injuries, Medical Treatment injuries/ hours worked*1000000		3.85	4.64	<b>3.38</b>
Employee fatalities as a result of work-related ill health	No. of fatalities		0	0	<b>0</b>
Lost Time Injuries (LTIs)	Lost Time Injuries (LTIs)		386	674	<b>535</b>
Lost Time Injury Frequency Rate (LTIFR)	No. Lost Time injuries/ hours worked*1000000		2.81	2.85	<b>2.12</b>

## Social continued

Work-related injuries and fatalities (contractors)		Units	2022	2023	2024
Total hours worked by contractors	Hours		81,100,467	94,024,163	<b>114,628,608</b>
Contractor work-related fatalities	No. of work-related fatal injuries		1	3	<b>1</b>
Rate of contractor work-related fatalities	Total number of fatalities/hours worked*1000000		0.012	0.032	<b>0.009</b>
Recordable work-related contractor injuries	Fatalities, Lost Time Injuries and Medical Treatment injuries		203	248	<b>173</b>
Rate of work-related contractor injuries	No. Fatalities, Lost Time injuries, Medical Treatment injuries/hours worked*1000000		2.50	2.64	<b>1.51</b>
Contractor fatalities as a result of work-related ill health	No. of fatalities		0	0	<b>0</b>
Lost Time Injury Frequency Rate (LTIFR)	No. Lost Time injuries/hours worked*1000000		1.89	1.50	<b>0.91</b>
Community Engagement Financial contribution		Units	2022	2023	2024
Community contribution (cash, time and in-kind) (17)	US\$ million		17.5	10.5	<b>15.1</b>
Beneficiaries					
Total direct beneficiaries	No. of people		532,355	486,048	<b>653,448</b>
Organisations supported	No. of organisations		660	626	<b>316</b>
Employee involvement					
Skills-based volunteering	No. of hours		1,562	3,857	<b>3,517</b>
Working hours contributed	No. of hours		11,881	16,436	<b>15,657</b>

## Notes for Social data

- (1) The annual performance review encompasses employees at the middle management level and above
- (2) The voluntary and involuntary turnover rates are calculated for FTEs on indefinite contracts only
- (3) Scope includes employees under contracts governed by legislation, collective labour agreements and works agreements. The percentage reported excludes countries where collective bargaining is prohibited by law.
- (4) Maximum two levels away from the CEO or comparable positions (as a % of total top management positions)
- (5) Refers to first level of management (as % of total junior management positions)

## ESG SCORECARD CONTINUED

### Governance

Ethics		Units	2022	2023	2024
Total number of alleged incidents of corruption <sup>(1)</sup>	No. of incidents		112	172	199
Number of incidents reported and resolved during the year	No. of incidents		55	119	138
% reported and resolved during the year	Percentage of incidents		49%	69%	69%
Total number of employee grievances (non-fraud) <sup>(1)</sup>	No. of grievances		285	384	455
Number of grievances reported and resolved during the year	No. of grievances		187	299	320
% reported and resolved during the year	Percentage of grievances		66%	78%	70%
Training on fraud awareness	No. of employees trained		3,801	11,678	8,096

Anti-bribery policies and procedures training		Units	2022	2023	2024
Total number of employees who have received anti-bribery training <sup>(2)</sup>	No. of employees		2,267	8,224	2,250

Board diversity		Units	2022	2023	2024
Female representation on the Company's Board of Directors	No. of females		1	1	1

Information security <sup>(3)</sup>		Units	2022	2023	2024
Information security breaches or cybersecurity incidents	No. of breaches or incidents		0	2	1
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

#### Notes for Governance data

- (1) Reported to the whistleblowing hotline
- (2) This online training is conducted every 2 years for all employees with online access
- (3) Our target is zero breaches, incidents and fines/penalties in relation to information security

# GRI INDEX MAPPING

## GRI 2: GENERAL DISCLOSURES

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGCSOPS	UN WEPS	WEF STAKEHOLDER CAPITALISM METRICS
<b>GRI 2: GENERAL DISCLOSURES 2021</b>						
<b>The organisation and its reporting practices</b>						
GRI 2-1: Organisational details	- What we do (Pages 2-5)	-	-	-	-	-
GRI 2-2: Entities included in the organisation's sustainability reporting	- About this Report (Page i) - What we do (Pages 2-5) - Annual Report and Accounts 2024, Notes to the consolidated Financial Statements	-	16	-	-	Governance
GRI 2-3: Reporting period, frequency and contact point	- About this Report (Page i)	-	16	8 and 9	7	Governance
GRI 2-4: Restatements of information	- Restatements with reasons are included within this report	-	-	8 and 9	7	-
GRI 2-5: External assurance	- About this Report (Page i) - Assurance Statements (Pages 114-120)	-	16	-	-	Governance
<b>Activities and workers</b>						
GRI 2-6: Activities, value chain and other business relationships	- Where we operate (Pages 6-7) - What we do (Pages 2-5) - Annual Report and Accounts 2024, Business Model (Pages 12-13)	-	8, 16 and 17	-	5	Governance
GRI 2-7: Employees	- ESG Scorecard (Pages 94-102) - Note: Data not collected for non-guaranteed hours employees	1 and 6	5 and 8	-	2	People and Prosperity
GRI 2-8: Workers who are not employees	- ESG Scorecard (Pages 94-102)	6	5 and 8	-	2	People

# GRI INDEX MAPPING CONTINUED

## GRI 2: GENERAL DISCLOSURES CONTINUED

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGCSOPS	UN WEPS	WEF STAKEHOLDER CAPITALISM METRICS
<b>Governance</b>						
GRI 2-9: Governance structure and composition	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> </ul>	-	5, 8 and 16	-	1 and 6	Governance
GRI 2-10: Nomination and selection of the highest governance body	<ul style="list-style-type: none"> <li>Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> </ul>	-	5 and 16	-	1 and 6	Governance
GRI 2-11: Chair of the highest governance body	<ul style="list-style-type: none"> <li>Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> <li>Note: The Group Chairman is also the Chief Executive Officer</li> </ul>	-	8 and 16	-	1	Governance
GRI 2-12: Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Annual Report and Accounts 2024, Effective Risk Management (Pages 30-43)</li> </ul>	-	16	-	1	Governance
GRI 2-13: Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> </ul>	-	-	-	-	Governance and Plant
GRI 2-14: Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> </ul>	-	-	-	1	Governance
GRI 2-15: Conflicts of interest	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Ethics (Pages 42-45)</li> <li>Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> </ul>	10	8 and 16	-	-	Governance
GRI 2-16: Communication of critical concerns	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> </ul>	1 and 6	8	-	-	Governance

# GRI INDEX MAPPING CONTINUED

## GRI 2: GENERAL DISCLOSURES CONTINUED

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGCSOPS	UN WEPS	WEF STAKEHOLDER CAPITALISM METRICS
GRI 2-17: Collective knowledge of the highest governance body	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> </ul>	-	-	-	-	Governance
GRI 2-18: Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> <li>Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> </ul>	-	-	-	-	Governance
GRI 2-19: Remuneration policies	<ul style="list-style-type: none"> <li>Annual Report and Accounts 2024, Corporate Governance, Remuneration (Pages 76-77)</li> </ul>	1	8	-	2	People and Governance
GRI 2-20: Process to determine remuneration	<ul style="list-style-type: none"> <li>Annual Report and Accounts 2024, Corporate Governance, Remuneration (Pages 76-77)</li> </ul>	1	-	-	2	Governance
GRI 2-21: Annual total compensation ratio	<ul style="list-style-type: none"> <li>Not disclosed</li> </ul>	1 and 2	8	-	2	People
<b>Strategy, policies and practices</b>						
GRI 2-22: Statement on sustainable development strategy	<ul style="list-style-type: none"> <li>Group Chairman and CEO's statement (Page 1)</li> </ul>	-	-	5	-	Governance
GRI 2-23: Policy commitments	<ul style="list-style-type: none"> <li>Group Chairman and CEO's statement (Page 1)</li> <li>Annual Report and Accounts 2024, Effective Risk Management (Pages 30-43)</li> <li>Annual Report and Accounts 2024, Our Business Model (Pages 12-13)</li> <li>Annual Report and Accounts 2024, Our People, Culture and Values (Pages 46-49)</li> <li>Annual Report and Accounts 2024, Accountability (Pages 65-67)</li> <li>Annual Report and Accounts 2024, Audit &amp; Risk Committee (Pages 69-72)</li> </ul>	-	-	-	-	Governance
GRI 2-24: Embedding policy commitments	<ul style="list-style-type: none"> <li>Annual Report and Accounts 2024, Effective Risk Management (Pages 30-43)</li> <li>Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> <li>Annual Report and Accounts 2024, Our Principal Risks (Pages 33-43)</li> </ul>	-	-	-	-	Governance

# GRI INDEX MAPPING CONTINUED

## GRI 2: GENERAL DISCLOSURES CONTINUED

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGCSOPS	UN WEPS	WEF STAKEHOLDER CAPITALISM METRICS
GRI 2-25: Processes to remediate negative impacts	<ul style="list-style-type: none"> <li>- Our World, Our Future Strategy (Pages 10-13)</li> <li>- Ethics (Pages 42-45)</li> <li>- ESG scorecard (Pages 94-102)</li> </ul>	-	-	-	-	-
GRI 2-26: Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none"> <li>- Ethics (Pages 42-45)</li> <li>- ESG scorecard (Pages 94-102)</li> </ul>	-	8	-	-	People
GRI 2-27: Compliance with laws and regulations	<ul style="list-style-type: none"> <li>- Sustainability governance and risk management (Pages 14-18)</li> <li>- Ethics (Pages 42-45)</li> <li>- ESG scorecard (Pages 94-102)</li> <li>- Annual Report and Accounts 2024, Corporate Governance (Pages 54-79)</li> <li>- Annual Report and Accounts 2024, Our Principal Risks (Pages 33-43)</li> </ul>	-	-	5 and 6	-	Governance
GRI 2-28: Membership associations	<ul style="list-style-type: none"> <li>- Our World, Our Future (Pages 10-13)</li> </ul>	-	17	-	6	-
<b>Stakeholder Engagement</b>						
GRI 2-29: Approach to stakeholder engagement	<ul style="list-style-type: none"> <li>- Our World, Our Future (Pages 10-13)</li> <li>- Materiality and stakeholder management (Pages 20-22)</li> </ul>	-	17	5	6	-
GRI 2-30: Collective bargaining agreements	<ul style="list-style-type: none"> <li>- ESG scorecard (Pages 94-102)</li> </ul>	3	-	-	-	-

# GRI INDEX MAPPING CONTINUED

## GRI 3: MATERIAL TOPICS

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGCSOPS	UN WEPS	WEF STAKEHOLDER CAPITALISM	SASB (1)
GRI 3-1: Process to determine material topics	<ul style="list-style-type: none"> <li>- Our World, Our Future (Pages 10-13)</li> </ul>	-	-	-	-	-	-
GRI 3-2: List of material topics	<ul style="list-style-type: none"> <li>- Our World, Our Future (Pages 10-13)</li> </ul>	-	-	-	-	-	-
<b>Safety</b>		<b>1 and 2</b>	<b>8</b>	<b>3</b>			
GRI 3-3: Management of material topics	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> <li>- Sustainability governance and risk management (Pages 14-18)</li> <li>- Our World, Our Future (Pages 10-13)</li> </ul>	-	-	-	-	-	TR-RO-320a.3
403-1 Occupational health and safety management system	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> </ul>						
403-2 Hazard identification, risk assessment, and incident investigation	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> <li>- Sustainability governance and risk management (Pages 14-18)</li> </ul>						
403-3 Occupational health services	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> </ul>						
403-4 Worker participation, consultation, and communication on occupational health and safety	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> </ul>						
403-5 Worker training on occupational health and safety	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> <li>- People Development (Pages 56-59)</li> </ul>						
403-6 Promotion of worker health	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> <li>- Wellbeing (Pages 38-41)</li> </ul>						
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<ul style="list-style-type: none"> <li>- Safety (Pages 30-33)</li> </ul>						
403-8 Workers covered by an occupational health and safety management system	<ul style="list-style-type: none"> <li>- ESG scorecard (Pages 94-102)</li> </ul>						
403-9 Work-related injuries	<ul style="list-style-type: none"> <li>- ESG scorecard (Pages 94-102)</li> </ul>						TR-MT-320a.1 TR-RO-320a.1
403-10 Work-related ill health	<ul style="list-style-type: none"> <li>- ESG scorecard (Pages 94-102)</li> </ul>						TR-MT-320a.1 TR-RO-320a.1

# GRI INDEX MAPPING CONTINUED

## GRI 3: MATERIAL TOPICS CONTINUED

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGC SOPS	UN WEPS	WEE STAKEHOLDER CAPITALISM	SASB (1)
<b>Security</b>		<b>1, 2 and 10</b>	<b>16 and 17</b>		<b>3</b>		
GRI 3-3: Management of material topics	<ul style="list-style-type: none"> <li>Security (Pages 34-37)</li> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Our World, Our Future (Pages 10-13)</li> </ul>						
410-1 Security personnel trained in human rights policies or procedures	Data not disclosed						
<b>Wellbeing</b>		<b>1 and 2</b>	<b>3</b>			<b>People</b>	
GRI 3-3: Management of material topics	<ul style="list-style-type: none"> <li>Wellbeing (Pages 38-41)</li> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Our World, Our Future (Pages 10-13)</li> </ul>						
<b>Ethics</b>		<b>1, 2, 3, 5, 6 and 10</b>	<b>8, 16 and 17</b>	<b>5, 6, 7, 8 and 9</b>	<b>1 and 7</b>	<b>Governance</b>	
GRI 3-3: Management of material topics	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Our World, Our Future (Pages 10-13)</li> <li>Ethics (Pages 42-45)</li> </ul>						
406-1 Incidents of discrimination and corrective actions taken	Data not disclosed						
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG scorecard (Pages 94-102)						
408-1 Operations and suppliers at significant risk for incidents of child labour	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Ethics (Pages 42-45)</li> </ul>						
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Ethics (Pages 42-45)</li> </ul>						

# GRI INDEX MAPPING CONTINUED

## GRI 3: MATERIAL TOPICS CONTINUED

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGC SOPS	UN WEPS	WEE STAKEHOLDER CAPITALISM	SASB (1)
<b>Community Engagement</b>		<b>1, 2, 7 and 8</b>	<b>3, 4, 5, 6, 11, 14 and 15</b>		<b>6</b>	<b>Prosperity</b>	
GRI 3-3: Management of material topics	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Ethics (Pages 42-45)</li> <li>Community Engagement (Pages 46-55)</li> </ul>						
413-1 Operations with local community engagement, impact assessments, and development programmes	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Ethics (Pages 42-45)</li> <li>Community Engagement (Pages 46-55)</li> </ul>						
413-2 Operations with significant actual and potential negative impacts on local communities	<ul style="list-style-type: none"> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Ethics (Pages 42-45)</li> <li>Community Engagement (Pages 46-55)</li> <li>ESG scorecard (Pages 94-102)</li> </ul>						
<b>Climate Change</b>		<b>7, 8 and 9</b>	<b>13</b>			<b>Planet</b>	
GRI 3-3: Management of material topics	<ul style="list-style-type: none"> <li>Climate Change (Pages 60-74)</li> <li>Sustainability governance and risk management (Pages 14-18)</li> <li>Our World, Our Future (Pages 10-13)</li> </ul>						TR-MT-110a.2 TR-RO-110a.2
305-1 Direct (Scope 1) GHG emissions	ESG scorecard (Pages 94-102)						TR-MT-110a.1 TR-RO-110a.1
305-2 Energy indirect (Scope 2) GHG emissions	ESG scorecard (Pages 94-102)						TR-MT-110a.3 TR-RO-110a.3
305-3 Other indirect (Scope 3) GHG emissions	ESG scorecard (Pages 94-102)						
305-4 GHG emissions intensity	ESG scorecard (Pages 94-102)						
305-5 Reduction of GHG emissions	ESG scorecard (Pages 94-102)						
306-1 Waste generation and significant waste-related impacts	Climate Change (Pages 60-74)						

# GRI INDEX MAPPING CONTINUED

## GRI 3: MATERIAL TOPICS CONTINUED

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGC SOPS	UN WEPS	WEE STAKEHOLDER CAPITALISM	SASB (1)
306-2 Management of significant waste-related impacts	- Sustainability governance and risk management (Pages 14-18) - Climate Change (Pages 60-74)						
306-3 Waste generated	- ESG scorecard (Pages 94-102)						
306-4 Waste diverted from disposal	- ESG scorecard (Pages 94-102)						
306-5 Waste directed to disposal	- ESG scorecard (Pages 94-102)						
<b>People Development</b>		<b>1 and 2</b>	<b>4</b>		<b>4</b>	<b>People and Prosperity</b>	
GRI 3-3: Management of material topics	- People Development (Pages 56-59) - Sustainability governance and risk management (Pages 14-18) - Our World, Our Future (Pages 10-13)	-	-	-	-	-	-
401-1 New employee hires and employee turnover	- ESG scorecard (Pages 94-102)						TR-RO-320a.2
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	- People Development (Pages 56-59)						
401-3 Parental leave	- People Development (Pages 56-59)						
404-1 Average hours of training per year per employee	- ESG scorecard (Pages 94-102)						
404-2 Programmes for upgrading employee skills and transition assistance programs	- People Development (Pages 56-59)						
404-3 Percentage of employees receiving regular performance and career development reviews	- ESG scorecard (Pages 94-102)						
<b>Women</b>		<b>1, 2 and 6</b>	<b>5</b>		<b>1 and 2</b>	<b>People</b>	
GRI 3-3: Management of material topics	- Sustainability governance and risk management (Pages 14-18) - Our World, Our Future (Pages 10-13) - Women (Pages 78-83)	-	-	-	-	-	-

# GRI INDEX MAPPING CONTINUED

## GRI 3: MATERIAL TOPICS CONTINUED

DISCLOSURE	REPORT SECTION	UNGC PRINCIPLES	UN SDGS	UNGC SOPS	UN WEPS	WEE STAKEHOLDER CAPITALISM	SASB (1)
405-1 Diversity of governance bodies and employees	- ESG scorecard (Pages 94-102)						
405-2 Ratio of basic salary and remuneration of women to men	- Data not disclosed						
<b>Education</b>		<b>1 and 2</b>	<b>4 and 5</b>		<b>Principles 2,4</b>	<b>People, Prosperity</b>	
GRI 3-3: Management of material topics	- Sustainability governance and risk management (Pages 14-18) - Our World, Our Future (Pages 10-13) - Education (Pages 84-85)	-	-	-	-	-	-
<b>Water</b>		<b>7, 8 and 9</b>	<b>14</b>	<b>1, 2, 3 and 4</b>		<b>Planet</b>	
GRI 3-3: Management of material topics	- Sustainability governance and risk management (Pages 14-18) - Our World, Our Future (Pages 10-13) - Water (Pages 86-91)	-	-	-	-	-	-

(1) SASB disclosures are in reference with industry standard for – Marine transportation (TR-MT) and Road Transportation (TR-RO)

**IFRS S2 INDEX** CONTINUED

# IFRS S2 INDEX

INDEX	REPORT SECTION
<b>Governance</b>	
IFRS S2.6 (a) and (b)	Annual Report and Accounts 2024, Corporate Governance (Pages 54-79) Sustainability governance and risk management (Pages 14-18) Climate change (Pages 60-68)
IFRS S2.7	Additional guidance – no disclosure requirement
<b>Strategy</b>	
IFRS S2.8	Climate change (Pages 60-68)
IFRS S2.9	Climate change (Pages 60-68)
<b>Climate-related risks and opportunities</b>	
IFRS S2.10	Climate change (Pages 60-68)
IFRS S2.11	Additional guidance – no disclosure requirement
IFRS S2.12	Additional guidance – no disclosure requirement
<b>Business model and value chain</b>	
IFRS S2.13	Climate change (Pages 60-68)
<b>Strategy and decision-making</b>	
IFRS S2.14	Climate change (Pages 60-68)
<b>Financial position, financial performance and cash flows</b>	
IFRS S2.15	Climate change (Pages 60-68)
IFRS S2.16	Climate change (Pages 60-68) Sustainable finance (Pages 23-24)
IFRS S2.17	Additional guidance – no disclosure requirement
IFRS S2.18	Additional guidance – no disclosure requirement
IFRS S2.19	Additional guidance – no disclosure requirement
IFRS S2.20	Additional guidance – no disclosure requirement
IFRS S2.21	Climate change (Pages 60-68)
<b>Climate resilience</b>	
IFRS S2.22	Climate change (Pages 60-68) <a href="#">Climate proofing the supply chain white paper</a>
IFRS S2.23	Additional guidance – no disclosure requirement
<b>Risk management</b>	
IFRS S2.24	Annual Report and Accounts 2024, Effective Risk Management (Pages 30-43) Sustainability governance and risk management (Pages 14-18)
IFRS S2.25	Annual Report and Accounts 2024, Effective Risk Management (Pages 30-43) Sustainability governance and risk management (Pages 14-18)
<b>Metrics and targets</b>	
IFRS S2.26	Climate change (Pages 60-68) ESG scorecard (Pages 94-102)
IFRS S2.27	Additional guidance – no disclosure requirement
IFRS S2.28	Climate change (Pages 60-68) ESG scorecard (Pages 94-102)

INDEX	REPORT SECTION
<b>Climate related metrics</b>	
IFRS S2.29	Climate change (Pages 60-68) ESG scorecard (Pages 94-102) <a href="#">GHG Accounting Methodology</a>
IFRS S2.30	Additional guidance – no disclosure requirement
IFRS S2.31	Additional guidance – no disclosure requirement
IFRS S2.32	Climate change (Pages 60-68) ESG scorecard (Pages 94-102)
<b>Climate related targets</b>	
IFRS S2.33	Climate change (Pages 60-68) ESG scorecard (Pages 94-102)
IFRS S2.34	Climate change (Pages 60-68) ESG scorecard (Pages 94-102)
IFRS S2.35	Additional guidance – no disclosure requirement
IFRS S2.36	Climate change (Pages 60-68) ESG scorecard (Pages 94-102)
IFRS S2.37	Climate change (Pages 60-68) ESG scorecard (Pages 94-102)

## ASSURANCE STATEMENTS

# B4SI ASSURANCE STATEMENT 2025

### OVERVIEW

Corporate Citizenship (part of SLR) has been asked by DP World to review its use of the Business for Societal Impact (B4SI) Framework for measuring corporate community investment (CCI) programmes during their financial year of 2024.

The B4SI Frameworks help businesses to improve the management, measurement, and reporting of their social impact. A combination of three Frameworks covers Community Investment, Social Innovation & Procurement for Social Impact. (See <https://b4si.net> for more information).

DP World has been an active member of the B4SI global network for over 10 years. Corporate Citizenship (part of SLR), as global managers of B4SI, have worked with DP World to assure community investment data gathered over the period from January 2024 and December 2024 and the application of the B4SI Community Investment Framework, in accordance with current Guidance. The scope of assurance covers inputs contributed through the company's Community Investment and the outputs and impacts of these activities, where measured. Having conducted our assessment nothing has come to our attention which causes us to believe that the reported data, as stated in the Appendix for this document, does not accurately reflect the B4SI principles. Our work has not extended to an independent audit of the data.

In our commentary we identify the main findings of the Assurance process, as well as areas for development where the company can build on learnings from this year.

We have further explained our observations in a separate management report.

### COMMENTARY

As part of its efforts to ensure a robust application of the Framework, DP World has had its CCI data assured by B4SI this year. DP World has demonstrated a commitment to rigorous measurement and reporting and continuous improvement in collecting its CCI data according to the principles of the B4SI Framework.

The data shows a total contribution worth \$15,143,249 of which 98% was in cash donations. Of its total contribution, DP World contributed 69% through community investment and 30% through charitable gifts. When examining contribution focus, 41% of DP World's total contribution was dedicated to Food Security, followed by Health at 33%, and Education third at 14% of the total contribution.

DP World measures most of its inputs across six regions including DP World Foundation and the Corporate Office, and currently records social outputs for its main partnerships, reaching 653,448 individual beneficiaries, with evolving impact measurement across selected activities. The definitions used for each measure are backed by the B4SI Framework and are put in practice in collaboration with its partners to gather the data.

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

Our review of DP World's 2024 Community Investment data showed a growing implementation of the B4SI Framework. Future developments could address consistency in the application of the framework in the area of data collection, especially around the evidence of beneficiary numbers and impact data.

DP World has demonstrated commitment to continuous improvement in its embedding of the B4SI Framework in their operations and making efforts to work with partners to collect output and impact data where relevant, consolidating a strong base to develop further in the future.

**CLODAGH CONNOLLY**  
GLOBAL B4SI DIRECTOR

**CORPORATE CITIZENSHIP – B4SI**  
WWW.B4SI.NET

The scope of the statement is limited to the reporting period of January-December 2024.

10th February 2025

# B4SI ASSURANCE STATEMENT

### APPENDIX

#### YEAR ON YEAR COMMUNITY INVESTMENT DATA

	Total Contribution	Total hours	Total beneficiaries
<b>2024</b>	<b>15,143,249</b>	<b>15,657</b>	<b>653,448</b>
2023	10,539,045	16,436	486,046
2022	17,547,298	11,881	542,355
2021	13,089,814	11,509	362,452
2020	8,490,579	9,746	939,034
2019	7,972,100	25,803	756,673

	% Change Year on Year		
<b>2024</b>	<b>44%</b>	<b>-3.5%</b>	<b>34%</b>
2023	-40%	38%	-10%
2022	34%	3%	50%
2021	54%	18%	-61%
2020	7%	-62%	24%

#### DP WORLD'S 2024 COMMUNITY INVESTMENT

	INPUTS	
<b>Total value of contributions</b>		<b>\$15,143,249</b>
<b>HOW – Type of contributions</b>		
Cash	\$14,873,036	98.2%
Time	\$228,436	1.5%
In-kind: contributions of product, equipment, rooms etc.	\$41,778	0.3%
<b>TOTAL</b>	<b>\$15,143,249</b>	<b>100%</b>

<b>WHY – Motivation</b>		
Charitable gifts	\$4,530,611	29.9%
Community investment	\$10,437,494	68.9%
Commercial initiatives in the community	\$175,144	1.2%
<b>TOTAL</b>	<b>\$15,143,249</b>	<b>100%</b>

<b>WHAT – Subject focus</b>		
Education	\$2,128,320	14.1%
Health	\$4,931,835	32.6%
Water	\$308,127	2.0%
Wildlife Protection	\$188,540	1.2%
Food	\$6,206,079	41.0%
Emergency Relief	\$408,862	2.7%
Economic Development	\$3,750	0.0%
Other Support	\$967,736	6.4%
<b>TOTAL</b>	<b>\$15,143,249</b>	<b>100%</b>
Contributions to women's empowerment projects	\$76,261.50	0.5%

<b>Global breakdown</b>		
Asia Pacific and Australia	\$181,715	1.2%
Americas	\$643,121	4.2%
Corporate Office	\$4,328,193	28.6%
DPW Foundation	\$7,276,777	48.1%
Europe	\$167,393	1.1%
Sub-Saharan Africa	\$1,635,225	10.8%
MENA and Subcontinent	\$861,789	5.7%
GCC – Gulf Corporation Council	\$49,037	0.3%
<b>TOTAL</b>	<b>\$15,143,249</b>	<b>100%</b>

## ASSURANCE STATEMENTS CONTINUED

	INPUTS	
<b>OUTPUTS</b>		
Total number of activities reported		399
<b>COMMUNITY OUTPUTS</b>		
Total number of direct beneficiaries	653,448	
Total number of meals donated	562,900	
Total number of beneficiary organisations	316	
<b>BUSINESS OUTPUTS</b>		
Number of employee engagements		3,517
Number of hours contributed in company time		15,657
Number of employee engagements outside of work		122
Number of hours contributed outside of company time		845
<b>LEVERAGE</b>		
Employees – Fundraising	\$38,782	4.6%
Customers cash contribution	\$55,243	6.6%
Subcontractors/suppliers cash	\$654,275	77.8%
Other leverage sources	\$92,758	11.0%
<b>Total Leverage</b>	<b>\$841,058</b>	<b>100%</b>
As a % of own contributions		6%
<b>IMPACTS</b>		
<b>COMMUNITY IMPACTS</b>		
Number of beneficiaries where results were measured		1,818
Made a connection through your community activity		352
Made an improvement through your community activity		1,366
Made a transformation through your community activity		134
Number of beneficiaries that:		
Experienced a positive change in their behaviour or attitude as a result of your support		315
Developed new skills or an increase in their personal effectiveness		413
Experienced a direct positive impact on their quality of life as a result of your support		1,124

# LRQA GROUP INDEPENDENT ASSURANCE STATEMENT



## RELATING TO DP WORLD FOR THE CALENDAR YEAR 2024.

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

### TERMS OF ENGAGEMENT

LRQA Group Limited was commissioned by DP World FZE (*DPW abbreviated*) to provide independent assurance of its greenhouse gas (GHG) emissions inventory (“the Report”) for the CY 2024 against the assurance criteria below to a limited level of assurance and materiality using LRQA’s verification procedures and in accordance with *ISO 14064:2019 Greenhouse gases—Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions* for “greenhouse gas data”. LRQA’s verification procedure is based on current best practise and is in accordance with ISAE 3000 and ISAE 3410.

Our assurance engagement covered *DPW’s* operations and activities at DP World operational controlled entities within its Ports and Terminals, Marine Services and Logistics Divisions. This year’s GHG Emissions inventory comprised a total of 583 operational entities, spanning across various geographical regions. Our Terms of engagement included the following:

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

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

### LRQA’S OPINION

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

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

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

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

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

## ASSURANCE STATEMENTS CONTINUED

TABLE 1. SUMMARY OF DP WORLD KEY DATA FOR [CY2024]:

Emissions Stream	2024 Tonnes CO <sub>2</sub> e
Scope 1: Direct GHG emissions (from fuel combustion)	2,805,729
Scope 1: Biogenic emissions of CO <sub>2</sub> from the combustion of biofuels	4,337
Scope 1: Refrigerant Gas Leakage (RGL) CO <sub>2</sub> emissions	35,835
Scope 2: Energy indirect GHG emissions (Location-Based)	634,571
Scope 2: Energy indirect GHG emissions (Market-Based)	290,463
Scope 3: Other indirect GHG emissions (total)	2,846,930
Note: Scope 2, Location-based and Scope 2, Market-based are defined in the WRI/WBCSD GHG Protocol Scope 2 Guidance, 2015.	
<b>Base Year 2022 (Rolling Consolidation Approach)</b>	<b>3,627,315</b>
Recalculating base year emissions in response to major acquisitions, investments, divestments, mergers, or other structural changes that materially impact DP World's carbon footprint.	

### LRQA'S APPROACH

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

- conducting discussions with management of the facilities by remote audit and reviewing processes related to the control of GHG emissions data and records.
- interviewing relevant employees of the organization responsible for managing GHG emissions data and records; and
- assessing DPW's data management systems to confirm they are designed to prevent any significant errors, omissions or misstatements in the Report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal quality control.
- verifying historical GHG emissions data on sampling basis and records at an *aggregated level* for the calendar year 2024 and as per *rolling baseline*.
- verifying the emission factors used for scope-1, scope-2 and scope-3 data (for categories- 1,2,3,4,5,6,7,8,9,13,15) with the source references and confirmed its appropriateness.
- verified GWPs used for refrigerants.
- verified the emission factors applied for market-based & location-based Scope 2 emissions.
- verified calculations to arrive at equivalent CO<sub>2</sub> emissions.

### RECOMMENDATIONS

Further no observations and findings, made during the assurance engagement.

### LRQA'S STANDARDS, COMPETENCE AND INDEPENDENCE

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

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

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

Signed

Dated: 13 March 2025



Olga Rivas  
LRQA Lead Verifier



Aamir Shakir  
Acting Lead Verifier

On behalf of LRQA Limited  
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LRQA reference: DQA6019929.

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

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## ASSURANCE STATEMENTS CONTINUED

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

Scope 3 GHG emissions	2024 Tonnes CO <sub>2</sub> e
Cat-1: Purchased goods & services	497,330
Cat-2: Capital Goods	429,226
Cat-3: Fuel & Energy related activities	704,154
Cat-4 & 9: Upstream/ Downstream Transportation & Distribution	683,352
Cat-5: Waste generated in operations	54,387
Cat-6: Business Travel by air	7,687
Cat-7: Employee Commuting	72,187
Cat-8: Leased assets upstream	92,252
Cat-13: Leased assets downstream	112,733
Cat-15: Investments	193,622

