



DP WORLD

WE CHANGE WHAT'S POSSIBLE

SUSTAINABILITY REPORT 2025





ABOUT THIS REPORT

Purpose of this report

This report is a companion to our [Annual Report and Accounts 2025](#). It provides our key stakeholders, including employees, suppliers, customers, partners, investors, and community organisations, with a comprehensive account of our performance across significant sustainability topics.

The purpose of this report is to offer a clear and transparent overview of how sustainability is integrated into our business and how we create long-term value for society and the environment.

Scope of this report

This report expands on sustainability matters relevant to our business and stakeholders across all our operations.

All data and information reflect activities for the financial year ending 31 December 2025, unless stated otherwise.

Reporting boundary

The reporting boundary follows our operational control approach. This ensures that all activities, impacts, and performance indicators for which we have operational responsibility are included in this report.

Significant events or developments during the reporting period are included to ensure completeness.

Relevant reporting frameworks

The report is designed to provide a clear, credible, and decision-useful view of our sustainability performance. It has been prepared in alignment with leading international frameworks, including:

- Global Reporting Initiative (GRI) Standards;
- International Sustainability Standards Board (ISSB) Standards – IFRS S1 and IFRS S2;
- European Sustainability Reporting Standards (ESRS);
- United Nations Sustainable Development Goals (SDGs);
- United Nations Global Compact (UNGC); and
- UN Women Empowerment Principles.

This year, we have made further progress in strengthening the alignment of our disclosures with the GRI Standards and the ISSB Standards (IFRS S1 and IFRS S2). We have also introduced reference to the ESRS to support future readiness and comparability across jurisdictions.

Coverage against IFRS S1, IFRS S2, and the ESRS is presented on a best-efforts basis. Although these frameworks continue to evolve, we have ensured that the report reflects their core principles for mandatory disclosure for our-material topics.

Assurance

Selected sustainability information in this report has been reviewed by independent assurance providers.

LRQA Group Limited provided an independently limited assurance of our CY2025 greenhouse gas (GHG) emissions inventory across global assets. The assurance was conducted in accordance with ISO 14064-3:2019, using LRQA's verification procedures aligned with ISAE 3000 and ISAE 3410, based on professional judgement and best practice. LRQA is independent from us.

Report presentation and preparation

This report has been prepared by DP World's Group Sustainability team following a detailed review of internal documentation, performance data, and engagement with relevant departments and subject matter experts.

All content has undergone review and approval by department heads to ensure accuracy, clarity, and completeness.

The report covers activities and developments between 1 January 2025 and 31 December 2025 and should be read alongside the [Annual Report and Accounts 2025](#) for a complete view of our operational and financial performance.

We welcome feedback and enquiries at sustainability@dpworld.com.



ABOUT THIS REPORT

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**GROUP CHIEF EXECUTIVE OFFICER'S STATEMENT**

Sustainability is not just a responsibility; it is central to how we serve our customers

The world continues to face profound environmental and social challenges. Climate change, shifting economic conditions, and ongoing geopolitical uncertainty demand collective action and long-term thinking. At DP World, and in line with our purpose: We change what's possible. Sustainability is central to how we operate, how we support our customers, and how we create lasting value for the communities we serve.

In 2025, we continued to strengthen the integration of sustainability across our global operations. A key milestone this year was the completion of our Double Materiality Assessment. This work has deepened our understanding of the issues that matter most to our business and to our stakeholders and has helped us prioritise areas of greatest impact. Building on these insights, we refreshed our sustainability strategy to ensure that it is more closely aligned with our business direction, our growth ambitions, and the evolving expectations of the global trade ecosystem.

Our actions this year reaffirm that sustainability is not a parallel workstream but a core component of resilient and competitive supply chains. Across our operations, we continue to invest in energy-efficient technologies, renewable power, and low-carbon infrastructure. These investments support the transition for our customers while strengthening the resilience and performance of our own operations.

Our role extends beyond reducing emissions. We are committed to enabling our partners, customers, and communities to participate fully in a sustainable future. Through long-term partnerships and targeted investment, we help create pathways for inclusive growth in all markets where we operate. Our work with WaterAid, FIKA, the Logistics Emergency Team, and the DP World Foundation continues to support access to essential services.

Safety remains our foremost priority. Our zero-harm culture guides every decision, and we continue to advance our global safety governance, risk management processes, and training programmes to safeguard everyone who works within our ecosystem. We also strengthened our leadership in responsible business practices.

This year marked a significant achievement in sustainable finance. We successfully closed our US\$1.5 billion Green Sukuk within two years of issuance. This is a landmark accomplishment and a clear testament to our sustainability commitments. The proceeds of our green and blue sustainable finance instruments continue to support renewable energy, low-carbon logistics, green buildings, and sustainable ocean initiatives.

We also advanced our sustainable development impact work by providing updates on five regions, ensuring transparency on outcomes for people and the environment.

With more than 125,000 employees working across diverse geographies, our people remain at the heart of our success. Their dedication, expertise, and resilience drive our progress and enable us to serve our customers and communities every day. As a long-standing signatory to the United Nations Global Compact, we uphold its 10 principles and remain firmly committed to advancing the Sustainable Development Goals.

Through industry partnerships such as the World Economic Forum First Movers Coalition and the Zero Emission Port Alliance, we continue to support collective efforts to decarbonise global supply chains.

A sustainable future requires ambition, collaboration, and perseverance. With the support of our employees, customers, partners and stakeholders, I am confident that we will continue to shape a more resilient, more inclusive, and more sustainable future for global trade.

Yuvraj Narayan
Group Chief Executive Officer
April 2026

“Sustainability is central to how we operate, how we support our customers, and how we create lasting value for the communities we serve.”



**WHAT WE DO**

Leading the future of global trade

SERVICES

PORTS & TERMINALS

Our ports and terminals are built to help our customers move faster, reach further and operate more efficiently. With more than 60 terminals across six continents, we offer scale, capacity and connectivity to deliver reliably in a changing world.



LOGISTICS

Our logistics business is a global trade platform spanning eight industry verticals and 23 sub-verticals, designed around customer needs. With an integrated toolbox of capabilities across the entire supply chain, we seamlessly connect global supply chains, combining deep expertise and infrastructure to deliver tailored solutions at scale.



MARINE SERVICES

Our multimodal network of rail, road, river and sea transport solutions enable trade flows by connecting global routes into local communities. Our wider marine services offering meets highly specialised customer needs, ensuring they have access to the solutions and capabilities they need.



ENABLERS

TECHNOLOGY

By harnessing cutting-edge technology, we are redefining how global supply chains work, supporting everything from shipment financing and resilient operations to helping businesses of all sizes expand into new markets and opportunities.



SUSTAINABILITY

We leverage our position as a leader in global smart logistics to create solutions that deliver positive impact now and for future generations. From solutions that help our customers reduce their own carbon footprint to empowering local communities, sustainability is embedded across our business.



For more information on what we do please refer to the [Annual Report and Accounts 2025](#).



WHERE WE OPERATE

We move approximately 10% of global container trade every day

We employ more than 125,000 people, who operate across more than 80 countries and more than 664 business units. We provide integrated ports and terminals, logistics and marine services, focused on building stronger, more efficient end-to-end supply chain solutions. Technology and sustainability underpin our operations, supporting resilient, future-ready global supply chains.

EUROPE



NORTH AMERICA



AFRICA, GCC & SUBCONTINENT



ASIA PACIFIC



LATIN AMERICA





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STRATEGY

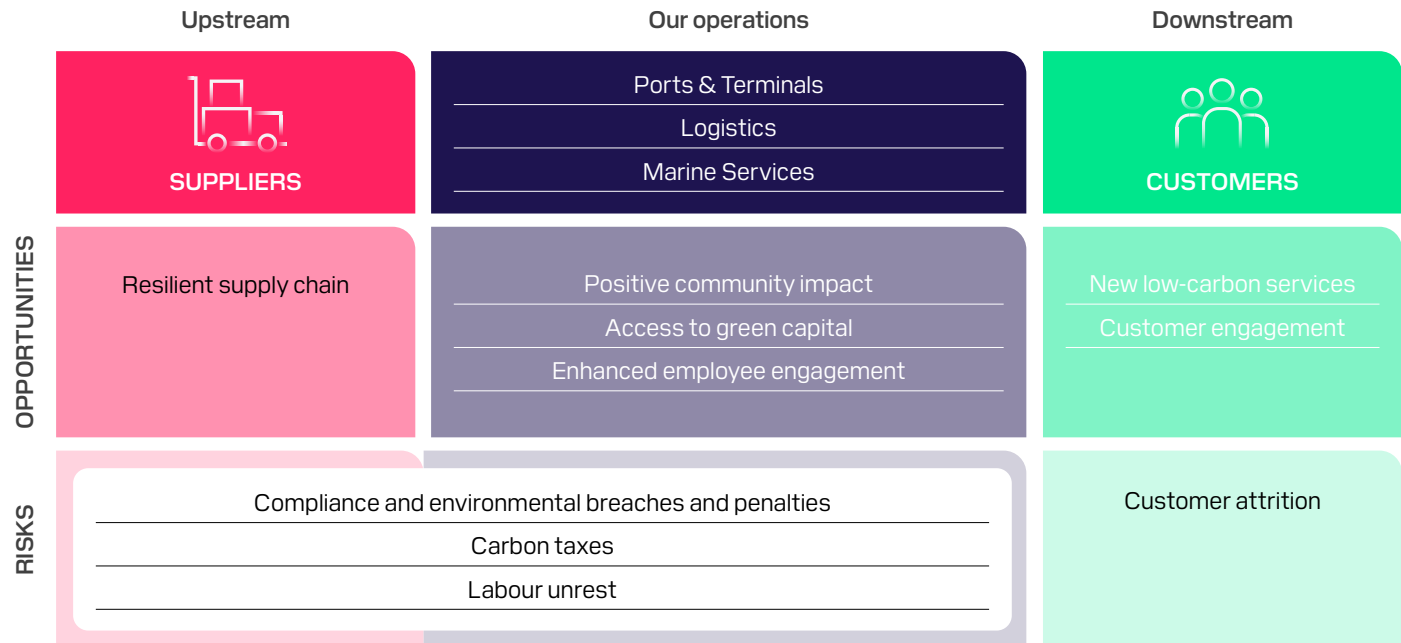
Materiality assessment

We conducted a Double Materiality Assessment (DMA) in 2025 to identify, assess, and prioritise the sustainability topics that are most material to us from both a financial and an impact perspective.

The DMA enables us to focus on sustainability matters that have the greatest potential to influence our long-term value creation, business resilience, and stakeholder outcomes. It considers both the sustainability-related risks and opportunities that could reasonably affect our financial performance, financial position, cash flows, and future prospects, as well as the actual and potential environmental and social impacts associated with our operations.

The assessment reflects the value chain comprising our operations across Ports & Terminals, Logistics, and Marine Services, and how these activities are connected to our supplier base, our global customer network, and the communities we serve. It highlights where we can create the greatest positive impact, where the most significant risks may arise, and where decisive action is required to support responsible and resilient growth.

ESG impacts, risks, and opportunities across our value chain



The DMA provided us with insight into:

- risks and opportunities that could influence supply chain resilience, customer expectations, changing regulation such as carbon taxes, environmental compliance costs, labour pressures, and access to green capital;
- environmental and social impacts linked to community wellbeing, resource use, biodiversity, employee engagement,

- and the broader influence of our global operations; and
- potential consequences of inaction, including customer attrition, increased regulatory exposure, and reduced ability to attract investment.

It also identified areas where enhanced action can strengthen our long-term

competitiveness and improve outcomes for our people and our stakeholders.

The DMA supports informed decision-making by management and the Board, strengthens alignment between sustainability, enterprise risk management, and corporate strategy, and ensures our disclosures meet evolving regulatory, investor, and stakeholder expectations.



STRATEGY CONTINUED

Methodology alignment

We conducted our DMA in alignment with the principles and requirements of the ESRS. The assessment followed a structured, multi-stage process consistent with ESRS guidance, including the identification, assessment, and validation of impacts, risks, and opportunities across our operations and value chain. We also incorporated the core concepts of the ISSB Standards IFRS S1 and IFRS S2 to ensure that our approach reflects recognised global expectations for decision-useful sustainability information.

The DMA determined the ESRS topical standards applicable to us and defined the scope of sustainability disclosures presented in this report, while also informing the prioritisation of targets, KPIs, and management actions. Our alignment with IFRS S1 and IFRS S2 strengthens the investment relevance of our assessment by ensuring that financial materiality is evaluated in line with international capital market expectations.

Impact vs. financial materiality

Our DMA distinguishes between two complementary dimensions of materiality:

- impact materiality, which considers our actual and potential positive and negative impacts on the environment and society, including impacts on people, communities, and ecosystems across the value chain; and

- financial materiality, which considers sustainability-related risks and opportunities that could reasonably be expected to affect our financial performance, financial position, or future prospects over the short, medium, and long term, including impacts on revenues, costs, assets, liabilities, and access to capital. This assessment approach is consistent with the financial materiality principles reflected in IFRS S1 and IFRS S2.

We define a topic as being a considered double material where it is material from both an impact and a financial perspective. Topics that are material from only one perspective are also identified and disclosed, in line with reporting frameworks' requirements.

Extensive internal consultation



DMA methodology

Assessment process

We conducted our DMA through a structured, multi-stage process designed to ensure robustness, consistency, and transparency:

Foundation and scoping

We defined the assessment scope to cover our global operations and relevant upstream and downstream value-chain activities based on financial thresholds, including suppliers, contractors, and service partners. We established short-, medium-, and long-term time horizons and developed a long list of sustainability topics based, peer benchmarking, regulatory developments, internal policies, investor requirements, and enterprise risk inputs.

Impacts, risks and opportunities

We identified potential environmental, social, and governance impacts, risks and opportunities (IROs) across the value chain through internal documentation review, subject matter expert input, peer analysis, and external reference sources.

Assessment and scoring

We assessed identified topics using defined and consistent criteria:

- impact materiality was assessed based on severity (scale, scope, and irremediability) and the likelihood of actual and potential impacts; and
- financial materiality was assessed based on the magnitude and the likelihood of potential financial effects, including impacts on revenues, costs, assets, liabilities, and access to capital.

Comprehensive market assessment





STRATEGY CONTINUED

We applied a quantitative materiality threshold of 3.0 on a scale of 5.0, aligned with our Enterprise Risk and Resilience framework, to determine whether a topic was considered material. The assessment applied a consistent scoring scale across all topics. A topic was considered material where the assessment met or exceeded the threshold score of 3.0 for either impact materiality or financial materiality, in line with ESRS requirements.







Stakeholder engagement and validation

The assessment was informed through structured engagement with internal and external stakeholders, including senior management, functional leaders, regional leadership, enterprise risk, finance and sustainability teams, as well as selected external stakeholders.

Engagement was conducted through interviews, workshops, and surveys with internal functions and selected external stakeholder groups, including customers, investors, suppliers and contractors, and community representatives in relevant locations.

Feedback was used to validate IRO relevance and calibrate scoring assumptions. Stakeholder input informed topic identification, scoring and validation, and contributed to the prioritisation of topics and confirmation of final materiality outcomes.

Our Group-wide stakeholder engagement approach

Stakeholder group	Internal primary lead(s)	Purpose of engagement	How we engage
 Customers	<ul style="list-style-type: none"> Commercial teams Business Unit Management 	<ul style="list-style-type: none"> Understand customer needs and enhance service quality Strengthen long-term commercial relationships Support innovation and collaboration to improve sustainability 	<ul style="list-style-type: none"> Account management and commercial forums Customer satisfaction surveys Joint solution development and partnerships
 Governments & regulators	<ul style="list-style-type: none"> Government Relations and Public Affairs Group Compliance Group Sustainability Business Unit Leadership 	<ul style="list-style-type: none"> Ensure regulatory compliance and policy alignment Support trade facilitation and infrastructure development Ensure alignment on environmental standards, safety and sustainable trade policies Assess socioeconomic impact of our investment 	<ul style="list-style-type: none"> Formal consultations Regulatory submissions Socio-economic impact assessment Ongoing dialogue
 Communities	<ul style="list-style-type: none"> Group Sustainability DP World Foundation Business Unit Management 	<ul style="list-style-type: none"> Maintain social license to operate Mitigate social risks Contribute to local development Support positive social impact, inclusive growth, and resilience 	<ul style="list-style-type: none"> Community consultations NGO partnerships Employee volunteering Community programmes
 Suppliers & business partners	<ul style="list-style-type: none"> Group Procurement Group Sustainability 	<ul style="list-style-type: none"> Ensure continuity and reliability of supply Manage ethical and reputational risks Drive continuous improvement Adhere to ESG requirements 	<ul style="list-style-type: none"> Supplier due diligence Vendor code of conduct Contractual standards
 Trade unions & employee representatives	<ul style="list-style-type: none"> Group People Group Legal Local Management 	<ul style="list-style-type: none"> Maintain constructive labour relations Address workforce issues proactively Support operational stability Ensure fair labour practices and workforce wellbeing 	<ul style="list-style-type: none"> Collective bargaining processes Formal consultations Ongoing dialogue
 Industry bodies & strategic partnerships	<ul style="list-style-type: none"> Group Communication Investor Relations Group Sustainability Business Unit Leadership 	<ul style="list-style-type: none"> Strengthen market visibility Influence standards and policy Support innovation and competitiveness Collaborate on climate and other ESG topics 	<ul style="list-style-type: none"> Co-branding initiatives and campaigns Industry associations Working groups Joint initiatives Thought leadership engagement



STRATEGY CONTINUED

Review and governance approval

We reviewed the results of the DMA with senior management and formally validated and approved them through our governance structures, including the Executive Sustainability Council (ESC), ensuring oversight, consistency, and strategic alignment.

We mapped actual and potential impacts as well as sustainability-related risks and opportunities, across key upstream and downstream value-chain stages.

DMA outcomes

DMA topics

Through the DMA process, we refined an initial long list of 29 sustainability topics to 13 priority topics, and ultimately consolidated these into five double material topics, representing the areas of highest significance from both an impact and a financial perspective.

The five double material topics identified were climate change; our own workforce; workers in the value chain; affected communities; and business ethics and conduct.

These topics form the basis for our Sustainability Strategy, integration into enterprise risk management, and sustainability disclosures.

Impact-only topics

In addition to double material topics, we identified a number of topics that

	Sustainability topic	Relevance of topic	Double material
Environmental	Climate change	Shifts in weather patterns and increasing climate variability due to high GHG emissions can disrupt our global operations through extreme weather events and create business opportunities.	
	Pollution	Release of contaminants causing pollution (to air, soil, water) refers to the release of contaminants from vessel discharges, terminal operations and equipment leaks or runoff.	
	Water and marine resources	Our freshwater usage and its interactions with coastal and marine environments – through activities such as terminal cooling, dredging, ballast-water discharge and stormwater runoff.	
	Biodiversity and ecosystems	Our interactions with natural habitats and ecosystems across our global operations, including port development, coastal infrastructure, and land-based facilities, shipping etc.	
	Waste management	Encompasses hazardous waste from vessel maintenance, solid waste from port activities, and packaging waste from warehouses.	
Social	Own workforce	Fair wages, employee engagement, diversity, and wellbeing, as well as compliance with labour laws and company policies for our directly employed staff.	
	Workers in the value chain	Fair labour practices, safe working conditions for all workers, and compliance with ethical and sustainability standards, including occupational health and safety regulations for our contractors, subcontractors, and workers employed by suppliers or partners.	
	Affected communities	Interactions and effect on local communities near our operations and facilities, including residents, indigenous groups, local businesses, fishers, workers' families, and urban populations.	
	Consumers and end-users	Managing the impacts and responsibilities towards the people who use or consume our products and services.	
	Localisation	Integrating with and supporting the local economies, products, businesses, and labour markets.	
	Digitisation/automation	Adopting digital technologies and automated systems throughout the value chain, such as smart ports, automated cranes, and digital platforms.	
Governance	Business conduct	Commitment to ethical business practices, integrity, and responsible behaviour across global operations, including fair treatment of employees, customers, suppliers, and communities.	
	Innovation	Developing and applying new technologies, methods, and ideas to create meaningful improvements in business and operations.	

Double material – Aligned with ESRS Requirements

are material from an impact perspective only. Impact-only topics identified through the DMA include biodiversity and ecosystems, water and marine resources, pollution, waste and circular economy, diversity and inclusion, and community engagement. These topics reflect areas where our activities may have significant

environmental or social impacts, even where no direct or reasonably expected financial effect has currently been identified.

Digitisation/automation, and customers and end-users were identified as financially material topics. These topics are addressed in the [Annual Report and](#)

[Accounts 2025](#) due to its commercial and customer-related nature, rather than within the Sustainability Report.

We monitor and manage these impact-only topics through relevant policies, procedures, and operational controls, and disclose accordingly.



STRATEGY CONTINUED

Topic materiality

For each material topic, we have developed a narrative explanation outlining:

- the nature of our actual or potential environmental and/or social impacts and/or associated financial risks or opportunities;
- the relevance of the topic to our operations, business model, and value chain; and
- the time horizons over which impacts or financial effects may occur.

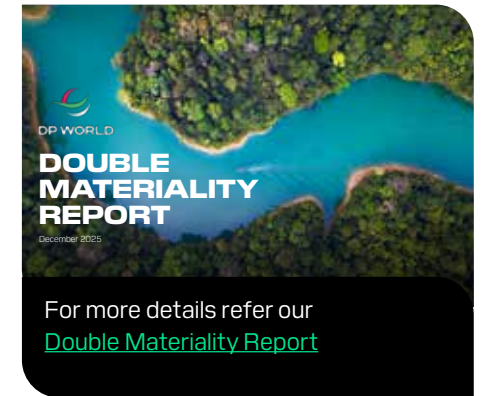
These narratives provide transparency on why each topic has been prioritised and how they informed our strategic and operational decision-making.

DMA results and strategic priorities

The outcomes of our DMA directly informed our Sustainability Strategy and the Our World, Our Future framework. The DMA also determined the ESRS topical standards applicable to us, including ESRS E1 (Climate change), ESRS S1 (Own workforce), ESRS S2 (Workers in the value chain), ESRS S3 (Affected communities), and ESRS G1 (Business conduct).

Material topics identified were then mapped through the assessment to our four strategic pillars – Planet, People, Community, and Conduct. They were then used to guide the setting of priorities, targets, KPIs, and management actions.

The DMA also informs our enterprise risk management processes and supports clear alignment between sustainability-related impacts, risks and opportunities, corporate strategy, and long-term value creation.



STRATEGY CONTINUED

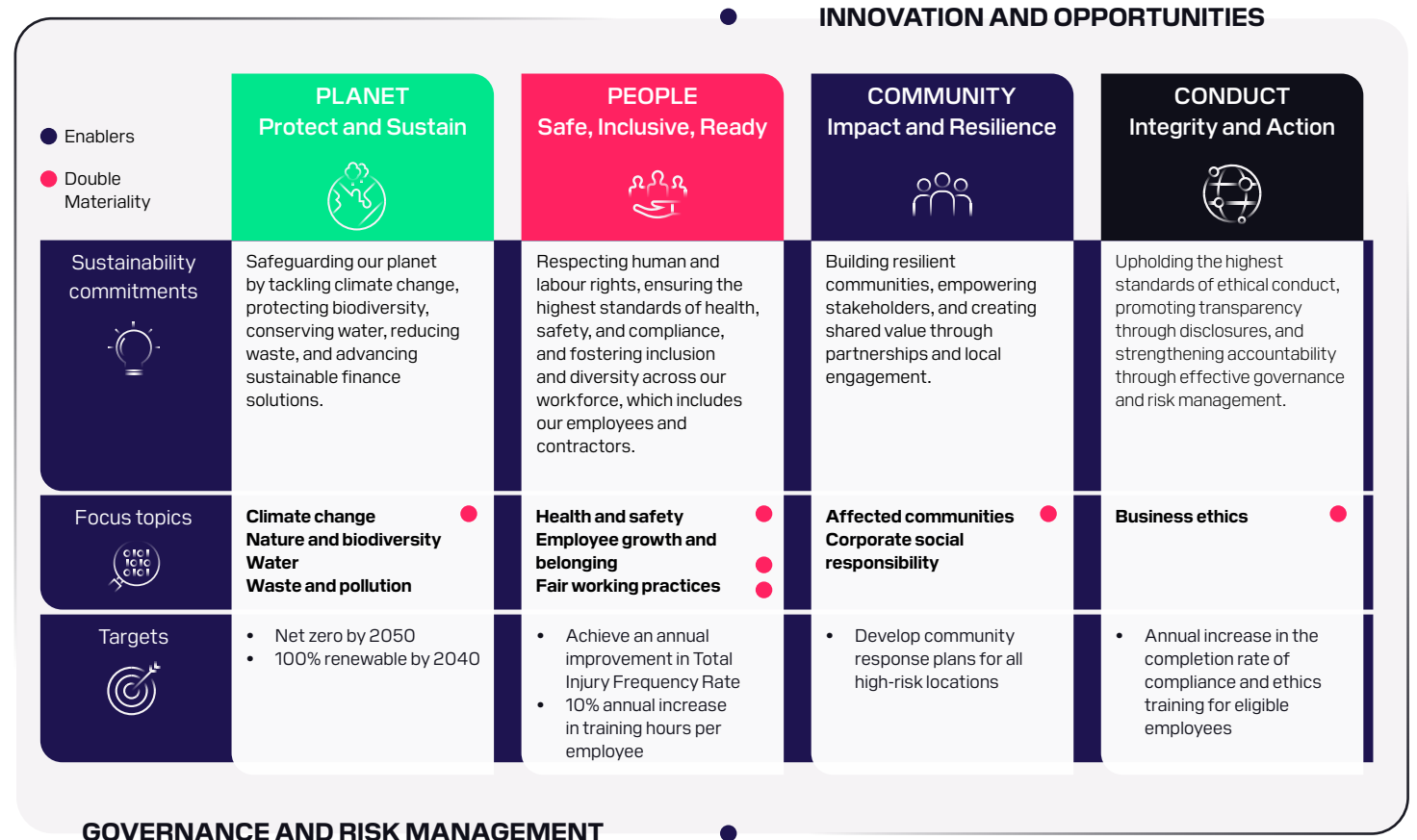
Sustainability strategy

Our Sustainability Strategy is directly informed by the outcomes of our DMA. The sustainability topics identified as double material represent the matters most likely to influence our business model, strategic priorities, risk profile, and long-term value creation.

We continue to integrate sustainability into our strategy and operations to support long-term value creation and resilient growth across our global portfolio. Our long-term sustainability ambition is to enable global trade in a way that delivers enduring economic value while effectively managing risks, strengthening resilience, and contributing positively to environmental and social outcomes. Sustainability is embedded as a core component of how we plan, operate and invest, supporting competitiveness and long-term performance across our diverse global footprint.

Our Sustainability Strategy is anchored in our corporate purpose of making trade flow for the benefit of everyone. As a global logistics and supply chain leader operating across complex geographies and regulatory environments, we recognise our responsibility to balance commercial performance with stewardship of the environments, communities, and people connected to our operations and value chain.

Our global outlook reflects the increasing importance of climate resilience,



responsible business conduct, and inclusive growth in sustaining long-term value.

International framework alignment
Our Sustainability Strategy and disclosures are aligned with leading international frameworks and standards to support transparency, comparability, and decision-useful information for stakeholders. These include, where relevant, the United

Nations SDGs, the UN Global Compact, GRI, ESRS, and the IFRS Sustainability Disclosure Standards. This alignment supports consistency between strategy, risk management, and external reporting.

Short-, medium- and long-term goals
Our short-, medium-, and long-term sustainability goals are prioritised based on the five double material topics

identified through our DMA, and the time horizons over which related impacts, risks and opportunities are expected to arise.

Under the Planet pillar, our long-term ambition is to support the transition to a low-carbon economy. We have set a long-term goal to achieve net-zero emissions by 2050, supported by medium-term milestones, including progressing towards



STRATEGY CONTINUED

100% renewable electricity by 2040. In the short to medium term, our goals focus on managing climate-related risks and opportunities, improving environmental performance, and advancing initiatives related to biodiversity, water stewardship, waste, and pollution prevention.

Through the People pillar, our short- and medium-term goals focus on strengthening safety performance, workforce capability, and inclusion. We aim to deliver continuous improvement in health and safety outcomes and to invest in skills and development to ensure our workforce remains safe, engaged, and future-ready.

Within the Community pillar, our goals focus on building resilience and preparedness in the communities where we operate. In the short to medium term, we are working to ensure that community response plans are developed and implemented for all high-risk locations, supported by transparent stakeholder engagement and locally led initiatives.

The Conduct pillar underpins our approach through a continued focus on ethical behaviour, regulatory compliance, and strong governance. Our short- and medium-term goals include strengthening awareness, accountability, and compliance through increased participation in ethics and compliance training.

Together, these goals balance near-term operational priorities with medium- and long-term transformation, providing a

clear pathway for delivery while supporting effective risk management and long-term value creation.

Quantitative and qualitative KPIs

We track progress against our Sustainability Strategy through a combination of quantitative and qualitative KPIs. These KPIs translate our strategic ambitions into measurable outcomes, strengthen accountability, and support performance management across the Group. KPIs are reviewed regularly to ensure they remain aligned with our strategy, risk profile, and stakeholder expectations.

Climate transition commitments

We recognise climate change as a material financial and operational risk, as well as a source of strategic opportunity. Through our Strategy, we focus on managing climate-related risks and opportunities, supporting the transition to a low-carbon economy through emissions reduction initiatives, energy efficiency, innovation, and sustainable finance.

In 2022, we assessed the resilience of our operations under multiple climate scenarios informed by our climate risk modelling. In collaboration with Jupiter Intelligence and Guidehouse, we analysed exposure to key climate hazards, including floods, heat, wind, precipitation, cold and hail, across a representative sample of 50 ports and terminals, capturing risk projections through 2100. This scenario-based analysis helped us understand potential changes in physical risk over

time and supports planning for resilient infrastructure, adaptation strategies, and long-term risk mitigation.

Our long-term ambition includes progressing towards net-zero emissions by 2050 and increasing the use of renewable energy across our operations, supported

by ongoing assessment of transition pathways and technological feasibility.

Progress against our climate-related targets and supporting metrics is disclosed in the Climate section of this report.





STRATEGY CONTINUED

Roadmap and milestones

Our Sustainability Strategy is supported by a phased roadmap with defined milestones towards 2030 and longer-term horizon extending to 2040 and 2050 where relevant. This roadmap provides a structured pathway for delivery, enabling us to prioritise actions, allocate capital, and adapt our approach as technologies, regulations, and market conditions evolve.

Cross-functional implementation mechanisms

We deliver our Sustainability Strategy through cross-functional implementation mechanisms that bring together corporate functions, business units, and regional teams. This approach supports consistent application of Group-wide policies and standards while allowing flexibility to reflect local operating contexts and regulatory requirements.





STRATEGY CONTINUED

Governance

Board and executive oversight

Sustainability oversight at DP World is fully embedded within our existing governance framework. At Board level, oversight of sustainability-related matters is provided through the Governance and Sustainability Committee, supported by other Board-level committees where sustainability intersects with risk, audit, and strategy. This ensures sustainability considerations are integrated into Board decision-making alongside financial and operational priorities.

At executive level, sustainability oversight is led through the Executive Sustainability Council, supported by other management committees where relevant. These forums provide cross-functional leadership and ensure sustainability priorities are embedded into operational planning and performance management across the Group.



● DMA topic



STRATEGY CONTINUED

Sustainability committees and operational accountability

BOARD LEVEL	GOVERNANCE AND SUSTAINABILITY COMMITTEE		<ul style="list-style-type: none"> Composed of three members, all of whom are independent Non-Executive Directors Responsible for reviewing and approving our Sustainability Strategy and management of ESG matters
	EXECUTIVE SUSTAINABILITY COUNCIL		<ul style="list-style-type: none"> Chaired by the Global Chief Operating Officer, Ports & Terminals and composed of senior members of the leadership team Acts as the highest level of management decision-making on sustainability related matters across the Group Approves programmes, initiatives, and policies for the Board's approval
MANAGEMENT LEVEL	GROUP EXECUTIVE SAFETY AND ENVIRONMENT COMMITTEE		<ul style="list-style-type: none"> Chaired by the Global Chief Operating Officer, Ports and Terminals Monitors any non-compliance of the Group's policies, particularly those which are related to climate change Develops strategies and actions to combat the adverse potential effects of climate change
	SENIOR DECARBONISATION MANAGEMENT COUNCIL		<ul style="list-style-type: none"> Chaired by the Global Executive Vice President, Health, Safety, and Environment Reviews the Group's performance against decarbonisation targets and ambitions Provides advice on the Group's decarbonisation reporting and public disclosure
	GROUP SAFETY EXECUTIVE CULTURE COMMITTEE		<ul style="list-style-type: none"> Chaired by the Global Executive Vice President, Health, Safety, and Environment Comprises of Chief Operating Officers from all three business pillars along with functional leads from People, Operations, Procurement, and other enabling functions Acts to embed safety culture into all operational activities across the organisation

Accountability for sustainability outcomes is embedded within established management and operational structures across the business. The Group Sustainability function acts as an interface between external stakeholders and internal operations, coordinating delivery and providing oversight, while responsibility for performance sits with functional, regional, and business leaders.

Clear ownership is defined across each pillar of the Our World, Our Future framework:

- Planet priorities are overseen through existing health, safety, and environment leadership roles, ensuring environmental performance is managed as a core operational responsibility;

- People priorities are embedded within people, safety, and regional leadership structures;
- Community priorities are overseen through planning, sustainability, and regional leadership roles, ensuring local context and stakeholder engagement are fully integrated into decision-making; and

- Conduct priorities are embedded within governance, compliance, and enterprise risk management functions, reinforcing integrity and accountability across the Group.

This integrated approach ensures sustainability is delivered through line management and operational decision-making, rather than through a standalone structure.



STRATEGY CONTINUED

Risk management

Our risk management approach continues to play a central role in delivering our strategy and safeguarding the long-term resilience of our business. Built on strong oversight, accountability, and continuous improvement, our Enterprise Risk Management (ERM) framework enables systematic identification, assessment, mitigation, and monitoring of risks across all levels of the organisation.

Enterprise-wide risk governance

We maintain a robust Three Lines of Defence model, which provides structured oversight of our risk and control environment and ensures clear accountability for risk ownership. The model supports effective escalation to senior management and the Board, enabling informed decision-making on both emerging and existing risks, including sustainability- and climate-related risks.

Sustainability and climate risks

In 2025, we further strengthened the integration of material sustainability- and climate-related risks and opportunities into our ERM framework. Risks identified as financially material through the DMA are considered and monitored alongside other strategic and operational risks. This ensures consistent evaluation of sustainability-related exposures, including climate adaptation, human rights, community impact, and responsible supply chain practices.

Risk identification

We apply a consistent methodology to identify risks at local, regional, divisional, and Group levels. This includes a broad spectrum of sustainability risks across environmental, social, and governance areas. Our process considers both bottom-up risk inputs from business units and top-down reviews by senior leadership, allowing for a comprehensive, Group-wide risk profile.

Risk assessment

Identified risks are assessed based on their root causes, financial and non-financial impacts, likelihood of occurrence, and the effectiveness of existing controls. This results in a prioritised risk profile that supports targeted and risk-based decision-making. The assessment also incorporates the treatment approach for each risk, ensuring that management plans are proportionate and aligned with the Group's risk appetite.

Risk mitigation and response

Risk treatment plans are developed and implemented based on risk exposure and tolerance levels. Where additional actions are required, responsibilities are clearly assigned to business owners. In 2025, enhanced focus was placed on strengthening controls for sustainability risks, including climate resilience, supply chain governance, community investment, and modern slavery.





STRATEGY CONTINUED

Risk monitoring and reporting

The risk management process is continuous and dynamic. Management teams are responsible for tracking progress on mitigation plans, supported by the Group's Internal Audit programme, which reviews the adequacy and effectiveness of controls through periodic evaluations. Key risks and updates are reported to the Audit and Risk Committee (ARC) as part of our regular oversight cycle.

Sustainability control environment

As part of our annual policy compliance review, business units completed a self-assessment of controls against the Group Sustainability Policy and related procedures.

Building on enhancements introduced in 2024, the 2025 assessment expanded its coverage of sustainability governance, business-level strategies, reporting, human rights, community programmes, and other non-financial control areas. The framework now includes 13 control areas, each with multiple underlying controls to ensure consistent evaluation across the Group.

Principal risks

Further details on our principal risks, including key sustainability-related risks and associated mitigations, are available in the Principal Risks section of our [Annual Report and Accounts 2025](#).

Sustainability-related policies

Supporting our governance approach are policies that hold us accountable. Our ESG policies are fully aligned with our standards, support the material issues we prioritise, and take into consideration all potential risks. All policies undergo a series of formal reviews prior to sign off.

Monitoring and reporting structures

We monitor progress against our sustainability objectives through established management and governance processes. Performance against sustainability targets and KPIs is reviewed regularly through executive management

forums and escalated to the Board through the Governance and Sustainability Committee where appropriate.

Sustainability performance is disclosed through our Sustainability Report and other relevant disclosures, ensuring transparency and accountability for stakeholders. Monitoring and reporting processes are continually reviewed and refined to reflect evolving regulatory requirements, stakeholder expectations, and best practice.

We will periodically review the DMA to reflect changes in our operating environment, regulatory landscape, stakeholder expectations, and risk profile. Any material changes will be assessed through our governance processes and, where relevant, inform updates to our strategy, targets and disclosures.

Innovation and opportunities

Innovation continues to define how we shape the future of trade and create long-term value for the communities and economies we serve.

Our global sustainability agenda is evolving rapidly, powered by thought leadership, strategic partnerships, pioneering projects, and a growing list of recognitions. Together, these efforts are opening new opportunities to advance climate action, inclusive development, and resilient supply chains.

Pillar	Applicable policies/statements
PLANET 	<ul style="list-style-type: none"> • Group sustainability policy • Group health, safety, and environment (HSE) policy • Biodiversity statement • Decarbonisation strategy • Water conservation and management strategy • Just transition statement
PEOPLE 	<ul style="list-style-type: none"> • Global code of ethics policy • Group HSE policy • Global talent management and development policy • Global recruitment policy • Global inclusion and diversity (I&D) policy • Global people security standards policy • Global learning and development policy • Global performance management policy • Global mobility policy
COMMUNITY 	<ul style="list-style-type: none"> • Group external stakeholder engagement policy • Group sustainability partnerships policy • Group sustainability policy (community investment elements) • Modern slavery and human trafficking statement • Global volunteering policy • Declaration of basic principles for the protection of human rights and the environment
CONDUCT 	<ul style="list-style-type: none"> • Global code of ethics • Anti-corruption policy • Enterprise risk management policy • Group fraud policy • Vendor code of conduct • Group security policy • Whistleblowing policy • Group human rights policy • Modern slavery and human trafficking statement



STRATEGY CONTINUED

Thought leadership

- Our [“Ten Years of Impact Community Resilience Report”](#) highlights the scale of our work from 2014 to 2024 across education, health, environment, and emergency relief. It demonstrates our long-term commitment to stronger and more resilient communities;
- The [Development impact catalogue](#) presents a comprehensive collection of case studies that demonstrate how trade and logistics can unlock sustainable development. It reflects how our investments in smart logistics and infrastructure continue to create jobs, enable access, and strengthen social and economic resilience;
- Our [Sustainable Development Impact Disclosure Progress Report](#) provides an update on the positive economic, social, and environmental impacts of operations in five key markets. It focuses on alignment with SDGs, national priorities, and our long-term value creation in those markets; and

- The Senegal Socio Economic Impact Assessment highlights the direct and indirect socio-economic effects of our operations on local communities and the national economy.

Strategic projects

- At the Maritime Climate Conference, we showcased how we are accelerating the transition to net zero through clean fuels, smart infrastructure, and cross-sector collaboration;
- Our Blue Bond, recognised as Bond of the Year for the EMEA region, is enabling investments in marine conservation, pollution reduction, and sustainable port development;
- We broke ground on the Port of Santos quay expansion while maintaining Gold Seal GHG Protocol certification through initiatives such as ethanol adoption, crane electrification, and zero waste to landfill; and



- The Sea of Hope initiative reinforces the economic value of ocean protection and outlines opportunities within cleaner fuels, renewable energy, and circular marine assets.

Partnerships and alliances

- We co-founded the Global Green Shipyard Alliance with leading shipyards across Europe, the Middle East, and Asia to accelerate clean technology, shared standards, and scalable innovation in the maritime sector;
- We continue to be active members of the Zero Emission Port Alliance (ZEPA) and World Economic Forum’s First Movers Coalition (FMC), leveraging collective purchasing power and innovation to accelerate zero emission solutions;

- Our partnerships with organisations, such as WaterAid, Coral Vita, and FIKA formerly known as Bridges to Prosperity, are delivering measurable results in education, wildlife protection, disaster preparedness, water and sanitation, coastal restoration, and community connectivity;
- We expanded the Living Seawalls initiative at Jebel Ali Port, demonstrating how artificial habitats integrated into port infrastructure can enhance marine biodiversity and strengthen shoreline resilience; and
- Through the global logistics cluster and Logistics Emergency Team (LET), we continued to support emergency preparedness, including joint training with the UN World Food Programme on disaster response.



03 PLANET

Safeguarding our planet by tackling climate change, protecting biodiversity, conserving water, reducing waste, and advancing sustainable finance solutions.



Focus topics

- Climate change
- Nature and biodiversity
- Water
- Waste and pollution



Targets

- Net zero by 2050
- 100% renewable by 2040



Climate change

We recognise our responsibility to decarbonise our operations and support the transition of global supply chains. Climate action strengthens the resilience and competitiveness of our assets while supporting customer needs for sustainable and efficient trade solutions.



Targets

- Net zero across all scopes by 2050
- 100% renewable by 2040

Strategic relevance

Climate change is one of the most material issues for our business due to its wide-ranging operational, financial, regulatory, environmental, and value-chain impacts. Physical risks such as heat stress, flooding, sea-level rise and storm surge have the potential to disrupt activity across our ports, terminals and logistics hubs. Transition risks, including evolving regulations, carbon pricing, technology readiness and increasing stakeholder expectations, directly influence our cost base and long-term competitiveness.

Alongside these risks, climate action also presents significant opportunities for our business. Scaling electrification, renewable energy, low-carbon fuels, and digital optimisation drive long-term efficiency gains and operating cost reductions, while sustainable finance instruments such as our Green Sukuk and Blue Bond enable access to capital aligned with our transition plan.

Our Double Materiality Assessment confirms climate change as both:

- financially material, due to the potential for operational disruption, increased energy and carbon-related costs, and significant investment requirements; and
- impact material, reflecting our role in decarbonising global logistics and supporting lower-emission value chains.

For further details, please refer to our [Materiality Assessment Report](#).

Governance

We maintain strong governance to oversee climate-related matters across the Group, ensuring alignment between our decarbonisation agenda, enterprise risk management, capital allocation, and long-term strategy. Climate oversight is embedded at Board, executive, and operational levels. Climate considerations are embedded into strategic planning, with our transition plan informing five-year

planning cycles, capital allocation and procurement, so that initiatives such as electrification, renewable energy sourcing, digital optimisation and low-carbon fuels are delivered in line with operational priorities and long-term resilience objectives.

Board oversight

The Board's Governance and Sustainability Committee provides oversight of our Sustainability Strategy, climate transition plan and targets. Its remit includes reviewing progress against our targets, monitoring transition risks and regulatory developments, and guiding our external engagement positions. To support effective oversight, Board members receive regular training and updates on climate science, sector decarbonisation trends, regulatory developments and evolving disclosure standards, ensuring they maintain the competency needed to guide our transition strategy. In 2025, the Committee convened twice.

Executive management oversight

At the executive level, climate governance is led through two bodies chaired by our Global COO, Ports & Terminals: the GESEC and the ESC. Together, they form the highest management decision-making structures for climate and sustainability matters.

GESEC provides operational oversight of our environmental performance, covering climate mitigation and adaptation, regulatory compliance and delivery of our decarbonisation activities. It ensures that all business units implement Group standards consistently and monitors progress across operating entities.

GESEC also oversees execution of our energy and climate transition plan, reviewing performance against targets and assessing emerging risks and opportunities.



CLIMATE CHANGE CONTINUED

The ESC focuses on external-facing aspects of our climate agenda, including disclosure requirements, sustainability ratings and broader stakeholder expectations. It ensures that our climate narrative remains clear, consistent and aligned with regulatory and investor needs.

In 2025, GESEC convened three times, and the Executive Sustainability Council met four times. The ESC reports semi-annually to the Board Governance and Sustainability Committee.

Senior decarbonisation management council

Chaired by the EVP, Group HSE, the Council brings together representatives from Operations, Sustainability, Procurement and other key functions. It meets quarterly to track progress against targets, evaluate business-pillar decarbonisation plans, and coordinate cross-regional initiatives such as equipment electrification, renewable energy procurement and fleet transition. The Council's updates and recommendations are formally reported to GESEC, ensuring alignment between operational delivery and executive oversight.

Policy

Our Group HSE Policy provides overarching oversight of climate-related matters across our operations. While it supports delivery of our decarbonisation objectives, the policy extends well beyond emissions reduction and covers wider

environmental topics, including energy management, water, biodiversity, waste and pollution (air, noise, and lighting).

The policy applies to all employees, contractors, third parties and consultants, and is reviewed and updated annually to ensure alignment with evolving environmental and climate expectations.

Training

Our leadership receives regular training and updates on sustainability and climate-related best practices, regulatory developments and market trends. In 2025, we delivered multiple climate literacy sessions, decarbonisation scenario workshops and best-practice showcases across Group, regional and operating

entity levels. We continue to expand our carbon literacy programmes across the workforce.

Strategy

Our ambition remains unchanged: we aim to lead the industry as a global provider of smart, efficient and low-carbon logistics solutions. We committed to the Science Based Targets initiative (SBTi) in 2021 and, in line with updated SBTi guidance, strengthened our near-term decarbonisation target to align with a 1.5°C pathway. Our current targets, validated by SBTi in August 2024, commit us to net zero across all scopes by 2050, with a 2022 calculated base year, reflecting structural changes across the Group. Any updates to this baseline will follow

our Baseline Recalculation Policy, which is aligned with the Greenhouse Gas Protocol and SBTi principles. As reported last year, we became the first logistics company in the Middle East to achieve SBTi-validated targets in 2024.








Renewable target

70%
by 2030 and

100%
by 2040

Our transition plan

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.

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



CLIMATE CHANGE CONTINUED

Progress and initiatives

In 2025, we advanced key decarbonisation initiatives across our operations and value chain, scaling electrification, renewables, digital optimisation, and low-carbon fuels to reduce emissions and improve efficiency.

Equipment electrification and efficiency

Electrification remains one of the most critical levers for reducing Scope 1 and Scope 2 emissions across Ports & Terminals and Logistics.

Our operations

We are expanding electrification across our terminals and logistics operations in line with divisional five-year decarbonisation plans. Key initiatives include:

- Scaling electric straddle carriers at major hubs, with the all-electric fleet at London Gateway (UK) entering operations to serve the new all-electric berth;
- Advancing terminal tractor retrofits in Jebel Ali (UAE), progressing towards our target to convert 30% of diesel terminal tractors to electric drivetrains;
- Expanding electric internal transport vehicles in Callao (Peru), building on existing charging infrastructure and further fleet growth to displace diesel use;

- Increasing deployment of electric empty-container handlers across our UAE and European terminals, improving local air quality and cutting direct emissions;
- Growing electric truck operations in Germany, building on the initial deployment in 2024 and extending zero-emission last-mile and intermodal distribution services;
- Strengthening crane electrification, including new electrified Rail Mounted Gantry (RMGs) and Rubber-Tired Gantry (RTGs) in Brazil and the deployment of electric RTGs at Mundra (India), reducing fuel consumption and enabling quieter, cleaner operations;
- Introducing fully electric internal transfer vehicles (eITVs) at key terminals:
 - 15 eITVs at Manila South Harbour (Philippines) with rapid-charging infrastructure, forming part of a broader US\$100 million clean-energy investment;
 - five new eITVs at Laem Chabang International Terminal (Thailand), reducing per-vehicle emissions by around 60% and supporting planned full fleet conversion by 2030;
 - Australia’s first fully eITV at Fisherman Island terminal in Brisbane, expected to eliminate over 120,000 litres of diesel annually.
- Deploying electric forklifts at DP World Lirquén (Chile), cutting emissions and operating costs while maintaining handling performance;
- Improving fleet and load efficiency through dual-fuel Smart Trucks introduced for Ardagh Group Glass Packaging Africa in South Africa, capable of carrying 100 pallets per trip instead of 72, reducing fuel use and road wear;
- Continuing the rollout of Automated Guided Vehicles (AGVs) and energy-regenerative systems at major hubs such as Rotterdam, improving energy efficiency and asset utilisation; and
- Demonstrating zero-emission cold-chain logistics, including the first fully electric reefer delivery from our UK operations in partnership with MAN, Maersk and Fyffes, and pilot all-electric reefer movements in Europe, eliminating diesel for cooling along the corridor.



Our value chain

- Collaborating with Original Equipment Manufacturers (OEMs) to co-develop battery-electric container-handling equipment (BE-CHE) specifications aligned with Zero Emission Port Alliance ZEPA design and interoperability standards, helping accelerate global uptake of zero-emission equipment;
- Working with ports, regulators and customers in the UK, Australia and Southeast Asia to enable the safe integration of electric trucks, eITVs and charging corridors, using pilot projects as blueprints for wider adoption; and
- Strengthening industry partnerships on road decarbonisation, including new collaborations with sector bodies to improve eco-driving, fleet standards and enabling policies that support the transition to low- and zero-emission road freight.

Electric Container Handling Equipment (E-CHE) procured in 2025

Electric Equipment	Quantity
e-Terminal Tractor	184
Hybrid-Rubber Tired Gantry	31
e-Rubber Tired Gantry	18
e-Reach Stacker	17
e-Empty Container Handler	17
Autonomous Guided Vehicle	14
Automated Stacking Crane	6
e-Rail Mounted Gantry	4
Total	291



CLIMATE CHANGE CONTINUED

Process efficiency and digitalisation

Digitalisation remains central to reducing energy waste, improving asset utilisation and enhancing safety across our network. These initiatives directly reduce Scope 1 and Scope 2 emissions and enable more efficient multimodal logistics.

Our operations

We continue to scale digital optimisation and network redesign across sites. Key initiatives include:

- Launching a new 36-hour direct sea link between Jebel Ali (UAE) and Umm Qasr (Iraq), reducing regional transit times, shipping costs and associated emissions by creating a more efficient marine corridor;
- Advancing the Fremantle Rail Interchange project in Western Australia, increasing rail share from 22% to 33% and shifting significant volumes from road to rail, cutting congestion and emissions;
- Expanding smart logistics control towers in complex hinterland markets, particularly in South Africa, to optimise routing, load consolidation and modal shifts across road, rail and sea;
- Scaling our Cars in Containers solution in North America, which uses 53-foot containers and reusable racking systems to improve utilisation, reduce empty miles and cut emissions across nearshoring corridors between Mexico, the United States and Canada;
- Rolling out paperless gate and customs workflows, modelled on successful deployments in Callao (Peru), to reduce truck queues, idling and administrative delays;



- Piloting magnetic-propulsion rail technology (MagRail) with Nevomo and Deendayal Port Authority (India) to automate cargo movement and eliminate diesel shunting inside terminals, using existing rail tracks where possible;
- Deploying yard automation and energy-regenerative technologies, including automated stacking cranes and AGVs at hubs such as Rotterdam, to cut energy use per move;
- Optimising power quality across terminals, reducing electrical losses and improving system stability;
- Using predictive maintenance systems at terminals such as Mundra (India) to improve equipment reliability, reduce unplanned downtime and support energy-efficient operations; and
- Applying Idle-Stop-Go technologies in Pusan (Korea) to reduce unnecessary fuel consumption during congestion within and around the terminal.

Artificial Intelligence (AI) in operations

We are expanding the use of artificial intelligence and advanced analytics across our operations to enhance safety, efficiency and decision-making.

In logistics, we are already deploying technologies such as AI and telematics to improve operational visibility and performance. To support operational consistency, GOE's standard operating

procedures have been digitised and made searchable through an AI-powered chatbot. This enables business units to quickly locate procedures, query requirements and access operational guidance more efficiently. Across selected terminals, AI and advanced analytics are being applied to optimise container yard planning and execution.

These tools support improved stacking and dispatch decisions and help reduce container rehandles, leading to more efficient terminal operations.

Looking ahead, AI capabilities will increasingly be embedded within Zodiac to further optimise planning and execution across terminal operations.



CLIMATE CHANGE CONTINUED

Our value chain

Digitalisation across our value chain supports customers and suppliers in decarbonising their logistics by:

- Improving multimodal coordination, enabling more rail and short-sea moves over road and integrating new coastal-rail solutions for major industrial customers;
- Delivering an integrated rail-based logistics solution for Reliance Industries in India, replacing approximately 700 km of road transport per container with a multimodal coastal-rail corridor between Jamnagar, Ahmedabad and Mundra;

- Launching sustainable shipping and logistics solutions, such as a new Morocco–Europe perishables service that provides a lower-carbon alternative to road, and integrated end-to-end logistics for a leading solar PV manufacturer in India, supporting the country’s “Make in India” ambitions for clean energy;
- Enhancing emissions calculations and route optimisation, using accredited tools to give customers better visibility of their carbon footprint and to identify lower-emission routing options; and
- Supporting customers with technical guidance and market insights, including white papers on sustainable trade and supply-chain resilience amid geopolitical and climate-related disruption.



Renewable energy supply

Renewable electricity is essential for achieving our Scope 2 emissions reduction target and underpins the wider electrification of equipment and assets.

Our operations

We are expanding renewable electricity access across our network through:

- A major rooftop solar expansion at DP World Evyap Yarımca (Türkiye), where 1,314 new solar panels have been added to the existing 1,265, increasing total installed capacity to 1,085 kWe. The site already prevents 451 tonnes of CO₂ annually, with a 2025 target of 950 tonnes avoided, and now meets around 10% of its electricity needs from solar;
- A 1,200 kW rooftop solar system at QPlas in South Africa, generating approximately 1.5 million kWh annually and meeting 38% of the site’s electricity needs, while strengthening resilience to load-shedding and supporting key automotive customers;
- Renewable Power Purchase Agreements (PPAs) secured across Latin America, Africa, India and Europe, including an 80% renewable supply PPA at Terminales Río de la Plata (Argentina);
- Powering Fremantle operations entirely by renewable electricity since July 2025, aligned with the 100%-green-energy transition plan;

- Supporting the integration of 121 electric buses into Copiapó (Chile), underpinned by expanding clean-energy infrastructure that enables low-emission public transport in remote regions; and
- Ongoing exploration of Battery Energy Storage Systems (BESS) and microgrids through our partnership with Masdar, to support equipment electrification at locations with constrained or unstable grid supply.

These programmes support progress towards our 2030 target of sourcing 70% of our electricity from renewable sources, and ultimately 100% by 2040.

Our value chain

Renewable energy expansion across our network enables:

- Collaboration with partners such as Masdar to scale renewable energy and storage systems across ports in the Middle East and Africa, leveraging our three-year MoU to accelerate deployment in priority markets; and
- Development of renewable-backed logistics corridors, where rail, cold-chain and port operations rely increasingly on clean power, helping customers reduce Scope 2 and relevant Scope 3 emissions tied to their supply chains.



CLIMATE CHANGE CONTINUED

Low-carbon fuel supply

Low-carbon fuels remain critical where electrification is not yet technically or commercially viable, particularly across heavy-duty logistics fleets and marine operations.

Our operations

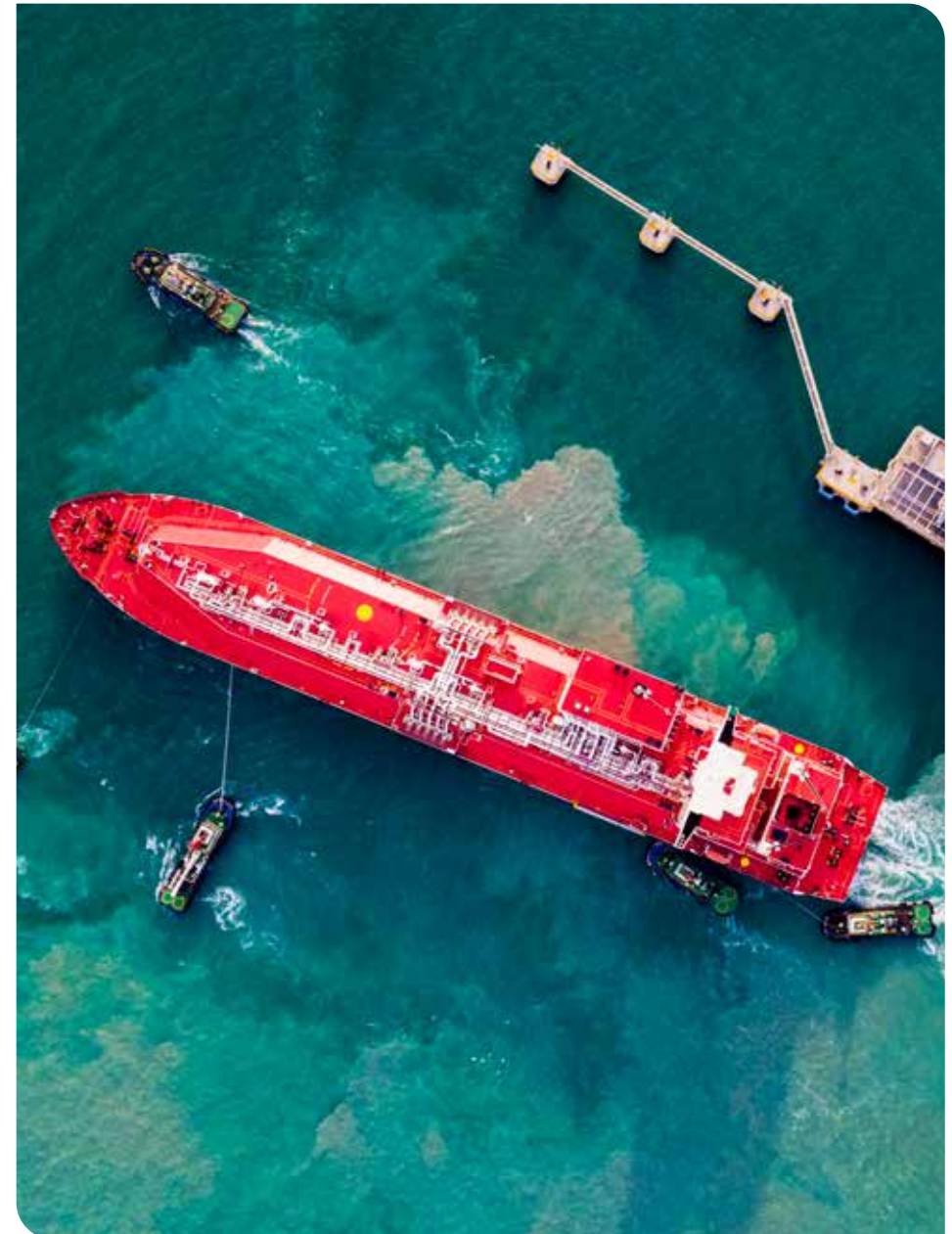
We are progressing low-carbon fuel adoption by:

- Maintaining 100% replacement of fossil diesel with HVO at DP World Southampton (UK), delivering major verified emissions reductions;
- Procuring biofuels for our Marine Services operations and P&O Ferries in 2025, with further details captured in the [Blue Bond Allocation and Impact Report](#);
- Expanding the use of renewable diesel in Canada, where certain terminals now source up to 50% of their fuel demand from renewable alternatives;
- Piloting hydrogen fuel cell RTG cranes at our Vancouver terminal, following the retrofit of diesel-powered RTGs with a hydrogen-electric generator, battery storage and regenerative energy systems to reduce diesel consumption and emissions;
- Planning and implementing biofuel blending trials across Sub-Saharan Africa, aligned with evolving supply, customer demand and local regulatory frameworks;

Our value chain

Our value-chain fuel strategy includes:

- Expanding the GreenBox programme, enabling customers to benefit from verified emissions reductions generated by low-carbon marine fuels in our services;
- Scaling carbon in-setting in the UK, increasing in-set credits from 50 kg to 250 kg CO₂e per loaded container at Southampton and London Gateway, with credits derived from lower-carbon fuels used within our own operations;
- Driving modal shift through the Modal Shift Programme in the UK, which has moved 100,000 containers from road to rail, removed more than 25,000 tonnes of CO₂e from supply chains and increased the rail share of inland movements, with an ambition to reach 40% rail share by 2026;
- Launching the UK's first Low Carbon Truck Programme at London Gateway and Southampton, enabling haulage companies to switch from diesel to HVO at no extra fuel cost and aiming to convert up to 500 trucks by 2027, supported by Carbon Literacy Training and our broader Energy-as-a-Service strategy; and
- Engaging in sector-wide coalitions to enable the decarbonisation of road freight, share best practice on low-carbon fuels and help shape enabling policies and standards.





CLIMATE CHANGE CONTINUED



Carbon compensation

To address hard-to-abate emissions, we complement emissions reduction with high-integrity carbon compensation solutions, prioritising removals that support climate resilience and community benefits.

Our operations

We continue to prioritise high-integrity removals by:

- Purchasing regenerative agriculture credits through our partnership with Boomitra, supporting farmers in Argentina, Brazil, Paraguay, India, Mexico and Uruguay to improve soil health, enhance resilience and remove carbon from the atmosphere; and
- Investing in blue-carbon initiatives, focusing on coastal and marine ecosystem restoration projects that enhance carbon removal and strengthen shoreline resilience against climate-related impacts.

Our value chain

- Providing verified in-setting options for customers, where emissions reductions generated within our own logistics network – such as through low-carbon fuels and modal shift – are attributed directly to their Scope 3 emissions. This enables customers to address hard-to-abate segments of their supply chains while supporting real, measurable decarbonisation within our operations.

Our progress

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

- In 2025, we reduced our Scope 1 emissions by 6% and Scope 2 by 54%. Scope 3 by increased by 15%.
- We report against 11 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.

- **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

2025 emissions performance overview

Category	2022 Baseline* (ktCO _{2e})	2025 (ktCO _{2e})	Reductions vs 2022 (%)
Scope 1	3,268	3,072	(6%)
Scope 2 (Market-based)	611	279	(54%)

* In line with the baseline methodology approach, the 2022 baseline has been updated due to structural changes in 2025, such as acquisitions and divestments.

Detailed breakdown of 2025 emissions

Scope 1

Scope 1 emissions in 2025 continued to be dominated by Marine Services (67%).

Scope 2

Scope 2 emissions in 2025 were driven mainly by Ports & Terminals (81%).

Scope 3

Scope 3 remained the largest component of our footprint in 2025, with emissions concentrated in four key categories. Together, these categories represent approximately ~82% of total Scope 3 emissions and remain the core focus areas for supplier engagement, improved procurement integration, and customer-facing decarbonisation solutions.

We continue to enhance the quality of our Scope 3 reporting by expanding unit-based calculation methodologies across additional sub-categories and strengthening our data collection processes to improve accuracy. While we do not use carbon credits currently, we expect to apply removal-only credits for neutralisation closer to our 2050 Net Zero target. In line with SBTi guidance, we remain committed to limiting the use of such credits to fewer than 10% of our baseline emissions across all scopes.

Reporting boundary

We apply the Operational Control approach, as defined by the GHG Protocol, for our GHG inventory. This approach reflects our responsibility for the activities where we have the authority to introduce and implement operational policies.

Under this boundary, we report Scope 1 and Scope 2 emissions from all operating entities where we exercise operational control, meaning we have direct management control or the ability to influence day-to-day operational decisions. This ensures that our emissions accounting is aligned with how we manage performance across the Group and reflects the areas where we can drive meaningful decarbonisation action. For further details on our reporting boundary and calculation approach, please refer to our [GHG Accounting Methodology](#) document.

All reported emissions data, including our baseline, undergo annual external assurance by LRQA Group Limited in accordance with ISO 14064-3:2019, using LRQA's verification procedures aligned with ISAE 3000 and ISAE 3410, based on professional judgement and best practice.











CLIMATE CHANGE CONTINUED

Sustainable finance

Our sustainable finance mechanisms play a central role in supporting our climate transition. Through our Sustainable Finance Framework, we ensure that capital raised through labelled instruments is directed towards projects that deliver measurable emissions reductions, resource efficiency, and resilience across our global operations and value chain.

Green Sukuk

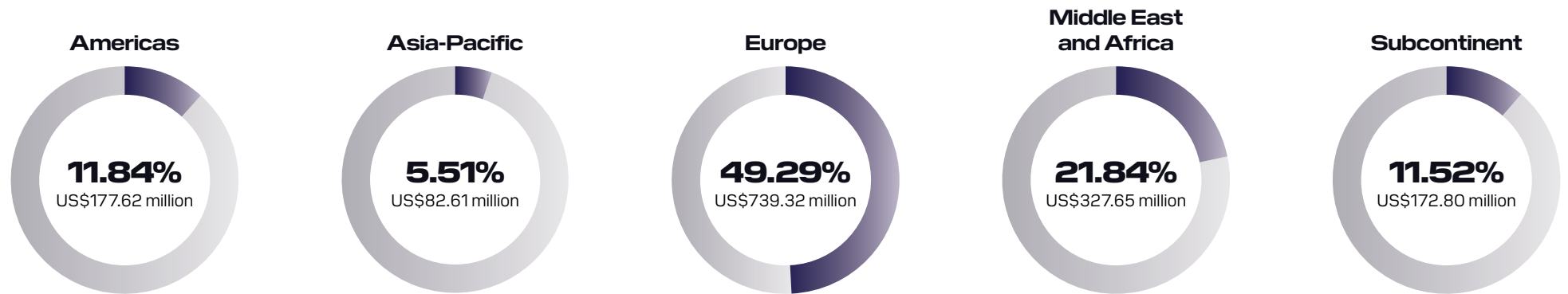
In 2023, we issued a US\$1.5 billion Green Sukuk, which has been fully allocated within two years of issuance. Between 2020 and 2025, we invested approximately US\$1.04 billion to support electrification lever of our decarbonisation strategy. This represents around 70% of the US\$1.5 billion Green Sukuk proceeds. A further about 28% funding supported green buildings, while a smaller proportion (around 2%) was allocated to renewable energy generation and energy efficiency.

Category	2024 allocation (US\$ million)	2025 allocation (US\$ million)	Full allocation split (US\$ million)	Allocation (%)	UN SDGs
 Clean transport Electric container handling equipment, hybrid vessels, R&D	876.57	166.09	1,042.66	69.51%	
 Green buildings Internationally recognised green certification building standards	255.23	163.52	418.75	27.92%	
 Energy efficiency Efficiency technologies	38.00	-	38.00	2.53%	
 Renewable energy Wind, solar, hydro	0.59	-	0.59	0.04%	
Total	1,170.39	329.61	1,500.00	100%	

Green Sukuk impact highlights

866,686 kWh
renewable energy generated annually

218,844,821 kg
CO2e emissions avoided annually



Full allocation and impact details are available in the 2025 [Green Sukuk Allocation and Impact Report](#).

CLIMATE CHANGE CONTINUED

Blue Bond

In December 2024, we 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 ecosystem restoration. As of 31 December 2025, 67.64% of proceeds have been allocated to eligible blue projects, including ecosystem restoration and coastal resilience.

These instruments directly support the delivery of our transition plan by aligning capital with our decarbonisation levers, strengthening transparency through assured reporting, and enhancing long-term operational and financial resilience as we scale climate-aligned investments.

Blue Bond impact highlights

74,211

annual GHG emissions avoided (tCO₂e/year)

140 m²

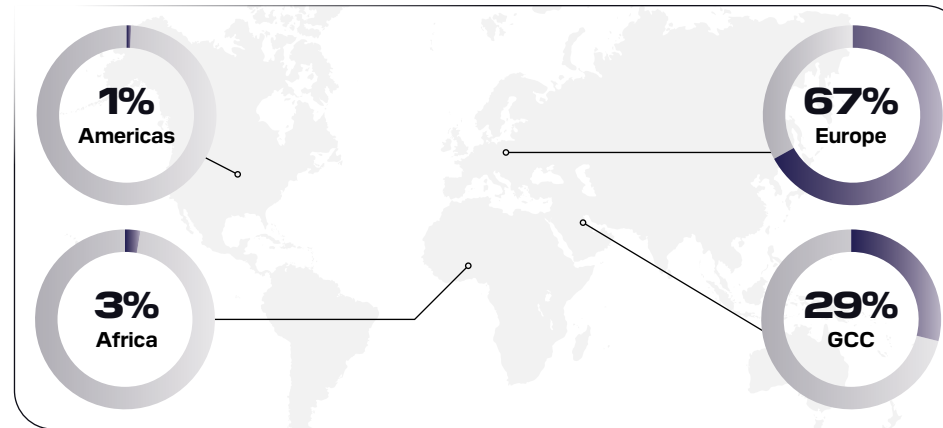
of reef area restored

12,494

beneficiaries positively impacted

Allocated US\$67.74 million

...by region



...by category

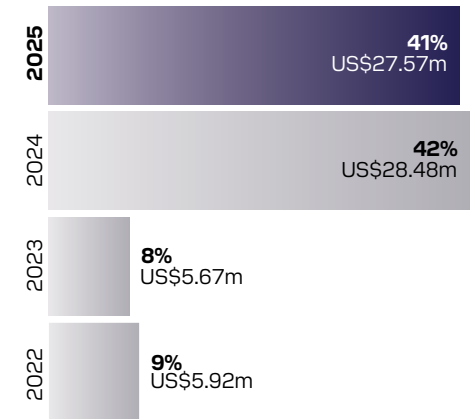
Sustainable marine transport – US\$46.14m

	Biofuel	B20, B30 and B100 biofuel usage for feeding vessels in Europe
	Biofuel	B30 biofuel usage in one of Europe's largest ferries, the Pride of Hull
	MMMCZCS partnership	Strategic partnership to undertake R&D to decarbonise global maritime trade

Marine ecosystem management, conservation, and restoration – US\$9.83m

	Dubai Reef	Government-led initiative to restore/protect the marine environment around our ports and broader Dubai's marine area
	Coral Vita	Pilot coral restoration facility in Mina Rashid to help regenerate Dubai's local reefs
	Living Seawalls	Pilot integration of eco-engineered seawall panels into port infrastructure

...by financing year



Sustainable ports – US\$2.86m

	Emergency response team	Daily removal of general waste, including plastic waste from port harbour
	DMC shore power	Substations and shore power supplies to reduce fuel utilised

Marine pollution – US\$8.80m

	Hydroblast technology	High pressure washing of hulls reducing pollution to land, air and water
	WaterAid partnership	Advancing access to clean water in three healthcare facilities
	WaterAid partnership	Increasing access to sustainable, climate-resilient WASH for women
	WaterAid partnership	Strengthening WASH in communities and healthcare facilities

Allocation and impact details are available in our [Blue Bond Allocation and Impact Report](#).



CLIMATE CHANGE CONTINUED

Partnerships and industry collaboration

We recognise that achieving a net zero and climate-resilient logistics system requires strong external collaboration. Our climate strategy is supported by partnerships that enable technology development, expand low-carbon infrastructure and shape enabling policy across the value chain.

We work with equipment manufacturers, energy providers, and innovators through platforms such as the ZEPA, which is advancing interoperable standards for battery-electric container-handling equipment. We also play an active role in global decarbonisation coalitions, including the WEF FMC, where we have committed to early adoption of zero-emission marine fuels, and the Maersk Mc-Kinney Møller Center for Zero Carbon Shipping, where we contribute to fuel pathway research and safety frameworks.

Supplier engagement on carbon

Supplier engagement is essential to reducing Scope 3 emissions. Our approach combines due diligence, clear standards, and active support. All strategic suppliers undergo ESG screening as part of our procurement process, with assessments covering emissions performance, energy use, labour practices, and environmental compliance.

Our [Vendor Code of Conduct](#) sets mandatory expectations for suppliers, including alignment with the Greenhouse

Gas Protocol and internationally recognised environmental and human rights standards. To support capability building, we provide training and technical guidance on GHG accounting, renewable energy procurement models, and emissions-reduction technologies.

This includes co-developing electrification pathways with equipment manufacturers, piloting alternative fuels with logistics partners, and working with key suppliers to improve lifecycle emissions data quality. We also ask priority suppliers to disclose their emissions through recognised platforms such as CDP or science-based reporting frameworks. Through this structured engagement, we aim to strengthen supplier readiness, improve transparency, and support joint progress on reducing upstream and downstream emissions across our value chain.

Climate and ESG ratings

In our most recent assessment, we received a B rating from the Carbon Disclosure Project (CDP) for climate change, reflecting strengthened governance, target setting, and disclosure.

We also ranked within the top 1% of companies in our sector for environmental performance under the EcoVadis sustainability rating, recognising our progress in decarbonisation, energy management, and broader environmental stewardship.





CLIMATE CHANGE CONTINUED

Risk management and resilience Business integration

Climate-related risks are fully integrated into our Enterprise Risk Management (ERM) framework, where climate is designated as a principal risk with escalation to the Board ARC. This ensures that both physical and transition risks are systematically considered in business decision-making.

Climate risks, opportunities and regulatory developments are incorporated into enterprise risk management, investment assessments, and scenario analysis. Our sustainable finance instruments, including the Green Sukuk and Blue Bond, reinforce this integration by directing capital towards projects that support our decarbonisation levers. Through ongoing engagement with suppliers, customers, and partners, we ensure that our climate strategy is embedded across our operations and value chain.



Climate change, impacts, risks, and opportunities

IRO	Description	Occurrence type	Value chain impact	Time horizon
	GHG emission reduction through multimodal transport combining rail, road, and inland waterways to improve efficiency and cut carbon intensity.	A		S M L
	Fuel combustion and vessel operations contribute to high levels of GHG emissions, resulting in air pollution, biodiversity loss, harm to community health and wider disruption of local and global economies.	A P		S M
	Climate change exposes us to carbon pricing, rising regulatory requirements and climate-related disruptions.	P		S M
	At the same time, climate action presents opportunities. These include access to sustainable finance and market incentives, as well as the ability to develop green products and low-carbon solutions for customers. This positions us to capture increased market share as demand grows for sustainable services.	P		S M





CLIMATE CHANGE CONTINUED

Climate-related risks

Climate risk is a principal risk within our ERM framework and is embedded into operational planning, capital allocation, infrastructure design, supply chain engagement, and long-term asset planning.

We classify risks into physical and transition risks.

Physical climate risks

We undertake a structured, data-driven approach to understanding how climate hazards may affect our operations. In 2022, we completed a climate risk assessment of 50 Ports & Terminals assets, using IPCC-aligned scenarios to evaluate exposure to flooding, precipitation, wind, heat, cold, and hail across multiple time horizons.

The analysis showed that our overall portfolio remains relatively resilient in the near term, but it highlighted several locations such as Paramaribo, Dakar, Limassol, Santos, Yarimca, Mundra, and Paita, where climate-driven downtime may increase without targeted action. These insights are now embedded into asset-level planning, enabling operating entities to refine adaptation measures tailored to local conditions.

As climate risks evolve, we will update our physical climate assessment in 2026, incorporating the latest climate models and expanding the scope to include all our critical assets.

Operational impacts

Our operations are exposed to a range of physical climate risks that can affect safety, operational capacity, and cost. Sea-level rise and storm surge create pressure on quay infrastructure and berthing activities, while flooding remains highly dependent on drainage capability and quay wall height. Extreme heat affects workforce wellbeing and equipment performance, particularly across inland logistics hubs, and windstorms or heavy precipitation can disrupt vessel movements and yard productivity. Weather-related disruptions have affected operations in certain locations, including reduced capacity, for instance, at one of our ports in Canada.

Transition risks

Alongside physical climate impacts, we are increasingly exposed to transition risks driven by regulatory changes, market expectations, and evolving technology pathways. Carbon pricing mechanisms are becoming more material for our business, with the EU ETS now applying to our Shipping Solutions and P&O Ferries operations and the UK ETS scheduled to include domestic maritime activities from 2026. We also face carbon taxation in South Africa, while the Carbon Border Adjustment Mechanism may affect certain trade routes. These regulatory developments create both cost exposure and planning considerations as we expand our marine and logistics operations across key markets.

Technology readiness and external dependencies add further complexity to our transition. Electrification pathways remain highly dependent on local grid capacity, utility upgrade timelines, and the availability of low-carbon electricity. Access to alternative fuels continues to vary significantly across regions, with Sub-Saharan Africa facing limited supply and higher costs for biofuels. Supplier preparedness is uneven, influencing the pace at which Scope 3 emissions can be reduced across major procurement categories. At the same time, customer expectations continue to rise, with growing demand for low-carbon solutions, data transparency, and verified emissions reductions embedded into tender requirements and long-term logistics partnerships.

Regulatory risk and compliance

Climate regulation continues to evolve rapidly across our global footprint and is a material driver of transition risk. Strengthening compliance frameworks is, therefore, to maintaining operational continuity and protecting long-term value.

In the United Arab Emirates, Federal Decree Law No. 11 of 2024 on the Reduction of Climate Change Effects came into force in May 2025. The law introduces mandatory requirements for greenhouse gas measurement, reporting, and reduction. Our UAE operations are aligned with these requirements, and we have also received an independent assurance statement covering Scope 1, Scope 2, and Scope 3 emissions.

In Australia, new climate disclosure obligations under the Australian Sustainability Reporting Standards (ASRS) will apply from the 2025 reporting period. We will comply with the Australian filing requirement in line with ASRS in 2026.

Across all regions, we closely monitor regulatory developments relating to carbon pricing, emissions reporting, alternative fuel mandates, and port- or logistics-specific climate rules. These developments are integrated into our enterprise risk management and transition planning processes, ensuring compliance while supporting resilient and competitively positioned operations.





CLIMATE CHANGE CONTINUED

Integrated climate risk overview

Category	Primary climate risk	Where it occurs	Time horizon	Our mitigation approach
Ports & Terminals	Exposure to sea-level rise, storm surge and flooding affecting quay infrastructure and operations	Coastal terminals in the Middle East, Africa and South Asia	Medium to long term	Site-specific resilience plans, quay-wall strengthening, improved drainage systems and ongoing scenario analysis
Logistics & inland transport	Heat stress affecting workforce safety and vehicle performance	High-temperature logistics hubs	Ongoing	Heat-risk modelling, operational adjustments and strengthened worker safety protocols
Energy supply & equipment	Dependence on fossil fuels and exposure to price volatility	Global port and logistics operations	Short to medium term	Expansion of electrification, ppa-based renewable power, rooftop solar and renewable diesel trials
Network infrastructure dependencies	Disruptions across hinterland and partner infrastructure	Global logistics corridors	Short term	Multimodal optimisation, enhanced routing and digital logistics control towers
Local communities & workforce	Climate-related impacts on surrounding communities (heat, floods, water contamination)	Port-adjacent communities	Ongoing	Nature-based resilience projects (mangroves, blue carbon), local authority coordination and community support

Strengthening adaptation and resilience

We continue to strengthen the resilience of our global operations by systematically integrating climate considerations into site development, asset upgrades, and business continuity planning. This includes reinforcing quay walls and enhancing drainage systems at terminals identified as higher risk in our climate assessments, as well as implementing operational measures to safeguard workers and equipment during periods of extreme heat.

We are also expanding the use of renewable energy across key sites to reduce exposure to fuel price volatility and ensure more stable energy supply. In parallel, we are investing in blue-carbon and mangrove restoration projects that enhance coastal protection for our port-adjacent communities. Together, these actions help minimise the operational impacts of climate hazards, safeguard our workforce, and strengthen the long-term continuity and resilience of our logistics network.

Managing transition dependencies

Our ability to reduce emissions is influenced by several critical transition dependencies. Infrastructure readiness is fundamental: large-scale electrification requires upgraded substations, cabling, charging areas, and civil works, especially in constrained brownfield terminals where sequencing and design maturity can affect delivery timelines. Grid capacity and stability remain our most significant external dependency, as access to reliable, low-carbon electricity and long utility upgrade lead times directly shape how quickly we can electrify high-intensity assets.

Operational utilisation also affects the pace of transition. Key equipment such as terminal tractors, RTGs, and straddle carriers operate with limited downtime,

requiring carefully managed charging strategies to maintain productivity during the shift to electric fleets. The commercial scaling of new technologies, particularly for Marine Services, adds further complexity as progress depends on the availability of green fuels, bunkering infrastructure and next-generation vessels.

Finally, a successful transition requires an ecosystem approach. Suppliers will be required to advance their technology roadmaps and emissions practices, while regulatory and market incentives remain essential to accelerate adoption. These interlinked dependencies mean our progress relies not only on our own actions but also on the readiness of partners and the broader enabling environment.





CLIMATE CHANGE CONTINUED



Energy mix and consumption

Our energy management approach is governed by our Group-wide Energy Management and GHG Guideline applicable for all our operating entities, outlines the processes and controls required to manage energy use and reduce associated emissions across all operating entities. The Guideline is aligned to ISO 50001, and in 2025 we achieved ISO 50001 certification for our Head Office. We will continue to extend this approach across additional sites in 2026.

We generated 1.14 GWh MWh of renewable electricity, all of which was consumed internally. Low-carbon electricity used for market-based Scope 2 reporting was primarily sourced through solar generation, supplemented by hydropower and wind. Our sourcing methods included Energy Attribute Certificates (EACs), grid-delivered renewable electricity and purchases from third-party on-site installations.

Renewable electricity accounted for 67.6% of total electricity consumption in 2025, reflecting our continued progress in reducing dependence on fossil fuels and enhancing the resilience and efficiency of our energy supply across our operations.

The way forward

We will continue to advance our climate strategy by scaling proven decarbonisation levers, strengthening resilience and deepening integration of climate considerations into business planning. Our focus will remain on accelerating electrification, expanding renewable electricity, growing low-carbon fuel readiness and enhancing digital optimisation across our global network.

We will also continue to strengthen supplier engagement, invest in high-integrity nature-based removals and refine our transition plan in line with evolving science, regulation and market expectations. Through sustained investment, strong governance and collaboration across our value chain, we remain committed to achieving our targets and delivering Net Zero by 2050.



PLANET

Environment

Our aim is to minimise our environmental footprint and identify opportunities for strategic initiatives to enhance the ecosystems connected to our major operations.

This commitment sits at the core of our Sustainability Strategy and aligns with our ambition to achieve zero harm to people and the environment. Our approach reflects the material impacts that arise from the scale and nature of our global footprint, where day-to-day port, logistics and marine activities interact with natural habitats, local water resources and surrounding communities.

In line with our materiality assessment and environmental strategy, we identified three impact material topics where our operational activities have the most impact:

- nature and biodiversity,
- water,
- waste and pollution.

We manage these impacts through governance and assurance processes, responsible business practices, robust operational controls and targeted initiatives and programmes, which also identify opportunities to deliver the greatest benefit for ecosystems and people.

In 2025, we continued strengthening our environmental management framework across these three topics. We progressed biodiversity risk screening, rolled-out our water conservation and management strategy and continued to increase the focus on waste management practices and pollution prevention controls, including launching the Our Waste, Our Responsibility campaign.

We also enhanced internal reporting requirements to improve data quality, enable data-driven prioritisation and support consistent performance measurement across the business.



Governance

Board oversight

Environmental risks are overseen by the Board ARC as part of the wider Group risk-management framework. The Committee reviews environmental issues, progress and emerging risks alongside other material matters. The Board committee convene twice a year.

Executive leadership

The GESEC provides executive-level oversight and reviews performance, monitors implementation of environmental programmes and sets expectations for consistent standards across all regions and operating entities.

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



ENVIRONMENT CONTINUED

Environmental management system and ISO 14001

Our environmental management system is part of the Group HSE Management System (HSEMS), which consists of policies, standards and supporting guidelines, tools, and targeted strategies, programmes and training. This system provides a framework for governance and assurance, establishes minimum requirements, and provides guidance on responsible business practices in line with good international industry practice, helping protect the environment in which we operate.

Our Group environmental management system is certified to ISO 14001:2015, providing a structured approach to identifying and managing environmental risks. In line with Group's minimum requirements, all businesses with operational control are required to put in place a structured system for identifying and managing environmental aspects and impacts. 72% of Operating Entities are certified against ISO 14001:2015. Reflecting the effectiveness of this approach, DP World Prince Rupert has continued its participation in the Green Marine environmental certification programme, a leading voluntary initiative that supports continuous improvement of operational environmental performance. In 2024 DP World's terminals in Vancouver, Nanaimo and Saint John were also enrolled in the programme.

Policy and standards framework

Our policy framework includes the Group HSE Policy, the Group Sustainability Strategy, the Group Biodiversity Statement, and the Group HSE standards and guidelines, including specific operational controls for environment that cover waste, water, pollution prevention, hazardous substances, air quality, noise, light, biodiversity, and environmental assessment.

Supplier expectations

Environmental requirements for suppliers and contractors are set through the [Vendor Code of Conduct](#) and in some cases through project- and contract-specific environmental management plan requirements, such as for major construction projects. All suppliers are required to formally acknowledge our Vendor Code of Conduct, which outlines expectations on managing waste, preventing pollution, reducing emissions, protecting water resources, and avoiding harm to biodiversity. As part of the onboarding process, contractors must align with our HSE requirements, and contractor activities are monitored.

A supplier due diligence framework has been established, which has included initial risk prioritisation and engagement. We have initiated a supplier engagement programme through which we communicate with suppliers in higher-risk categories to better understand how we can support them in improving their practices.

Training and capability building

Training and awareness are central to strengthening environmental management across our operations. In 2025, we launched a new e-learning module to provide awareness of the Group HSE Operational Controls for Environment standards and guidelines as part of the HSE Training Academy, to reinforce awareness on minimum operational requirements. We also delivered four global workshops to the teams at regional and site level involved with environmental management as well as participation in regionally led workshops/awareness sessions on environmental management. In 2026, we plan to launch three additional training modules addressing general environmental awareness, water stewardship in our operations, and biodiversity awareness.

Our Group HSEMS standards require business operations to develop a training needs matrix appropriate to their specific operational context, including the significant environmental aspects of the operations and awareness of local regulatory requirements. Mandatory training topics relevant to environmental management include emergency response and the handling of dangerous goods and hazardous substances.

We also hold awareness sessions on environmental impact management topics and deliver online training and workshops when we launch new strategies, programmes or internal data reporting

requirements. In addition, we encourage knowledge exchange and engagement through an environmental management technical network designed to connect our teams across the globe.





ENVIRONMENT CONTINUED

Incident management

Our centralised Group HSE incident management system enables reporting, management, and investigation of all incidents across the business. All environmental incidents must be reported in the system, and any actual or potentially serious incidents trigger a formal investigation process with oversight by Regional and Group HSE teams. The tracking of corrective actions is also monitored through the Group HSE incident management system, and lessons learned are shared across similar operations through HSE bulletins.

Our target is zero serious environmental incidents, as defined by our internal incident classification system, which considers factors such as the nature of the release, volume, containment (on or off-site), and potential scale of



impact or sensitivity of the affected area. Environmental incident reporting is not limited to spills or releases but also includes potential incidents, such as improper wastewater discharge, waste disposal, habitat and cultural heritage disturbance.

In 2025, one serious environmental incident was recorded under our internal incident classification system, involving an uncontrolled release of AdBlue at one of our terminals. Some of the release entered the surface water drainage system that discharges into a watercourse. An investigation was undertaken and corrective measures were established. There were no regulatory breaches or environmental impacts resulting from the incident.

NATURE AND BIODIVERSITY Strategy

Our Group Biodiversity Statement sets out our approach to biodiversity risk management, integrating the principles of recognised good international practice, including the International Finance Corporation’s (IFC) Performance Standard (PS) 6 and emerging frameworks such as the Taskforce on Nature-related Financial Disclosures (TNFD) LEAP (Locate, Evaluate, Assess, Prepare) approach. These frameworks guide how we identify sensitive environments, assess biodiversity-related impacts, and apply the mitigation hierarchy during planning,

construction, and operations. Our strategy focuses on strengthening ecological understanding across sites, improving operational controls and expanding nature-positive initiatives across key regions.

We are undertaking biodiversity risk evaluations for our ports and terminals and aim to complete this on a priority basis by 2030.

We are also working towards our broader ambitions which include restoration of mangroves (beyond our compensation obligations) and expanding nature-positive initiatives in blue carbon and biogenic reef ecosystems, as well as implementing enhanced training and certification for high-risk priority ports on illegal wildlife trade prevention.

Our operations, value chain, and impacts

Our global operations interface with marine, terrestrial, and freshwater ecosystems. Our interface with nature means that certain aspects of our operations have the potential, if not appropriately managed, to disrupt natural systems, biodiversity, and the services they provide. To effectively manage these risks, we align our environmental requirements with good international industry practice, cascading Group standards and guidelines (as part of the Group HSEMS) to the regions and operating entities, as well as alignment of

our operations with applicable international requirements, including those set by the International Maritime Organisation (IMO). Our vessel operations, for example, implement measures to manage ballast water and risks related to invasive species through either D2-compliant ballast water treatment systems or the operation of closed loop systems with onshore water treatment.





Biodiversity impacts during construction are assessed through an Environmental Impact Assessment (EIA) process, within the context of the applicable regulatory framework and aligned with the principles of IFC PS 6. Where relevant, Critical Habitat Assessments (CHAs) are undertaken. If, following application of the mitigation hierarchy, residual impacts to critical habitat are identified, appropriate compensation measures are defined and delivered through the development of a Biodiversity Action Plan (BAP). BAPs or similar plans are actively in place or under development at several of our sites, linked to previous, planned or ongoing construction. Implementation of these plans is monitored at regional and Group levels.

Project-specific Environmental Management Plans for major construction projects are implemented which include measures to prevent and minimise impacts on nature and biodiversity, such as water quality monitoring and marine mammal observations during dredging and piling. Oversight of contractors for major construction projects is a key focus area in managing value-chain impacts on nature and biodiversity.



ENVIRONMENT CONTINUED

We are conducting biodiversity risk mapping across out Ports & Terminals sites, in line with the LEAP framework.

<div style="background-color: #1a2b4d; color: white; padding: 5px; text-align: center;"> ✓ LOCATE </div>  <div style="background-color: #d9d9d9; padding: 10px;"> <p>60 Ports and Terminals and 4 Special Economic Zones were mapped to identify operational interface with areas of ecological sensitivity. A relative sensitivity score was assigned to each site and used to provide a ranking across the portfolio.</p> </div>	<div style="background-color: #1a2b4d; color: white; padding: 5px; text-align: center;"> ✓ EVALUATE </div>  <div style="background-color: #d9d9d9; padding: 10px;"> <p>During the Evaluate phase, 10 priority sites were reviewed to systematically identify and score potential site-specific impacts, such as habitat degradation, pollution, and invasive species, based on available information.</p> </div>	<div style="background-color: #1a2b4d; color: white; padding: 5px; text-align: center;"> ✓ ASSESS </div>  <div style="background-color: #d9d9d9; padding: 10px;"> <p>The Assess phase focused on identifying nature-related risks and opportunities (direct operations) at the corporate level, using the review from the 10 priority sites. Risks and opportunities were identified and categorised according to TNFD guidance.</p> </div>	<div style="background-color: #1a2b4d; color: white; padding: 5px; text-align: center;"> ✓ PREPARE </div>  <div style="background-color: #d9d9d9; padding: 10px;"> <p>During this stage we will integrate findings into our strategy and governance, and review metrics and targets to measure performance and progress.</p> </div>
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Risk management and resilience

Group biodiversity risk review

In 2025, we expanded our understanding of how direct operations interact with ecologically sensitive areas in line with the Evaluate and Assess stages of the TNFD LEAP approach. This work focused on priority ports and terminals identified during the Locate phase using the Integrated Biodiversity Assessment Tool (IBAT).

The results provide a corporate-level view of biodiversity risks and opportunities across Ports & Terminals operations and reinforce the importance of implementing Group environmental standards. These standards, aligned with good international industry practice and guidance, address pollution prevention, including wastewater management, soil, sediment, and water contamination, GHG and non-GHG emissions, and waste, as well as operational disturbances such as noise, light, and land-use change associated with expansion in marine and terrestrial environments.

We strengthened our approach to preventing illegal wildlife trafficking through targeted training delivered at high-risk ports and terminals. These programmes were implemented in Ecuador, Thailand, and Tanzania, building the capability of site security teams and relevant external stakeholders to identify, prevent, and respond to wildlife trafficking risks within port environments. This supports stronger operational controls in locations where biodiversity-related risks intersect with global trade flows.

In parallel, we are contributing to the development of a ports and terminals certification focused on preventing the illegal trade in wildlife. This initiative is intended to create a consistent global framework that strengthens awareness, capability, and collaboration across the sector, while supporting implementation of effective controls at high-risk locations.

We continue to use IBAT to screen existing operations and potential development locations, enabling identification of high-sensitivity areas and prioritisation of additional controls, monitoring, or mitigation where required.

For major construction activities, contractors are required to implement structured environmental management plans informed by environmental impact assessments. Project-specific assurance and monitoring programmes provide oversight of implementation. More broadly, environmental requirements are embedded within contractor HSE obligations, and all suppliers must comply with the [Vendor Code of Conduct](#) as part of onboarding.

Biodiversity-related governance linked to operational environmental management is further strengthened through the RICS self-assessment conducted by the ERR team, which confirms policy implementation across operations. This assessment currently covers 100% of operating entities.

**ENVIRONMENT** CONTINUED

Biodiversity management

As part of the ongoing biodiversity compensation and management programme at our operation in Posorja, Ecuador, continued efforts are focused on enhancing the restored mangrove habitats near to the terminal.

To support ecosystem health while improving operational safety, four managed beehives were installed in strategic buffer areas near mangrove habitats. These hives act as biological barriers that discourage swarm formation within operational zones while promoting pollination across approximately 24 hectares of adjacent mangrove ecosystems.

The project has contributed to improved pollination of native mangrove species and a measurable reduction in operational disruptions and safety risks associated with unmanaged swarms in critical port areas.



Long-term commitment to biodiversity management and monitoring – London Gateway, UK

Long-term ecological monitoring has been carried out across the port, logistics park and associated habitat compensation sites for over a decade, with some programmes in place for more than 20 years. This monitoring has covered Great Crested Newt populations, breeding birds and wintering birds, and has also included marine and intertidal surveys.

The results demonstrate successful establishment of compensation habitats and the species they support, as well as the effectiveness of environmental mitigation measures during construction and operation. A number of additional nature-positive initiatives have also been implemented, including the installation of bird boxes in 2025. As a result, in a year when barn owl populations declined across the UK, a pair nested in our new boxes and successfully raised three owlets. Furthermore, the combination of these nest boxes and the diverse mosaic of habitats within the logistics park supported several breeding pairs of Black Redstart – a Schedule 1 species under the Wildlife and Countryside Act – which were recorded during our monitoring surveys.

During the construction of Berths 4 and 5, a bubble curtain was deployed to reduce underwater sound pressure levels from piling operations, that could otherwise pose a risk of injury or disturbance to marine life. A combination of fixed continuous monitoring and mobile measurements was undertaken, demonstrating that the bubble curtain was effective. This approach formed part of a wider package of measures designed to protect marine biodiversity throughout the piling and construction works.



ENVIRONMENT CONTINUED

Progress and initiatives

Nature-positive initiatives

We have continued expanding our global restoration efforts, including new projects in areas like India and innovation applied to coral restoration. We established a community based mangrove restoration project in Kerala, India.

The project is rooted in close collaboration with four coastal villages and the Central Marine Fisheries Research Institute (CMFRI), ensuring that restoration is guided by science and community priorities. So far, over 60,000 mangrove propagules have been collected and nurtured, six kilometres of shoreline have been planted, and decentralised nurseries have been set up to sustain long-term efforts.

Beyond ecological impact, the project creates social value – with women's groups trained in new income-generating activities, students engaged through awareness programmes, and local livelihoods supported through mangrove-linked enterprises. By combining restoration with social development, the Kerala initiative shows how nature-positive action can scale globally while remaining deeply connected to local needs.

Coral restoration In partnership with Coral Vita

We piloted Dubai's first land-based coral restoration facility at Mina Rashid to test accelerated coral-growing techniques.

Living Seawalls, Callao Port, Peru

Port infrastructure is essential for global trade, but hard vertical surfaces provide limited habitat value.

To address this, we partnered with Living Seawalls, a science-led initiative of the Sydney Institute of Marine Science, to integrate eco-engineered seawall panels into new and existing port infrastructure. These modular panels feature varied textures and geometries that mimic natural rock formations, supporting colonisation by a wider range of native marine species and restoring habitat complexity within an industrial environment.

This is amongst the first applications of biodiversity-enhancing seawall design within an active port, with 350 panels installed across 10 pile caps on the terminal dock. These modular panels are designed with varied surface textures and geometries that replicate natural rock formations, enabling colonisation by a wider range of native marine organisms and restoring habitat complexity within an industrialised environment.

This initiative represents a significant application of biodiversity-enhancing seawall design within an active port setting, moving beyond traditional structures that focus solely on engineering performance. The pilot installation was completed in 2023. After 12 months of ecological monitoring, 66 species were recorded in the project area, including seven species observed only on the modified pile caps. In the first half of 2025, monitoring showed that 10% of all species identified in the port extension area were found exclusively on Living Seawalls structures. Species diversity across the extension was assessed through laboratory analysis of epibenthic organisms collected from both enhanced and non-modified pile caps, confirming higher diversity associated with the eco engineered surfaces. Baseline values were not available because the infrastructure was newly constructed.

The project generated over a thousand native coral fragments and restored 140 square metres of reef at One Piece Island, achieving an exceptional 96.6% survival rate after 12 months and showing clear early reef formation.

The project also engaged more than a thousand visitors and long-term monitoring to will continue as part of a wider Dubai Reef Initiative.

Our approach

Our approach to nature positive actions centres on piloting and scaling nature-based solutions that embed ecological innovation and deliver tangible benefits for biodiversity, climate resilience and livelihoods. We continue to focus on key Blue Carbon Ecosystems and interfaces with coastal communities in priority areas.

For instance, since 2023, we have continued to implement large-scale ecosystem restoration projects across priority locations within our network, guided by our prioritisation framework.

To date, these initiatives cover 132 hectares across the APAC and SCO regions.

This includes 10 hectares in Kerala, India, where rehabilitation of former fishponds is being combined with sustainable livelihood activities such as mangrove-based apiculture.

In Belawan, Indonesia, 22 hectares were restored in 2024 through a silvofishery approach that integrates mangrove restoration with sustainable crab and fish farming to support local village economies.



ENVIRONMENT CONTINUED

In Gujarat, India, a further 100 hectares of afforestation began in 2025, creating new mangrove habitat at scale. Together, these projects are strengthening coastal resilience, enhancing biodiversity, and supporting sustainable economic opportunities for surrounding communities, demonstrating how nature-positive restoration can be integrated into long-term port and logistics operations.

The way forward

We continue to review our biodiversity-related risks and impacts on a priority basis to ensure that our Group standards and guidelines remain relevant to address operational risks and to evaluate the requirement for, or monitor the implementation of site-specific BAPs and biodiversity management plans.

Our Group-level biodiversity risk review will remain focused on Ports & Terminals operations but will be expanded to a subset of logistics operations in 2026/2027. Restoration efforts beyond compensation and offsetting requirements will continue to advance for blue carbon ecosystems, alongside the ongoing identification of suitable ports and terminals for the implementation of Living Seawalls.

We will continue to improve the collection of data that supports us in evaluating our environmental performance linked to nature and biodiversity, strengthen environmental and ecological monitoring, and build capability across operating entities and major contractors.

Our aim is for biodiversity considerations to be embedded across project planning and operational processes, while advancing strategic ecosystem restoration initiatives that can help us contribute positively to the ecological resilience of the regions where we operate.





ENVIRONMENT CONTINUED

WATER Strategy

Our approach to water stewardship in our operations is guided by the Water Conservation and Management Strategy (WCMS), which establishes a Group-wide framework for managing water use, wastewater, and water-related risks across our operations. The WCMS is informed by leading international frameworks and initiatives, including but not limited to, the CEO Water Mandate, the Water Resilience Coalition, and the Alliance for Water Stewardship.



The approach focuses on four core pillars: strengthening internal water data collection and reporting, conserving and protecting water resources, building internal capability, and leveraging technology and innovation. Together, these pillars will support improved water-use efficiency, enhanced water-quality controls, and consistent implementation of good water stewardship practices across operating entities.

Our aim is to implement good water stewardship practices across all relevant operations by 2030. As we work towards this, we are taking a structured and phased approach, supported by clear interim milestones.

As a first step, we will establish a baseline for water withdrawal and discharge at selected sites by the end of 2026. Building on this baseline, we will set internal short-term water reduction targets in 2026 to 2027, followed by medium- and long-term targets in 2027 to 2028. In parallel, we will ensure that all sites with land-based assets have water quality monitoring in place, where relevant, by the end of 2028.

These targets support our aim to improve water efficiency and protect freshwater and marine resources, particularly in regions facing scarcity or declining water quality.

Our operations, value chain, and impacts

Our operational interaction with water occurs mainly through welfare facilities, equipment, vehicle, and container washing, firefighting systems, and vessel operations. Water discharges include operational wastewater, sewage effluent and stormwater. While overall water consumption across the Group is relatively low, many of our operating locations are situated in regions exposed to water stress, variable water quality, or broader climate-related risks.

To manage these interactions, operating entities are required to apply a range of controls, where appropriate, including metering, improved containment around washing and maintenance areas, segregation of stormwater and wastewater, and wastewater treatment measures. Within marine operations, water-related impacts are managed through controls for bilge-water and ballast-water management, in line with international maritime requirements.

To better understand exposure to water-related risks, we undertook a portfolio-level screening of all operating entities using the WWF Water Risk Filter to support the development of the WCMS. This analysis focused on basin physical risk, considering key risk categories including water scarcity, flooding, water quality, and ecosystem service. This screening covered 100% of our operating entities and identified that approximately 23% of our operating entities are located in areas of high basin physical risk.

We are undertaking a Water, Sanitation and Hygiene (WASH)-focused assessment across our value chain. The assessment aims to identify priority WASH-related dependencies, impacts, risks, and opportunities, with particular attention to our workforce and the communities connected to our operations and supply chains. The findings will inform our approach to WASH considerations across operations and suppliers and support the development of rights-based and WASH-responsive practices.



ENVIRONMENT CONTINUED

Progress and initiatives WCMS implementation

During 2025, we focused on rolling out the WCMS to our regions and operating entities. Operating entities began reporting against the expanded internal water metrics, including:

- water withdrawal by source (surface water, groundwater, seawater, municipal supply);
- water discharge by destination for select sites (surface water, groundwater, seawater, municipal systems); and
- reclaimed and reused water volumes, where available.

This enhanced dataset will form the basis of the Group's 2026 water baseline.

Operational improvements

Sites progressed the installation of water metering where not already available and continued to drive efforts to look at operational efficiency measures. An easy guide to good water stewardship in operations was developed for the business, with global awareness sessions delivered.

Risk management and resilience

Water-related risks are managed through a combination of structured risk screening, enhanced data collection, and strengthened operational controls, delivered through Group environmental standards and guidelines covering pollution prevention, water use and water

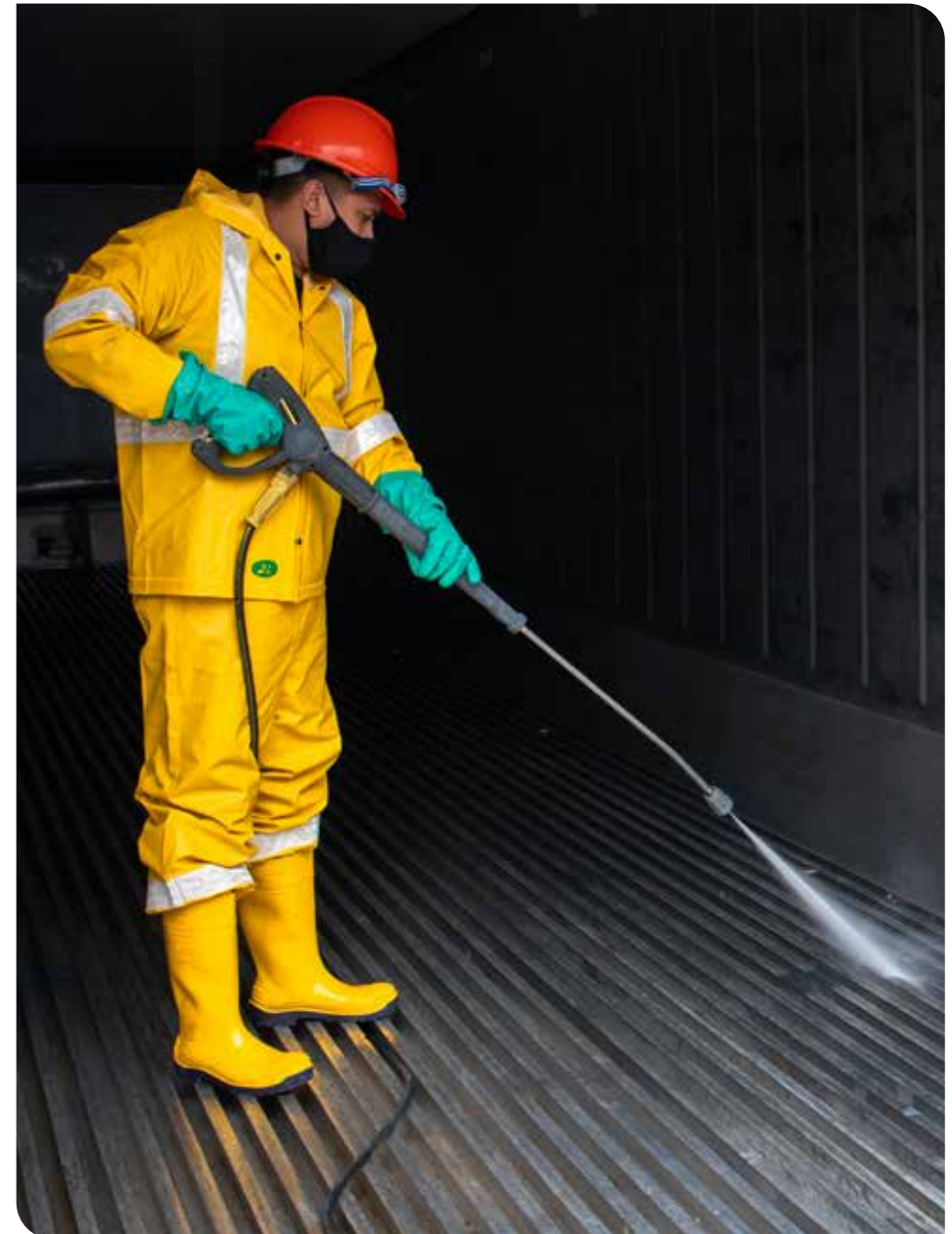
quality monitoring and infrastructure to support containment and treatment of wastewater. The WWF Water Risk Filter supported identification of sites located in high-risk basins, where water scarcity, pollution, flooding, or declining ecosystem services may be more significant. These insights guide prioritisation of water-stewardship planning for our direct operations.

We have the RICS assessment conducted through the ERR team, which helps ensure policy implementation. This assessment is applicable to 100% of all operating entities.

Relevant lessons learned from inspections, audits, and internal investigations are shared across regions to support continuous improvement.

The way forward

Our next steps include evaluating the 2026 water baseline, setting short-term Group-level water-reduction targets, and enhancing our water standard and guidelines. We will continue improving water data quality, strengthening wastewater controls, and embedding water-risk considerations into project planning and operational decision-making. Implementation of the WCMS remains central to our goal of achieving consistent uptake of good operational water stewardship practices across our operations by 2030.





ENVIRONMENT CONTINUED

WASTE AND POLLUTION Strategy

Our approach to waste and pollution management is through implementation of Group environmental standards and guidelines that address waste management, pollution prevention, hazardous materials, air quality, noise, and lighting. These standards establish minimum requirements and technical expectations across operations, including waste segregation, safe storage, duty of care, spill prevention, containment, and air-quality controls, in line with good international industry practice.

We set an annual improvement ambition to drive waste performance.

Our operations, value chain, and impacts

Operational activities

Our operations produce non-hazardous and hazardous wastes and may generate pollution and emissions from the operation of equipment, vessels, wastewater management, storage of fuel and other chemicals, incidents such as spills, and disturbances from noise and light generation.

These are managed through environmental operational controls aligned with local regulations and good international industry practice and delivered through our Group HSE standards and guidelines. These include good waste management, storage and segregations systems, designated wastewater and stormwater management systems, and effective treatment and discharge control. Spill-prevention measures include appropriate secondary containment for oils and chemicals as well as protocols for responding to environmental incidents such as spills.

Each operating entity maintains a waste management plan, including a waste management register to track waste streams, quantities, and disposal routes. This supports consistent oversight, regulatory compliance, and data-driven decision-making, while enabling the Group to monitor performance and identify opportunities to reduce waste, prevent pollution, and strengthen circular economy practices. Further, we are working towards reducing and eliminating where feasible, single-use plastics in our offices and operations.

In 2025, an environmental bulletin was issued to all operating entities to reinforce Group standards for waste and wastewater management and good environmental practices as part of our commitment to Zero Harm to the environment. Continuous improvement in these areas remains a priority across all operations.

Our Waste, Our Responsibility

In celebration of World Environment Day, we launched the waste management campaign *Our Waste, Our Responsibility* to reinforce the importance of effective waste management practices across our operations. The campaign focused on raising awareness and encouraging behavioural change in how waste is handled to prevent pollution to land, water and air, while promoting responsible management, circular economy practices, waste reduction, reuse and recycling, and diversion from landfill.

During the year-long campaign, operating entities are required to deliver at least one activity aligned to the focus areas, including duty of care in waste handling, reduction of single-use plastics, and improved landfill diversion. As part of these efforts, an exhibition titled *No Pollution from Plastics* was organised in Caucedo, engaging employees, visitors, and contractors on the lifecycle of plastic, its impact on marine ecosystems, and practical alternatives that support responsible consumption. The initiative also included the distribution of reusable water bottles and reached more than 8,000 people.

Operational awareness activities were also delivered in Callao and Santos through interactive toolbox sessions, targeted engagement sessions, and workplace challenges designed to strengthen day-to-day waste management practices and reduce reliance on single-use plastics. In Callao, more than 15 dedicated toolbox sessions were conducted to build practical understanding of good waste management through collaborative learning and team activities. In Santos, a frontline awareness campaign supported employee engagement through educational outreach and reusable giveaways, reinforcing how responsible waste practices contribute to environmental protection.

Training and awareness workshops were delivered across regions to support the rollout of the waste management campaign *Our Waste, Our Responsibility*, sharing good practices and initiatives that are driving action towards zero waste to landfill and elimination of single-use plastics across our regions and operations. Topics included were collaboration with procurement to improve waste performance, single-use plastic reduction opportunities and challenges, and operational awareness and engagement.



ENVIRONMENT CONTINUED

Value chain considerations

Waste and pollution impacts can also arise through contractors involved in handling waste collection, cleaning, maintenance, and/or construction activities. As part of the onboarding process, contractors must align with our HSE requirements, and contractor activities are required to be monitored. We work with waste service providers and recycling partners to improve recovery rates, increase diversion from landfill, and explore circular solutions. In some locations, collaborative initiatives with customers and partners aim to reduce packaging waste or trial reuse and recycling schemes.



Packaging and waste

Our logistics operations continue to advance practical circular solutions that reduce waste, eliminate single-use plastics, and improve resource efficiency. At our site in Subcontinent, a packaging initiative replaced plastic void fillers with reused corrugated cardboard. The site collected damaged carton boxes generated from warehouse activities and processed them through an in-house shredding machine installed in the dispatch area and repurposed them as cushioning materials for outbound shipments. This approach has eliminated the use of plastic air-bubble film and other plastic fillers, removing more than 470 kg of plastic packaging per month and the on-site recycling of carton boxes.

Another logistics facility in Europe implemented an in-house paper and cardboard baling solution to optimise materials recovery. Instead of transporting paper and cardboard to a third party for processing, the site installed an auto-baling machine to compact materials generated on site. The compacted bales are sold directly for recycling, transforming the process to a more sustainable solution by improving operational efficiency and cost, as well as achieving environmental benefits through a reduction in carbon emissions associated with the transport of materials for recycling.

These initiatives showcase practical and simple approaches to reduce packaging and waste, improving operational efficiency and circularity, and support our Zero Waste to Landfill efforts.

Progress and initiatives Waste management improvements

Our Waste Management Assessment Programme provides a structured framework to evaluate and improve waste management practices across our operations. The programme requires operating entities to maintain site-level Waste Action Plans (WAPs) and Single-Use Plastic (SUP) elimination plans, setting out actions to strengthen segregation, improve hazardous-waste controls, increase diversion from disposal, and drive action towards eliminating single-use plastics where feasible.

In 2025, 74% of total waste generated across the Group was diverted from disposal, reflecting continued progress in waste segregation, recycling and recovery practices across our operations.

Several operating entities invested in enhanced waste systems, including improved facilities for segregation and storage and engagement with contractors managing waste. For example, at JAFZA, waste diversion from landfill continued through partnerships that convert residual waste into refuse-derived fuel for industrial use. Circular economy initiatives progressed across regions.



ENVIRONMENT CONTINUED



Zero Waste to Landfill

In the Subcontinent (SCO) region, we initiated a Zero Waste to Landfill (ZWL) assessment and certification programme to evaluate current waste management practices, identify gaps and opportunities, and assess readiness for ZWL certification. The study applied a comprehensive qualitative and quantitative approach, including stakeholder engagement, document reviews, waste inventory analysis, and benchmarking against ZWL guidelines, supported by two years of historical waste data.

The assessment identified key observations, good practices, and areas for improvement, leading to the implementation of targeted actions to enhance waste diversion, strengthen compliance, and improve documentation and reporting. These efforts reinforce DP World’s commitment to circular economy principles. In 2025, 33% of SCO operating entities achieved ZWL certification.

Pollution prevention

We continue to drive improvements in awareness of pollution prevention measures through engagement sessions with regions and business operations, training, and governance and assurance processes.

Air emissions inventory

In 2025, we completed our first activity-based global air emissions inventory for non-GHG pollutants. This establishes a 2024 baseline and supports improved understanding of emissions that can impact local air quality. The inventory covers operating entities under our operational control.

It assesses emissions from four source categories:

- **ocean-going vessels:** this category included auto carriers, container ships, bulk and general cargo ships, cruise ships, and other large vessels;
- **off-road equipment and CHE:** this included cargo handling equipment and general-purpose equipment at marine terminals;
- **on-road vehicles:** trucks transporting maritime cargo containers, construction and maintenance equipment, and imported vehicles were included, as well as buses, shuttles, and taxis used for transporting cruise ship passengers;
- **stationary sources:** these consisted of generators, commercial heating equipment, and boilers.

Port and marine operations – air pollution activity sources

These operations produce multiple air pollutants, affecting both air quality and public health

<p>NMVOC Fuel storage tanks</p>	<p>SOx Marine fuel and ships</p>
<p>PM_{1,0} Vessels and engines, material handling and yard dust</p>	<p>PM_{2,5} Diesel equipment, fine particles, material handling and yard dust</p>
<p>NOx Vessels & engines, trucks & generators</p>	<p>CO Vessels engines and exhaust, trucks, generators, cargo-handling machinery</p>



ENVIRONMENT CONTINUED

Pollutants quantified include CO, NOx, SOx, PM10, PM2.5 and NMVOCs. Methodologies follow the US EPA Port Emissions Inventory Guidance and the European Environment Agency approach.

A phased data-collection process was used. A pilot assessment tested activity data availability, followed by a simplified global rollout using fuel-consumption-based methods to support full coverage. These methods produced a consistent global baseline while identifying where more granular, equipment-level data will add value in future cycles.

2024 baseline

Pollutant	Emissions (tonnes/year)
CO	5,123
NMVOC	1,543
NOx	49,845
PM10	2,943
PM2.5	2,804
SOx	66

Most emissions arise from ocean-going vessels, followed by cargo-handling equipment, on-road vehicles, and stationary sources. Marine services are the dominant contributor to NOx, PM, and SOx emissions, while ports and terminals and freight management also contribute significantly.

The baseline results help identify high-impact operating entities where vessel traffic, equipment fleets, or on-road truck movements are more intensive. In addition to the baseline development, a co-benefit analysis was conducted to understand the impact of the organisation’s decarbonisation strategy on non-GHG air emissions. Our decarbonisation roadmap delivers measurable reductions in multiple pollutants, offering both environmental and health co-benefits. For example, the electrification of 40 ITVs at JACT 1 resulted in a reduction of more than 19% of NOx and CO emissions.

Risk management and resilience

Key risks associated with waste and pollution include inadequate hazardous-waste handling, uncontrolled discharges, spills, and air-quality impacts. Waste and pollution risks are managed through environmental operational controls in accordance with local regulations and our global standards. Our standards and guidelines require operating entities to have designated washing and maintenance areas, containment and bunding systems, segregated drainage, and documentation of inspection and maintenance, as well as incident response procedures and preparedness.

Oversight of contractors helps manage risk associated with waste handling, construction, and maintenance activities.

We have a RICS assessment conducted through the ERR team, which helps us ensure policy implementation. This assessment covers 100% of all operating entities.

Findings from audits, inspections, or internal investigations are shared across regions to reinforce continuous improvement and maintain alignment with internal standards and regulatory requirements.

The way forward

Looking ahead, we will continue to expand waste reporting metrics across the Group by incorporating additional waste streams, enabling more comprehensive monitoring and more targeted actions to reduce landfill disposal and advance circular economy initiatives. Further progress towards eliminating single-use plastics in offices and operations will remain a key focus, alongside strengthening hazardous-substance controls and enhancing non-GHG emissions reporting to support long-term environmental performance and risk management.

Building on the 2024 baseline, we will refine the air emissions inventory as assumptions, data inputs, and calculation methodologies continue to evolve.

In 2026, we will prioritise improved emissions data reporting across the top 10 emitting entities by strengthening data quality and applying higher-tier methodologies, including more detailed equipment-level activity data and engine-specific information for vessel operations.

We will also continue to implement our Business in a Box (BIAB) programme which is aimed at supporting emerging markets and new operations by enabling consistent and timely adoption of Group environmental standards and good practices, saving time and effort and reducing duplication.



04 PEOPLE

Respecting human and labour rights, ensuring the highest standards of health, safety, and compliance, and fostering inclusion and diversity across our workforce, which includes our employees and contractors.



Focus topics

- Health and safety
- Fair working practices
- Employee growth and belonging



Targets

- Achieve an annual improvement in Total Injury Frequency Rate
- 10% annual increase in training hours per employee



PEOPLE

Health and safety

Every day is a safety day.

Safety is fundamental to our purpose of enabling smarter, more resilient global trade.



Target

- Achieve an annual improvement in Total Injury Frequency Rate

Our operations span ports, terminals, logistics hubs, freight, economic zones, and marine services, as well as our construction projects where thousands of employees, contractors, partners, and visitors rely on us to provide a safe environment. Safety applies to every operating entity, construction site, premise, and every worker in our workforce and value chain, regardless of employment type.



In 2025, we strengthened our zero-harm commitment by embedding safety more deeply into leadership behaviour, frontline engagement, supplier expectations, and operational decision-making. This reflects our commitment to both dimensions of the double materiality assessment:

- financial materiality: minimising disruptions, maintaining operational continuity, ensuring compliance, and protecting productivity; and
- impact materiality: safeguarding the wellbeing, dignity, and human rights of people affected by our operations, including employees, contractors, and surrounding communities.

Health and safety remains a material topic across all geographies and business pillars, requiring consistent leadership, governance, strong systems, and a culture where everyone takes responsibility for themselves and those around them.

Governance

Safety governance and assurance are anchored in an enterprise-wide structure that ensures collective oversight and accountability across the organisation. The Board was updated five times in 2025 by the Global EVP, Group Health, Safety, and Environment (GHSE) on safety performance, emerging risks, and strategic priorities. GESEC, chaired by the COO, Ports & Terminals, also provides regular updates to the Board and oversees the implementation of our global safety strategy.

Complementing GESEC is the Group Safety Executive Culture Committee (GSECC), comprising Chief Operating Officers from all three business pillars and functional leads from People, Operations, Procurement, and other enabling functions. This committee is responsible for embedding safety culture into all organisational activities and convened three times in 2025.

Divisional leads, operating entity and regional Chief Executives remain accountable for safety outcomes across their sites, covering employees, contractors, suppliers, and visitors. They are expected to lead visibly, carry out regular operating entity reviews, including site visits, ensure their staff have a voice, ensure adequate resources are available and respond quickly to incident trends. Supporting functions, including People, Communications, Sustainability, Finance, and Procurement integrate safety expectations into recruitment, workforce capability building, supplier engagement, and resource planning.

In 2025, the Group HSE Policy was updated to reinforce the development of a zero-harm culture across all operations. The update also expanded the policy to formally incorporate energy and climate considerations, including reducing GHG emissions, supporting climate mitigation and adaptation strategies, ensuring



HEALTH AND SAFETY CONTINUED

legal compliance, and promoting energy efficiency. The revised policy provides clearer alignment with the Group HSEMS and defines expectations for all employees, contractors, subcontractors, consultants, suppliers, and visitors.

The Group HSEMS is the overarching integrated framework that brings together health, safety, environment and energy management requirements for the entire Group, which is certified according to ISO 14001, ISO 45001, and ISO 50001. It is structured around leadership, planning, support, operation, performance evaluation and improvement. These elements ensure a systematic and consistent approach to managing risks and opportunities across all our operations. 100% of our employees are covered by the Group HSEMS.

The hierarchy of the Group HSEMS includes the Group HSE Policy, the HSE pillars which guide our zero-harm commitment, the Group Standards and Protocols which are mandatory for all locations under our operational control, guidelines based on best practice and prior incident learnings, standardised tools that support implementation and programmes and training designed to address known risks.

The Standards include requirements on responsibilities and accountabilities, planning, legal compliance, risk reduction, competency, documented information, emergency preparedness, incident management, contractor management, operational controls for safety, health and



environment, management of change, fire and loss prevention, monitoring and evaluation and action management.

Key updates in 2025 include clearer processes for onboarding new businesses, strengthened controls for construction activities, enhanced operational controls for hazardous tasks such as confined space entry and energy isolation, expanded provisions for health risks including fatigue and occupational exposure, and updated requirements for environmental management covering emissions, water, waste, biodiversity and pollution prevention.

The Group HSE Policy and Group HSEMS together form the foundation for how we manage safety, health and environmental performance, ensuring consistent implementation across all operating entities and supporting continual improvement through structured evaluation and learning.

100%
of our employees are covered by the Group HSEMS

68%
of operating entities certified to ISO 45001



HEALTH AND SAFETY CONTINUED

Strategy

In 2025, we continued to advance our Five-Year HSE Strategy (2024-2028), focusing on:

- safety culture as the foundation;
- leadership and engagement;
- risk reduction and improvement; and
- commitments we live by.

This strategy ensures a consistent global approach, while allowing operational flexibility for local risk profiles and support us to achieve our target.

In 2025, the global rollout of The Safety 7 strengthened behavioural expectations across all operating entities. These seven behaviours guide how every person stays safe and cares for others.

Leadership safety commitments

Leaders across our organisation reaffirmed their Safety Leadership Commitments, including:

- being visible role models;
- taking responsibility for unsafe conditions;
- listening and expressing care;
- communicating expectations clearly;
- recognising safe behaviour;
- coaching teams; and
- continuously learning.

Safety culture programme

In 2025, we continued our global Safety Culture Programme, including Safety Day, behavioural campaigns, and confidential culture surveys, covering over 11,000 employees. Insights directly informed leadership actions and risk reduction plans.



To strengthen consistency in how safety culture is embedded across the business, our Regional Safety Culture Committees remained active throughout 2025. These committees, led by senior operational leaders across each region, are responsible for translating Group-wide cultural priorities into local action. They support operating entities through coaching, leadership engagement, and the monitoring of cultural indicators, ensuring that every business pillar progresses towards our zero-harm ambition.

Mandatory safety training

We continued to revise and expand the HSE Training Academy programmes in 2025, providing behavioural, technical, and role-specific safety modules across Ports

& Terminals, Logistics, Marine Services, Construction and Economic Zones. The Academy continues to provide structured learning pathways that strengthen frontline capability, leadership competence, and specialist technical knowledge, ensuring every employee and contractor receives the training they need to work safely.

All employees and contractors undergo mandatory training appropriate to their role, including induction and, depending on role, technical safety, behavioural safety, hazard-specific training and refresher programmes.

Supplier and contractor safety

Safety expectations extend across our entire supplier and contractor ecosystem, ensuring that everyone working on or visiting our sites

understands our requirements. All suppliers are required to formally acknowledge our [Vendor Code of Conduct](#), which sets out high-level expectations on health, safety, and ethical behaviour. As part of the onboarding process, suppliers and contractors must align with our HSE requirements, supported by site access protocols, permit-to-work systems, and mandatory safety inductions. Throughout their engagement, contractor activities are supervised and monitored to review compliance with our safety standards. In 2025, we audited over 70 locations as part of our governance assurance programme.



HEALTH AND SAFETY CONTINUED

Hazardous chemicals management

In 2025, we continued to revise documentation relating to the safe storage, handling and disposal of hazardous chemicals across our operations. Activities involving hazardous substances are required to meet required safety and environmental standards. Safety Data Sheets (SDS) are available to employees and contractors who handle, or work in proximity to, chemicals. Regular safety inspections and audits help identify improvement opportunities and ensure continued compliance. Spill response and

containment procedures are monitored to mitigate potential incidents and strengthen emergency preparedness.

Safe living and working conditions

Where we provide facilities, these are required to have fire safety measures, access to safe drinking water, sanitation, adequate space and capacity, and emergency response systems. Inspections are carried out to ensure continued compliance and to address any issues promptly.

Progress and initiatives Performance

In 2025, our safety performance reflected continued improvement, including:

- against 2024, LTIFR changed by -3%, while RIFR changed by +3% of operating entities certified against ISO 45001;
- 68% of operating entities certified against ISO 45001.

Fatalities in 2025

While our goal remains zero harm, we regrettably experienced two fatalities in 2025, both involving our contractors. We treat each of these incidents with the highest level of respect, conducting investigations and taking considered 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 these incidents occurred in emerging markets, including Tanzania and India. 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 2024, given the total man-hours worked, we have seen an improvement in our safety performance, with a reduction in LTIFR and fatalities.

Frontline worker engagement

The Frontline Worker Engagement Platform expanded in 2025 across over 300 business units, enabling anonymous daily feedback on perceived safety, communication quality, and safety ideas. This enabled leadership to proactively respond to concerns and improve participation. Incident trends and safety performance.





HEALTH AND SAFETY CONTINUED

Emergency preparedness

We strengthened emergency response through drills conducted across all operating entities, focusing on fire, chemical handling, natural disasters, and marine incidents.

HSE application system

To further strengthen visibility and responsiveness across our global operations, we enhanced our HSE Application System in 2025.

Key improvements included standardised environmental hazard reporting, expanded Scope 1 GHG metrics (including refrigerant gas losses – R744) for more accurate emissions accounting, and enhanced water reporting. A major enhancement was the launch of the Risk Register module, enabling structured identification, classification, and management of risks at operating entity, regional and Group levels.

In 2025, we reviewed the Business in a Box (BIAB) programme to streamline its impact for frontline workers and supervisors. As part of this review, we adopted a new approach focused on providing pre-populated safety content only, including Safe Work Instructions, qualitative risk assessments, and best-practice guides. Under this new model, all pre-populated content is developed by the GHSE Operational Safety team, ensuring consistency, quality, and alignment with our safety standards. This approach saves time and effort, reduces duplication, and supports emerging markets and new

Risk profiling (Safety)

VERTICAL	LEVEL 1	LEVEL 2	LEVEL 3
Ports & Terminal	23	39	23
Marine Services division	5	16	10
Logistics – Freight Management	60	142	78
Logistics – Contract Logistics	31	100	90
Logistics – Market Access	7	54	4
Logistics – Parks and Economic Zones	1	3	2
TOTAL	127	354	207

operations by enabling the consistent and timely adoption of safety standards across the business.

Risk management and resilience

Our Group HSEMS is aligned with ISO 45001, ISO 14001 and ISO 50001, ensuring structured hazard identification, risk controls, and continuous improvement.

Enterprise risk profiling

Operating entities are profiled annually into high, medium, or low risk levels:

- level 1 (high risk): 127 sites;
- level 2 (medium risk): 354 sites; and
- level 3 (low risk): 207 sites.

As part of our assurance programme, we conducted 11 Group HSE audits and 70 site-based risk reviews in 2025.

These reviews assess exposure to fatality risks, verify compliance with HSE standards, and drive continuous improvement through structured action plans monitored by the lead auditors and senior management.

Hazard identification and control

Through the Hazard module in HSE Applications, we apply a digitalised system-based approach to hazard identification and control across all operations. This enables operating entities, regions and the Group to report and review risks including working at height, pedestrian protection, energy isolation, lifting activities, chemical

AI in operations

We aim to scale AI use cases across our operations to enhance both safety and efficiency, building on the projects already underway. Across our terminals, the business is deploying and expanding AI-enabled safety technologies such as intelligent CCTV, wearable proximity systems, and camera-based collision avoidance with active braking to improve workforce safety and reduce operational risk. At the same time, we are exploring ways to improve the productivity of our HSE professionals through digital innovation. This includes the use of custom LLM/GPT models to support document verification during audits, streamline data analysis, and improve access to information. For example, many GOE standard operating procedures have already been digitised and made searchable through an AI chatbot, enabling business units to quickly locate and query procedures. Looking ahead, we plan to deploy AI data analysis tools in 2026 across our database of HSE investigations to better identify accident trends, strengthen predictive insights, and support a more proactive approach to prevention. In parallel, selected terminals are applying AI and advanced analytics to optimise container yard planning and execution, including improving stacking and dispatch decisions and reducing rehandles. Over time, these AI use cases are expected to be increasingly embedded within Zodiac to further optimise planning and execution across terminal operations.



HEALTH AND SAFETY CONTINUED

handling, traffic movement and confined spaces. Each operating entity can report into the system to manage their hazards, reduce risk and protect our people. The system is further supported by a Hazard App, an internal platform that enables quick and user friendly hazard reporting across the business.

Incident investigation and learning

All incidents are recorded within our HSE application and escalated according to severity. Investigations focus on identifying root causes and corrective actions, and the insights gained are shared across regions to support learning and prevent recurrence. The Group undertook quarterly sessions throughout 2025 to share insights from incidents and subsequent investigations. This process reinforced communication of incidents, identified root causes and actions taken to reduce recurrence of similar incidents.

Resourcing and equipment

Our procurement practices ensure safety-critical equipment meets global technical standards, and we prioritise the use of higher-quality protective equipment over lower-cost alternatives. Additional resources are directed to higher-risk sites to provide additional support where required.

Collective bargaining and worker representation

Worker participation remained central to our safety management approach in 2025. Employees and contractor representatives played an active role in

safety committees, site inspections and incident reviews, ensuring that frontline experience informed risk controls, cultural improvements and mitigation plans. In locations where it is legally permitted, health and safety requirements are also incorporated into collective bargaining agreements, strengthening the involvement of worker representatives and supporting a transparent and responsive safety culture.

Grievance mechanisms

Employees and contractors can raise safety concerns anonymously through local reporting channels and frontline feedback applications. In addition to these channels, the global whistleblowing line continues to serve as a confidential and accessible means for reporting unsafe conditions or breaches of safety protocols. This ensures that all workers and third parties can communicate through their preferred grievance mechanisms.

The way forward

In 2026, we will continue to strengthen our safety culture by embedding The Safety 7 across all operating entities, enhancing leadership accountability, and increasing oversight of contractors and suppliers. We will expand the use of digital safety tools and analytics, prioritise emerging markets and high-risk environments, and further invest in training, capability building, and workforce welfare. We will also deepen the integration of safety into operational and strategic decision-making. Our goal remains unchanged: at the end of every shift, task, and day, everyone goes home safe.





PEOPLE CONTINUED

Employee growth and belonging

Our people are central to the delivery of our strategy and long-term value creation.



Target

- Achieve a 10% annual increase in training hours per employee

We depend on a skilled, engaged and fairly treated workforce – both within our own operations and across our value chain. We recognise that strengthening the experience, capability and wellbeing of our people is essential to sustaining operational performance, fostering innovation and securing long-term resilience.

Strategic relevance

Employee growth and belonging was identified as a double material topic through our 2025 DMA. For our own workforce, it is material due to its direct impact on skills availability, leadership readiness, engagement, retention and wellbeing.

For workers in the value chain, it is material because our expectations, contracting practices and investment decisions influence access to development opportunities, inclusion and long-term employability.

As our business continues to expand, digitalise and automate, sustained access to skills and leadership capability is critical. Failure to attract, develop and retain talent would constrain growth and operational performance, while inclusive and development-focused practices strengthen resilience and long-term value creation.

Actual impacts identified include variations in access to development opportunities and career progression in parts of the organisation operating under different shift patterns, legacy structures or rapid growth. Potential impacts include skills shortages, leadership gaps and increased attrition if learning, engagement and inclusion do not keep pace with automation, digitalisation and expansion.

Applicability

Our approach to employee growth and belonging is guided by a shared baseline of expectations that apply across our global operations and, through our

procurement and contracting processes, to workers in our value chain. We maintain consistent access to global mandatory training, ensure fair and transparent recruitment, uphold clear grievance and whistleblowing channels, promote two-way communication and foster an inclusive culture grounded in equal opportunity.

These expectations form a common foundation across markets, supporting a coherent approach to capability, belonging and engagement.





EMPLOYEE GROWTH AND BELONGING CONTINUED

Own workforce impacts, risks, and opportunities

IRO	Description	Occurrence type	Value chain impact	Time horizon
	Providing fair and adequate wages to enhance employee wellbeing, support decent living standards, and promote inclusive economic growth.	A		S M
	Work-related injuries can cause both physical and emotional harm to employees, negatively affecting their health, wellbeing, and morale. These issues arise within our own operations and are relevant over the short to medium term.	A		S M
	Such incidents also give rise to risks, including lawsuits, penalties, and reputational damage. They can disrupt operations, increase costs, and undermine financial performance and public trust. These risks occur within our own operations and are considered over the short to medium term.	P		S M
	At the same time, fostering a positive and safe workplace culture creates meaningful opportunities. A supportive environment can reduce turnover, lower recruitment costs and boost productivity. It can also strengthen brand loyalty, build investor confidence, and support long-term profitability.	P		L

Negative impact	Positive impact	Risk	Opportunity	Actual	Potential	Upstream	Own operations	Downstream	Short term/Medium term/Long term





EMPLOYEE GROWTH AND BELONGING CONTINUED

OUR OWN WORKFORCE

Governance

Oversight of employee growth and belonging sits within our existing governance framework. People-related matters are reported to senior governance forums, with management-level accountability held through the Policy Committee and the Grievance Committee, supported by regional leadership teams. The Group Chief People Officer acts as executive sponsor, ensuring learning, engagement and inclusion are embedded consistently across our global operations.

Our own workforce includes all permanent and fixed-term employees under our operational control across our global operations in 2025. Agency labour and third-party contractors are excluded from this scope and addressed under workers in the value chain.

Our commitments are reinforced by a set of global policies, including our [Global Code of Ethics](#) and global policies related to Wellbeing, Inclusion and Diversity, Recruitment, Performance Management, Volunteering, Mobility, Travel, Separation of Employment, and People Security Standards. These ensure consistency and fairness in how we support our people across all geographies. We also implement internal frameworks such as the Global Talent Management and Development Policy and the Global Learning and Development Policy to provide clear

standards and accountability across the organisation.

To support clarity and consistent implementation, employees can access a dedicated People intranet hub consolidating all global policies, benefits, career tools, wellbeing support, learning resources and internal vacancies in a single interface. This ensures transparency and equitable access to information regardless of geography or function.

Through One Learn, and our wellbeing app Wellbees, all employees have access to:

- **Thousands of interactive eLearning modules**
Engage in self-paced digital learning covering self-development, physical wellbeing, management and leadership, and more – designed to support holistic growth anytime, anywhere.
- **One-to-one confidential expert sessions**
Book complimentary sessions with psychologists, dietitians and personal trainers, and speak privately with qualified wellbeing professionals.
- **Habit tracking tools**
Set, track and achieve personal goals across movement, sleep, stress and overall wellbeing.
- **Interactive challenges**
Stay motivated through engaging social activities such as step tracking, hydration reminders and daily wellbeing nudges.

We are working on offering 20 more languages in 2026, increasing the number of available languages to 37.

Policy	Purpose
Global Learning & Development Policy	Sets expectations for capability building, structured learning and global access to development resources.
Talent Management & Development Policy	Defines succession planning, talent reviews and personalised development pathways.
Global Recruitment Policy	Ensures fair, merit-based hiring and transparent internal mobility.
Global Performance Management Policy	Sets the performance cycle and mandates training for managers on coaching and to ensure fair and consistent feedback and ratings for all employees.
Global Mobility Policy	Supports international assignments, relocations and visa processes, enabling workforce mobility.
Separation of Employment	Establishes clear and fair principles and processes for a seamless separation of employment.
People Security Standards Policy	Strengthens data-privacy controls and protects employee information.

AI in operations

We have an AI chatbot available to employees, which enables them to access information and ask questions related to global policies.





EMPLOYEE GROWTH AND BELONGING CONTINUED

Strategy

In 2025, we accelerated our people strategy to support growth, capability and culture. We launched a refreshed global Employee Value Proposition (EVP) to position us as an employer of choice and to clearly articulate what employees can expect in terms of purpose, development, reward and wellbeing. Internally, EVP content achieved 80% engagement across the Connexions employee intranet, while externally we recorded a 60% increase in job applications globally. Our EVP was well received both internally and externally and was recognised as the Best Internal Communications Campaign for Very Large Companies at the PRCA MENA Awards.

We strengthened workforce engagement through a region-led approach. Moving away from a single global engagement survey, regions adopted tailored methods based on local needs – ranging from targeted pulse surveys to full Great Place to Work® assessments. In 2025, 12 out of 16 participating locations achieved Great Place to Work® certification. In the Americas, 84% of employees rated DP World as a great place to work. In Sub-Saharan Africa, 72% of actions identified through engagement feedback were completed by year-end, resulting in tangible improvements in employee sentiment.

84%

of employees rated DP World as a great place to work

We continued to strengthen capability through our Global Hub Programmes, investing at scale in structured, high-impact learning experiences. A total of 23,622 employees participated in face-to-face and virtual hub-led learning sessions, generating 75,380 learning hours and fostering cross-regional collaboration and knowledge sharing.

In parallel, we continued to expand OneLearn, our global digital learning platform, broadening access to on-demand development opportunities across operational and corporate roles. This resulted in 247,305 courses completed and 556,735 learning hours. Collectively, across hub-led and digital learning modalities, total learning hours reached 632,115 for the year – reinforcing our commitment to building critical skills and leadership capability across our global network.

Our global Grow Graduate Programme, a key pillar within our Global Hub talent ecosystem, welcomed 59 graduates from Africa, the Middle East and Europe, further strengthening our future-ready talent pipeline.

Leadership capability remained a priority. In 2025, we introduced cross-regional leadership modules, masterclasses and virtual forums, enabling leaders to develop skills and share insights across geographies. We also reinvigorated our talent processes following updates to the Global Talent Management Policy.

More than 6,000 talent conversations were conducted globally, supported by increased use of talent assessments, including over 1,200 assessments deployed in the GCC region.

Career transparency and mobility were further strengthened through our first Global Careers & Learning Week, which engaged more than 4,654 employees across eight global sessions. Local follow-up initiatives, such as Head Office Open Office Hours, provided employees with accessible forums to discuss career aspirations and development pathways – an initiative introduced directly in response to employee feedback.

We strengthened internal mobility by posting all open roles weekly on the Internal Vacancies platform and aligning selection processes with the Global Recruitment and Global Mobility Policies. We reinforced our performance culture by requiring all managers to complete training on the global performance cycle, covering objective-setting, coaching, continuous feedback and end-of-year reviews. Employees receive guidance on preparing for reviews and linking feedback to their development plans using the Career Compass.

Our wellbeing and inclusion commitments were embedded through the World of Wellbeing (WoW) programme and our I&D pillars i.e. Accountability, Advocacy and People Experience. These ensure employees feel supported, respected and able to thrive in an inclusive environment.



These initiatives directly respond to the identified IROs, by strengthening employee engagement, leadership capability, career mobility and wellbeing, while proactively mitigate workforce-related risks such as reduced morale, turnover, skills gaps and operational disruption, while unlocking opportunities linked to productivity, employer reputation and long-term value creation. Embedding these actions within our people strategy enhances organisational resilience, ensuring we maintain a capable, motivated and future-ready workforce that can sustainably support business growth and cultural transformation.



EMPLOYEE GROWTH AND BELONGING CONTINUED



Progress and initiatives

We reinforced recognition and culture through region-specific initiatives. In Sub-Saharan Africa, employee awards programmes continued to recognise behaviours aligned with our principles, supporting morale and collaboration. “One DP World” Culture Expos engaged more than 1,200 employees through interactive experiences focused on safety, sustainability, wellbeing, inclusion, performance and the EVP.

Digital enablement supported employee experience and efficiency. The DP World ONE app enables multiple HR self-service and information. With over 16.7 million logins in 2025, it saved around 850,000

people hours. We also expanded immersive learning using Virtual Reality, Mixed Reality and Augmented Reality simulators, reducing training time and costs by more than 120,000 man-hours. At Drydocks World, immersive training delivered more than 70,114 hours and achieved the world’s first Institution of Occupational Safety and Health quality standards for content, delivery and assessment.

Employee wellbeing was promoted through initiatives such as the global Choose Better, Live Better wellness challenge, which encouraged healthy behaviours and supported physical and mental wellbeing across regions.

Leadership development progressed through our DP World series, which this year included Working, Leading, Managing, Transforming and Accelerating each offering common understanding of what it means to lead in a DP World way from individual contributors, first time line managers, supervisors, managers, senior managers to directors and vice presidents. Each programme brings to life the skills required to lead with clarity and confidence, driving performance, fostering accountability and supporting excellence. In 2025, over 1,300 leaders attended these sessions globally.

We also strengthened two-way communication by complementing Great Place to Work® assessments with regional and Group-wide townhalls. This enhances transparency and ensures that insights from employees shape local action plans and broader organisational improvements.

Risk management and resilience

Risks related to engagement, skills gaps, exclusion or attrition are identified through engagement surveys, talent reviews, internal mobility data and diversity insights. These risks are assessed through the RICS process managed by the ERR team and, where the risks are considered material, integrated into the enterprise risk management framework.

All employees have access to formal grievance and whistleblowing mechanisms, with protections against

retaliation, to raise concerns related to discrimination, harassment or unfair treatment. Issues are investigated through established processes, with corrective actions implemented where required.

Workforce data and engagement insights are reviewed regularly to identify trends related to retention, development and inclusion, subject to local legal limitations on data collection.

Engagement mechanisms in 2025 covered the majority of our global workforce, subject to local legal and operational constraints.

We enhanced monitoring of a wide set of workforce indicators, including access to learning hours, mobility rates, completion of talent conversations, succession depth for critical roles, wellbeing uptake and feedback participation and to identify risks early and build a consistent, proactive response. This integrated view enables us to assess whether employees have equitable access to development, feel supported in their roles and foresee long-term growth opportunities.

The way forward

Looking ahead, we will continue to strengthen learning access, leadership capability and inclusive culture, using insights from engagement feedback and talent data to guide investment and prioritisation. Our focus remains on ensuring our workforce is skilled, engaged and ready to support long-term growth.



EMPLOYEE GROWTH AND BELONGING CONTINUED

Workers in the value chain impacts, risks, and opportunities

IRO	Description	Occurrence type	Value chain impact	Time horizon
	Ensuring adequate housing and sanitation for contracted workers promotes health, wellbeing, and dignified living standards within the value chain.	P		S M
	Operating in high-risk countries with poor labour conditions can expose workers to exploitation and unsafe environments. This creates the risk of linking our value chain to human rights violations, with a direct impact on worker wellbeing.	A		S M
	Poor labour practices and unsafe working conditions within the value chain can lead to serious legal, regulatory, and reputational consequences, while also increasing the risk of supply chain disruption. Which may reduce reliability, raise costs, and limit our ability to meet customer expectations.	P		S M
	At the same time, addressing these challenges provides a meaningful opportunity to create long-term value. By supporting fair employment practices and contributing to job creation in high-risk regions, we can play a role in driving local economic development and reducing unemployment.	P		M L

Negative impact	Positive impact	Risk	Opportunity	Actual	Potential	Upstream	Own operations	Downstream	Short term/Medium term/Long term





EMPLOYEE GROWTH AND BELONGING CONTINUED

WORKERS IN THE VALUE CHAIN

Governance

Oversight of growth and belonging impacts affecting value-chain workers is embedded within existing Board and executive governance structures, supported by the People, Sustainability and Procurement functions. Executive accountability covers supplier labour practices, capability development and inclusion expectations across the value chain.

Our [Vendor Code of Conduct](#) and Supplier engagement requirements reflect our expectations on non-discrimination, fair recruitment, open communication, access to training, ethical behaviour and grievance pathways. These expectations form a consistent baseline across higher-risk sectors and geographies.

Strategy

Our value chain includes supplier employees, contractors, logistics partners and third-party workers, including migrant and low-wage workers who may face heightened vulnerability in certain geographies. Our strategy focuses on promoting responsible labour practices, encouraging access to skills development and embedding inclusion expectations into supplier engagement and selection processes.

In 2025, our infrastructure investment programme continued to support job creation beyond our direct workforce, with approximately 5,000 new jobs expected across India, the UK, Africa, and Latin America. These investments support local employment, skills development and long-term economic resilience in host communities.

We continued to integrate expectations on fair recruitment, training access, open communication and access to grievance channels into supplier onboarding and risk-based assessments. Through capability-building activities, we encourage suppliers to strengthen their internal processes, including learning and development offerings for their workforce.



Risk management and resilience

We apply a risk-based approach to managing growth and inclusion risks in the value chain, with enhanced focus on higher-risk geographies and labour-intensive sectors. Supplier assessments, audits and engagement processes are used to identify risks related to exclusion, limited access to training or unfair treatment.

Grievance mechanisms are extended to supplier and contractor workers, with protections against retaliation. Where issues are identified, we work with suppliers to implement corrective actions, escalate concerns or disengage where necessary. These risks are monitored through our enterprise risk management framework.

Workers employed by suppliers and contractors have access to grievance mechanisms either directly or through supplier-level processes aligned with our requirements. These mechanisms are required to be accessible, confidential and free from retaliation.

We continue to focus due diligence efforts on higher-risk markets to strengthen transparency around working hours, recruitment practices and access to remedy. Suppliers requiring improvement are supported with technical guidance, structured action plans and targeted training to embed sustainable improvements.

The way forward

We will continue to strengthen supplier capability-building initiatives, improve visibility over workforce conditions in the value chain and integrate inclusion expectations more deeply into procurement and contracting practices.

In 2025, labour and human-rights expectations were integrated into supplier engagement and assessment processes covering priority suppliers, with a focus on higher-risk geographies and labour-intensive activities.

5,000
new jobs expected across India, the UK, Africa, and Latin America



EMPLOYEE GROWTH AND BELONGING CONTINUED

FAIR WORKING PRACTICES

Strategic relevance

Fair working practices were identified as a double material topic due to their direct impact on worker wellbeing, legal compliance, reputation and operational continuity. For value-chain workers in particular, the standards we set influence wages, working hours, safety and access to remedy.

Applicability

Our approach to fair working practices is grounded in a consistent set of expectations that apply to our own workforce and, through our procurement standards and contractual requirements, to workers in our value chain. These expectations cover fair and transparent recruitment, lawful working hours and rest periods, protection against discrimination and harassment, access to safe and healthy working environments, and the availability of confidential grievance and whistleblowing channels without fear of retaliation. Together, these requirements form a baseline for safeguarding dignity, wellbeing and legal compliance across our global operations and supply chain.





EMPLOYEE GROWTH AND BELONGING CONTINUED

OUR OWN WORKFORCE
Governance and strategy

Oversight of fair working practices sits at Board level. At the management level, responsibility lies with the Grievance Committee, while the Group Chief People Officer serves as executive sponsor, ensuring alignment and consistency across the organisation. Our approach is guided by global policies covering working hours, wellbeing, human rights and ethical conduct.

In 2025, we continued to standardise employment contracts, provide comprehensive health, accident and life insurance coverage, and strengthen grievance mechanisms to ensure employees can raise concerns safely and with confidence.

Our Working Hours and Leave Policy establishes clear expectations regarding maximum working hours, overtime payments, rest day entitlements and annual leave. We also benchmark salaries annually against reputable global providers to ensure fair and competitive remuneration. In many markets, we exceed statutory standards through enhanced family leave, medical benefits and employee support programmes, reflecting our broader commitment to social protection.

Where housing or transport is provided, we apply minimum standards for safety, hygiene and privacy, supported by regular assessments. These measures uphold dignity and wellbeing in contexts where employer-provided accommodation is required due to operational or geographical realities.



Collective bargaining and freedom of association

We comply with all applicable legal requirements relating to freedom of association and collective bargaining in the markets where we operate. As of 31 December 2025, freedom of association is permitted in 80 jurisdictions out of the total 82 countries in which we have operations. In those jurisdictions where collective bargaining agreements (CBAs) are legally recognised, approximately 40% of our employees are represented through formal CBA structures. The CBAs typically covers a range of worker related topics, including working hours, health and safety, freedom of association, non-discrimination, grievance mechanisms, disciplinary procedures, job security, and worker representation. We continue to respect the rights of employees to join or not join trade unions, workers' committees or representative bodies, in accordance with local legislation, and engage constructively with these bodies where they exist.

Risk management and resilience

Risks such as excessive working hours, unsafe conditions or unfair treatment are assessed through the RICS process and monitored through ERM. Engagement with employees and representatives supports early identification of issues, while remediation measures include contract corrections, policy updates, and targeted interventions.

We analyse patterns across grievances, whistleblowing reports, engagement data, health and safety findings and labour inspections to identify early indicators of risk. These insights inform targeted responses such as refresher training, management interventions, improvements to accommodation facilities or updates to supervisory practices. This enables a consistent, preventative approach to potential labour-rights issues.



EMPLOYEE GROWTH AND BELONGING CONTINUED

WORKERS IN THE VALUE CHAIN

Governance, strategy and risk management

We require suppliers to comply with our labour standards. Our vendor assessments consider working conditions, transparency of employment terms, recruitment practices, including the prohibition of recruitment fees, and the availability of grievance mechanisms. Where suppliers provide onsite accommodation or transport, we expect minimum standards to be met in alignment with local regulations and our supplier expectations.

We prioritise suppliers operating in high-risk geographies for deeper due diligence and capacity-building support. This includes guidance on improving recruitment processes, documenting working hours accurately, strengthening health and safety practices, and ensuring workers have access to confidential complaint channels.





05 COMMUNITY

Building resilient communities, empowering stakeholders, and creating shared value through partnerships and local engagement.



Focus topics

- Affected communities
- Corporate social responsibility



Targets

- Develop community response plans for all high-risk locations



Affected communities

We recognise that our operations and value chain activities can have direct and indirect impacts on communities across diverse geographies. As part of our 2025 DMA, supported by internal workshops and peer benchmarking, we strengthened our approach to identifying, assessing and managing impacts on affected communities.

This updated approach establishes a clear governance model, a structured identification process, a defined scope for existing operations, and a consistent impact framework that reflects the primary ways in which our activities may affect people and communities. By systematically understanding these impacts, we are also better able to anticipate related risks and opportunities for the business. The framework guides decision-making, engagement, mitigation and disclosure across the Group.

Strategic relevance

Building on this approach, our work with affected communities is strategically important because it directly shapes trust, social stability, and the continuity of our operations. Positive outcomes such as improved safety, stronger community relations, and new economic opportunities support long-term operational certainty and reduce project delays. Risks such as displacement,

pollution, or community tensions can create legal exposure, reputational concerns, and higher operating costs if not managed early. Through the double materiality approach, we assess both how our activities influence people and communities and how these community related issues can influence our financial performance. This ensures we manage social impacts responsibly while protecting long-term value for the business, as well as amplifying opportunities for our communities. Our approach for affected communities is differentiated for both existing operations and greenfield/ brownfield operations.

Affected communities – existing operations

Based on our DMA, workshops and peer benchmarking, we have identified three themes that reflect the primary ways in which our activities may impact communities.

Community health and welfare: Our operations may place added pressure on local environments and infrastructure, contributing to safety risks, congestion and changes to community dynamics that can influence overall wellbeing.

Livelihoods: Operational activities can disrupt traditional income sources and local businesses while also creating new economic opportunities, potentially reshaping employment patterns and income distribution.

Access to services: Increased demand on transport, utilities and public services may affect the availability and accessibility of essential services such as healthcare, education and community facilities.

Impacts arising from the themes above may affect a range of community groups, depending on local context and operational characteristics. At a minimum, we consider the following groups in our assessments:

- Residents living near operations, warehouses, ports and terminals;
- Local shops and business owners, including restaurants, small enterprises and service providers;
- Employees of local businesses, including workers, jobseekers and candidates whose livelihoods may be indirectly affected;
- Fisherfolk and maritime users, including small-scale fishermen, fishery-dependent communities and coastal populations reliant on marine routes and resources;
- Road and transport users, including drivers, commuters and logistics operators affected by congestion or road disruption; and
- Utility-dependent users, including households and businesses reliant on local water, electricity and other utility networks.



AFFECTED COMMUNITIES CONTINUED

Within these groups, we place particular emphasis on identifying and addressing impacts on vulnerable populations, which may include women, people with disabilities, indigenous communities where relevant, migrant workers and economically marginalised groups. Vulnerability is assessed based on exposure to impacts, sensitivity and capacity to adapt.

Governance

Oversight of impacts on affected communities, including related risks and opportunities, is embedded within our sustainability and ERR framework, ensuring clear accountability across Board, executive and operational levels for community-related matters.

At Board level, the Board Governance and Sustainability Committee provides strategic oversight of material impacts, risks and opportunities relating to affected communities, including those identified through DMA and ongoing community engagement.

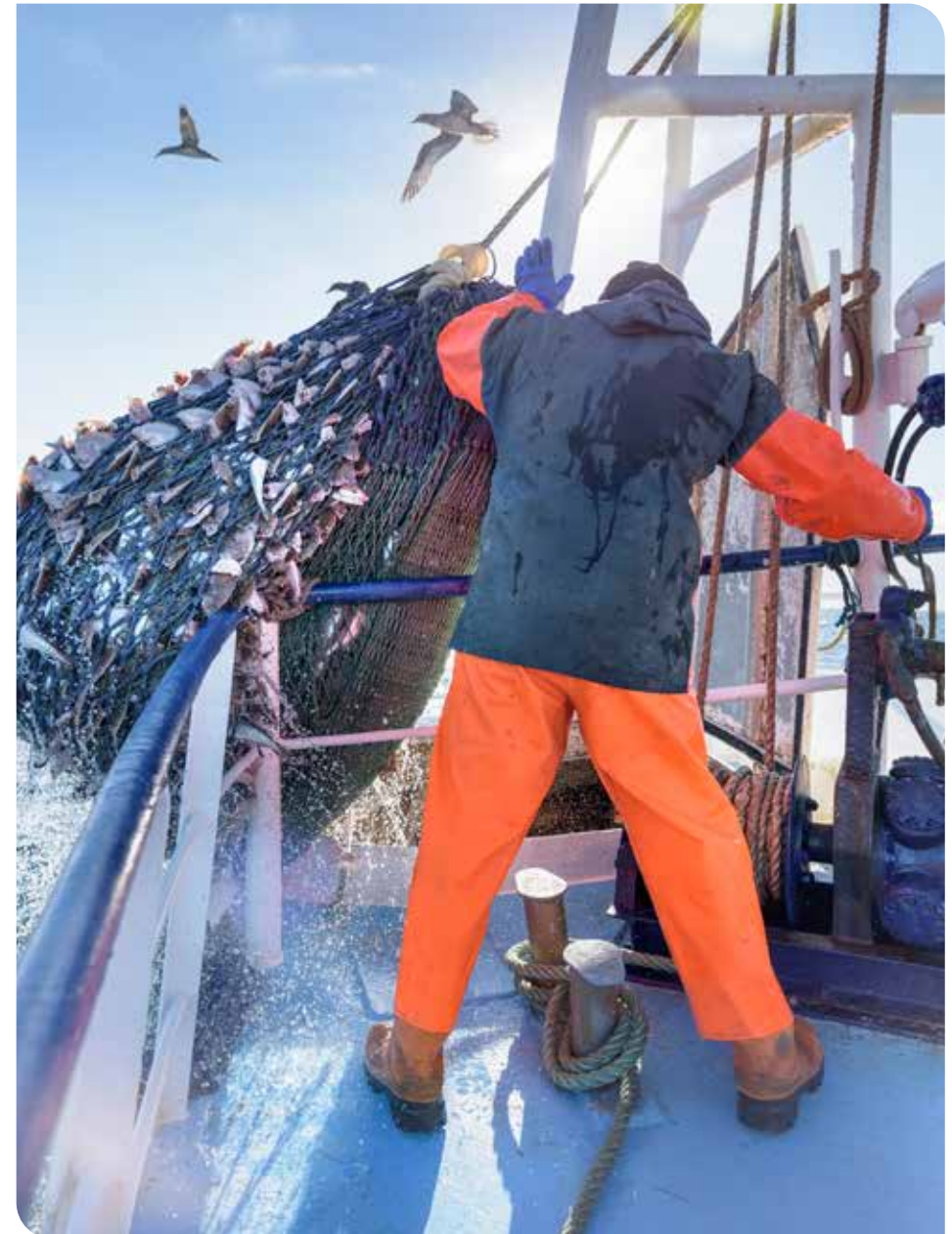
At management level, the governance and management of impacts on affected communities are integrated into executive decision-making processes, with prioritisation and monitoring reviewed through the Executive Sustainability Council. This ensures that community-related considerations are addressed alongside other material sustainability and risk topics.

Executive sponsorship for affected communities sits with the Group SVP, Sustainability. Day-to-day responsibility for managing community impacts is shared between Group Sustainability and regional leadership and sustainability teams. This governance structure ensures that impacts on affected communities are systematically identified, assessed and managed through core business processes.

Strategy

Our business model as a global trade enabler links ports, terminals, logistics hubs and marine services with communities living and working in proximity to our operations. Managing community impacts is, therefore, integral to operational resilience, licence to operate and long-term value creation.

Community perspectives are incorporated into strategic and operational decisions through stakeholder engagement, social risk screening and site-level assessments.





AFFECTED COMMUNITIES CONTINUED

Risk Management

Site identification is prioritised using three factors:

Community vulnerability – how socially and economically vulnerable the local community are, poverty rate, unemployment levels, access to essential services, and the presence of marginalised groups. We are using a global risk data platform to identify this.

Strategic asset profile – the size, economic value and strategic importance of the business unit within the DP Worlds portfolio.

Impact footprint – consideration of the type and size of impacts business units might have on communities.

Once identified, we apply a structured approach to managing risks relating to affected communities and conduct regional-level gap and social risk assessments. This process includes identifying community stakeholder groups, undertaking engagement activities, and developing site-specific community impact reports.

Findings are shared with relevant departments to inform mitigation measures and targeted community programmes.

Across both pathways, ongoing engagement is undertaken in line with our [External Stakeholder Engagement Policy](#), supported by grievance mechanisms and clear communication on progress and follow-up actions.

Based on our assessment, risks and impacts relating to affected communities are considered financially material, as they could reasonably be expected to influence operational continuity, project delivery, stakeholder relationships, and the Group's financial performance and long-term value creation across certain operating locations.

Ongoing engagement is required in line with our [External Stakeholder Engagement Policy](#), supported by grievance mechanisms and clear communication on progress and follow-up actions.

Engagement, grievance and remediation

We engage with affected communities directly or through legitimate representatives, depending on local context. Senior operational management is accountable for engagement quality, supported by the Group. Effectiveness is assessed through feedback, grievance trends and follow-up actions, with particular attention to the inclusion of vulnerable groups.

Grievance mechanisms enable communities to raise concerns without fear of retaliation. Issues are investigated, tracked and addressed through established processes, with remediation provided or supported where impacts occur.

Actions to address impacts, risks and opportunities

Actions to address impacts on affected communities include the implementation of operational controls and mitigation measures, structured stakeholder engagement, and ongoing monitoring to assess effectiveness and support continuous improvement. Where impacts occur, appropriate remediation is provided or supported in line with established processes.

Where appropriate, insights from affected community assessments inform the design of targeted CSR programmes, enabling positive community outcomes alongside the mitigation of identified impacts. Any severe human rights incidents affecting affected communities would be disclosed in line with our reporting commitments.





AFFECTED COMMUNITIES CONTINUED

Metrics and targets

We are strengthening our approach to measuring community-related performance using indicators such as engagement activities undertaken, grievances raised and resolved, site-specific social incidents, and outcomes linked to mitigation and community programmes. Performance against these indicators will be included in our next Sustainability Report, and thereafter tracked year-on-year.



Affected communities – Greenfield and brownfield projects

For new construction projects involving significant land-use change or facility modification, we apply a consistent framework to identify, assess and manage potential environmental and social impacts.

For such projects, we:

- conduct an Environmental and Social Impact Assessment (ESIA), or equivalent assessment, in line with internal standards, applicable national requirements and good international industry practice;
- ensure assessments include proportionate engagement with external stakeholders based on the project’s risk categorisation, including local communities, non-governmental organisations (NGOs) and civil society organisations; and
- protect and respect the rights of communities we engage with, opposing the unlawful expropriation of land and cultural heritage.

Our employees are expected to respect cultural, ritual and religious sites when performing their work, in line with our policies and codes of conduct.

Engagement process

We recognise that meaningful engagement occurs primarily at project and business unit (BU) level. Supported by our [External Stakeholder Engagement Policy](#) and supplementary guidance, projects and BUs proactively identify and contextualise environmental and social risks through structured engagement.

Engagement activities may include:

- public consultations;
- key stakeholder interviews, including with disadvantaged or vulnerable groups; and
- bilateral discussions with NGOs, civil society organisations and government partners.

Projects and BUs are encouraged to develop Stakeholder Engagement Plans (SEPs) that define a governance approach tailored to the project context and risk profile. Project-specific SEPs are designed to:

- proportionately address risks and impacts throughout the project lifecycle;
- provide timely project updates to affected communities and relevant stakeholders;
- communicate information in local languages and culturally appropriate formats; and
- include anonymous grievance mechanisms.

Channels to raise concerns

At project and community level, local community and worker grievance mechanisms provide formal and ongoing avenues for project-affected people to raise concerns and seek resolution. In addition, our Whistleblowing Hotline is available as an independent channel for affected stakeholders to report concerns confidentially.





AFFECTED COMMUNITIES CONTINUED

Project updates and case studies

Resettlement gap analysis – Banana Port, Democratic Republic of Congo

As part of the development of Banana Port, we have undertaken an environmental and social risk review to align mitigation measures with good international practice. Stakeholder engagement with affected stakeholders on mitigation plans and progress is ongoing, including plans on community livelihood development.

Case study: Biodiversity offsetting – Berbera Port expansion

Stakeholder engagement with local communities, businesses and government representatives informed the development of a BAP to offset impacts to coastal coral reefs associated with port expansion works. To date, artificial reef habitat covering approximately 1,800 m² has been installed, with corals translocated from impacted areas. The 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, Senegal

In collaboration with the Port Authority of Dakar, we have progressed studies on community resettlement associated with the development of the Port of Ndayane. Socioeconomic baseline surveys have been undertaken with affected stakeholders. Results are being used to inform project action plans to support livelihood improvement and community resilience throughout the project lifecycle.

Case study: Biodiversity offsetting – Port of Ndayane

In line with good international practice, a BAP was developed to offset impacts to critical habitats resulting from the port development. Our Senegal's project team partnered with local experts and the community to rehabilitate sections of coastline identified as suitable nesting habitats for green turtles. Activities included debris removal and beach cleaning. Further engagement with local communities and relevant statutory agencies is planned to inform the development of forthcoming afforestation and wetland restoration offset strategies.





COMMUNITY CONTINUED

Corporate social responsibility

Our CSR approach focuses on delivering positive social and environmental outcomes in the communities where we operate.

Our CSR initiatives complement our core business activities and are tailored to local communities needs and driven by local context.

CSR activities are delivered through a combination of local programmes, global partnerships, employee volunteering. While CSR is identified as an impact-material topic, insights from these initiatives inform broader community engagement, sustainability governance and long-term value creation.

Until 2025, the Charity Committee was responsible for reviewing, overseeing and endorsing requests and proposals for charitable partnerships, providing a structured approval mechanism to ensure alignment with our values, community priorities and governance requirements. Following a review of governance effectiveness, the Charity Committee was disbanded in 2025. Oversight of charitable and community-related activities will

transition to a cross-functional working group comprising representatives from Group Sustainability, Risk and Compliance, strengthening alignment with enterprise risk management, controls and assurance processes.

CSR initiatives are informed by insights from our Double Materiality Assessment and site-level community engagement, ensuring alignment with identified community needs, impact priorities and local contexts.

A set of Core Principles guides CSR initiatives to ensure that activities deliver meaningful and responsible community impact. These include being principle-led and impact-focused, community-led, and policy-compliant and governed. Where appropriate, initiatives also incorporate employee participation and volunteering to strengthen community impact.



**CORPORATE SOCIAL RESPONSIBILITY** CONTINUED

CSR case studies

Angola | Skills and employment pathway for young women

We partnered with Blue Horizon Orphanage to support an employability pathway for young women, reporting the achievement of 35 young women who gained certifications and driving licences and progressed into employment as internal truck vehicle (ITV) operators. The initiative is positioned as expanding access to skills and roles traditionally held by men, supporting inclusion and improved livelihoods in the local community.

India | Prosthetic limb fitment camps

In India, we supported Limb Fitness Camps delivering prosthetics and mobility support to individuals who have lost limbs due to accidents or illness. Through camps in Jaipur and Mundra, over 500 individuals have regained mobility with prosthetics, callipers and related support – helping enable participation in daily life and improving independence and wellbeing.

Chile | English Academy in San Antonio

In Chile, we launched the English Academy in San Antonio, Chile, a fully funded, free-of-charge initiative designed to strengthen English language skills among local youth and expand future education and employment opportunities. The programme is aligned with our community development and education priorities, removing financial barriers to learning while supporting longer-term youth empowerment and social mobility in the communities surrounding operations.



Employee volunteering and social contribution

Employee volunteering is a key enabler of our CSR approach, amplifying community impact while fostering employee engagement and purpose. Across our global operations, we mobilise employee volunteers to support education, skills development and awareness building on sustainability and trade through structured outreach programmes aligned with local community needs.

In 2025, we mobilised 3,210 volunteers, who contributed 16,999 volunteering hours and reached 732,174 beneficiaries through various activities. These initiatives strengthen community learning outcomes while enabling employees to contribute skills, time and expertise in locally relevant ways.

Employee volunteering is guided by our Global Volunteering Policy, which encourages participation, subject to management approval, in activities aligned with our Sustainability Strategy. The policy enables employees to take two or more days of volunteering leave, and applies to permanent, part-time and intern employees. Volunteering opportunities are structured across skilled and general roles, allowing employees to apply professional capabilities or provide hands-on support depending on community requirements.

All volunteering activities must comply with our Global Code of Ethics and HSE procedures.

Rwanda – FIKA partnership

In our first global volunteering deployment, nine employees travelled to Kabeza, Rwanda, in partnership with FIKA to construct a 50-metre suspended trail bridge. Built using redundant steel cables donated by us, the bridge now connects more than 4,600 people across four rural communities to schools, healthcare facilities and markets. The initiative improved safety, mobility and economic opportunity while demonstrating the circular reuse of materials and the tangible impact of employee-led community action.

Looking ahead

We will continue to develop our CSR approach by scaling high-impact programmes, strengthening partnerships and deepening employee participation. This work is supported by our CSR Policy, which provides a clear framework for governing and delivering corporate social responsibility and volunteering initiatives across the Group. While CSR is identified as an impact-material topic, the outcomes and insights generated through these initiatives support broader community engagement, risk management and sustainability strategy across the Group, reinforcing our commitment to inclusive, resilient and sustainable development. Over time, we will continue to refine how CSR programmes are prioritised, measured and scaled based on evolving community impacts, stakeholder feedback and the outcomes of future materiality assessments.



CORPORATE SOCIAL RESPONSIBILITY CONTINUED

DP WORLD FOUNDATION CAMPAIGNS AND ACTIVITIES

Throughout 2025, DP World Foundation continued to expand its humanitarian reach, delivering impactful initiatives across the communities we serve.

Guided by our commitment to dignity, compassion and empowerment, we worked closely with trusted partners

to provide timely support and create meaningful change.

Each campaign and activity undertaken this year reflects our dedication to improving lives, strengthening communities, and responding to pressing humanitarian needs with care and purpose.



AL FREEJ FRIDGE SUMMER INITIATIVE

Relief in peak heat in partnership with Ferjan Dubai

Hydration and refreshment trucks delivered cold drinks and support to outdoor workers in extreme summer temperatures.



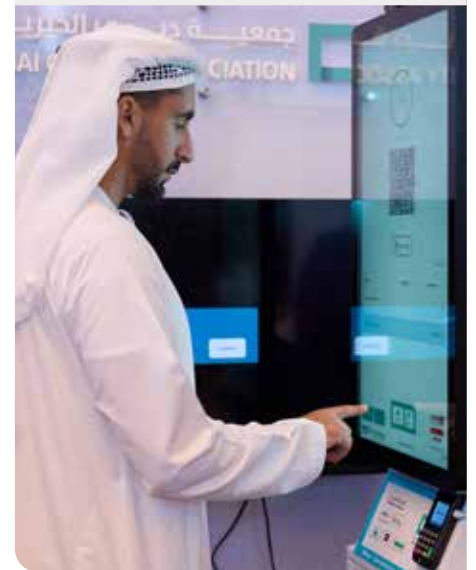
RAMADAN IFTAR OUTREACH

Four tents, one spirit of community

Thousands gathered each evening across JAFZA to share a meal, honour Ramadan's values, and celebrate togetherness.

GIFTING DIGNITY LOCAL EID AL ADHA CAMPAIGN

Giving with care and dignity in collaboration with Dubai Charity Employees supported Kiswa and Udhiyah with donations, helping families celebrate Eid with comfort and dignity.



ZAYED HUMANITARIAN DAY

Honouring a legacy of giving, turning compassion into action

Senior leadership joined volunteers in distributing essential food boxes, echoing the generosity Sheikh Zayed installed in our nation.



CORPORATE SOCIAL RESPONSIBILITY CONTINUED

EVENTS & ENGAGEMENTS

During the year, DP World Foundation led and participated in a number of key events and community engagements that advanced our humanitarian mission.

These engagements enabled us to:

- Mobilise employee volunteers in support of community initiatives;
- Strengthen relationships with charitable and humanitarian partners;
- Raise awareness around priority causes;
- Recognise the contributions of individuals and organisations supporting our mission.

Through these moments of connection, we reinforced a culture of giving and collective responsibility across our network.



SOMALILAND EMERGENCY RESPONSE

Rapid relief for families in crisis

Emergency food distributions reached drought-affected communities during their most challenging moments.



REGIONAL FOOD SUPPLY BOXES

Support delivered across borders, nourishing families across regions

A year-long programme provided vulnerable families in MENA & and SCO, and Sub-Saharan Africa with essential food support.

CLASSROOMS OF HOPE IN SENEGAL

Rebuilding schools

School renovations and kit distribution enabled children to return to safe, fully equipped classrooms.



EID AL KHAIR INTERNATIONAL EID AL ADHA CAMPAIGN

Extending Eid joy across borders

Udhiyah support in Algeria and Senegal helped families celebrate with dignity and joy.

EDUCATION ACCESS ACROSS SUB-SAHARAN AFRICA

Equipping students for success

Thousands of school kits reached learners in five Sub-saharan countries, providing them access, motivation, and opportunity.



HEALTH IN MOTION – SUMMER INITIATIVE

Mobile clinics in partnership with ASTER

Workers received free screenings and consultations at their workplace and accommodation sites.



DONATE YOUR OWN DEVICE

In partnership with The Digital Schools

The campaign collected devices to support online education for students around the world.





CORPORATE SOCIAL RESPONSIBILITY CONTINUED

PARTNERSHIPS & COLLABORATIONS

Collaboration remains central to our philanthropic approach. In 2025, we deepened partnerships with trusted humanitarian organisations, local entities, and community groups to extend our reach and enhance the effectiveness of our programmes.

By working together, we were able to:

- Deliver targeted support to vulnerable communities;
- Combine resources and expertise to maximise impact;
- Ensure responsible and transparent implementation of initiatives;
- Respond efficiently to emerging humanitarian needs.

These partnerships continue to strengthen our ability to create meaningful, lasting impact.



COMMUNITY DIALOGUE MOCE UAE

Honouring a national legacy of giving
Latifa Al Qemzi reflected on Sheikh Zayed's enduring humanitarian values during the session hosted by the Ministry of Community Development.



DUBAI CHAMBER – 365 SUSTAINABILITY

Purpose in partnership panel discussion
Latifa Al Qemzi shared insights on purpose-driven innovation and the role of institutions empowering communities.



ANNUAL VOLUNTEERS RECOGNITION CEREMONY

Celebrating the heart of our foundation
Leadership honoured the volunteers who powered DP World Foundation programmes.

BUILDING STRONGER PATHWAYS THROUGH COLLABORATION

This year, we strengthened strategic partnerships that bring unique value to our humanitarian mission.



Expo City Dubai Foundation

Catalysing impact across Africa
Supporting high-impact education and nutrition startups, with programmes benefitting thousands of children.



Dubai Customs

Launching Project Zero
Transforming seized counterfeit goods into sustainable, socially beneficial products for community programmes.



Aster

Advancing access to essential healthcare services
A partnership of enhancing wellbeing by expanding access to essential healthcare and compassionate medical support.

2025 has been a year of purposeful action and strengthened collaboration for DP World Foundation. Through thoughtfully designed campaigns, dedicated partnerships, and active employee engagement, we have continued to make a tangible difference in the lives of those we serve. As we move forward, we remain committed to advancing our humanitarian mission with integrity, compassion, and a clear focus on delivering positive impact where it is needed most.

06 CONDUCT

Upholding the highest standards of ethical conduct, promoting transparency through disclosures, and strengthening accountability through effective governance and risk management.



Focus topics

- Business ethics



Targets

- Annual increase in the completion rate of compliance and ethics training for eligible employees



CONDUCT CONTINUED

Business ethics

Responsible conduct is central to how we operate as a global supply chain solutions provider.



Target

- Achieve an annual increase in the completion rate of mandatory compliance and ethics training across all business units

Strong governance and responsible practices help us maintain trust, protect our people and partners, and safeguard the integrity of global trade flows that pass through our network.

Strategic relevance

Business ethics is material to us from both an impact and a financial perspective. Across our operations, our activities influence employees, suppliers, customers, contractors, and communities every day. Failures in ethics, human rights, information security, or procurement processes can create real harm, including unsafe working conditions in high-risk operational settings, discrimination or exploitation within supply chains, misuse of sensitive commercial information, or reduced trust in the safety and integrity of our trade corridors.

Our approach is designed to prevent these risks. It supports the protection of workers, promotes responsible supply chain practices, strengthens due diligence in higher-risk markets, and ensures that data and systems used to move cargo and manage trade flows remain secure.

From a financial perspective, weaknesses in ethical standards, due diligence, or cybersecurity can lead to operational downtime at terminals, regulatory penalties, trade delays, increased insurance exposure, sanctions-related restrictions, and strained customer relationships. Growing regulatory scrutiny and customer demand for responsible sourcing, sanctions compliance, modern slavery, and data protection increase the financial and operational implications of non-compliance across our global footprint.

Business ethics is, therefore, a strategic enabler for us. It strengthens operational resilience across varied geographies, protects people, cargo, and digital infrastructure, promotes transparent and fair supply chain practices, and ensures that we remain aligned with international standards. This integrated approach supports our performance in sustainability ratings and contributes to long-term stability and sustainable growth.

“ Our focus on ethics, compliance, human rights, sustainable procurement, and cybersecurity reflects the realities of our diverse operating environment, which spans across our operations.”





BUSINESS ETHICS CONTINUED

Business conduct impacts, risks, and opportunities

IRO	Description	Occurrence type	Value chain impact	Time horizon
	Effective safety management enhances employee wellbeing by reducing accidents and preventing environmental incidents. Strong business conduct practices foster a culture of accountability, reducing operational risks and improving organisational resilience.			
	Corruption enables environmental violations, drives unsustainable development, and diverts resources from essential services. This erodes trust with stakeholders and increases harm to communities. Weak governance and misconduct undermine our integrity and credibility across the value chain.			
	Business misconduct and weak governance expose us to legal and reputational risks, which can disrupt operations, reduce opportunities, and limit our ability to attract investment. Such risks weaken financial stability and restrict access to capital markets.			
	Strong governance and ethical business conduct enhance operational efficiency, reduce misconduct risks, and strengthen market confidence. These practices can increase profitability, attract favourable capital investment, and improve long-term resilience.			

Negative impact	Positive impact	Risk	Opportunity	Actual	Potential	Upstream	Own operations	Downstream	Short term/Medium term/Long term





BUSINESS ETHICS CONTINUED

ETHICS Governance

Our governance framework provides clear oversight of ethics, integrity, and responsible conduct across all operations. The Board retains ultimate accountability for ethical behaviour, supported by a set of committees that each play a defined role.

The Board ARC oversees our ethics programme, including fraud risk management, internal controls, sanctions compliance, conflicts of interest processes, and the effectiveness of our whistleblowing framework. The Governance and Sustainability Committee provides oversight of our corporate governance framework and reviews our sustainability strategy, policies and targets, including those related to ethical business conduct and responsible practices.

The ERM Committee supports the Board by reviewing principal risks and ensuring that ethics, human rights, fraud, corruption, and misconduct risks are reflected within our wider risk landscape. This committee reviews controls, escalation pathways, and the maturity of our response mechanisms across the Group, regions and business units.

Our [Global Code of Ethics](#) continues to be organised around our people, our business, and our integrity, offering clear expectations for conduct across all activities. Compliance, Internal Audit, Procurement, and other functions provide regular updates to the relevant Board committees, ensuring transparency, consistent oversight, and timely action where required.

Strategy

Our strategy focuses on embedding a culture of integrity across diverse operational contexts, including port operations, logistics hubs, free zones, and maritime services. We aim to prevent misconduct through clear policies, accessible reporting channels, and continuous awareness.

Code of Ethics training remains mandatory for all employees, delivered in over 25 languages to reflect our global workforce and operational presence. Completion is tracked across all business units to ensure that teams working in terminals, yards, warehouses, and offices understand expectations consistently.

Through our processes, Regional Compliance teams, and Group Internal Audit, we integrate ethical decision-making into procurement, commercial engagements, recruitment, and supplier interactions, recognising that risks such as bribery, facilitation payments, and conflicts of interest can arise in high-growth markets. Our policies are reviewed regularly to ensure alignment with international expectations and emerging regulatory obligations.

Human rights

Human rights remain a central component of our ethics programme, reflecting the labour intensity of our operations and the diversity of our supply chain. Our commitments are based on the United Nations Guiding Principles on Business and Human Rights, International Labour Organisation (ILO) conventions, and Organisation for Economic Co-operation and Development (OECD) due diligence guidance.

We work to uphold dignity, fairness, and safe working conditions for our workforce and across our wider value chain. Our [Human Rights Policy](#) reinforces requirements on labour rights, non-discrimination, responsible recruitment, and the prevention of forced or child labour.

We conducted a human rights gap assessment to evaluate the extent to which our existing policies, processes, and operational practices align with internationally recognised human rights standards. The outcomes of this assessment enabled us to identify priority areas for improvement and define actions to further strengthen governance, risk management, and operational practices.





BUSINESS ETHICS CONTINUED

Modern slavery and human trafficking

We remain committed to preventing modern slavery and human trafficking across our operations and supply chain. Our approach is guided by our Human Rights Policy, [Global Code of Ethics](#), and Responsible Sourcing Statement, which together prohibit forced labour, child labour, and exploitative working conditions. These expectations apply to employees, contractors, and suppliers across all regions in which we operate.

Concerns relating to labour practices or human rights violations can be raised through our whistleblowing channels, which provide confidential and anonymous reporting where permitted by local law. All reports are investigated through structured procedures with oversight from relevant governance bodies. Further, our Europe operations published their first Modern Slavery Transparency Report, which complements our [Group Modern Slavery Statement](#) and strengthens transparency across our regional operations.

We continue to strengthen internal awareness through training and guidance for procurement, operations, and human resources teams.

Progress and initiatives

We continued strengthening awareness of ethical responsibilities across our workforce. Training updates and broader language accessibility supported consistent understanding among

employees working in ports, terminals, logistics facilities, and offices.

We enhanced our whistleblowing policy, which ensures that all concerns are handled through a clear and structured escalation process, with defined investigation protocols and oversight by appropriate governance bodies. Concerns can be reported online or by phone through our dedicated 24-hour global Whistleblowing Hotline, which is operated on our behalf by an independent third-party provider. Our speak-up channels allow employees and external stakeholders to raise concerns confidentially and, where permitted by law, anonymously.

Each Business Unit also maintains an internal grievance procedure aligned with the ACAS Code of Practice. This process provides a structured and consistent approach to handling concerns, supports timely resolution, and enables appropriate monitoring and record-keeping. We maintain strict protections against retaliation and safeguard the identity of complainants throughout the review process. All reports are assessed independently, documented, and addressed in a timely and transparent manner to support accountability and continuous improvement. Investigations were managed through structured procedures, with insights used to refine controls in areas such as conflicts of interest, interactions with third parties, and fraud prevention.

Our network of Fraud Risk Champions (FRC) across our global operations continued to provide local support in monitoring fraud risks, particularly in operational settings where cash handling, procurement, and third-party interactions are more frequent. During the reporting period, 91 FRCs played an active role in awareness and investigations. We also delivered targeted knowledge-sharing sessions to improve alignment on fraud risks across regions.

Risk management and resilience

We use structured assessments to identify risks related to ethics, corruption, fraud, and human rights across our operations. These assessments consider geography, activity type, supplier dependency, labour intensity, and exposure to third parties.



Our control framework includes sanctions screening, conflict of interest processes, due diligence tools, and monitoring of activities with higher exposure to bribery or fraud. Our whistleblowing system supports secure reporting for employees and third parties, with incidents relating to unethical conduct, harassment, discrimination, conflicts of interest, fraud, or policy breaches escalated through governance structures for review and action.

Insights from our human rights assessment have been integrated into enterprise risk processes to ensure that labour, recruitment, and supply chain-related exposures are identified early and addressed consistently.

The way forward

We will continue to enhance our ethics and human rights programme by strengthening training, improving risk identification, and embedding human rights considerations into our operational and commercial decision-making. As part of this effort, we intend to commission a comprehensive Human Rights Salient Risk Assessment to identify, assess, and prioritise the most severe potential and actual human rights impacts across our global operations. The findings will guide improvements in recruitment practices, worker welfare, supplier due diligence, and operational oversight.



BUSINESS ETHICS CONTINUED

SUSTAINABLE PROCUREMENT Governance

Governance of our sustainable procurement practices is anchored at Board level. The Governance and Sustainability Committee reviews our approach to responsible sourcing, including alignment of our procurement policies with international standards and our progress on key supplier-related commitments. The Board ARC provides oversight of supplier-related risks, including modern slavery, integrity, sanctions exposure, and high-risk third-party relationships.

The Vendor Selection Committee plays a central role in operational governance. This committee is responsible for reviewing and endorsing the vendor selection process, ensuring that decisions reflect commercial requirements and our responsible sourcing expectations. It supports consistent application of due diligence, transparent evaluation, and strong controls across our global operations.

Our Responsible Sourcing Statement and [Vendor Code of Conduct](#) guide all procurement activity and apply across regions and business units. Group Procurement works closely with regional teams to ensure consistent implementation across supplier onboarding, tendering, contracting, due diligence and supplier engagement.

Strategy

Our strategy aims to strengthen supply chain resilience in an industry where equipment, services, and labour are sourced from multiple regions with varied risk profiles. We embed human rights, environmental responsibility, and integrity considerations into vendor pre-qualification, due diligence, and supplier engagement.

We prioritise suppliers who demonstrate ethical practices, invest in improved sustainability capabilities, and support diversity and inclusion. Our approach aligns with the United Nations Guiding Principles, ILO standards, OECD Due Diligence Guidance for Responsible Business Conduct, and the United Nations SDGs.

Progress and initiatives

We strengthened sustainable procurement practices across our network. The [Vendor Code of Conduct](#) elevated expectations on decarbonisation, environmental impacts, human rights, and supply chain due diligence.

Risk-based supplier evaluations were strengthened, particularly in high-exposure categories such as contracted labour, equipment, and construction. We engaged suppliers representing over 90% of corporate Head Office-awarded spend in 2024. The engagement was required to better understand their sustainability maturity, as well as future needs and support requirements. It helped us identify future focus areas for supplier support

and improve due diligence processes, especially related to human rights and carbon emissions reductions.

In 2025, we also initiated refining procurement guidance to embed sustainability criteria more effectively into sourcing decisions and contract documentation.

A focus area for 2026 is to look at how we systemise our approach to supplier engagement, management, and capacity building on a risk prioritisation basis, to evaluate environmental and other sustainability practices.





BUSINESS ETHICS CONTINUED



Risk management and resilience

We apply a structured, risk-based approach to identifying and managing supply chain risks. Suppliers are assessed based on geography, category type, operating model, and maturity, with enhanced scrutiny for those operating in higher-exposure areas such as labour-intensive services, logistics, construction, and equipment-related activities.

Our due diligence process combines supplier self-assessments, document reviews, screening tools, and verification checks to assess alignment with our

[Vendor Code of Conduct](#). In 2025, we utilised a new supplier sustainability due diligence platform to screen 500 suppliers representing approximately 18% of our global spend in 2024, for sustainability-related risks. To further strengthen visibility of real-world practices, we also conduct site-based ESG visits for selected suppliers. These site visits help validate information provided through assessments and support early identification of labour, safety, or integrity concerns. During the reporting period, three site visits were conducted, enabling targeted corrective actions and more informed engagement with suppliers.

Supplier-related insights are integrated into our wider risk management processes, providing early visibility of emerging issues such as modern slavery risks, labour violations, environmental non-compliance, and third-party corruption exposure. This supports consistent, informed decision-making and enhances our ability to respond to risks across our global supply chain.

The way forward

We will continue to mature our sustainable procurement practices by improving data quality and strengthening contractual

agreements within our procurement process. Guided by input from our supplier engagement programme, we will also strengthen our supplier capacity-building efforts to help our supply chain mitigate sustainability risks. Finally, we will scale our supplier due diligence process to create greater coverage of our supplier base.

**BUSINESS ETHICS** CONTINUED**CYBERSECURITY & DATA PROTECTION**
Governance

Cybersecurity and data protection governance are overseen by the Board through the ARC, which reviews our exposure to cyber threats, the maturity of our controls, the effectiveness of our monitoring, and the strength of our incident response capabilities. These reviews ensure that information security remains a core component of our broader governance agenda.

The ERM Committee supports the Board by reviewing technology and cyber risks as part of our principal risk oversight. This includes the assessment of emerging threats, regional exposure, business unit readiness, and the adequacy of mitigation strategies across our digital infrastructure.

Our Information Security and Governance Policy consolidates all requirements for safeguarding information assets, including policies, procedures, and supporting frameworks. This policy is approved at the highest level, reviewed annually, and aligned with recognised international standards, including ISO 27001, the National Institute

of Standards and Technology (NIST) Cybersecurity Framework, and the Center for Internet Security (CIS) benchmarks.

Group Security & Governance (S&G) is responsible for governing the implementation of information security controls across regions and business units, supported by structured assurance, central monitoring, and regular reporting to the Board committees.

Strategy

Our strategy focuses on protecting critical information and operational technology systems such as terminal operating systems, vessel planning tools, gate management systems, and cargo tracking platforms. We apply a defence-in-depth model across applications, networks, infrastructure, endpoints, and user behaviour.

We continue to enhance our monitoring capabilities, improve detection and response, and strengthen governance of third-party access and data processing. Security awareness remains a priority given the complexity of our operational and digital environments.

Our data protection practices align with applicable privacy laws, supported by training, governance, and technology controls that ensure responsible handling of customer, partner, and employee data.

Progress and initiatives
Strengthening awareness

Awareness programmes help employees recognise phishing attempts and handle information securely. Mandatory training is required within three months of joining and annually thereafter.

Enhancing monitoring and response

Our Security Operations Centre provides 24x7x365 monitoring of our global infrastructure, supported by managed security service providers for additional coverage. Threat intelligence, automated response, and structured processes support rapid remediation. Incident response plans remain aligned with the NIST and CIS frameworks.

Business unit- and data centre-specific incident response plans ensure tailored response capabilities. These plans are reviewed and tested regularly.

Information security concerns can be raised directly through local technology teams, who escalate issues to our security teams as needed. Monitoring, detection, and response capabilities operate through our Cyber Defence Centre.



BUSINESS ETHICS CONTINUED

Third-party security due diligence

We strengthened due diligence for technology providers through risk assessments, security questionnaires, and updated contractual clauses. Data processing agreements ensure third parties meet required standards.

Information security incident reporting

All our users and employees are informed on the communication channels for reporting suspected information security incident or concerns, including reporting to the local IT helpdesk who will verify and involve the respective information security representatives.

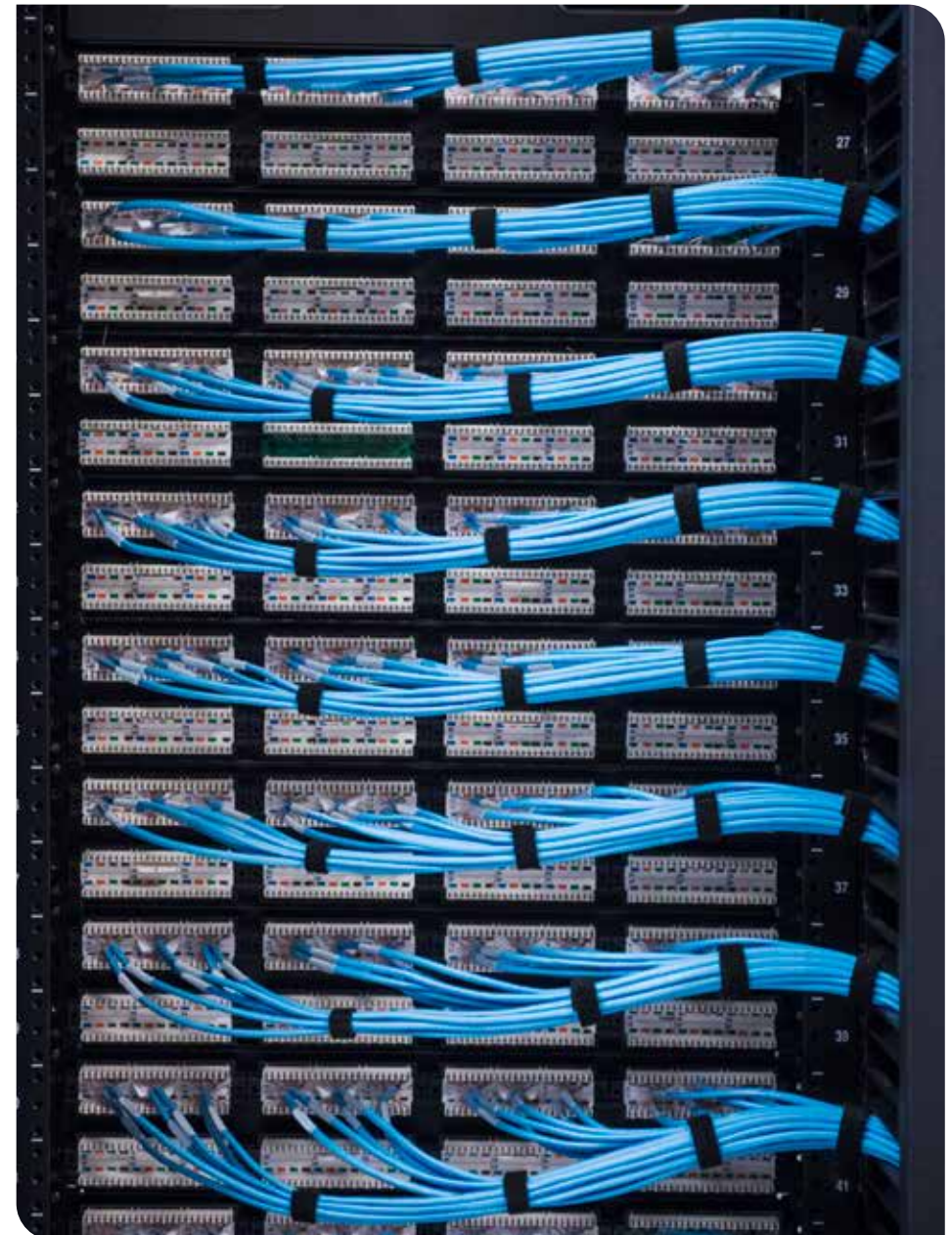
Assurance and certification

Our cybersecurity assurance programme includes Group-wide comprehensive technical assessments, vulnerability assessments, and penetration tests. Independent external assurance audits are conducted through our ISO 27001 certification programme.

Implementation of a records retention schedule

Retention covers policies and guidelines to keep data online, in archives, and in backups.

We continue to develop Data Retention Schedules in line with applicable legal and regulatory requirements across the regions where we operate. Retention periods for user and system data are established where required, based on relevant legal and regulatory considerations.





BUSINESS ETHICS CONTINUED

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 strict access controls and the need-to-know 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.

Risk management and resilience

Cyber and data protection risks are assessed through enterprise and technology risk frameworks. This includes consideration of operational technology used in terminals, digital trade platforms, applications, infrastructure and third-party access.

We use monitoring tools, endpoint detection, and access management controls to prevent unauthorised access and data leakage. Backups and data retention schedules support compliance and enhance resilience.

Scenario-based exercises and simulations improve our readiness for potential disruptions.

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 as part of ISO 27001 certification programme.

There were no confirmed breaches of customer privacy or unauthorised disclosure of internal data during the reporting period.

The way forward

We will continue enhancing detection capabilities, strengthening Privacy by Design (PbD) practices and deepening third-party governance. Investment in technology, processes, and skills will support secure and resilient operations and help us meet the expectations of customers, regulators, and rating agencies.





07 APPENDICES

**APPENDICES CONTINUED**

ESG Scorecard

Through our ESG Scorecard, we measure our ESG performance annually against specific metrics and key performance indicators (“KPIs”) relating to material issues. In order to provide disclosure of our ESG performance in line with recognised frameworks, the scorecard is prepared with significant disclosure based on internationally recognised standards, including GRI, CSRD, and ISSB IFRS S1 and S2.

ENVIRONMENT

Climate Change Carbon	Units	2023	2024	2025
Scope 1				
Direct GHG emissions (from fuel combustion) (1)	Tonnes CO ₂ e	3,073,531*	3,047,422*	3,066,430
Biogenic emissions of CO ₂ from the combustion or bio-degradation of biomass not included in Scope 1				
GHG emissions	Tonnes CO ₂ e		4,337	8,038
RGL CO ₂ emissions	Tonnes CO ₂ e	35,179	35,835	45,537
Percentage of Scope 1 emissions that are covered by regulated emission trading schemes (ETS)	%		0	0
Scope 2				
Gross location-based GHG emissions	Tonnes CO ₂ e	630,782	634,571	645,368
Gross market-based energy indirect GHG emissions (2)	Tonnes CO ₂ e	287,400	292,850*	278,773
Biogenic emissions of CO ₂ from combustion or bio-degradation of biomass not included in Scope 2				
GHG emissions	Tonnes CO ₂ e	0	0	0
Gross Carbon offsets retired	Tonnes CO ₂ e	Not reported	Not reported	2,088
Scope (3)				
Cat-1-Purchased goods & services	Tonnes CO ₂ e	564,148*	497,330	548,885
Cat-2-Capital goods	Tonnes CO ₂ e	413,367*	429,226	551,283
Cat-3-Fuel and energy related activities	Tonnes CO ₂ e	711,747*	704,154	762,814
Cat-4 & 9-Upstream/downstream transportation & distribution	Tonnes CO ₂ e	909,115*	683,352	817,094
Cat-5-Waste generated in operations	Tonnes CO ₂ e	53,365*	54,387	30,894
Cat-6-Business Travel by air	Tonnes CO ₂ e	8,856*	7,687	3,109
Cat-7-Employee commuting	Tonnes CO ₂ e	66,026*	72,187	79,939
Cat-8-Leased assets upstream	Tonnes CO ₂ e	97,260*	92,252	88,693
Cat-13-Leased assets downstream	Tonnes CO ₂ e	60,206*	112,733	146,608
Cat-15-Investments	Tonnes CO ₂ e	96,416*	193,622	230,114

**ESG SCORECARD** CONTINUED

ENVIRONMENT CONTINUED

Climate Change Carbon	Units	2023	2024	2025
Carbon compensation				
Removals and storage achieved through own projects or value chain initiatives	Tonnes CO ₂ e	Not reported	0	0
Removals and storage, disaggregated by:	Tonnes CO ₂ e	Not reported	0	0
– own operations				
– upstream value chain				
– downstream value chain				
– activity type (e.g., afforestation, CCS, soil carbon)				
Carbon credits cancelled during the reporting period, verified against recognised quality standards	Tonnes CO ₂ e	Not reported	0	0
Carbon pricing				
Scope 1, 2, and where applicable, Scope 3 emissions covered by internal carbon pricing	Tonnes CO ₂ e	Not reported	Not reported	0
Scope 1, 2, and where applicable, Scope 3 emissions covered by internal carbon pricing	% of total emissions	Not reported	Not reported	0
Achieved GHG reductions				
Scope 1 and 2 emissions reduced as a result of mitigation actions during the reporting period	% reduction vs. baseline	Not reported	Not reported	14%
Energy consumption				
Energy consumption from non-renewable sources	Units	2023	2024	2025
Fossil fuels	Megajoules	41,823,069,690	41,544,611,532*	41,956,748,434
Fossil sources	MWh	Not reported	Not reported	11,654,652
Crude oil and petroleum products	Megajoules	40,608,819,030*	40,886,719,705*	41,151,731,628
Crude oil and petroleum products	MWh	Not reported	Not reported	11,431,037
– Diesel	Megajoules	13,778,494,724	13,465,429,994	14,327,095,060
– Gasoline/Petrol	Megajoules	294,811,773	301,975,564	306,086,176
– LPG	Megajoules	91,007,671	116,668,846	155,802,595
– Marine Gas Oil (4)	Megajoules	4,460,729,917	3,882,743,807*	4,182,918,325
– Marine Fuel Oil	Megajoules	1,249,560,098	985,672,637	832,284,242
– LSFO (4)	Megajoules	20,734,214,847	22,134,228,858*	21,347,545,230
– Coal	Megajoules	0	0	0
Natural gas	Megajoules	666,140,614	641,010,695	805,016,806
Natural gas	MWh	Not reported	Not reported	223,616
– LNG	Megajoules	312,989,080	338,405,236	363,268,167
– Natural gas	Megajoules	353,151,534	302,605,458	441,748,639
Other fossil sources (5)	Megajoules	548,110,046	16,881,132	0
Other fossil sources	MWh	Not reported	Not reported	0
Purchased fossil-based energy	Megajoules	2,086,209,047*	2,060,556,505*	1,970,901,406
Purchased fossil-based energy	MWh	Not reported	Not reported	547,473
– Grid Electricity (6)	Megajoules	2,086,209,047*	2,060,556,505*	1,970,901,406
Total energy consumption from non-renewable sources	Megajoules	43,909,278,737*	43,605,168,037*	43,927,649,841

**ESG SCORECARD** CONTINUED

ENVIRONMENT CONTINUED

Energy consumption	Units	2023	2024	2025
Energy consumption from renewable sources				
Fuel consumption from renewable sources	Megajoules	214,103,307	794,143,993	1,267,483,873
Biogenics	Megajoules	214,103,307	794,143,993	1,267,483,873
Consumption of self-generated non-fuel renewable energy	Megajoules	270,251,246	227,904,689	245,398,393
Solar Electricity	Megajoules	249,198,784	208,230,257	223,534,088
Wind Electricity	Megajoules	21,052,462	19,674,432	21,864,305
Purchased renewable energy	Megajoules	2,950,124,422*	3,498,967,307*	3,870,084,522
Purchased Green Electricity (c-PPA, I-RECs or Green Tariff) (6)	Megajoules	2,950,124,422*	3,498,967,307*	3,870,084,522
Total consumption from renewable sources	Megajoules	3,434,478,974*	4,521,015,988*	5,382,966,789
Total consumption from renewable sources	MWh	954,022	1,255,838	1,495,269
Total renewable energy	MWh	894,549*	1,035,242*	1,143,191
% share of renewable energy	MWh	60.7%*	64.4%*	67.60%
Total energy consumption, including non-renewable and renewable sources	Megajoules	47,343,757,711*	48,126,184,026*	49,310,616,630
Emissions intensity				
GHG emissions intensity, location-based (Scope 1 and 2 GHG emissions per net revenue)	Tonnes CO ₂ e/ USDm	Not reported	184.3*	152.3
GHG emissions intensity, market-based (Scope 1 and 2 GHG emissions per net revenue)	Tonnes CO ₂ e/ USDm	Not reported	167.2*	137.3
Ports & Terminals	KgCO ₂ e/Mod TEU	10.85*	10.06*	9.75
Environmental compliance	Units	2023	2024	2025
Serious environmental incidents	No. of serious environmental incidents	0	1	1

**ESG SCORECARD** CONTINUED

ENVIRONMENT CONTINUED

Waste generated	Units	2023	2024	2025
Non-hazardous waste	Tonnes	199,691	167,942	140,036
Waste recycled	Tonnes	56,430	61,632	73,070
Waste reused	Tonnes	3,844	5,493	5,785
Waste incinerated (with energy recovery)	Tonnes	4,536	2,270	11,860
Waste incinerated (without energy recovery)	Tonnes	905	1,326	1,292
Waste disposed (landfill)	Tonnes	100,978	95,493	46,051
Other disposal	Tonnes	32,999	1,728	1,978
Hazardous waste solid (7)	Tonnes	132,842	112,827*	106,508
Waste recycled	Tonnes	129,159	109,890*	103,769
Waste reused	Tonnes	254	88	22
Waste incinerated (with energy recovery)	Tonnes	416	443	588
Waste incinerated (without energy recovery)	Tonnes	357	366	409
Waste disposed (landfill)	Tonnes	2,580	1,985	1,651
Other disposal	Tonnes	75	55	69
Hazardous waste liquid	Litre	48,582,782	44,923,060*	50,311,523
Waste recycled	Litre	37,052,686	39,893,274*	39,281,412
Waste reused	Litre	58,122	232,995*	119,505
Waste incinerated (with energy recovery)	Litre	45,145	37,886*	192,214
Waste incinerated (without energy recovery)	Litre	78,987	125,394	121,152
Waste disposed (landfill)	Litre	Not reported	338,252	3,002,757
Other disposal	Litre	Not reported	4,295,259	7,594,483
Solid waste diverted from disposal	%	57	63*	74
Solid waste directed to disposal	%	43	37*	26

Notes:

* Figures restated

- In 2025, we aligned our LSFO emission factor with DEFRA guidance, resulting in a marginal increase in Scope 1 emissions; prior years were restated to maintain comparability.
- In 2025, we refined our market-based Scope 2 calculation methodology for historic years by aligning with NGER state-based emission factors in Australia and AIB residual mix factors in Europe.
- Updated the 2023 Scope 3 figures to reflect the methodology changes introduced in 2024, by following US EPA commodity-level emission factors instead of summary-level emission factors.
- 2024 P&O Ferries emissions correction of vessel status changes (charter return and sale).
- Includes biodiesel blend where split was not developed.
- 2023 and 2024 Australia electricity consumption was reclassified to purchased fossil-based energy for the adjusted green proportion, with emission factors aligned to NGER state-based factors.
- 2024 hazardous waste data has been updated following a re-assessment for the Europe Region. This revision also resulted in updates to total waste generated, waste diverted, and waste directed.

**ESG SCORECARD** CONTINUED**SOCIAL**

Labour Practices	Units	2023	2024	2025
Total workforce (direct hires)				
Total number of employees	Headcount number			
Total number of employees by gender	Headcount number	108,294	115,652	126,203
Male	Headcount number	90,868	96,861	104,067
Female	Headcount number	17,426	18,791	21,979
Other	Headcount number	Not reported	Not reported	157
Total number of employees by geographies	Headcount number	108,294	115,652	126,203
Americas (AMR)	Headcount number	14,661	15,782	16,917
Asia Pacific, Australia & China (APAC)	Headcount number	6,609	7,858	11,640
Central Asia	Headcount number	1,147	1,560	1,232
Corporate Office (CHO)	Headcount number	794	850	906
Europe (EUR)	Headcount number	21,018	21,587	22,798
Gulf Cooperation Council (GCC)	Headcount number	28,702	31,570	36,546
North Africa, Middle East and Indian Sub Continent (MENA and SCO)	Headcount number	7,865	8,415	9,149
Sub-Saharan Africa (SSA)	Headcount number	27,498	28,030	27,015
Number of nationalities represented in our workforce	Headcount number	159	164	169
Number of employees in countries with 50 or more employees	Headcount number	Not reported	Not reported	125,918
Number of countries with 50 or more employees	Headcount number	Not reported	Not reported	66
Workforce by contract type	Units	2023	2024	2025
Total number of permanent employees by gender	Headcount number	95,391	102,228	112,564
Male	Headcount number	80,091	85,441	93,106
Female	Headcount number	15,300	16,787	19,347
Other	Headcount number	Not reported	Not reported	111
Total number of permanent employees broken down by geographies	Headcount number	95,391	102,228	112,564
AMR	Headcount number	12,820	13,556	14,569
APAC	Headcount number	6,001	6,868	9,400
Central Asia	Headcount number	1,119	1,494	1,158
CHO	Headcount number	776	804	885
EUR	Headcount number	18,278	18,755	20,550
GCC	Headcount number	24,796	27,507	33,237
MENA and SCO	Headcount number	7,611	8,023	8,336
SSA	Headcount number	23,990	25,221	24,429
Total number of temporary employees by gender	Headcount number	12,903	13,424	13,639
Male	Headcount number	10,777	11,420	10,961
Female	Headcount number	2,126	2,004	2,632
Other	Headcount number	Not reported	Not reported	46



ESG SCORECARD CONTINUED

SOCIAL CONTINUED

Workforce by contract type	Units	2023	2024	2025
Total number of temporary employees broken down by geographies	Headcount number	12,903	13,424	13,639
AMR	Headcount number	1,841	2,226	2,348
APAC	Headcount number	608	990	2,240
Central Asia	Headcount number	28	66	74
CHO	Headcount number	18	46	21
EUR	Headcount number	2,740	2,832	2,248
GCC	Headcount number	3,906	4,063	3,309
MENA and SCO	Headcount number	254	392	813
SSA	Headcount number	3,508	2,809	2,586
Total number of full-time employees by gender	Headcount number	105,081	112,607	122,713
Male	Headcount number	88,500	94,647	101,485
Female	Headcount number	16,581	17,960	21,114
Other	Headcount number	Not reported	Not reported	114
Total number of full-time employees broken down by geographies	Headcount number	105,081	112,607	122,713
AMR	Headcount number	14,493	15,639	16,807
APAC	Headcount number	4,915	6,178	9,735
Central Asia	Headcount number	1,145	1,554	1,226
CHO	Headcount number	794	850	906
EUR	Headcount number	20,044	20,504	21,483
GCC	Headcount number	28,696	31,563	36,543
MENA and SCO	Headcount number	7,864	8,414	9,148
SSA	Headcount number	27,130	27,905	26,865
Total number of part-time employees by gender	Headcount number	3,213	3,045	3,490
Male	Headcount number	2,368	2,214	2,582
Female	Headcount number	845	831	865
Other	Headcount number	Not reported	Not reported	43
Total number of part-time employees broken down by geographies	Headcount number	3,213	3,045	3,490
AMR	Headcount number	168	143	110
APAC	Headcount number	1,694	1,680	1,905
Central Asia	Headcount number	2	6	6
CHO	Headcount number	0	0	0
EUR	Headcount number	974	1,083	1,315
GCC	Headcount number	6	7	3
MENA and SCO	Headcount number	1	1	1
SSA	Headcount number	368	125	150
Total number of new hires	Headcount number	21,616	22,058	25,353
Female	Headcount number	4,136	3,924	4,694
Male	Headcount number	17,480	18,134	20,648
Other	Headcount number	Not reported	Not reported	11
Total number of workers who are not employees (non-employees) and whose work is controlled by the organisation	Headcount number	28,020	29,884	35,476

**ESG SCORECARD** CONTINUED

SOCIAL CONTINUED

Workforce by age	Units	2023	2024	2025
Age 18-30	Headcount number	23,013	24,268	27,912
Males	Headcount number	18,392	19,478	22,218
Females	Headcount number	4,621	4,790	5,669
Other	Headcount number	Not reported	Not reported	25
Age 31-50	Headcount number	68,141	73,275	78,732
Males	Headcount number	57,906	61,998	65,380
Females	Headcount number	10,235	11,277	13,265
Other	Headcount number	Not reported	Not reported	87
Age 51+	Headcount number	17,140	18,109	19,559
Males	Headcount number	14,570	15,385	16,469
Females	Headcount number	2,570	2,724	3,045
Other	Headcount number	Not reported	Not reported	45
Workforce by job category	Units	2023	2024	2025
Senior management	Headcount number	2,227	1,307	3,162
Male	Headcount number			2,502
Female	Headcount number			654
Other	Headcount number	Not reported	Not reported	6
Middle management	Headcount number	15,141	17,822	9,530
Male	Headcount number			7,317
Female	Headcount number			2,204
Other	Headcount number	Not reported	Not reported	9
Non-management	Headcount number	90,926	95,216	113,511
Male	Headcount number			94,248
Female	Headcount number			19,121
Other	Headcount number	Not reported	Not reported	142
People training and development	Units	2023	2024	2025
Number of participants who took part in training programmes run by DP World Hub	Headcount number	37,110	37,799	23,622
Number of e-modules completed on the DP World e-learning platform	Number	132,000	86,855	175,573
Total training hours	Hours	334,150	432,499	632,115
Average training hours provided per employee	Hours	9	11.5	11.94
– Male	Hours	Not reported	Not reported	11.94
– Female	Hours	Not reported	Not reported	11.94
Spend on people training and development	Total spend (US\$ million)		18.94	26.93
Employees who received an Yearly Performance reviews	%	94%	95%	95.50%

**ESG SCORECARD** CONTINUED**SOCIAL** CONTINUED

Employee engagement	Units	2023	2024	2025
Employee engagement survey (My World)	% of total employees who participated in the survey	–	60%	–
Employee retention	Units	2023	2024	2025
Total FTE variation YoY	%	84%*	86%	87%
Involuntary employee turnover	Headcount number	7,772	6,389	8,037
Involuntary employee turnover	%	8%	6%	6.60%
Voluntary employee turnover	Headcount number	8,464	7,611	8,843
Voluntary employee turnover	%	9%	7%	7.30%
Voluntary turnover by gender	Headcount number	8,464	7,611	8,843
Male	Headcount number	6,574	6,120	7,070
Female	Headcount number	1,890	1,491	1,770
Other	Headcount number	Not reported	Not reported	3
Voluntary turnover by region	Headcount number	8,464	7,611	8,843
AMR	Headcount number	1,778	1,119	1,324
APAC	Headcount number	408	317	661
Central Asia	Headcount number	200	91	213
CHO	Headcount number	40	49	40
EUR	Headcount number	1,889	1,448	1,495
GCC	Headcount number	1,852	2,486	2,965
MENA and SCO	Headcount number	686	837	964
SSA	Headcount number	1,611	1,264	1,181
Collective bargaining agreements	Units	2023	2024	2025
Percentage of employees covered by collective bargaining agreements	%	48%	45%	40%
Percentage of employees covered by collective bargaining agreements in the EEA	%	Not reported	Not reported	65%

**ESG SCORECARD** CONTINUED

SOCIAL CONTINUED

Diversity				
DP World MentorHer Programme		Units	2023	2024
Female employees (mentees) in mentoring programme		Headcount number	304	392
Women				
Female share of total workforce		%	16%	16%
Females in top management positions		%	8%	9%
Females in senior management positions		%	19%	20%
Female in middle management positions		%	23%	23%
Females in junior management positions		%	15%	15%
Safety				
Workers covered by an occupational health and safety management system		Units	2023	2024
Employees and workers covered by occupation health and safety management system		No. of employees	108,294	115,652
Work-related injuries and fatalities (employees)		Units	2023	2024
Total hours worked by all employees		Hours	236,545,132	251,979,681
Employee work-related fatalities		No. of work-related fatal injuries	1	2
Rate of employee work-related fatalities		Total number of fatalities/hours worked*1,000,000	0.004	0.008
Recordable work-related employee injuries		No. Fatalities Lost Time injuries and Medical Treatment injuries	719	769
Rate of work-related employee injuries		No. Fatalities, Lost Time injuries, Medical Treatment injuries/hours worked*1,000,000	3.04	3.05
Employee fatalities as a result of work-related ill health		No. of fatalities	0	0
Lost Time Injuries (LTIs)		Lost Time Injuries (LTIs)	499	491
Lost Time Injury Frequency Rate (LTIFR)		No. Lost Time injuries/ hours worked*1,000,000	2.11	1.95
Total Injury Frequency Rate (TIFR)		No. Fatalities, Lost Time Injuries, Medical Treatment Injuries, and First Aid Injuries/hours worked*1,000,000	N/A	11.72

**ESG SCORECARD** CONTINUED**SOCIAL** CONTINUED

Work-related injuries and fatalities (contractors)	Units	2023	2024	2025
Total hours worked by contractors	Hours	94,024,163	114,628,608	140,235,437
Contractor work-related fatalities	No. of work-related fatal injuries	3	1	2
Rate of contractor work-related fatalities	Total number of fatalities/hours worked*1,000,000	0.032	0.009	0.014
Recordable work-related contractor injuries	Fatalities, Lost Time Injuries and Medical Treatment Injuries	179	155	167
Rate of work-related contractor injuries (RIFR)	No. Fatalities, Lost Time injuries, Medical Treatment injuries/ hours worked*1,000,000	1.9	1.35	1.19
Contractor fatalities as a result of work-related ill health	No. of fatalities	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	No. Lost Time injuries/hours worked*1000000	1.21	0.81	0.64
Total Injury Frequency Rate (TIFR)	No. Fatalities, Lost Time Injuries, Medical Treatment Injuries, and First Aid Injuries/hours worked*1,000,000	N/A	4.87	3.97
Corporate social responsibility	Units	2023	2024	2025
Beneficiaries				
Total direct beneficiaries	No. of people	486,048	653,448	732,174
Organisations supported	No. of organisations	626	316	691
Employee involvement				
Skills-based volunteering	No. of hours	3,857	3,517	3,210
Working hours contributed	No. of hours	16,436	15,657	12,134

**ESG SCORECARD** CONTINUED**GOVERNANCE**

Ethics	Units	2023	2024	2025
Total number of alleged incidents of corruption	No. of incidents	172	199	191
Number of incidents reported and resolved during the year	No. of incidents	119	138	125
% reported and resolved during the year	Percentage of incidents	69%	69%	65%
Total number of employee grievances (non-fraud)	No. of grievances	384	455	606
Number of grievances reported and resolved during the year	No. of grievances	299	320	388
% reported and resolved during the year	Percentage of grievances	78%	70%	64%
Training on fraud awareness	No. of employees trained	11,678	8,096	6,201

Anti-bribery policies and procedures training	Units	2023	2024	2025
Total number of employees who have received anti-bribery training	No. of employees	8,224	2,250	20,400

Board diversity	Units	2023	2024	2025
Female representation on the Company's Board of Directors	No. of females	1	1	1

Information security	Units	2023	2024	2025
Information security breaches or cybersecurity incidents	No. of breaches or incidents	2	1	0
Information security breaches involving customers identifiable information	No. of breaches	0	0	0
Fines/penalties paid in relation to breaches or incidents	Total amount (US\$)	0	0	0

Physical security	Units	2023	2024	2025
Business units with Security Management system certified to ISO 28000	No. of	41	48	100
Business units with CTPAT accreditation	No. of	31	42	45
Business units compliant with Authorised Economic Operator (AEO)	No. of	9	14	15
Business units with Megaports compliance	No. of	2	2	2
Business units compliant with TAPA	No. of	0	21	21
Business units with ISPS Compliance	No. of	49	49	53



APPENDICES CONTINUED

Mapping Tables

This mapping table aligns the report disclosures with leading international sustainability reporting frameworks and standards, highlighting the relevant sections and their corresponding disclosure requirements across GRI, IFRS, ESRS, UNGC, and SASB.

ABOUT THIS REPORT

Report Section (Reference) Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
Organisational details and Sustainability Report positioning alongside the Annual Report and Accounts 2025	GRI 2-1; 2-3	S1.9; S1.11; S1.60-64	—	ESRS 2 SBM-1; ESRS 2 BP-1	—	—
Entities included in the organisation's sustainability reporting	GRI 2-2	S1.9; S1.13	—	ESRS 1; ESRS 2 SBM-1	—	—
Scope of the Sustainability Report (coverage of material sustainability matters across operations and stakeholders)	GRI 2-2	S1.21; S1.24	—	ESRS 2 BP-2	—	—
Operational control boundary for sustainability reporting, including inclusion of activities under operational responsibility	GRI 2-2	S1.9; S1.13; S1.25-27	—	ESRS 2 BP-2	—	—
Statement that alignment with IFRS S1, IFRS S2 and ESRS is presented on a best-efforts basis reflecting evolving requirements	GRI 2-2	S1.17; S1.24	—	ESRS 2 BP-2	—	—
Disclosure of the report's purpose to provide transparent information on how sustainability is embedded into business strategy, operations, and long-term value creation for society and the environment	GRI 2-22	S1.21; S1.24	—	ESRS 2 SBM-1	—	—
Financial year covered and alignment of the sustainability reporting period with financial reporting	GRI 2-3	S1.9; S1.21; S1.64	—	ESRS 2 BP-1; ESRS 1	—	—
Stakeholder contact mechanism for sustainability enquiries and feedback	GRI 2-3	—	—	—	—	—
Disclosure of internal governance processes for report preparation, including review of documentation, engagement with subject matter experts, and approval by department heads	—	S1.5; S1.6; S1.7	—	ESRS 2 GOV-1	—	—

**MAPPING TABLES** CONTINUED

Report Section (Reference)	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Sustainability reporting frameworks applied and statement of alignment (GRI, IFRS S1/S2, ESRS, UNGC, SASB)	GRI 2-5	S1.17; S1.72-73	—	ESRS 2 BP-1	—	—
	Limited assurance over greenhouse gas emissions, including assurance provider, standards applied and independence confirmation	GRI 2-5	S1.63	—	ESRS 2 BP-1	—	—
	External assurance	GRI 2-5	S1.63	—	ESRS 1	—	—
	Restatements of information	GRI 2-4	S1.75	—	ESRS 1	—	—
ORGANISATIONAL OVERVIEW							
Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Core business activities, services and operational segments	GRI 2-6	S1.32(a)	S2.13	ESRS 2 SBM-1	—	—
	Activities, value chain and other business relationships	GRI 2-6	S1.32(a)-(b)	S2.13	ESRS 2 SBM-1	—	—
	Geographic footprint, scale of operations and workforce profile	GRI 2-1; GRI 2-6	S1.32(a)-(b)	—	ESRS 2 SBM-3(a)	—	—
MATERIALITY ASSESSMENT							
Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Process to identify, assess and prioritise sustainability-related impacts, risks and opportunities across the value chain using a double materiality approach	GRI 3-1	S1.54-S1.58; S1.30-31	—	ESRS 2 IRO-1	—	—
	Coverage of upstream and downstream value chain stages, including suppliers, customers and communities	GRI 2-6	S1.32(a)-(b)	S2.13	ESRS 2 SBM-3	—	—
	Structured methodology, scoring criteria, thresholds and time horizons used to determine material sustainability topics	GRI 3-1	S1.54-S1.58; S1.31	—	ESRS 2 IRO-1	—	—
	Approach to stakeholder engagement	GRI 2-29	S1.23; S1.54-S1.56	—	ESRS 2 SBM-2	P1-P6	—
	Material topics identified, including double material topics and applicable ESRS topical standards	GRI 3-2	S1.31-S1.35	S2.12; S2.13	ESRS 2 IRO-2	—	—
	Statement on sustainable development strategy	GRI 2-22	S1.21(b); S1.23	S2.8	ESRS 2 SBM-1	P7-P10	—
	Policy commitments	GRI 2-23	S1.21(b); S1.25	—	ESRS 2 MDR-P	P1-P10	—
	Embedding policy commitments into business processes	GRI 2-24	S1.23; S1.25	—	ESRS 2 MDR-A	P1-P10	—
	Processes to remediate negative impacts	GRI 2-25	S1.25-S1.27	—	ESRS 2 MDR-A; ESRS S3-3	P1-P6	—
	Mechanisms for seeking advice and raising concerns (including grievance channels)	GRI 2-26	S1.23(c)	—	ESRS G1-1	P10	—



MAPPING TABLES CONTINUED

MATERIALITY ASSESSMENT

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Compliance with laws and regulations	GRI 2-27	S1.25	—	ESRS G1-4	P10	—
	Membership associations	GRI 2-28	S1.13	—	ESRS G1-5	P10	—
	Process to determine material topics	GRI 3-1	S1.54-S1.58	—	ESRS 1; ESRS 2 IRO-1	—	—
	List of material topics	GRI 3-2	S1.31-S1.35	—	ESRS 2 IRO-2	—	—
	Management of material topics	GRI 3-3	S1.21-S1.27; S1.30-S1.44	—	ESRS 2 MDR-P/A/M/T	P1-P10	—

CLIMATE CHANGE GOVERNANCE

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Board-level oversight of sustainability and climate strategy	GRI 2-9	S1.26(a)-(b)	S2.5(a)-(b)	ESRS 2 GOV-1	—	—
	Executive-level structures overseeing sustainability and climate strategy and targets (e.g., ESC, GESEC)	GRI 2-12; 2-13	S1.26(a)-(b)	S2.6(a)-(b)	ESRS 2 GOV-2	—	—

STRATEGY (CLIMATE)

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Physical and transition climate risks and opportunities affecting operations and value chain	GRI 3-3; 201-2	S1.32(a)-(b)	S2.9-S2.12; S2.12 (a)-(b)	ESRS 2 SBM-3	P7	TR-RO-110a.2; TR-MT-110a.2
	Structured decarbonisation strategy (electrification, renewables, alternative fuels, digitalisation, offsets)	GRI 3-3; GRI 305-5	S1.33-S1.40	S2.14(a); S2.15	ESRS E1-1	P7, P8	TR-RO-110a.3; TR-MT-110a.3
	Constraints and dependencies affecting decarbonisation (grid capacity, fuel availability, supplier readiness, infrastructure)	GRI 3-3	S1.41-42	S2.14(a)(iv)	ESRS E1-1	P7	TR-RO-110a.2

RISK MANAGEMENT

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Integration of climate risks into enterprise risk management (ERM)	GRI 3-3; GRI 201-2	S1.43-S1.44	S2.24-S2.25	ESRS 2 IRO-1	P7	TR-RO-110a.2
	Scenario analysis assessing resilience to physical and transition climate risks	GRI 3-3; GRI 201-2	S1.41-S1.42	S2.22-S2.23	ESRS E1-9	P7	TR-RO-110a.2

**MAPPING TABLES** CONTINUED**METRICS & TARGETS (CLIMATE)**

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Net Zero target across all scopes (e.g., by 2050)	GRI 305-5	S1.45-S1.46	S2.33-S2.37	ESRS E1-4	P7	TR-MT-110a.2
	Scope 1, 2 and 3 emissions (absolute) with categories and base year	GRI 305-1/2/3	—	S2.29(a)-(c)	ESRS E1-6	P7	TR-MT-110a.1
	Renewable electricity/energy transition targets	GRI 302-1; 302-4	S1.45-S1.53	S2.33-S2.37	ESRS E1-5	P7	TR-MT-110a.3
	Direct (Scope 1) GHG emissions	GRI 305-1	—	S2.29(a)	ESRS E1-6	P7	TR-MT-110a.2
	Energy indirect (Scope 2) GHG emissions	GRI 305-2	—	S2.29(b)	ESRS E1-6	P7	TR-MT-110a.1
	Other indirect (Scope 3) GHG emissions	GRI 305-3	—	S2.29(c)	ESRS E1-6	P7	TR-MT-110a.3
	GHG emissions intensity	GRI 305-4	—	S2.29(f)	ESRS E1-6	P7	TR-RO-110a.2
	Reduction of GHG emissions/progress against targets	GRI 305-5	—	S2.33-S2.37	ESRS E1-7	P7	TR-RO-110a.2

ENERGY MIX & CONSUMPTION

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Total energy consumption and mix (renewable vs non-renewable), fuel types, renewable electricity generation, energy sourcing mechanisms (PPAs/EACs) and share of renewable electricity	GRI 302-1; 302-3; 302-4	—	S2.29(e)	ESRS E1-5 (paras 35-37)	P7	TR-MT-110a.3

ENVIRONMENT GOVERNANCE & MANAGEMENT SYSTEM

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Board-level oversight of environmental risks within ERM	GRI 2-9	S1.26(a)-(b)	—	ESRS 2 GOV-1	—	—
	Executive-level responsibility for environmental performance/monitoring/enforcement	GRI 2-12	S1.26-27	—	ESRS 2 GOV-2	—	—
	Environmental management system (HSEMS), ISO 14001 coverage, governance processes	GRI 2-23, 3-3	S1.21(b); S1.43-44	—	ESRS E1 MDR-P; ESRS 2 GOV	Environment 7-9	—
	Environmental expectations in Vendor Code of Conduct and supplier onboarding (monitoring/due diligence)	GRI 308-1	S1.32(a)-(b)	—	ESRS 2 BP-2; ESRS 2 SBM-3	Environment 7-9	—
	Environmental incident reporting, investigation and corrective action; “zero serious incident” target	GRI 307-1	IFRS S1.43-44	—	ESRS 2 IRO-1; ESRS E1 MDR-A	Environment 7-9	—



MAPPING TABLES CONTINUED

NATURE & BIODIVERSITY

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Operational interaction with marine, freshwater and terrestrial ecosystems; ballast water/invasive species management	GRI 304-2	S1.30, 31, 32(a) (b)	—	ESRS E4-2	P7-P9	TR-MT-160a.1
	Environmental impact assessments, Critical Habitat Assessments, Biodiversity Action Plans and mitigation measures	GRI 304-3	S1.32(b)	—	ESRS E4-3	P7-P9	—
	Ecosystem restoration initiatives, blue carbon benefits and biodiversity enhancement outcomes	GRI 304-3	S1.33-40	—	ESRS E4-4	P7-P9	—
	Controls, training and certification to prevent wildlife trafficking through ports	—	S1.26, S1.43	—	ESRS E4-1	P7	—
	Portfolio-level biodiversity risk screening and prioritisation aligned with TNFD	GRI 3-3	S1.41-42	—	ESRS E4-2	P7-P9	—

WATER

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Group-wide water conservation and management strategy aligned with CEO Water Mandate and AWS	GRI 303-1	S1.32(a)	—	ESRS E3-1	P7-P9	—
	Water baseline development, reduction targets, monitoring and stewardship commitments through 2030	GRI 303-4	S1.45-46	—	ESRS E3-3	P7-P9	—
	Basin-level physical water-risk exposure across operating entities and prioritisation	GRI 303-1	S1.41-42	—	ESRS E3-2	P7-P9	—
	Controls for water withdrawal, wastewater discharge, stormwater segregation and marine water controls	GRI 303-3	S1.43-44	—	ESRS E3-4	P7-P9	—
	WASH-related dependency and risk assessment affecting workforce and communities	GRI 3-3; 413-1	S1.32(b)	—	ESRS S3-4; E3	P1-P2; P7	—

**MAPPING TABLES** CONTINUED**WASTE & POLLUTION**

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Group standards for waste segregation, hazardous materials and pollution prevention (including circular economy practices)	GRI 306-1; 306-2; 306-3; 306-4; 306-5	S1.32(a)-(b)	—	ESRS E5-1; ESRS E2-1	P7-P9	—
	Landfill reduction target and performance tracking	GRI 306-3; 306-4; 306-5	S1.45-46	—	ESRS E5-4	P7-P9	—
	Site-level waste management plans, monitoring and compliance tracking	GRI 306-2	S1.43-44	—	ESRS E5-2	P7-P9	—
	Waste generation and significant waste-related impacts	GRI 306-1	S1.32(b); S1.41-42	—	ESRS E5-1	P8	—
	Management of significant waste-related impacts	GRI 306-2	S1.43-44	—	ESRS E5-1	P8	—
	Waste generated	GRI 306-3	S1.50	—	ESRS E5-5	P8	—
	Waste diverted from disposal	GRI 306-4	S1.50	—	ESRS E5-5	P8	—
	Waste directed to disposal	GRI 306-5	S1.50	—	ESRS E5-5	P8	—
	Waste diversion metrics and improvement initiatives	306-2; 306-4	S1.50; S1.43-44	—	ESRS E5-2; E5-5	P8	—
	Air emissions inventory baseline (NO _x , SO _x , PM ₁₀ , PM _{2.5} , CO, NMVOC), source categories and methodology	GRI 305-7	S1.50	S2.29-32	ESRS E2-5	P7-P9	TR-MT-120a
	Quantified pollutant baseline and dominant sources	GRI 305-7	S1.50	—	ESRS E2-5	P7-P9	TR-MT-120a
	Linkage between climate transition strategy and reductions in local air pollutants	GRI 305-7	S1.33-40	S2.14(a)	ESRS E1; E2	P7-P9	TR-MT-120a



MAPPING TABLES CONTINUED

PEOPLE HEALTH & SAFETY

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	The Board receives safety updates at least twice yearly, including performance, emerging risks and strategic priorities, supported by executive risk and audit governance	2-9; 2-12	IFRS S1.21-23	—	ESRS 2 GOV-1; GOV-2	Labour 3-6	—
	Executive committees oversee the safety strategy and culture, monitor implementation and drive consistent standards across regions and entities	2-12; 2-13	IFRS S1.21-23	—	ESRS 2 GOV-1; GOV-2	Labour 3-6	—
	Our Group HSE Policy and HSEMS define expectations for employees, contractors, subcontractors, suppliers and visitors, including risk control, incident management, contractor management and emergency preparedness	403-1; 403-2	IFRS S1.25-30; 43-44	—	ESRS S1 MDR-P	Labour 3-6	—
	Our integrated HSEMS is certified to ISO 14001/45001/50001 enabling systematic identification and management of health, safety, environment and energy risks	403-1	IFRS S1.25-30	—	ESRS S1 MDR-P	Labour 3-6	—
	We implement a Five-Year HSE Strategy (2024-2028) focused on leadership, engagement, risk reduction and safety culture to advance our zero-harm ambition	403-1; 403-2	IFRS S1.32-36; 37-40	—	ESRS S1 MDR-A	Labour 3-6	TR0301-11
	We embed consistent behavioural expectations across operating entities reinforced through leadership and frontline engagement	403-5	IFRS S1.32-36	—	ESRS S1 MDR-A	Labour 3-6	—
	We deliver mandatory role-based safety training for employees and contractors, including inductions, hazard-specific modules and specialist learning pathways	403-5	IFRS S1.43-44; 50	—	ESRS S1 MDR-A	Labour 3-6	—
	Suppliers and contractors must acknowledge the Vendor Code of Conduct and align to site protocols; activities are supervised and audited	403-7; 414-1	IFRS S1.32(b); 25-30	—	ESRS S2	Labour 3-6; Human Rights 1-2	—
	We maintain controls for safe chemical storage, handling and disposal, including SDS availability, inspections and spill-response readiness	403-2; 403-7	IFRS S1.25-30; 43-44	—	ESRS S1 MDR-A	Labour 3-6	TR0301-08
	Where facilities are provided we apply minimum standards for fire safety, drinking water, sanitation, capacity and emergency systems verified through inspections	403-7	IFRS S1.32(b)	—	ESRS S1	Human Rights 1-2; Labour 3-6	—
	We monitor and continuously improve safety performance (e.g., TIFR) and set differentiated improvement expectations for operating entities	403-9; 403-10	IFRS S1.50-53	—	ESRS S1	Labour 3-6	TR0301-12

**MAPPING TABLES** CONTINUED**PEOPLE
HEALTH & SAFETY**

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	All incidents are recorded and escalated based on severity; investigations identify root causes and corrective actions and lessons learned are shared globally	403-2; 403-9	IFRS S1.25-30; 43-44	—	ESRS S1	Labour 3-6	TR-MT-540a TR0301-11
	Employees and contractors can raise safety concerns through local channels, frontline feedback apps and whistleblowing mechanisms with protections against retaliation	2-25; 403-2	IFRS S1.21-23; 25-30	—	ESRS S1 + S2	Human Rights 1-2; Labour 3-6	—
	Employees	GRI 2-7	IFRS S132(a)	—	ESRS S1-6	P6	—
	Workers who are not employees	GRI 2-8	IFRS S1.32(b)	—	ESRS S2-1	P1-P2	—
	Occupational health and safety management system	GRI 403-1	IFRS S1.21(a); 22	—	ESRS S1-1	P1	TR-RO-320a.3
	Hazard identification, risk assessment and incident investigation	GRI 403-2	IFRS S1.25-30	—	ESRS S1-14	P1	TR-RO-320a
	Occupational health services	GRI 403-3	IFRS S1.21(b); 23	—	ESRS S1-15	P1	—
	Worker participation, consultation and communication on occupational health and safety	GRI 403-4	IFRS S1.23(c)	—	ESRS S1-2	P3	—
	Worker training on occupational health and safety	GRI 403-5	IFRS S1.50(a)	—	ESRS S1-13	P1	—
	Promotion of worker health	GRI 403-6	IFRS S1.21(b)	—	ESRS S1-15	P1	—
	Prevention and mitigation of OHS impacts directly linked by business relationships	GRI 403-7	IFRS S1.25; 27	—	ESRS S2-1	P1-P2	—
	Workers covered by an occupational health and safety management system	GRI 403-8	IFRS S1.50(a)	—	ESRS S1-14	P1	—
	Work-related injuries	GRI 403-9	IFRS S1.50-53	—	ESRS S1-14	P1	TR-RO-320a
	Work-related ill health	GRI 403-10	IFRS S1.50-53	—	ESRS S1-14	P1	TR-RO-320a

AFFECTED COMMUNITIES

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Management of material topics (Community Engagement)	GRI 3-3	S1.32(a)-(b); 25-30	—	ESRS S3 MDR-P/A/M/T	P1-P2	—
	Operations with local community engagement, impact assessments, and development programmes	GRI 413-1	S1.32(b); 25-S1.27	—	ESRS S3-1	P1-P2	—
	Operations with significant actual and potential negative impacts on local communities	GRI 413-2	S1.25-S1.30	—	ESRS S3-2	P1-P2	—



MAPPING TABLES CONTINUED

EMPLOYEE GROWTH & WELLBEING

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Employee growth and belonging is a double material topic due to its impact on skills availability, leadership readiness, engagement, retention, wellbeing and long-term resilience	GRI 3-3; 401-1; 404-2	IFRS S1.29-31	—	ESRS S1	Labour 3-6; Human Rights 1-2	—
	For this disclosure, our own workforce includes permanent and fixed-term employees under operational control; agency labour and third-party contractors are addressed under value chain workers	GRI 2-7; 401-1	IFRS S1.33-35	—	ESRS S1 + S2	Labour 3-6	—
	People-related matters are governed through senior forums and management committees, with executive sponsorship to embed learning, engagement and inclusion across global operations	GRI 2-9; 2-12	IFRS S1.26-27	—	ESRS 2 GOV-1; GOV-2	Labour 3-6	—
	We apply global policies covering recruitment, performance, separation, wellbeing, inclusion & diversity, and people security to promote fair and consistent workforce practices across geographies	GRI 401-1; 406-1; 405-1	IFRS S1.27; 43-45	—	ESRS S1	Human Rights 1-2; Labour 3-6	—
	Employees have access to a consolidated People hub providing policies, benefits, career tools, wellbeing support, learning resources and internal vacancies to support equitable access to opportunities	GRI 404-2	IFRS S1.41-42	—	ESRS S1	Labour 3-6	—
	We invest in learning through instructor-led and digital platforms, expanding access to on-demand training across operational and corporate roles and tracking participation and learning hours	GRI 404-1; 404-2	IFRS S1.50-53	—	ESRS S1	Labour 3-6	—
	We strengthen leadership capability through structured programmes, cross-regional modules, masterclasses, and talent conversations supported by assessments and succession processes	GRI 404-2	IFRS S1.36-39; 41-42	—	ESRS S1	Labour 3-6	—
	We use region-led engagement approaches (e.g., pulse surveys, workplace assessments) and complement them with townhalls and follow-up action plans to improve sentiment and retention	GRI 2-29	IFRS S1.41-42; 43-45	—	ESRS S1	Labour 3-6	—
	We provide wellbeing support and tools (including confidential sessions and support services) to promote workforce wellbeing and resilience	GRI 403-6; 404-2	IFRS S1.32; 43-45	—	ESRS S1	Labour 3-6; Human Rights 1-2	—
	New employee hires and employee turnover	GRI 401-1	IFRS S1.41-43	—	ESRS S1-6; S1-9	P6	TR-RO-320a.2
	Benefits provided to full-time employees that are not provided to temporary or part-time employees	GRI 401-2	IFRS S1.40	—	ESRS S1-11	P6	—

**MAPPING TABLES** CONTINUED**EMPLOYEE GROWTH & WELLBEING**

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Parental leave	GRI 401-3	IFRS S1.40	—	ESRS S1-11	P6	—
	Average hours of training per year per employee	GRI 404-1	IFRS S1.41	—	ESRS S1-13	P6	—
	Programmes for upgrading employee skills and transition assistance programmes	GRI 404-2	IFRS S1.21-23	—	ESRS S1-13	P6	—
	Percentage of employees receiving regular performance and career development reviews	GRI 404-3	IFRS S1.41	—	ESRS S1-13	P6	—
	Diversity of governance bodies and employees	GRI 405-1	IFRS S1.40-43	—	ESRS S1-9	P6	—
	Ratio of basic salary and remuneration of women to men	GRI 405-2	IFRS S1.41-43	—	ESRS S1-16	P6	—

WORKERS IN THE VALUE CHAIN

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
Governance oversight	Oversight of growth, inclusion and labour impacts affecting value-chain workers is embedded within Board and executive governance structures, supported by People, Sustainability and Procurement functions	GRI 2-9; 414-1	IFRS S1.26-27	—	ESRS S2	Labour 3-6; Human Rights 1-2	—
Supplier expectations	Vendor Code of Conduct establishes expectations on non-discrimination, fair recruitment, grievance access, ethical conduct and training access for supplier employees	GRI 414-1; 308-1	IFRS S1.32; 34-35	—	ESRS S2	Labour 3-6; Human Rights 1-2	—
Strategy & value chain exposure	Strategy promotes responsible labour practices across supplier network, particularly in labour-intensive and high-risk geographies	GRI 3-3	IFRS S1.29-31; 32(b)	—	ESRS S2	Labour 3-6	—
Job creation impact	Infrastructure investment supports job creation across multiple regions, strengthening local economic resilience and employability	GRI 203-2	IFRS S1.33-35	—	ESRS S2 + S3	Labour 3-6	—
Risk-based due diligence	Risk-based supplier assessments focus on working hours, recruitment practices, grievance access and labour standards in higher-risk geographies	GRI 414-2	IFRS S1.43-45	—	ESRS S2	Labour 3-6; Human Rights 1-2	—
Grievance extension	Supplier and contractor workers have access to grievance mechanisms either directly or through aligned supplier-level systems	GRI 2-25	IFRS S1.43-45	—	ESRS S2	Human Rights 1-2	—



MAPPING TABLES CONTINUED

FAIR WORKING PRACTICES

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
Strategic relevance	Fair working practices are material due to impacts on worker wellbeing, compliance, operational continuity and reputation	GRI 3-3	IFRS S1.29-31	—	ESRS S1	Labour 3-6; Human Rights 1-2	—
Governance	Oversight of fair working practices sits at Board level and through management-level committees ensuring alignment and consistency	GRI 2-9	IFRS S1.26-27	—	ESRS S1	Labour 3-6	—
Working hours & remuneration	Working Hours and Leave Policy defines maximum hours, overtime, rest periods and annual leave; salaries are benchmarked for fairness	GRI 401-2; 402-1	IFRS S1.32; 34-35	—	ESRS S1	Labour 3-6	—
Collective bargaining & freedom of association	Compliance with local freedom of association laws; disclosure of jurisdictions permitting CBAs and percentage of employees covered	GRI 407-1; 2-30	IFRS S1.32; 43-45; 40-43	—	ESRS S1-12	Labour 3	—
Employer-provided accommodation	Minimum standards applied for safety, hygiene, privacy and emergency response where housing is provided	GRI 403-7	IFRS S1.32; 43-45	—	ESRS S1	Human Rights 1-2	—
Risk identification & remediation	Grievances, inspections, audits and labour inspections inform preventative corrective actions and policy updates	GRI 2-25; 403-2	IFRS S1.43-45	—	ESRS S1	Labour 3-6	—

WORKERS IN THE VALUE CHAIN (FAIR WORK)

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
Supplier labour standards	Suppliers must comply with labour standards, including prohibition of forced labour, recruitment fees and exploitative conditions	GRI 414-1	IFRS S1.32; 34-35; 43-45	—	ESRS S2	Labour 4, 5, 6	—
Audit & remediation	Where violations occur, remediation may include reimbursement, contract corrections or termination	GRI 414-2	IFRS S1.43-45	—	ESRS S2	Labour 4-6	—
High-risk prioritisation	Enhanced scrutiny applied to suppliers in labour-intensive or high-risk regions	GRI 3-3	IFRS S1.43-45	—	ESRS S2	Labour 3-6	—

**MAPPING TABLES** CONTINUED

CONDUCT BUSINESS ETHICS							
Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Ethics is material from impact and financial perspectives, affecting trust, legal compliance, operational continuity and risk exposure	GRI 3-3	S1.29-S1.31; S1.33-S1.35	—	ESRS G1	Anti-corruption 10	TR-MT-510a
	Board retains ultimate accountability; Audit & Risk Committee oversees ethics, fraud risk and whistleblowing effectiveness	GRI 2-9	S1.26-S1.27	—	ESRS G1	Anti-corruption 10	—
	Code organised around people, business and integrity; mandatory training delivered in multiple languages and tracked across units	GRI 205-2	S1.27; S1.41-S1.42	—	ESRS G1	Anti-corruption 10	—
	Independent 24-hour global hotline; structured escalation process; strict non-retaliation protections	GRI 2-25; 205-3	S1.43-S1.45	—	ESRS G1	Human Rights 1-2; Anti-corruption 10	—
	Network of fraud risk champions monitors operational risks in high-exposure environments	GRI 205-1	S1.43-S1.45	—	ESRS G1	Anti-corruption 10	—
	Governance structure and composition	GRI 2-9	S1.21(a)	S2.6(a)	ESRS 2 GOV-1	P10	—
	Nomination and selection of the highest governance body	GRI 2-10	S1.21(a)	—	ESRS 2 GOV-1	P10	—
	Chair of the highest governance body	GRI 2-11	S1.21(a)	—	ESRS 2 GOV-1	P10	—
	Role of the highest governance body in overseeing management of impacts	GRI 2-12	S1.21; S1.22	S2.6(b)	ESRS 2 GOV-1	P10	—
	Delegation of responsibility for managing impacts	GRI 2-13	S1.22	S2.7	ESRS 2 GOV-1	P10	—
	Role of the highest governance body in sustainability reporting	GRI 2-14	S1.21	S2.6	ESRS 2 GOV-1	P10	—
	Conflicts of interest	GRI 2-15	S1.21	—	ESRS G1-1	P10	—
	Communication of critical concerns	GRI 2-16	S1.23	—	ESRS G1-1	P10	—
	Collective knowledge of the highest governance body	GRI 2-17	S1.21	—	ESRS 2 GOV-1	P10	—
	Evaluation of the performance of the highest governance body	GRI 2-18	S1.21	—	ESRS 2 GOV-1	P10	—
	Remuneration policies	GRI 2-19	S1.21	—	ESRS 2 GOV-3	P10	—
	Process to determine remuneration	GRI 2-20	S1.21	—	ESRS 2 GOV-3	P10	—
	Annual total compensation ratio	GRI 2-21	S1.41	—	ESRS S1-16	P6	—



MAPPING TABLES CONTINUED

CONDUCT BUSINESS ETHICS

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Management of material topics (Ethics)	GRI 3-3	S1.21-S1.30	—	ESRS G1MDR-P/A/M/T	P10	—
	Incidents of discrimination and corrective actions taken	GRI 406-1	S1.41-S1.43	—	ESRS S1-17	P6	—
	Operations and suppliers where freedom of association may be at risk	GRI 407-1	S1.25-S1.27	—	ESRS S1-12; S2-1	P3	—
	Operations and suppliers at risk of child labour	GRI 408-1	S1.25-S1.27	—	ESRS S2-3	P5	—
	Operations and suppliers at risk of forced labour	GRI 409-1	S1.25-S1.27	—	ESRS S2-3	P4	—
	Operations and suppliers at significant risk for incidents of forced or compulsory labour	GRI 409-1	S1.25-S1.27	—	ESRS S2-3	P4	—

HUMAN RIGHTS

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Commitments aligned with UN Guiding Principles, ILO conventions and OECD due diligence guidance	GRI 412-1	S1.32; S1.34-S1.35	—	ESRS S1; S2	Human Rights 1-2	—
	Human rights gap assessment conducted to identify policy and governance improvements	GRI 412-1	S1.43-S1.45	—	ESRS S1; S2	Human Rights 1-2	—
	Policies prohibit forced labour, child labour and exploitative practices across operations and supply chain	GRI 408-1; 409-1	S1.32; S1.34-S1.35; S1.43-S1.45	—	ESRS S2	Labour 4-5	—
	Security personnel trained in human rights policies or procedures	GRI 410-1	S1.40-S1.43	—	ESRS S1-17; S2-1	Human Rights 1-2	—

SUSTAINABLE PROCUREMENT

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Governance & Sustainability Committee oversees responsible sourcing alignment with international standards	GRI 2-9; 308-1	S1.26-S1.27	—	ESRS G1; S2	Human Rights 1-2; Labour 3-6; Environment 7-9; Anti-corruption 10	—
	Embedding environmental, human rights and integrity considerations into supplier prequalification and contracting	GRI 308-1; 414-1	S1.32; S1.34-S1.35	—	ESRS S2; G1	1-10 (cross-cutting)	—
	500 suppliers screened using sustainability due diligence platform; site-based ESG visits conducted	GRI 414-1	S1.43-S1.45	—	ESRS S2	Human Rights 1-2; Labour 3-6	—

**MAPPING TABLES** CONTINUED**CYBERSECURITY & DATA PROTECTION**

Report Section	Disclosure	GRI	IFRS S1	IFRS S2	ESRS	UNGC	SASB
	Audit & Risk Committee oversees cyber threats, controls and incident response readiness	GRI 2-9	S1.26-S1.27	—	ESRS G1	—	—
	Information Security & Governance Policy aligned with ISO 27001, NIST and CIS frameworks	GRI 418-1	S1.27; S1.43-S1.45	—	ESRS G1	—	—
	24/7 SOC monitoring, threat intelligence and incident response plans aligned to NIST & CIS frameworks	GRI 418-1	S1.43-S1.45	—	ESRS G1	—	—
	Technology providers subject to security questionnaires, risk assessments and contractual data clauses	GRI 414-1	S1.32; S1.43-S1.45	—	ESRS G1; S2	Human Rights (data privacy) 1-2	—
	Privacy impact assessments, lawful basis documentation and access controls; no confirmed data breaches in reporting period	GRI 418-1	S1.43-S1.45	—	ESRS G1	Human Rights 1-2	—



Assurance statement

LRQA Group Limited provided an independent limited assurance of our CY2025 greenhouse gas (GHG) emissions inventory across global assets. The assurance was conducted in accordance with ISO 14064-3:2019, using LRQA's verification procedures aligned with ISAE 3000 and ISAE 3410, based on professional judgement and best practice.

LRQA Group Independent Assurance Statement

Relating to DP World FZE for the calendar year 2025.

This Assurance Statement has been prepared for DP World FZE in accordance with our contract for GHG emissions from its global assets.

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, version V-01") from its global assets for the CY 2025 against the assurance criteria below to a limited level of assurance and materiality of the professional judgement of the verifier 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 operational controlled global operations and activities at entities within its Ports and Terminals, Marine Services and Logistics Divisions. This year's GHG Emissions inventory comprised a total of 620 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 data¹.
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:
 - *Direct (Scope 1)*
 - *Energy Indirect (Scope 2)*
 - *Scope 3 GHG emissions verified by LRQA for categories: 1,2,3,4,5,6,7,8,9,13,15.*

Our assurance engagement excluded the data and information of GMI's suppliers, contractors and any third parties mentioned in the Report.

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

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





ASSURANCE STATEMENT CONTINUED

LRQA's Opinion

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

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

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

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

Table 1. Summary of DP World Key Data for CY2025:

Emissions Stream	2025 Tonnes CO ₂ e
Scope 1: Direct GHG emissions (from fuel combustion)	3,066,430
Scope 1: Biogenic emissions of CO ₂ from the combustion of biofuels	8,038
Scope 1: Refrigerant Gas Leakage (RGL) CO ₂ emissions	45,537
Scope 1: CO ₂ offsets (Residual Emissions)	2,088
Scope 2: Energy indirect GHG emissions (Location-Based)	645,368
Scope 2: Energy indirect GHG emissions (Market-Based)	278,773
Scope 3: Other indirect GHG emissions (total)	3,259,433
Base Year 2022 (Rolling Consolidation Approach)	3,878,876

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 2025 and as per rolling baseline.
- verifying the emission factors used for scope-1, scope-2 (electricity) and scope-3 data (for categories- 1,2,3,4,5,6,7,8,9,13,15) with the source references and confirmed its appropriateness.
- verified GWPs used for refrigerants.
- verified the emission factors applied for market-based & location-based Scope 2 emissions.
- verified calculations to arrive at equivalent CO₂ 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.



ASSURANCE STATEMENT CONTINUED

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 FZE and as such does not compromise our independence or impartiality.

Signed

Dated: 10th March '26

Aamir Shakir
LRQA Lead Verifier

On behalf of LRQA Limited
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LRQA reference: DQA6019929.

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Appendix-1 – Details/ Break down of Scope-3 Categories.

Scope 3 GHG emissions	2025 Tonnes CO ₂ e
Cat-1: Purchased goods & services	548,885
Cat-2: Capital Goods	551,283
Cat-3: Fuel & Energy related activities	762,814
Cat-4 & 9: Upstream/downstream transportation & distribution	817,094
Cat-5: Waste generated in operations	30,894
Cat-6: Business Travel by air	3,109
Cat-7: Employee Commuting	79,939
Cat-8: Leased assets upstream	88,693
Cat-13: Leased assets downstream	146,608
Cat-15: Investments	230,114



DP WORLD