

SUSTAINABILITY REPORT

2022 - 2023



DP WORLD

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1. ABOUT THIS SUSTAINABILITY REPORT

This Sustainability Report covers the sustainability efforts for the period 2022-2023 of **DP World Antwerp Holding NV**, located at Molenweg - Port 1950, 9130 Doel, Belgium. It concerns the following sites: Antwerp Gateway, Empty Depot Services and Hupac rail terminal.

Since 2016, we have reported our contributions to the United Nations Sustainable Development Goals (SDGs) in our Sustainability Reports. In doing so, we use the Global Reporting Initiative (GRI) international standards.

In this edition, building on our expertise and with the support of our consultant slidingdoors, we went a step further. This Sustainability Report uses the European Sustainability Reporting Standards (ESRS) of Europe's Corporate Sustainability Reporting Directive (CSRD), which will apply to DP World Antwerp Holding NV from 1 January 2025. We consider this the start of a shared journey towards more comprehensive and stricter reporting as part of our commitment to transparency and value creation for all our stakeholders.

DP World Antwerp, Molenweg - Haven 1950, 9130 Doel - www.dpworld.com/en/belgium

For more information or suggestions on the Sustainability Report, please contact communications.antw@dpworld.be.



2. FOREWORD



"We are proud to present our sustainability journey within the dynamic landscape of our port operations. Our commitment to sustainability is not just a response to the global call for environmental action, but a core value that drives our operations and strategic planning.

Over the past few years, we have embarked on a transformative path in Antwerp, integrating sustainable practices into every aspect of our work. We have invested in state-of-the-art technologies to reduce emissions, implemented waste reduction

programs, and fostered biodiversity in our surrounding marine and terrestrial ecosystems. Our efforts have not only contributed to a cleaner port environment, but also to the well-being of our community and the efficiency of our operations.

Looking ahead, we are poised to deepen our commitment to sustainability. By 2030, we aim to align with global climate change guidelines by further reducing our carbon footprint, embracing renewable energy, and taking the lead in green logistics. We understand that the path to sustainability is an ongoing journey, and we are committed to innovating and collaborating with our partners and local stakeholders to create a more sustainable future for all.

We invite you to join us in this essential endeavour as we work together to address the challenges of climate change and build a legacy of sustainability for generations to come."

NAWAF ABDULLA

Chief Executive Officer of DP World Antwerp



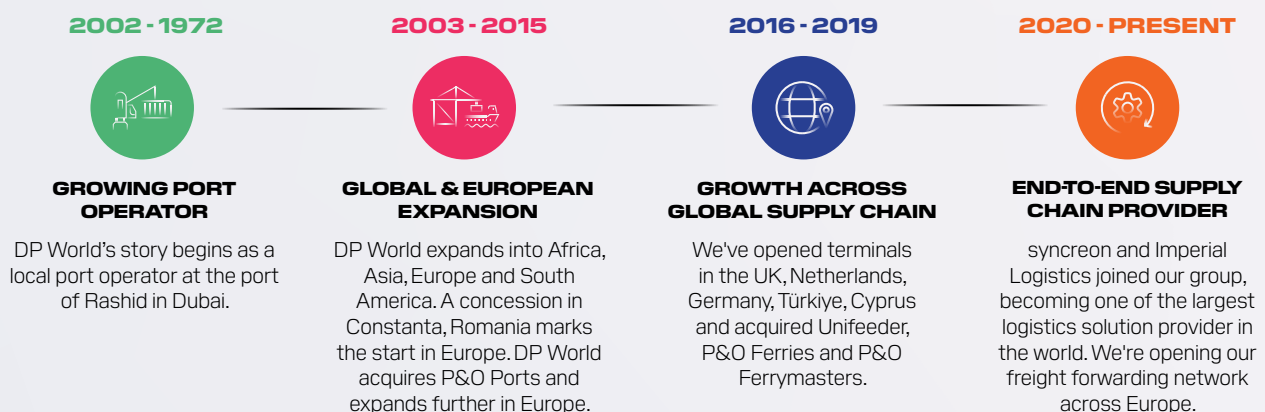
3. ABOUT DP WORLD

3.1 FROM LOCAL TERMINAL OPERATOR TO GLOBAL LOGISTICS PROVIDER

DP World is the leading provider of smart logistics solutions for enabling worldwide trade flows. Our global network spans 73 countries and includes logistics terminals, maritime services, ports & terminals, and economic zones. The DP World group has more than 100,000 employees of 158 different nationalities.

OUR JOURNEY

From a local port operator to a global supply chain solutions provider.



KEY NUMBERS

DP World is one of the largest marine terminal operators in the world by throughput.

300
BUSINESS UNITS

106,500
EMPLOYEES

46.1 M TEU
IN 2022 (+1.5%)

73
COUNTRIES

158
NATIONALITIES

6
CONTINENTS

3.2 CHANGE WHAT'S POSSIBLE

OUR PURPOSE

DP World's goal is to get the world moving and change what is possible for everyone. We want to achieve this by moving products quickly and sustainably via one integrated trading platform.

We are committed to enhancing our resilience and creating a smart and sustainable future for our stakeholders.

OUR PRINCIPLES

All DP World employees follow "Our Principles" to achieve this goal. These principles define what we do and who we are and offer a common purpose in the interest of our customers and other critical stakeholders worldwide. Growth is the overarching theme of these principles, which goes beyond financial performance but includes the development of our people, capabilities, industry, and the communities in which we operate. Our principles are central to every decision, and we apply them at all levels of our organisation.

Our five principles are:



1. PRIORITISE CUSTOMERS

Our customers take centre stage in our organisation. Our commitment to our customers drives our brand, reputation, standing, and global influence.

2. COLLABORATE TO WIN

We build bridges to connect. In today's complex world, we cannot achieve change on our own. We need each other to coordinate systems, processes, and practices and to exchange our experiences, knowledge, and skills. Each employee is unique with their own added value.

3. DELIVER GROWTH

We focus on opportunities. The continuous introduction of new technologies in the logistics sector requires us to focus on the opportunities that growth brings to our organisation. This is how we realise our ambition to become an end-to-end logistics service provider.

4. ADAPT AND EVOLVE

We encourage change through flexibility as we believe a flexible mindset is needed to achieve sustainable growth. This will allow us to adapt and evolve without shying away from replacing traditional working methods with innovative approaches to achieve even better results. We need to embrace creativity, innovation, and experimentation.

5. BUILD FOR A BETTER FUTURE

We create sustainable change. Reducing CO₂ emissions, using renewable energy sources, using raw materials responsibly, and managing waste is crucial to reducing our impact on society and the planet and achieving sustainable growth as an organisation.

3.3 ABOUT DP WORLD IN ANTWERP

DP World Antwerp Holding is part of the DP World group.

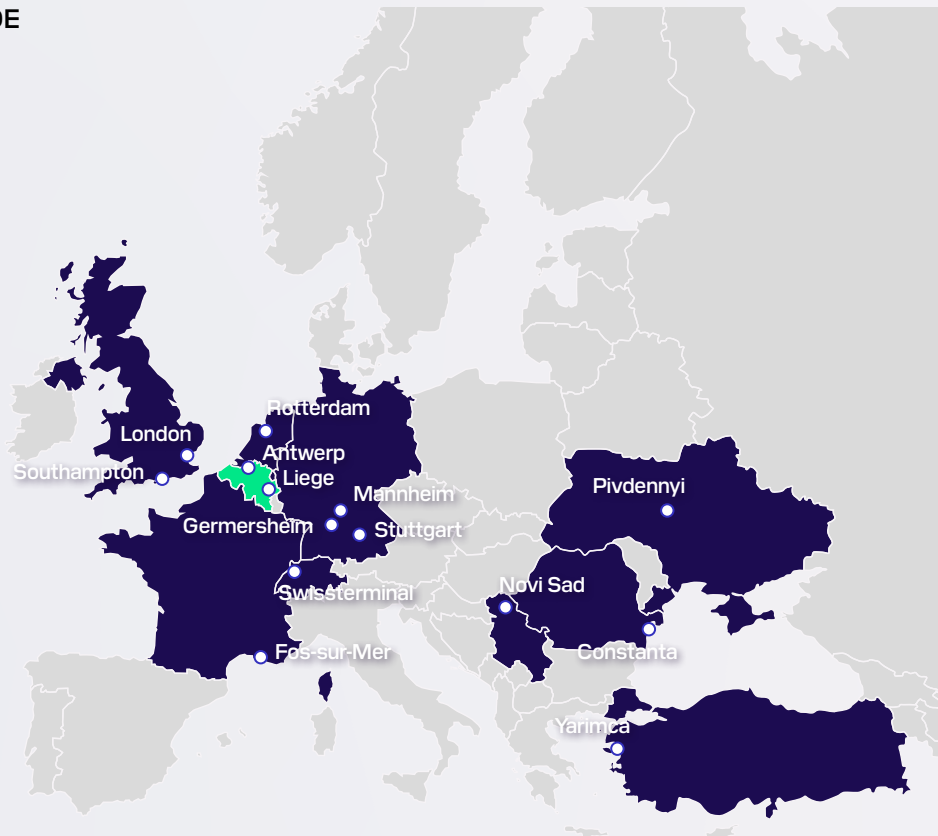
YOU'VE GOT THE VISION, WE'VE GOT THE INFRASTRUCTURE



EUROPEAN PORTS & TERMINALS

BUSINESS UNITS INCLUDE

- Antwerp
- Southampton
- London
- Rotterdam
- Fos-sur-Mer
- Constanta
- Yarmca
- Pivdennyi
- Liege
- Germersheim
- Mannheim
- Stuttgart
- Novi Sad
- Swissterminal



OUR ENTITIES

- **DP World Antwerp Holding NV** is the holding company in charge of the companies and activities of the DP World group in Belgium. The holding company is an indirect 100% subsidiary of DP World Limited in Dubai.
- **DP World Antwerp Terminals NV** provides dockworkers for DP World's activities at the Port of Antwerp-Bruges and carries out the activities at the Hupac terminal, a Swiss rail operator located at the Churchill Dock on the right bank in Antwerp.
- **Antwerp Gateway NV** is the state-of-the-art container terminal at the Deurganck Dock, in which DP World is a 60% shareholder and performs a management role. The other shareholders are Cosco, Terminal Link (subsidiary of CMA-CGM and China Merchants) and Duisport (Duisburger Hafen).
- **DP World Antwerp Empty Depot Services NV** is the empty depot near Antwerp Gateway for storage, repair, and maintenance of empty containers.

HIGH QUALITY CONTAINER SERVICES

Our core business consists primarily of loading and unloading containers at our Antwerp Gateway (AG) terminal at the Deurganck Dock. Handling of vessels and barges (waterside) represents around 70% of the total volumes handled and around 80% of our revenue.

In 2022, Antwerp Gateway's turnover grew by 13% to more than €160 million. The main reason was the increase in storage revenues that was due to the global supply chain disruption. Although this disruption still caused high yard utilisation in 2022, it has since returned to normal.

In recent years, we mainly focused on operational excellence, such as improving productivity, equipment availability, and staff training. This will allow our terminal to achieve outstanding returns, even under challenging circumstances.



ANTWERP GATEWAY

Antwerp Gateway is renowned by its customers for its unrivalled productivity in Europe, advanced technology and outstanding intermodal connectivity.



EDS

Empty Depot Services is our off dock empty depot and offers a broad range of container services to Antwerp Gateway customers.



HUPAC

DPWA operates the HUPAC Intermodal rail terminal on the right bank of the Scheldt river.

SOME KEY FIGURES OF ANTWERP GATEWAY (AG)

- Quay length: 1,660 m
- Capacity: 2.8 million TEU
- Quay cranes: 13
- Rail cranes: 1
- Straddle carriers: 61 (51 of which are hybrid)
- Automated Stacking Crane modules: 15 (two cranes per module)
- Mobile cranes: 1 (capacity 100 tonnes)
- Connections for reefer containers: 1,051

EXPANSION PLAN

- 3.8 by 2026
- 15 by 2024
- 2 by 2024
- 27 by 2026
- 2,090 by 2026

INVESTING IN GROWTH

DP World has invested nearly €200 million in Antwerp Gateway, with the objective to increase capacity by a third to 3.8 million TEUs by 2026. These investments will facilitate the terminal's further growth and reduce CO₂ emissions. We do this through extensive automation, improving efficiency, and maximising the available space.

In 2022, we moved into the new operational building as part of this investment programme. We are also converting our straddle carrier stacks into modules with Automated Stacking Cranes (ASCs), freeing up space to stack another 900,000 TEUs. In 2005, Antwerp Gateway pioneered this state-of-the-art technology at the Port of Antwerp-Bruges. Meanwhile, we have now commissioned fifteen ASC modules, with twelve more to follow. We also commissioned three new quay cranes, with two more new ones under construction.

INVESTMENT PLAN

Capacity expansion and greening of the terminal through further automation

€ 198.5 million

- Maximize the available space
- Capacity increase of 30% (from 2.5 M in 2020 to 3.8 M TEU in 2026)
- 6 phases between 2020 and 2026
- Goal: more efficient, resilient, and sustainable services and solutions for customers and the logistics chain

The investment plan includes:

- New operational building (completed in 2022)
- 17 additional modules with Automated Stacking Cranes - ASCs (2 delivered in 2022, 3 under construction)
- 5 quay cranes (3 delivered in 2023)
- Hybrid straddle carriers
- A second rail crane
- Digital applications



CAPACITY EXPANSION

Capacity expansion from 2.5 M in 2020 to 3.8 M TEU in 2026

	Phase 1		Phase 2		Phase 3		Phase 4		Phase 5		Phase 6	
	2020	2021	2022	2023	2024	2025	2026					
Additional annual capacity (TEU)	153	91	258	206	201	115						
# Quay cranes				+3	+2							
# Automatic Stacking Crane modules			+2	+3	+4	+4	+4					

STORAGE, REPAIR, AND MAINTENANCE SERVICES BY EMPTY DEPOT SERVICES (EDS)

In 2022, we still achieved 1% growth, increasing the turnover to €16 million from €14.3 million in 2021. After that, volumes fell by 16% in 2023, bringing sales down to 2021 levels.

SOME KEY FIGURES OF EMPTY DEPOT SERVICES

- Quay length: 100 m
- Capacity: 15,000 TEU
- Empty Container Handlers: 10
- Mobile cranes: 1 (capacity 60 tonnes)
- Connections for reefer containers: 100

EUROPEAN GRANT FOR INCREASING TRANSHIPMENT CAPACITY

DP World Antwerp received a European grant to increase transhipment capacity for inland shipping by modernising the infrastructure at the terminal. This grant made it possible to purchase three new Automatic Stacking Crane (ASC) modules and two quay cranes between 2021 and 2023, which will allow us to make better use of the available space and handle the barges more efficiently.



Co-financed by the Connecting Europe
Facility of the European Union

DP WORLD WINS PUBLIC AWARD FOR “TECHNICAL TEAM OF THE YEAR”

In June 2022, the Belgian Maintenance Association (BEMAS) organised a symposium at the Ghelamco Arena. The event featured the announcement of the “Technical Team of the Year”. This prestigious award aims to recognise technical teams that have significantly contributed to their organisations in maintenance and technical asset management. Over 180 Maintenance and Asset Management professionals were present on this inspiring day.

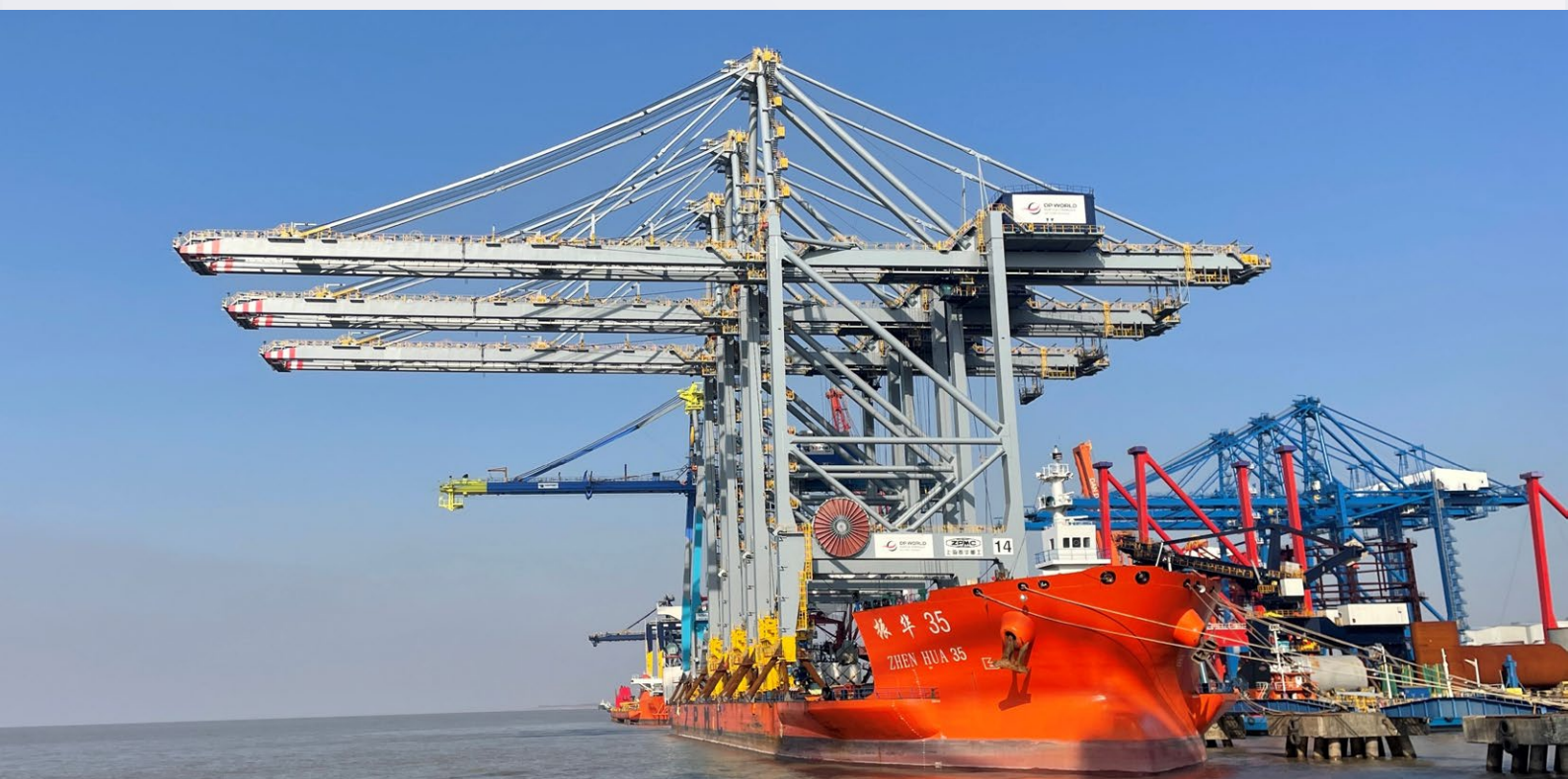
Following a tour of the Ghelamco Arena stadium, the six finalists (including DP World) took the stage to showcase their technical teams. The judges awarded Pfizer as Technical Team of the Year, while DP World took the public award.

DP WORLD IN ANTWERP HONoured BY DP WORLD’S HEAD OFFICE

In March 2023, DP World Antwerp picked up two awards from DP World’s Head Office:

1. A Kaizen Award for improving Truck Service Time (TST) at Antwerp Gateway. We reduced the service time of trucks at our terminal by more than 40% thanks to some twenty sub-projects. Moreover, we reduced the number of trucks that spend more than two hours at the terminal by almost 95%. This award is an initiative of DP World’s Head Office and is entirely dedicated to “Lean”, a method for targeted optimisation and improved business processes. More than 200 projects were submitted from all over the world.

2. A Safety Award in the “Risk Reduction and Improvement” category for designing and implementing the new “Straddle Carrier Complex” that makes it possible to enter at height, refuel straddle carriers, inflate tyres, and clean the cabin. This new complex has strongly improved safety, significantly reducing the risk of staff being hit by rolling equipment or objects and the risk of falling from height.



4. CSR STRATEGY

Although our sustainability strategy, “Our World, Our Future”, is globally supported, it deliberately emphasises local issues. Moreover, in pursuing a sustainable future, we have explored ways to contribute to the Sustainable Development Goals (SDGs).

4.1 OUR SUSTAINABILITY STRATEGY

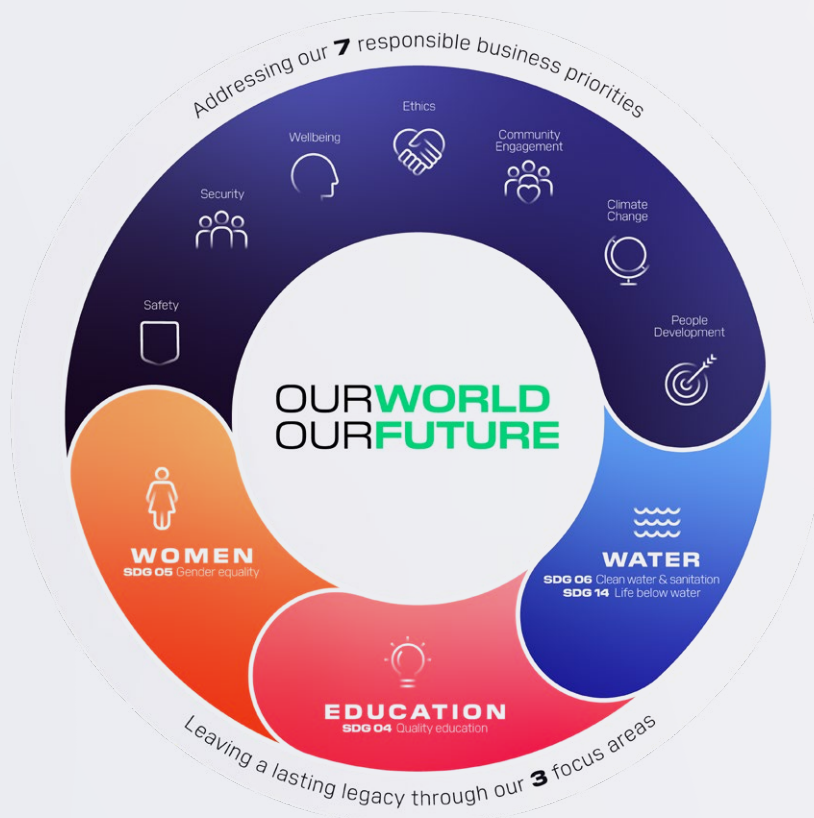
Our sustainability strategy, “Our World, Our Future”, consists of two parts, in line with the UN Sustainable Development Goals.

SEVEN PRIORITIES

“Our World” is all about our efforts today to live up to our responsibilities in seven priority areas: safety, security, well-being, ethics, community engagement, climate change, and people development. We have defined some ambitious goals for 2030 for each of these priorities.

THREE FOCUS AREAS

“Our World, Our Future” looks beyond our company and is about the mark we leave on our sector and society. We focus on three areas where we can make a positive difference for future generations: training, women, and oceans. We have also set targets for 2030 for this.



4.2 ADDED VALUE IN THE ENTIRE LOGISTICS CHAIN

DP World wants to provide added value in the entire logistics chain. That is why, in recent years, the DP World group has acquired some significant logistics players so that we can support our stakeholders in the entire logistics chain and not just in the terminal activities.

WHO WE ARE

We are the leading provider of smart logistics solutions, enabling the flow of trade across the globe.



DP World Antwerp Holding mainly focuses on the “Deepsea Ports & Marine Terminals”. Our focus is on loading and unloading vessels and ensuring that the containers can proceed their journey through various modes, such as trucks, inland vessels, and trains.

We actively seek dialogue with our waterside and landside stakeholders to build a sustainable future. We are driving change in various parts of our value chain by thinking ahead and proactively responding to societal challenges.

In Antwerp, we have set various priorities based on the **four pillars: Environment, Safety, People, and Society.**





5.ENVIRONMENT

5.1 ENVIRONMENT AND INNOVATION GO HAND IN HAND

DP World is committed to the ambitious goal of being climate-neutral by 2050. Over the past years, Antwerp-based DP World has been focusing on environmentally friendly techniques and innovations. We lead by example and actively seek new technologies and machinery to reduce our consumption and emissions further, encouraging other companies in our sector to collaborate to make the Port more sustainable.

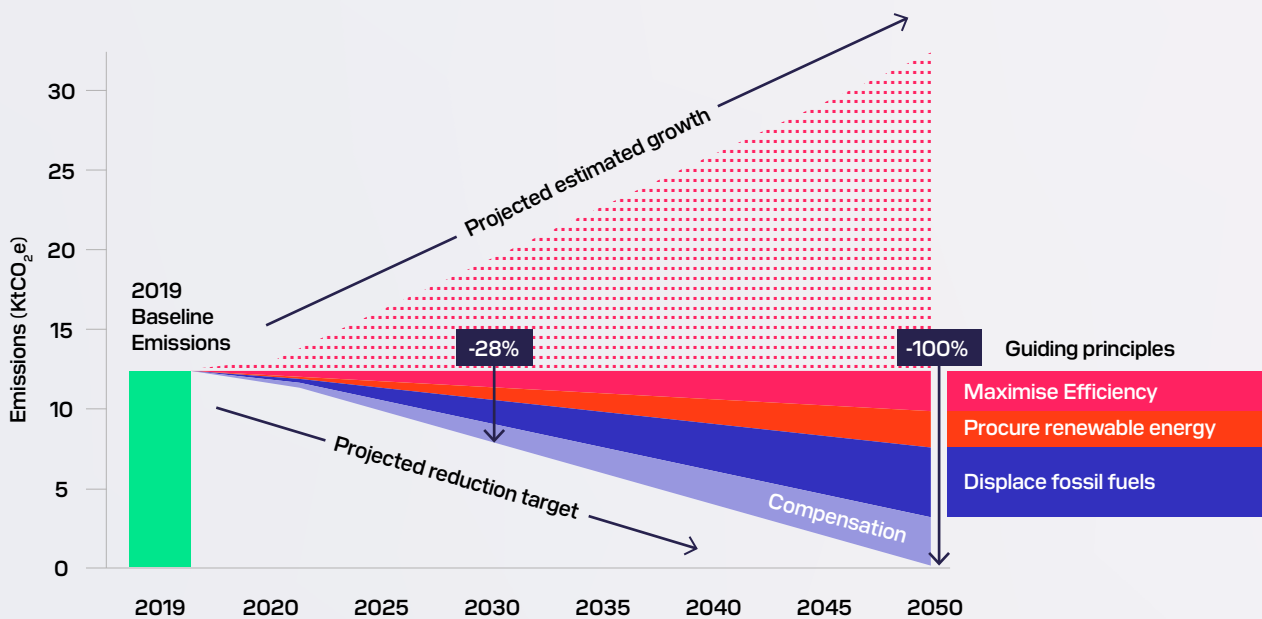
	Why this is important	Main achievements	Contribution to SDGs
Zero carbon by 2050	• Reducing climate impact • Improving air quality • Local production and consumption • Commit to innovation and automation to maintain our competitiveness	• Decrease of 51.09% CO₂/TEU compared to 2019 • 100% green local electricity • 51 hybrid straddle carriers = 83.61% of all straddle carriers • 15 ASCs • 3 energy-efficient quay cranes	SDG 12, 13, 7 and 9
Oceans	• Restoring ecosystems • Using scarce resources wisely	Annual clean-up campaign: 50 kg of litter was collected in September 2023	SDG 14 and 15

5.2 ZERO CARBON BY 2050

The DP World group wants to be CO₂-neutral by 2050, with an intermediate goal of 28% CO₂ reduction by 2030 (using 2019 as the baseline). In the case of Ports & Terminals, such as DP World Antwerp Holding, we tightened this goal to 50% by 2030 to achieve a 28% reduction as a group. We also impose targets annually to keep doing better than the previous year. The targets were adapted in 2024, reporting thereupon can be found in the next sustainability report.

To reduce the CO₂ impact, we are committed to:

1. Replacing or minimising the use of fossil fuels.
2. Using renewable or CO₂-neutral energy.
3. Maximising efficiency by investing in innovative low-emission technologies and erecting passive buildings.
4. As a final option, offsetting any CO₂ residual values (as low as reasonably possible).



We monitor the CO₂ figures using two key performance indicators:

- Absolute CO₂e (expressed in kg or tons).
- CO₂ intensity per modified TEU: CO₂ emissions set off against the number of TEUs handled added to the number of general cargo (converted to TEU equivalent).

KgCO₂e/Mod TEU

The KgCO₂e/Mod TEU (kilograms of carbon dioxide equivalent per modified twenty-foot equivalent unit) is the emission intensity ratio for ports and terminal business.

KgCO₂e/Mod TEU is sum total of both scope 1 and 2 emissions normalised against Mod TEU for business-to-business comparative measurement. The calculation is displayed below:

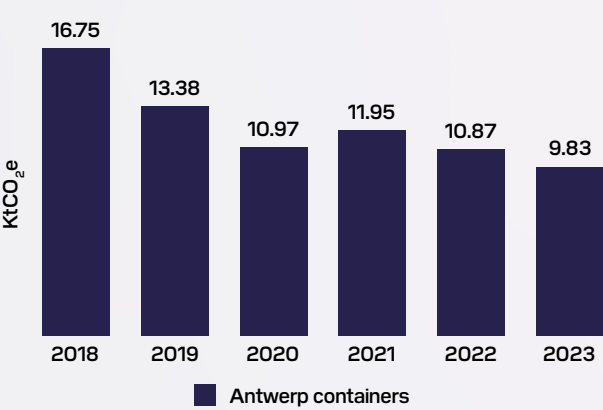
$$\text{KgCO}_2\text{e/Mod TEU} = \frac{[(\text{Scope 1} \times \text{Emission Factor}) + (\text{Scope 2} \times \text{Emission Factor})]}{\text{Number of Modified TEU}}$$

ABSOLUTE CO₂E (KTON)

The 2023 goal was a 5% decrease of absolute CO₂ emissions compared to the year 2022. We comfortably exceeded this goal with a 10% decrease. In 2023, the end-result was 9.83 kilotons, a 26% decrease compared to the reference year 2019.

The 2030 goal is a 50% improvement compared to 2019. This means that in 2030, our CO₂ emissions should be less than 6.69 ktons.

ABSOLUTE EMISSION (KTCO₂E) PER YEAR

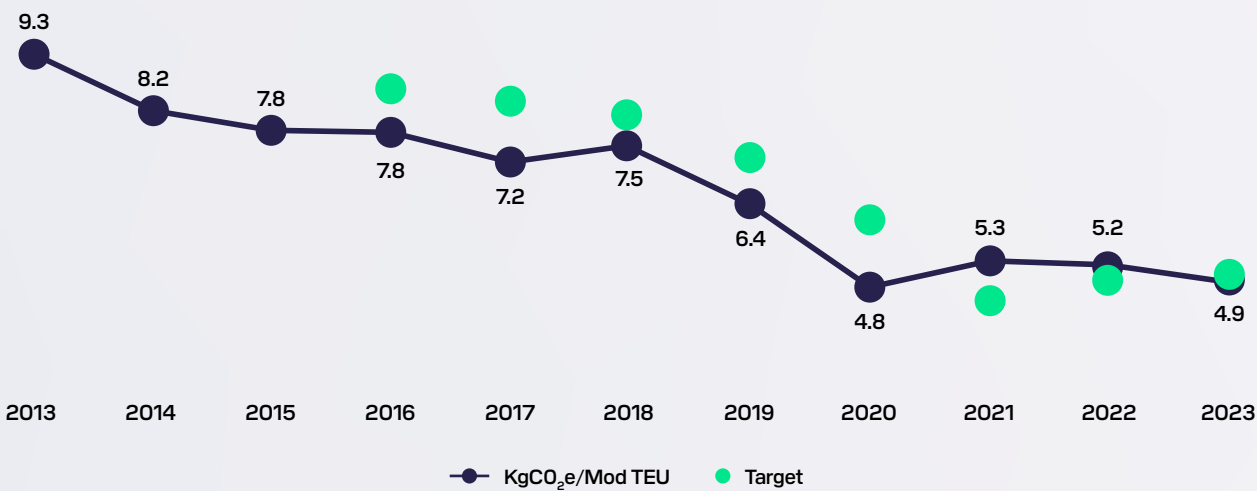


CO₂ INTENSITY

The 2023 goal was a 3% improvement compared to the previous year. We closed the year with a result of 4.91 kg/modified TEU, a 5.8% improvement, which means we also comfortably achieved this goal.

Modified (Mod) TEU	Modified TEU is number of TEU plus the number of non-containerised TEU moved during a specified report period.
	Modified (Mod) TEU is used as an emission factor for DP World ports and terminal business. It is calculated via the method below:
	Modified (Mod) TEU = Number of TEU + Number of Non-containerised TEU

EVOLUTION KGCO₂E/MOD TEU (INTENSITY CO₂)



THE FUTURE OF CONTAINER TERMINALS IS ELECTRIC AND GREEN

Electrification of terminals is the way to a zero-emissions future. We meet our electricity demand entirely through **locally produced and green energy from our own wind turbine, biogas plant, and locally purchased green electricity**, thereby significantly reducing our Antwerp site's CO₂ emissions.

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Purchase biogas	kWh	/	6,518,659 (30.20%)	19,516,493 (87.50%)	8,871,028 (41.15%)	/ (plant explosion)	2,494,644 (8.17%)	14,894,042 (52.94%)	20,380,561 (68.24%)	19,520,383 (59.41%)	18,717,024 (57.13%)	17,475,435 (55.47%)
Purchase wind power	kWh	/	/	472,223 (2.12%)	4,939,156 (22.91%)	7,294,077 (25.26%)	6,858,369 (22.45%)	4,976,687 (17.69%)	4,542,317 (15.21%)	5,000,800 (15.22%)	5,010,331 (15.29%)	5,765,996 (18.03%)
Purchase grid (100% green energy purchased)	kWh	/	/	/	/	21,586,844 (74.74%)	21,190,711 (69.38%)	8,263,812 (29.37%)	4,941,856 (16.55%)	8,333,885 (25.37%)	9,034,889 (27.58%)	8,261,828 (26.22%)
Purchase grid (NON-green energy)	kWh	18,765,100 (100%)	15,068,485 (69.80%)	2,315,326 (35.94%)	7,748,058 (35.94%)	/	/	/	/	/	/	/

EMISSION REDUCTION THROUGH ELECTRIFICATION OF STRADDLE CARRIERS

From the end of 2018, we have systematically replaced our straddle carrier (SC) fleet with hybrid models. In 2023, we acquired nine new hybrid SCs to replace the ten existing models, five of which were increased to four high SCs. Result: over time, our fleet will have 51 hybrid SCs out of a total of 61.

A hybrid SC is 10-15% more expensive than a conventional machine, but DP World is playing the card of sustainability and going green and is deliberately committed to this future-oriented technology. And this is clearly having effect.

Hybrid SCs consume more than a third to half less diesel, which can be seen from our lower diesel consumption since we introduced hybrid SCs.

	2017	2018	2019	2020	2021	2022	2023
Diesel consumption by SCs (litres)	6,250,240	5,755,999	4,577,822	3,649,266	3,963,721	3,675,523	3,383,133
Percentage decrease/increase compared to 2017 (before electrification SCs)	Start electrification SCs in 2018	-7.91%	-26.76%	-41.61%	-36.58%	-41.19%	-45.87%

The hybrid SCs also have the latest engines, which means they meet stricter emission requirements not only for CO₂ but also for nitrogen oxide (NO_x), sulphur dioxide (SO₂), and particulates (PM₁₀).

By the first quarter of 2024, the new hybrid straddle carriers will be fully operational. In 2023, we had already withdrawn five old machines from service, with four more old straddle carriers to follow. This means that by 2024, 80% of our straddle carrier fleet will consist of hybrid models. As we will prioritise deploying the hybrid models, the average running hours of the remaining old machines will decrease even further. In the coming years, we will systematically replace the remaining classic SCs with hybrid models to further reduce emissions.

In the future, we may push electrification further by introducing all-electric models. This technology requires infrastructure adaptations, including the provision of fast charging locations, and also has an operational impact by factoring in charging times.

We are also planning tests with the alternative fuel HVO (Hydrotreated Vegetable Oil) to replace traditional diesel in the straddle carriers.

FURTHER AUTOMATION WITH AUTOMATED STACKING CRANES

In 2005, Antwerp Gateway became the first and only operator in the Port of Antwerp-Bruges to start replacing straddle carriers with **ASCs (Automated Stacking Cranes)**. Today, with 15 ASC modules, we are still the only terminal in the Port of Antwerp-Bruges with this innovation. These cranes handle the containers in a fully automatic and electric operation. Thanks to these modules, we can stack containers higher and closer together to use the available space in the yard more efficiently. Currently, ASCs handle about half the operations in our yard. ASCs can handle containers using almost half of a straddle

carrier's energy; moreover, this energy comes from our locally produced green electricity.

Since 2022, we have been building additional ASC modules, two of which we commissioned in 2022 and three others at the end of 2023. We are building four more modules, which should be in operation by the third quarter of 2024. The penultimate and final phases will start in late 2024 and 2025, respectively, during which we will add four ASC modules to our fleet each time.

ENERGY-EFFICIENT QUAY CRANES

In 2023, we commissioned three new quay cranes. These energy-efficient cranes have a greater reach, allowing us to load and unload even the largest container vessels. In 2024, we expect to take delivery of two more new quay cranes.



BOXBAY: PROOF OF CONCEPT

BoxBay, an innovative container storage system, was developed by the SMS Group in a joint venture with DP World. In 2021, we installed a pilot plant in Jebel Ali, Dubai. During the test phase, until the end of June 2022, we carried out no less than 190,000 container movements under realistic operating conditions, confirming the system's marketability.

Following BoxBay's successful proof of concept, DP World's Pusan Newport Corporation terminal in Pusan, South Korea, was the world's first terminal to integrate BoxBay. Other DP World terminals worldwide will also start installing this system. It could also offer potential opportunities for DP World Antwerp in the future.

DP WORLD AND THE MÆRSK MC-KINNEY MØLLER CENTER FOR ZERO CARBON SHIPPING JOIN FORCES TOWARDS A SUSTAINABLE SHIPPING SECTOR

The global shipping sector contributes 3% of global CO₂ emissions. At our terminal, we support transitioning to a more sustainable shipping sector. DP World, therefore, has partnered with the Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping, a leading organisation researching and developing solutions for sustainable decarbonisation of the shipping sector. They are working on innovations such as green fuels, energy efficiency, and the integration of renewable energy sources in vessels, as well as developing and providing sustainable shipping routes.

We collaborate on developing green technologies and innovative solutions for the sector by pooling expertise and resources. In the autumn of 2023, DP World Antwerp seconded an employee to the Copenhagen organisation to work on these studies. We will implement the subsequent results at DP World Antwerp.

SHORE POWER

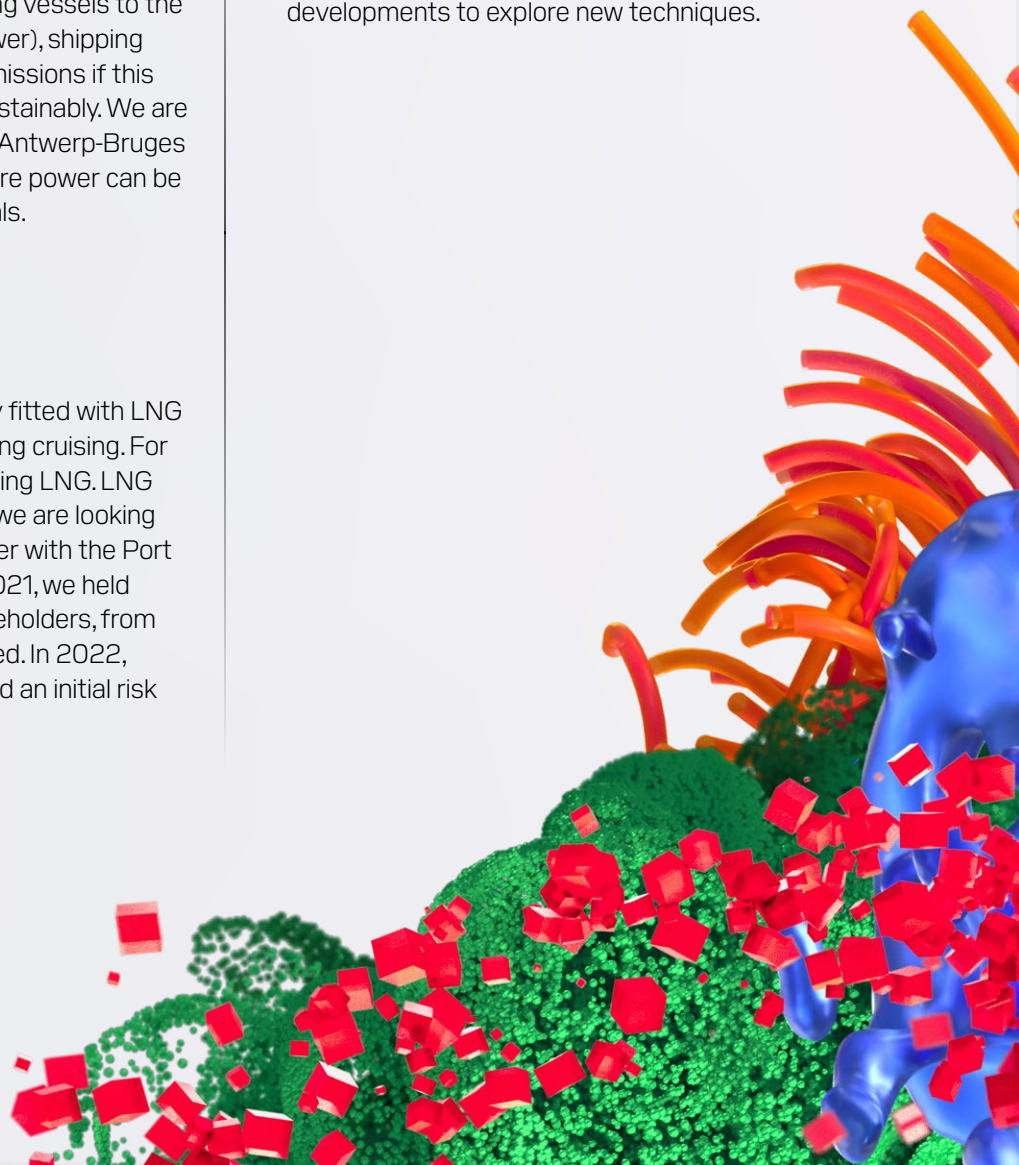
The European Green Transition Package (Fit for 55) requires, among other things, shipping companies to reduce their CO₂ emissions and subjects them to the Emissions Trading Scheme (ETS). Consequently, shipping companies are looking for solutions to reduce their emissions. One of them is shore power. Moored vessels still consume quite a lot of energy to power refrigerated containers, for example, or for heating and electricity. By connecting vessels to the terminal's electricity grid (shore power), shipping companies can reduce their CO₂ emissions if this shore power has been produced sustainably. We are currently exploring with the Port of Antwerp-Bruges how and under what conditions shore power can be implemented at the various terminals.

LNG BUNKERING ON VESSELS

Many of today's vessels are already fitted with LNG tanks to reduce CO₂ emissions during cruising. For example, they can enter the Port using LNG. LNG bunkering involves certain risks, so we are looking at how it can be done safely together with the Port of Antwerp-Bruges and CEPA. In 2021, we held workshops with all the various stakeholders, from which port-wide procedures emerged. In 2022, DP World Antwerp Holding prepared an initial risk analysis and procedure for handling LNG-powered vessels.

WHAT'S NEXT?

- We have an ongoing think-tank project in collaboration with the Port of Antwerp-Bruges aimed at accommodating vessels powered by alternative fuels such as methanol or ammonia. For this purpose, we are identifying risks and drawing up procedures.
- We remain committed to the electrification of our rolling equipment. We also monitor market developments to explore new techniques.



5.3 OCEANS: WATER, DP WORLD’S LIFELINE

Water is a crucial resource for DP World’s operations with its ports, terminals, and maritime services. That’s why protecting the oceans’ quality is at the forefront of our Sustainability Strategy. Globally, DP World has various partnerships in place to help protect oceans, restore ecosystems, clean up coastlines, improve water supplies, and develop educational programmes. Moreover, DP World was one of the partners of COP28, the 28th United Nations Conference on Climate Change held in Dubai from 30 November to 12 December 2023.

WATER			OCEANS		
					
Equitable access to clean, safe drinking water	Hygiene and sanitation provisions and education	Sustainable water management	Restoration of ocean ecosystem biodiversity	Clean ups of beaches and coastal areas	Education on best practice ocean stewardship

SINGLE-USE PLASTIC ELIMINATION: DOPPER BOTTLES FOR A CLEAN OCEAN

DP World is firmly committed to eliminating single-use plastics at the terminal. The recycling efforts in Antwerp are extensive, with reusable water bottles and thermos flasks for coffee or tea replacing plastic cups in the dining and meeting rooms. At the terminal, we use drinking water from the tap, reducing the use of plastic bottles. Truck drivers can obtain coffee or tea from the vending machines with their own mugs in the truckers’ area.

In June 2022, all employees received reusable coffee cups. In September 2022, we celebrated “Global Goals Week” to highlight DP World’s achievements in the area of sustainability. On this occasion, we issued reusable Dopper bottles to all employees to raise awareness and continue the fight against plastic pollution.

All new employees receive reusable water bottles on their onboarding day to avoid single-use plastics.

We want to illustrate with these efforts that even small everyday choices, such as using reusable bottles, can positively impact the environment. We are showing by good examples that we can work together for a future with cleaner oceans and less plastic pollution.

DP WORLD PLANTS 160 TREES IN A FOOD FOREST

During a tree-building event in 2022, which is an ecologically responsible team-building exercise, DP World planted at least 160 trees in the Food Forest in Sint-Gillis-Waas, near the Antwerp Gateway terminal at the Deurganck Dock. The management team planted black alders and apple and pear trees. The Food Forest is home to edible perennial crops for sustainable food production. The tree-building event was organised by Give a Day, an organisation that matches businesses with volunteering, and FFI (Food Forest Institute), a Belgian non-profit association dedicated to developing food forests.

DP WORLD PARTICIPATES IN RIVER CLEAN-UP CAMPAIGN

In September 2022, one of our employees participated in the River Clean-Up campaign in the Hollebeek Valley nature reserve in Hoboken (City of Antwerp).

ANNUAL CLEAN-UP CAMPAIGN 2023: FIFTEEN VOLUNTEERS COLLECTED SOME 50 KG OF LITTER

During the annual Port Clean-up campaign in September, the Port of Antwerp-Bruges challenges its own employees and those of companies in the Ports of Antwerp and Zeebrugge to collect as much litter as possible. Fifteen DP World employees collected litter from the verges of Empty Depot Services, a depot near the Antwerp Gateway terminal where DP World stores, maintains, cleans, and repairs empty containers.

Among the items our volunteers collected were plastic packaging, scrap iron, and some carpets. Although the grounds are regularly maintained in collaboration with the non-profit association KiemKracht, we wanted to make an extra effort during this Port Clean-up campaign. We hope this initiative will encourage everyone to be more waste-conscious. This campaign also fits perfectly into our global strategy to protect the rivers and oceans. By cleaning up litter regularly, we prevent it from ending up in the Scheldt.

DP WORLD CREATES A REED SWAMP WITH NATUURPUNT

In November 2023, leading up to “Nature Day”, DP World Antwerp’s management team rolled up their sleeves during an active team-building exercise in the bird sanctuary “De Kuifeend”, near the Antwerp Gateway terminal on the Deurganck Dock. Together with volunteers from Natuurpunt – called “The Green Tornadoes” – we planted more than 500 young reed plants and set out 127 planting grids. We also planted 250 hawthorn and blackthorn trees as a buffer zone to minimise disturbance to reed and water birds.

“De Kuifeend” is an internationally protected bird sanctuary right in the heart of the port area on Antwerp’s right bank. Recently, the Flemish government cleaned up 10 hectares of land and transferred it under management to Natuurpunt to develop marsh vegetation with reed beds. This area will become a new breeding habitat for endangered reed and water birds such as bluethroat, sedge warbler, marsh harrier, and bittern. Reed marshes also have a lot of potential to capture and retain CO₂ for long periods.

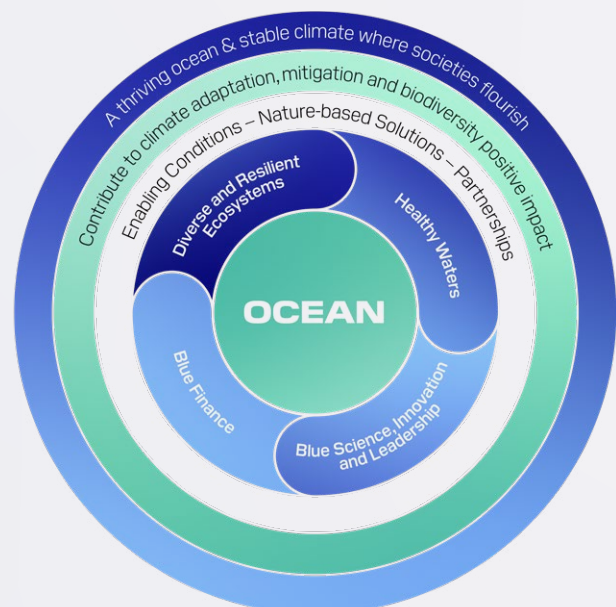
Natuurpunt is an independent voluntary association committed to protecting vulnerable and endangered nature in Flanders. In 2022, DP World Antwerp partnered with Natuurpunt to restore and maintain wetlands at the Port. In 2022, we donated €11,000 to maintain salt marshes and tidal flats and repair a tractor. In 2023, we donated €13,000 to create reed and marsh vegetation in “De Kuifeend”. DP World aims to support and protect unique ecosystems in the port area through this partnership.

KIEMKRACHT CLEANS UP LITTER

KiemKracht is a sheltered workshop company with more than 500 employees. With the support of various partners, people with poor job prospects can find tailor-made jobs at KiemKracht. Their work includes nature projects, jobs in recycling shops, laundries, sewing workshops, and social cafés in different regions. Six to eight sheltered workshop employees clean up litter at the terminal every three weeks. Every time, they collect some 25 kg of litter, ranging from cigarette butts to plastic bottles and other packaging material. These regular clean-up campaigns help us to prevent litter from ending up in the Scheldt and the sea.

WHAT’S NEXT?

In 2024, DP World’s Head Office in Dubai published a more comprehensive vision for clean oceans:



6. SAFETY

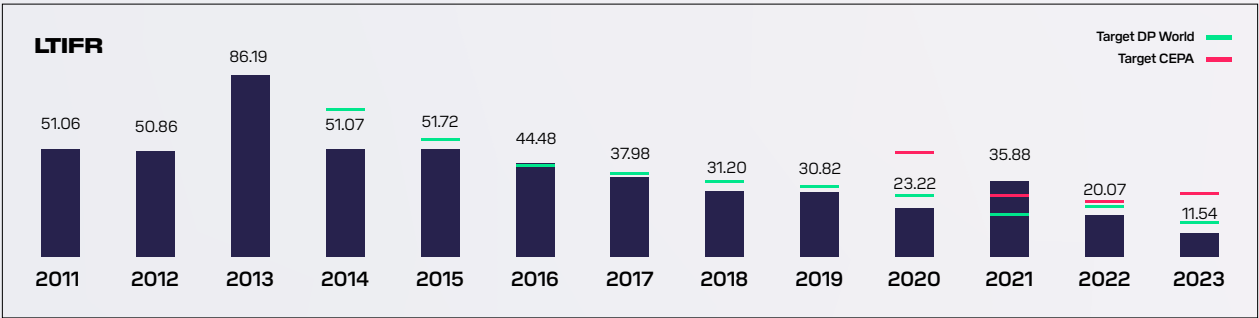
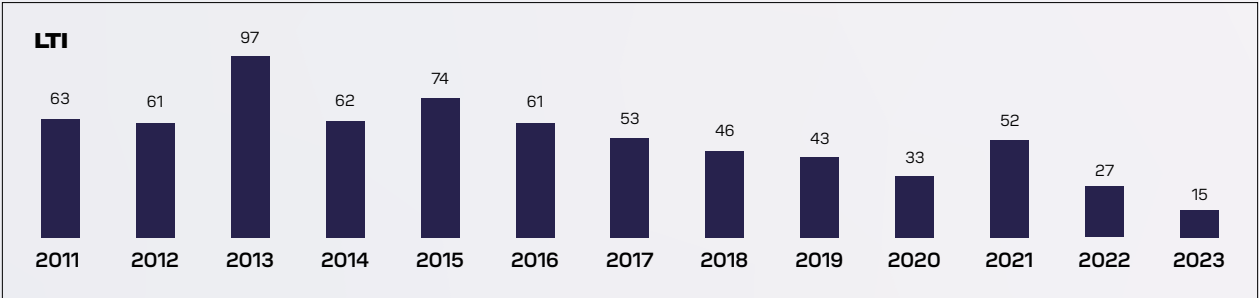
6.1 EMPHASISING OUR LEADERSHIP ROLE IN HSSE WITHIN THE SECTOR

Commitment to HSSE will remain DP World's top priority in Antwerp. A visible and continuous policy should ensure the occupational health and safety of all our employees and dockworkers.

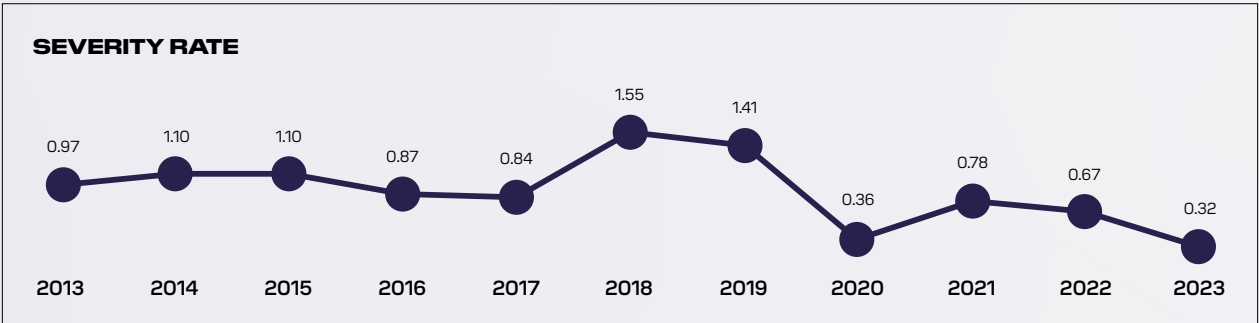
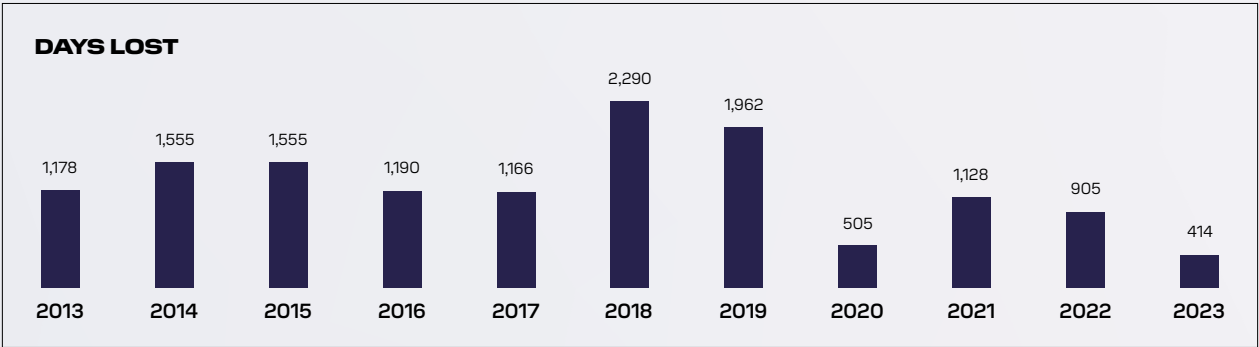
	Why this is important	Main achievements	Contribution to SDGs
Strengthening the safety culture	• Increasing engagement • Management staff taking ownership	• Decrease in frequency rate by 44% compared to 2021 • Decrease in severity rate by 42% compared to 2021 • Alternative work procedures • SafeLeadership course for all management staff • Soft Skills course for management staff • Formal HSE Inspections & Interactions	SDG 3 and 8
Risk Management	• Focus on the most significant risks • Reducing risks to an acceptable level	• Management of Change procedure • Work Permit process update • Injury prevention project for lashers • Verification of Group HSE Assessments	SDG 9

6.2 STRENGTHENING THE SAFETY CULTURE

The past two years saw another decline in workplace accidents involving lost time injuries (LTI). We closed 2022 with 27 workplace accidents, or a frequency rate (LTIFR) of 20.07, which is a 44% improvement compared to 2021. In 2023, we recorded 15 workplace accidents, or a frequency rate of 11.54, which is a 42% improvement compared to 2022. DP World's Head Office requires a 10% improvement for 2024 compared to 2023.



The severity rate also declined. In 2022 and 2023, 905 and 414 days of work absence resulted in a severity rate of 0.67 and 0.32, respectively.



These figures excluded accidents for which alternative work was arranged. The procedure for alternative work arrangements already existed for white-collar, metal, and engineers. Since March 2022, this procedure is also formally applied to dockworkers.

ALTERNATIVE WORK

People declared unfit for work because of a workplace accident may be provided alternative work. This is common for our white-collar, metal, or engineers in permanent employment but not for dockworkers in permanent or casual employment. In 2022, CEPA created a framework to make this possible for dockworkers.

Subsequently, DP World Antwerp prepared internal procedures focusing mainly on workplace accidents with limited work incapacity. The objective is to provide a meaningful alternative during this prescribed period.

Some conditions must be met to be able to provide alternative work:

- It should always be the injured person's free choice.
- It should only be possible after positive advice from the treating physician and/or occupational physician, who will issue a special form for this (with or without restrictions for specific tasks).

- It should not impact the activities of other professional categories and must not violate the regulations laid down in the applicable labour regulations (codex).
- Communications with the workplace accident insurance company and the port community (CEPA) should be transparent.

On the first day of the alternative working arrangements, the occupational accident investigation will take place as standard. Then, depending on the position and possibilities, an alternative task will be assigned, such as additional training or administrative support.

In 2022, alternative work arrangements were made following five workplace accidents; in 2023, such arrangements were made for as many as twelve workplace accidents. Consequently, this also had a positive impact on the frequency rate.

APRIL 2022: THE FIRST-EVER MONTH WITHOUT WORKPLACE ACCIDENTS

In April 2022, we celebrated an unprecedented milestone in workplace safety as, for the first time, our company recorded an entire calendar month without any workplace accidents with work stoppages. This remarkable success is a testament to our continued commitment to the safety and well-being of all our employees.

We decided to celebrate this achievement with a gift to show our appreciation for our employees' efforts. Besides the monthly reward (in the form of a food truck), each employee received a softshell jacket with the DP World logo.



ONE STEP UP THE SAFETY LADDER

The latest safety culture measurement in 2021 showed a positive evolution and resulted in some additional recommendations to make our organisation even more robust in terms of safety. The focus was on leadership and commitment on the one hand and risk reduction and continuous improvement on the other. Here are some examples of initiatives taken in 2022 and 2023.

Leadership and commitment:

- (Safe)Leadership course for all managers (from Executive Committee to team leaders); almost 200 employees attended this course.
- HSE interactions by all managers.
- HSE inspections by operational and technical management every quarter.
- Refresher courses for dockworkers (lashers, straddle carrier drivers, etc.).

- A continued focus on involving employees in discussing HSE topics, e.g. general HSE meetings, dock supervisors' meetings, drivers' meetings, crane drivers' meetings, chief tallymen meetings, etc.
- Implementation of the new function of dock chief foreman lashing & securing.

Risk reduction and continuous improvements:

- Implementation of a formal Management of Change process.
- Implementation of alternative work procedures.
- Injury Prevention project for lashers.
- Focus on annual action plans.
- Focus on contractor management (mainly related to the expansion project).

SAFELEADERSHIP COURSE

One of the group's three HSE pillars is leadership and commitment. That is why Group HSE set up a mandatory SafeLeadership course for all managers worldwide. This physical two-day training course is for everyone in a leadership position, from CEOs to port managers, supervisors, and team leaders. The course aims to give managers specific insights so that they (can) become true leaders. In this way, we want to:

- Equalise safety expectations and collaborate on improvements to create the safest possible working environment (zero harm).
- Demonstrate visible leadership and encourage employees to raise dangerous situations or risks.
- Focus on continuous improvements: looking for ways to make high-risk activities or environments safer (risk reduction).
- Develop established habits and desired safety behaviour through visible leadership (lead by example/walk the talk).
- In 2021, fourteen people attended a course delivered by two external safety experts from the UK. The three prevention advisers from the Internal Department for Prevention and Protection at Work (HSSE Department) also attended a three-day "Train-The-Trainer" course. In turn, they gave the same course to 179 people in 2022.

The course covered five main topics:

- Risks and safety
- Safety culture
- How to improve on safety
- Leadership & Coaching (SafeLeader as Coach)
- Communication and human aspects

“LEADERSHIP AND CULTURE” COURSE

Following the SafeLeader course, DP World Antwerp’s management decided to explore this topic in more depth and extend it beyond safety. Therefore, in collaboration with an external firm, we set up a Leadership and Culture programme to provide even better guidance to our managers.

Initially, a survey was sent to all employees, in which they could give opinions (anonymously) on various aspects of the company’s general culture and their managers’ specific leadership qualities. In spring 2023, all managers attended one- or two-day training courses (depending on their positions) during which they were given insights into the surveys’ overall results and their personal reports (in which they received general feedback from all their employees and, therefore, not just these employees’ specific responses). In this way, all managers gained insight into their leadership qualities and potential areas for improvement.

Participants were also taught many valuable skills and advised on self-improvement. The main focus was on engaging employees, providing feedback, and so on.

The project also includes other smaller initiatives to benefit the organisation, mainly involving setting up stand-up meetings with the team, one-on-one sessions with employees, and so on.

CONTRACTOR MANAGEMENT

The many infrastructure projects (e.g. the construction of new ASC modules) and the purchase or modification of various assets (e.g. new quay cranes, raising of straddle carriers, etc.) mean that we have many contractors working at our terminal. Consequently, there is a strong focus on managing risks with contractors (Contractor Management). This includes regular site inspections and interactions, the HSSE department taking part in (site) meetings, evaluations, and procurement, and requiring contractors to follow our regulations for working with third parties. In this way, we want to ensure that they operate at least at our safety level, following the same standards. We involve contractors in various communications and training. In addition, all persons entering the terminal are required to follow online training with an accompanying test.

SNAPSHOTS: INTERACTION WITH EMPLOYEES

For some years, managers have been required to visit the worksites regularly to talk to individuals about safety issues. This requirement from the Head Office has been in place for various functions for some time. For instance, the CEO, Head of Operations, Head of Engineering, and Head of HSSE must undertake at least two monthly interactions. Since 2022, all persons reporting directly to the CEO must undertake such interactions at least once a month. Furthermore, we also set up an internal matrix at DP World Antwerp that essentially requires operational and technical managers and supervisors to interact at least once a month. The focus is on engaging with individuals on topics such as safety, health, and the environment.

ZERO TOLERANCE FOR ALCOHOL AND DRUGS AT THE TERMINAL

As in previous years, we conduct regular preventive alcohol and drug tests. In 2022, there were 177, and in 2023, 227. We recorded eight and three positive drug tests, respectively, but no positive alcohol tests. Employees who test positive must stop work immediately, be taken home safely (e.g. by taxi, carpooling with colleagues, etc.), and follow a recovery programme through the External Department for Prevention and Protection at Work (Mediwet).



6.3 RISK MANAGEMENT

MANAGEMENT OF CHANGE (MOC)

Management of Change (MoC) is a method for implementing changes in a controlled way and managing any risks associated with these changes.

The ISO standards for which DP World is certified and those imposed by the Head Office require formal MoC procedures. We developed procedures and templates to support all departments and tackle this in a structured and uniform way.

Since its introduction in September 2022, we have prepared 23 MoC forms.

WORK PERMITS

For some years, the technical departments and the project team have used formal work permits for third parties working at the terminal. The staff requested reviewing the procedures and templates for possible improvements and simplifications. A working group comprising representatives from the technical departments, the project team, and HSSE reviewed all documents.

- The general procedure for work permits has now been updated.
- The special “hot works” procedure has been drafted and published (new).
- The general “work permit” template has been greatly simplified from a complex A3 form to a practical A4 form.
- Some new templates have been drawn up to be added as an addendum to the general work permit or to be issued on their own:
 - Hot Works
 - Confined Spaces
 - Lock-Out Tag-Out (LOTO) for taking (part of) a machine out of service

All relevant departments received training for the general work permit and hot work procedures.

INJURY PREVENTION PROJECT FOR LASHERS

Over the past two years, we have carried out extensive work on the Injury Prevention project for lashers. This involved two trajectories led by CEPA and the University of Antwerp:

- A new lightweight and ergonomic tool was developed for the lashers to loosen the lashing bars (to attach containers to the vessel). The lashers’ comments during prototype testing were addressed where possible. All lashers have now received a new tool.
- The OCHA Training Centre advised all lashers on improving their posture while lashing containers. Particular attention was paid to a more ergonomic posture that minimises joint and muscle stress.

Discover how the new lashing tool improves the health and safety of dockworkers in the Port of Antwerp.

[Watch the video](#)

GROUP HSE RISK BASELINE ASSESSMENT & DUE DILIGENCE AUDIT

The DP World business units are periodically subjected to **Due Diligence Audits (DDA)** and **Risk Baseline Assessments (RBA)** by the Group on Regional Health, Safety & Environment (depending on terminal operations).

- The DDA is a system audit focusing on documentation and verifying whether the business unit operates in compliance with the Group Standards.
- The RBA focuses on observation during activities to identify high-risk operations or conditions that could be improved.

In 2022, two Group HSE auditors were present for an entire week to audit both processes; in 2023, the Regional HSE conducted the audit.

DUE DILIGENCE AUDIT (DDA)

The DDA monitored 63 requirements in different areas: leadership, planning, support, operational management measures, performance evaluation, and improvement. We were found to be compliant with Group Standards for 53 requirements. In addition, one improvement opportunity and nine non-conformities were identified. We took specific actions for all the non-conformities to make us compliant. These actions were reviewed and approved in 2023.

RISK BASELINE ASSESSMENT

The Group HSE's auditor was the same auditor who carried out the RBA in 2018. He observed very positive improvements in various aspects. The most notable were the new Straddle Carrier Complex (parking at height, a refuelling area, a cleaning platform, and a tyre inflation site) and the implementation of 5S in the Technical Department. In addition, he identified 24 risks. Various actions were initiated to eliminate or reduce all identified risks to acceptable levels.

WORKING AT HEIGHTS PROJECT FOR THE TECHNICAL DEPARTMENT

The Working at Heights procedure was updated, and mainly focused on the Technical Department and working with aerial platforms. All the Technical Department's professionals and managers attended courses delivered by an external specialised company, during which the legal aspects, risks, and prevention hierarchy concerning working at heights were explained, both theoretically and practically. This course will have a follow-up in 2024 for new professionals.

NEW INSTRUCTIONS FOR WORKING IN CONFINED SPACES FOR THE INFRASTRUCTURE DEPARTMENT

Instructions for working in confined spaces were drawn up for staff in the Infrastructure Department (electrical and civil works). In addition, new work equipment (such as a tripod with a hoist, fall harnesses) was purchased, and everyone followed (theoretical and practical) courses delivered by an external specialised company.



IMPROVED RISK MANAGEMENT DURING VESSEL MOORING

In recent years, we have been collaborating with some stakeholders on improvement measures to ensure safety during vessel docking. For example, the Port of Antwerp-Bruges introduced extra measures for vessels during (expected) storms. Furthermore, DP World Antwerp issued specifications for renewing and expanding the existing wind measurement system. The objective is to have even more information available on wind speeds to be able to take appropriate preventive measures. Finally, Brabo, in collaboration with the Port of Antwerp-Bruges, purchased three Shore Tension units (each unit consists of two devices) to which vessels can attach their mooring ropes.

WAR ON DRUGS

Antwerp has to deal with a serious form of organised crime involving the import and transit of drugs at the Port. As a partner in the war on drug-related crime, we collaborate with local authorities to tackle drugs at the Port. We formalised the integrated approach in the Flow Plan endorsed by several partners.

One measure is the Certified Pick Up, where containers are released on the basis of identity in a digital, secure, and integrated way. This approach replaces the PIN-code system. In recent years, various stakeholders have undertaken considerable systems engineering work to step up the war on drugs, and this will be phased in at Antwerp Gateway in early 2024.

At DP World, we focus mainly on raising awareness. We always show CEPA's animation movie during the onboarding of new employees. In 2023, HSSE also organised a special Security Awareness course for all employees, giving them more information about certain measures, what they need to look out for, and how they can do their bit.

IT SECURITY

IT Security is a shared responsibility of all DP World Antwerp employees and the IT team. This mindset ensures that systematic work is carried out on the maturity level of information security and that daily checks are carried out to ensure IT security. This involved thoroughly updating our monitoring system

and upgrading the spam and/or phishing e-mail detection systems.

We inform users of the risks and current IT threats through courses and tests.

We have established an Information Security Council to comply with the European General Data Protection Regulation (GDPR, 25 May 2018) to develop and implement a legal framework and structure for processing personal data. This Council is also responsible for developing and implementing the company's Data Security and Retention policy.

Since 2021, we have had an IT Information Security Team, which, with management support, developed a five-year plan. This included setting the necessary budgets to launch additional projects, such as ISO 27000 certification and conducting annual attack and penetration tests.

HOXHUNT: A NEW APPROACH TO CYBERSECURITY AWARENESS

Every day, 6.4 billion phishing e-mails are sent. Despite the sophisticated technical security measures, some malicious e-mails will always find their way into an inbox. Cybercriminals use a range of technical and psychological tricks to obtain personal data or passwords or to convince the recipient to click on malicious links or attachments. For this reason, we have been collaborating with Hoxhunt since early 2023 to train our employees against e-mail attacks. Hoxhunt offers an interactive and challenging learning experience instead of traditional e-learning modules. The platform mimics realistic phishing attacks and teaches employees how to recognise suspicious e-mails and deal with potential threats. This allows us to proactively train and test our employees on their resilience to phishing attacks and other cyber threats.

WHAT'S NEXT?

In the future, we want to continue our efforts to eliminate or reduce interaction between people and machines. There are still various work areas where there are opportunities to address this interaction, such as the operations under the quay cranes (at Antwerp Gateway), at our Container Freight Station (CFS) areas, and at our gate-in areas at EDS and Hupac, where trucks are checked.

7. PEOPLE

7.1 PEOPLE TAKE CENTRE STAGE IN OUR SUSTAINABLE GROWTH

We believe that investing in employees is investing in the future and continuity of our terminal. Our employees make sure we can continue our operational activities. In a 24/7 environment, this is crucial.

	Why this is important	Main achievements	Contribution to SDGs
Commitment to well-being and engagement	• Retaining and recruiting talent • Providing an inspiring and motivating workplace • Relieving the impact of COVID-19 on employees	• State-of-the-art office building and relocation of additional departments • World of Wellbeing (WoW) - Wellbees • HR Future Proof	SDG 3 and 8
Getting to work in a sustainable way	• Promoting health • Reduction of ecological footprint	• 20 plug-in hybrid vehicles • 17 100% electric vehicles • 242 bike lease contracts	SDG 3 and 13
Room for development	• Preparing our employees for the future, with a strong focus on innovation and automation • Need to remain adaptable to changing circumstances as an organisation and as individuals • Training is essential for improved safety	• Each employee received, on average, 3.5 hours of training, 71% of which is HSE-related training	SDG 4
Women and gender-equality	• Added value in the workplace • Improving positivity and productivity • Elimination of inequality	• Staff: 38% women • Dockworkers: 3% women • Engineering staff: 1% women	SDG 5

KEY FIGURES



	Unit	2019	2020	2021	2022	2023
White-collar staff (DPWA)						
Employees	#	157	155	165	150	150
Men	#	98	98	101	92	93
Women	#	59	57	64	58	57
Nationalities	#	3	2	3	3	4
Average age	#	42	43	43	44	43
Age 18-30	#	25	24	25	20	24
Age 31-50	#	86	79	90	81	84
Age 51+	#	46	52	51	49	42
Metal workers (DPWA)						
Employees	#	34	31	31	30	30
Men	#	34	31	31	30	30
Women	#	0	0	0	0	0
Nationalities	#	5	5	5	4	4
Average age	#	48	49	48	48	47
Age 18-30	#	0	0	1	1	2
Age 31-50	#	22	18	17	16	16
Age 51+	#	12	13	13	13	12
Engineering staff (DPWA)						
Employees	#	76	78	78	77	80
Men	#	76	78	78	77	80
Women	#	0	0	0	0	0
Nationalities	#	2	2	3	3	3
Average age	#	36	36	37	38	38
Age 18-30	#	24	25	25	20	22
Age 31-50	#	42	40	40	43	44
Age 51+	#	10	13	13	14	14
Dockworkers (permanent employment)						
Employees	#	324	314	326	400	387
Men	#	317	307	316	388	377
Women	#	7	7	10	12	10
Nationalities	#	1	2	3	3	1
Average age	#	43	44	44	43	43
Age 18-30	#	33	31	40	52	47
Age 31-50	#	201	193	192	233	235
Age 51+	#	90	90	94	115	105

	Unit	2019	2020	2021	2022	2023
Dockworkers (casual employment)						
Employees (average)	#	85	98	114	74	67
Men	#	N/A	N/A	N/A	N/A	N/A
Women	#	N/A	N/A	N/A	N/A	N/A
Nationalities	#	N/A	N/A	N/A	N/A	N/A
Average age	#	N/A	N/A	N/A	N/A	N/A
Age 18-30	#	N/A	N/A	N/A	N/A	N/A
Age 31-50	#	N/A	N/A	N/A	N/A	N/A
Age 51+	#	N/A	N/A	N/A	N/A	N/A
Commuting						
Bikes ordered through Bike Plan	#	135	161	210	209	240
Plugin-hybrids in the company fleet	#	4	10	14	17	19
100% electric vehicles in the company fleet	#	0	1	3	6	17
Training						
Formal training hours (all together)	#	6,575	2,783	1,975	4,283	2,487
HSSE-related courses	#	4,363	1,827	1,087	2,249	1,503
Management						
Senior Management	#	12	12	14	11	12
Middle Management	#	15	15	21	15	20
Lower Management	#	27	27	27	26	21

7.2 COMMITMENT TO WELL-BEING AND ENGAGEMENT

Notwithstanding the increased job rotation due to COVID-19 and the present difficulties in filling vacancies, the number of employees remained roughly stable over the last two years. The same applies to our workforce's diversity (gender distribution, nationalities, average age). This is partly due to DP World's various welfare initiatives launched to keep people on board as much as possible. DP World is also making considerable efforts to increase the share of female employees.

WORKING TOWARDS A FUTURE-PROOF HR POLICY

The world did not become any less complicated and unpredictable after the global COVID-19 pandemic. Geopolitical tensions, conflicts, and the accompanying energy and inflation crises created very challenging business conditions for our organisation. Moreover, we are seeing continued progress in a range of trends: digital acceleration, long-term labour market shortages, changing value frameworks and employment expectations, etc.

Therefore, in early 2023, we thoroughly reviewed our HR policies to ensure that they remain relevant and contribute to future-proofing our organisation. Staff at various levels participated in workshops and sounding board groups to gather as much input for our HR policy as possible. This input was used to set priorities for 2023-2024 within the various HR domains. These priorities included reviewing our onboarding programme, upgrading our broad talent management approach, and exploring additional forms of flexible remuneration.

ANTICIPATING GROWTH

In the past two years, we have made considerable progress in expanding our terminal's handling capacity. To keep up with the growth expectations, we significantly increased our workforce in 2022, especially within certain dockworker categories. Although a decline in global trade led to decreasing volumes from the last quarter of 2022, we kept our headcount at more or less the same level. This will allow us to move quickly when volumes recover.

COLLABORATION WITH KAREL DE GROTE UNIVERSITY OF APPLIED SCIENCES

In 2023, DP World Antwerp partnered with the Karel de Grote College of Applied Sciences. The "Multimedia & Creative Technologies" students were given the assignment to develop virtual reality games that DP World can use at job fairs. The assignment focused mainly on technical profiles in view of the scarcity in the employment market. Five groups came up with proposals, including four virtual reality cases. In 2023, our employees could test and evaluate these solutions live. They were challenged to race straddle carriers, throw tools, place containers in the right locations, and tinker with straddle carriers. It was also possible to drive a home-made crane in order to load and unload containers.

WOW, WORLD OF WELLBEING

In 2023, the Head Office set up the World of Wellbeing (WoW). As part of this, we launched the Wellbees app, where teams can take part in certain challenges (e.g. taking as many steps as possible) or find tips about emotional awareness. In addition, as part of WoW, our employees can attend free sessions with psychologists, dieticians, or personal trainers.

WHAT'S NEXT?

In 2024, Head Office will launch the global employee survey, which should give us more insight into what is going on in the workplace and will help us to improve the **Great Place To Work®** certification.



7.3 GETTING TO WORK IN A SUSTAINABLE WAY

Although we have already taken several steps as a company to reduce CO₂ emissions of our terminal operations (e.g. ASC modules, hybrid straddle carriers), we want to take this even further. That is why, in early 2023, we set up a framework to make our company fleet green in a sensitive and accelerated manner. The new car policy will only allow employees to order electric and plug-in hybrid cars. In this way, we can significantly reduce our company fleet's environmental impact while realising the benefits of electrification in terms of running costs. The transition to a fully electrified company fleet will be done incrementally through a phase-out policy so that by 2028, approximately all company vehicles will

be electrified. The first steps towards electrification of terminal cars have already been taken at the terminal. By the end of 2023, we had eight fully electric terminal vehicles. The rest of this fleet will also be gradually electrified through a phase-out policy.

In early 2019, we launched the Bike Lease plan to promote the environment, mobility, and a healthy lifestyle. This plan is still extremely popular. By the end of 2023, as many as 240 bicycles were in circulation. Many employees whose three-year contract from the first wave expired have rejoined.

7.4 ROOM FOR DEVELOPMENT

In 2022, after the COVID-19 pandemic, it became easier to organise physical and classroom training again, allowing for a catch-up process to take place that year.

As usual, much attention was paid to HSSE-related topics. For instance, 168 managers and supervisors at different levels attended the SafeLeader course, and 55 Technical Department employees attended a "Safe Working at Heights" course. In 2023, some 150 employees attended one of the "Security Awareness" sessions. We want to use these sessions to create strong awareness among all employee groups about the risks, measures, and procedures to keep our physical and online doors closed to criminal activity.

DP World Hub (the global Centre of Excellence for Talent Development) was also back up and running. Four employees attended the international Managing

Terminal Operations (MTO) course, an intensive mix of online and classroom training supplemented with business games and a business improvement project.

Furthermore, two Technical Department employees obtained Certified Reliability Leader and Certified Maintenance Manager certificates after a demanding training programme. In turn, two Commercial Department employees attended long-term programmes at different levels at the "Commercial Academy".

For dockworkers, most of the focus in the 2022-2023 period was on training new straddle carrier drivers through the accelerated entry route. We also focused heavily on on-the-job training of our future first-line managers to ensure sufficient flow potential towards the hierarchical line.



7.5 WOMEN AND GENDER EQUALITY

DP World's global CSR strategy is strongly committed to the emancipation of women and gender equality. We want to use our Gender Balance Strategy and initiatives, such as "Women @ DP World", to increase the proportion of women in the traditionally male port sector.

DP World in Antwerp employs some 715 people; half of them are dockworkers. While 38% of the white-collar workers are women, barely 2.5% of the dockworkers are women, mainly tallymen or straddle carrier drivers. There are no women among the engineering staff. In recent years, DP World has taken the following initiatives to improve gender balance:

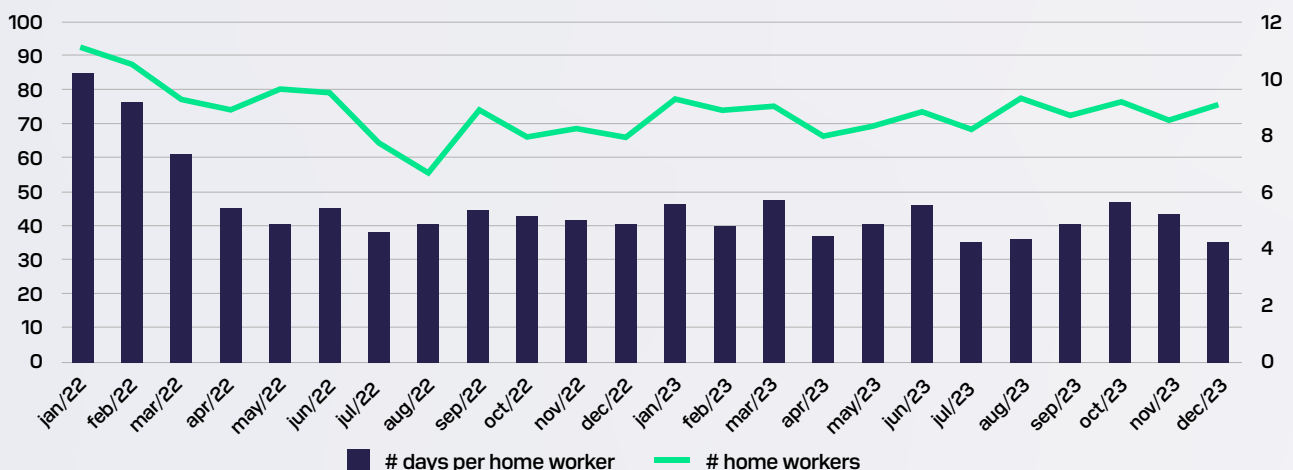
- A global **Gender Equality Statement** to actively pursue greater gender equality in the company.
- Global panels on **inclusion (DP World's Women's Council)** for connecting, inspiring, and supporting women and men, and working towards greater diversity and inclusion in the workplace.
- Establishing a global **Tech4Women Business Network**.
- Five female employees attended a Women's Network Event at our regional head office in London.
- We are involved in **Maritieme Madammen (Maritime Women)**, a network for female professionals in the Port of Antwerp-Bruges.
- DP World supports initiatives for making a difference in the lives of young people and providing more opportunities to young women: 2019-2022 **name sponsor of the women's basketball team Antwerp Giants** and, since 2020, **sponsor of the girls' division of the City Pirates**, an Antwerp football club with an active social commitment.
- Sponsorship of **WISTA**, the international organisation connecting female executives and decision-makers in the maritime sector. The organisation regularly brings women together to exchange knowledge, support each other, and grow together. They aim to work towards a diverse, open-minded, and professional maritime sector.

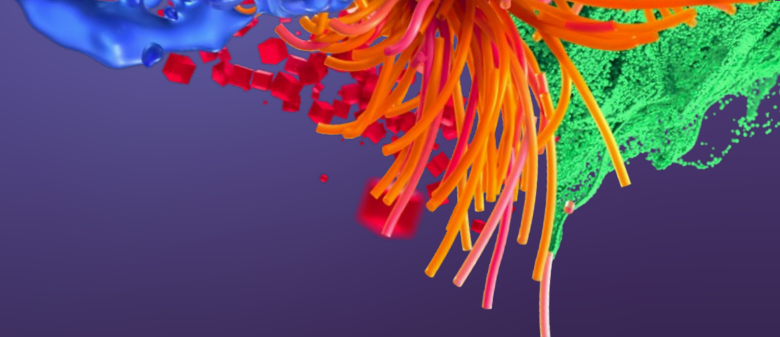
WORKING FROM HOME IS HERE TO STAY

In March 2022, when the corona barometer was set to code yellow and most of the restrictive measures could be lifted, we entered the new normal as far as working from home is concerned. We opted for a policy that allows working from home up to 50 per cent of working time, where and when it suits the performance of the job. By doing so, we promote work-life balance for many employees while reducing the impact of traffic problems on their work experience.

Since April 2022, an average of around 70 employees have been using the option to work from home. An average of five homeworking days per month has since been recorded for each remote worker.

WORK-FROM-HOME EVOLUTION





8. SOCIETY

8.1 BUILDING A SAFE AND RESILIENT SOCIETY

Here in Antwerp, our customers appreciate our productivity, sustainable technology, and excellent intermodal connectivity that facilitates smart trade.

	Why this is important	Main achievements	Contribution to SDGs
Sustainable link in intermodal transport	Improving accessibility and quality of life of the Port	31.6% barges + 3.2% train by 2023 187,379 fewer truck visits thanks to night opening - Better utilisation of rail capacity in cooperation with MPET	SDG 9 and 13
Our role in society	- Giving back to society - Joining forces to solve societal challenges	Sponsorship and donations	SDG 11
Ethical Business Practices	Good Governance	- Code of Ethics - Whistleblowing hotline	SDG 16

8.2 SUSTAINABLE LINK IN INTERMODAL TRANSPORT

KEY FIGURES

	Unit	2019	2020	2021	2022	2023
Modal split						
Ship (barge)	%	31.7	31.3	33.6	32.3	31.6
Train	%	4.8	4.0	5.1	4	3.2
Truck	%	63.5	64.7	61.3	63.7	65.1
Productivity						
Productive terminal moves (water/land)	# TEU	3,101,525	3,351,532	3,217,468	3,055,590	2,938,737
Unproductive terminal moves (water/land)	# TEU	1,248,343	1,553,714	1,920,450	1,759,345	1,264,515

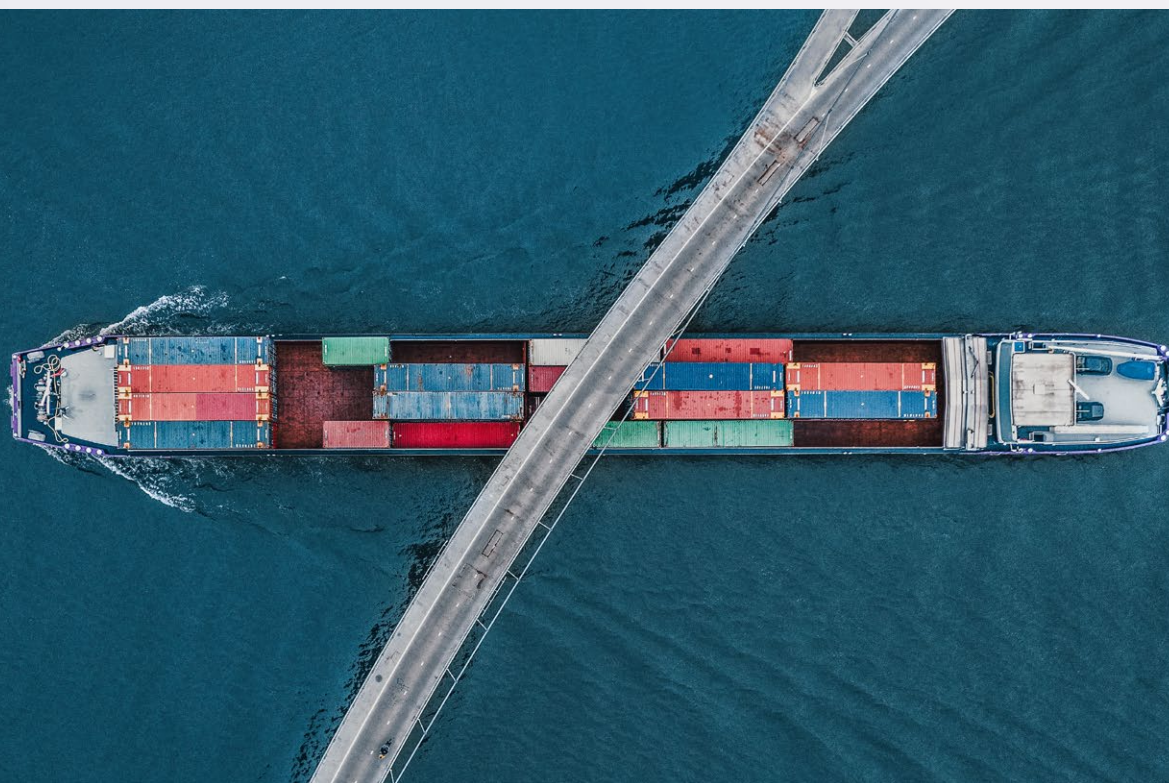
Thanks to our location in the Port of Antwerp-Bruges, we can be fully committed to multimodal transport. Although our customers decide which mode of transport they prefer, we can facilitate the different modes of transport.

EFFICIENT HANDLING OF BARGES

Due to its location in the Scheldt-Meuse-Rhine delta, the Port of Antwerp-Bruges is connected to the 1,500 km-long Belgian **waterway network** and the pan-European river and canal network. The Albert Canal connects us by water with the main logistics hotspots in Belgium.

Our terminal has a dedicated quay for inland navigation, offering barges guaranteed berths and mobile cranes providing additional handling capacity.

By spring 2021, we were able to ensure a modal shift towards barges thanks to shorter waiting times, lower costs, and improved reliability. We did not see this shift for imports because, due to higher sea freight, shipping companies wanted to put containers back in rotation as soon as possible and thus gave short free-time. In this case, truck transport is still the fastest and most flexible solution.



BETTER UTILISATION OF RAIL CAPACITY

Antwerp is one of Europe's largest **rail ports** and part of Europe's three main rail corridors. DP World Antwerp entered into various partnerships with rail operators that offer reliable rail products in Europe to develop the terminal's hinterland connectivity. The rail hub at our terminal can handle six trains at a time and has six 650m tracks, allowing us to handle any type of block train.

In rail transport, electrification of the "last mile" is still a dealbreaker for rail operators and railway companies, as train and locomotive changes are inefficient and expensive. In addition, floods in Germany and on the Luxembourg-Belgium axis and the Deutsche Bahn strike slowed the modal shift towards rail transport. Moreover, the economic crisis increased the capacity in freight traffic. Consequently, prices for this type of transport fell, which also caused a decline in rail transport share.

Since September 2020, we have collaborated with MPET's adjacent terminal, which does not have a direct rail link, to make even better use of rail infrastructure at our terminal. This involves exchanging containers in the rail buffer, a shared zone just beside our rail zone. This collaboration creates a win-win: on the one hand, the trains arriving at our site are better filled and thus more economically viable, and on the other, MPET saves costs on transporting containers from quay 1742 to quay 1718.

SINCE THE START OF THIS COLLABORATION, MPET ALREADY CARRIED OUT 8,161 MOVES, ACCOUNTING FOR 12,736 TEU, UNTIL THE END OF 2023.

ROAD TRANSPORT

Because of the Port of Antwerp-Bruges's central location in the European road network, **road transport** is crucial in connecting the Port of Antwerp-Bruges with the hinterland. The Port is surrounded by an extensive network of motorways with direct and fast connections to all major industrial centres in Flanders, Wallonia, The Netherlands, Germany, France, and many other European destinations. Today, most containers are still collected or dropped off by truck.

Since 2017, Antwerp Gateway has been open to truckers on weekday nights. Empty Depot Services followed suit in 2018. With this 24/5 opening, transport companies can optimise their fleets' deployment.

IN 2022-2023, THANKS TO NIGHT OPENING, WE HAD 136,586 FEWER DAYTIME TRUCK VISITS.

This share may still grow. However, until the rest of the logistics chain implements night opening, some trucking companies will not arrange night transports.

	2017	2022	2023
Fewer daytime truck visits	38,190	74,682	61,904
% increase/decrease compared to 2017 (first year of night opening)	Night opening started on 20/03/2017	+ 95.55%	+ 62.09%

CARGOES FLOW

DP World's Head Office developed the global collaboration platform "Cargoes Flow" for shippers to increase transparency throughout the logistics chain. This platform collects information from terminals all over the world. Transport companies use end-to-end tracking to track their cargo from start to finish and collect and deliver their products faster. This visibility will also remove the reluctance to consider alternative modes of transport other than truck transport. This is a crucial requirement for the BCO to meet their sustainability goals.

The DP World group is also making inroads in Europe as a logistics player. Consequently, as terminal operators, we can participate in the green modal shift through our sister companies and not just as facilitators for our customers. We can offer barge and train products in-house and make them suit our end-customers' needs.

DP World Antwerp is investigating how AI can help make processes more optimal and faster. We actively participate in study groups at IMEC & University of Antwerp regarding data sharing. We are also participating in the European PILL project ([Physical Internet Living Lab](#)), in which, among other things, we are trying to encourage transport via different modalities with a sustainability factor.

WHAT'S NEXT

Antwerp Gateway will invest €12.7 million to remove infrastructure bottlenecks.

The first part comprises reconstructing the 24,500 m² rail transfer area to extend the current tracks by 100 m to 750 m. The tracks will also be connected to the high-voltage grid so that we can also use the green energy we produce at the terminal.

Secondly, we have ordered a new electrically powered rail crane.

Finally, we will also focus heavily on digitising the handling procedures. The terminal's entry and exit will have video gates and Optical Character Recognition (OCR). This will allow us to inspect the containers visually and prevent people from needing to move physically between the wagons, improving safety. In this way, Antwerp Gateway, as a crucial first/last mile player, will also be fully digitally aligned with the European drive of "smart and interoperable cargo flows".



8.3 OUR ROLE IN SOCIETY

DP World wants to assume its social role and care for the environment in which we operate.

EDS EMPLOYEES PROVIDE WATER WELL IN POOR BANGLADESH NEIGHBOURHOOD

The repair service (container repairers) of Empty Depot Services organised a charity fundraiser on its own initiative. They donated €1,500 to a small-scale organisation operating in water-scarce areas. The organisation used this generous sum to build a well in a poor neighbourhood in Bangladesh, providing residents with clean drinking water.

DOCKWORKER AMADEUSZ COMES TO THE AID OF UKRAINIAN REFUGEES IN POLAND

On 7 March 2022, dockworker Amadeusz Marter, who is employed as a substitute foreman on the late shift, left for Poland to help Ukrainian refugees. When he left, Amadeusz wanted to fill his empty truck with as many goods and tools for Ukrainian refugees as possible. DP World provided a consignment of fleece jackets, hats, and reusable water bottles, and Amadeusz' colleagues also provided warm clothing and blankets. Amadeusz had also provided many items and toys himself. He and his girlfriend left for Poland with his vehicle filled to the roof.

On the outward journey, he visited Poland's "Camp Ostróda", some 1,300 km from the Port of Antwerp. This camp shelters Ukrainian refugees and provides mainly family shelter to about 80 adults and 100 children who have lost their parents. The families can stay with residents who share their houses, and the children without parents stay in the camp, where

they also receive education. All items collected are sorted at the centre, packed, and then sent to the border with Ukraine - more than 30 pallets by now.

For several days, Amadeusz also rolled up his sleeves himself, together with Polish volunteers. For instance, he helped sort and pack materials and played with the children at the centre. Thanks to DP World's financial support, Amadeusz could buy new parts to repair the sink in the centre's kitchen.

On his way back, Amadeusz took a Ukrainian family, who wanted to come to Belgium, and took them to Brasschaat. There they were collected to go to their final destination in Roeselare, where they are staying in a vacant apartment. The family is from Kharkiv, Ukraine's second largest city with a population of 1.4 million, which is close to the border with Russia and had been heavily bombed.

COMMUNITY ENGAGEMENT

Every year, DP World sponsors various charity projects in which employees are actively involved or committed (e.g. as volunteers). Employees can apply for financial support for their projects, which are then reviewed by the internal Charity Committee. The following projects were supported:

- A non-profit association OLO-Rotonde, which takes care of socially vulnerable young people in Flanders.
- URJA-Energy, which organises projects for women's empowerment in India.
- The non-profit association WaW Make it Work, which coaches young people aged between 17 and 25 with a difficult past and helps them find good jobs and a new future.
- Roos Foundation in the Netherlands, which organises holidays for children and young people with intellectual disabilities.
- The non-profit association KOBANoordkant, which provided schooling for children aged between 12 and 18, living in the Ukrainian refugee shelter in Antwerp.
- DP World sponsored Levensloop Beveren for the Fight Against Cancer.

OTHER ACTIONS

DP World joins forces with various organisations and projects in the field to jointly realise things that benefit our environment, employees, and stakeholders.

MOTHERS FOR MOTHERS

Every year, DP World organises a campaign to collect clothes, care products, and toys for Mothers for Mothers. This organisation supports underprivileged women and families in Antwerp. We also donate money.

DONATION OF MATERIAL WITH OLD DP WORLD LOGO

DP World donated material with the old DP World logo to several non-profit associations. This includes sportswear for the City Pirates and signs and bags for a homeless shelter.

MERCY SHIPS

In February 2022, a delegation from DP World visited Mercy Ships' new hospital ship - the Global Mercy - at the Port of Antwerp. Mercy Ships makes medical and surgical care accessible to the very poorest. With the largest private hospital ship in the world, they sail to countries where people lack access to affordable healthcare. After visiting the Global Mercy, the delegation participated in a unique charity dinner, the proceeds of which went to Mercy Ships to fund hundreds of life-saving surgeries. We also made an additional donation to support their activities.

STEM WORKSHOPS

During the Family Day in April 2022, our employees' children participated in STEM workshops. They made clothes and accessories from plastic waste, built cranes and vessels with Lego, and operated electric straddle carriers and cranes via a simulation tool.

TARARA

Donation to the non-profit association Tarara, which works for the underprivileged.

WHAT'S NEXT?

We will continue to support good causes in the coming years. Above all, we aim for long-term relationships with lasting impacts from 2024. These can be existing or new relationships.



8.4 ETHICAL BUSINESS PRACTICES

DP World wants to have a long-term positive impact on the economy and society through its activities. That is why we set high ethical, professional, and legal standards for ourselves and the way we do business. We are taking the following initiatives in the area of ethical business practices:

- The **DP World Code of Ethics** endorses international guidelines to prevent conflicts of interest, fraud, insider trading, bribery, misuse of confidential and personal information, and modern slavery.
- We expect our business partners (vendors, consultants, joint venture partners, etc.) to share our ethical and anti-bribery values.
- Through our **Whistleblowing Hotline**, employees and stakeholders can share their concerns about potentially unethical or illegal behaviour with us.
- We regularly organise awareness campaigns and courses for our employees on fraud, corruption, and drugs and conduct fraud risk assessments and investigations. In 2019, we appointed a **Fraud Risk Champion**.
- We strive to ensure transparent communication about our activities by holding frequent stakeholder meetings and publishing the sustainability report.

8.5 EDUCATION

THE BRIDGE TO TOMORROW'S WORKERS

In recent years, we scaled up our efforts to further enhance the critical transition bridge to education and tomorrow's generation.

We offered pupils and students from GTI Beveren, Thomas More University of Applied Sciences, Karel de Grote College of Applied Sciences (KdG), AP University of Applied Sciences (AP), and Atheneum Schoten the opportunity to gain work experience through internships in the Operations or Technical Departments. We also started long-term workplace learning projects in the Rolling Equipment department with one student from Thomas More University of Applied Sciences and one from WeTech Sint-Niklaas. Moreover, we supported students from AP and KdG with project work on process optimisation and (technical) warehouse management, and two students from the Antwerp Management School worked on data analysis within the Optimisation team.

We also welcomed numerous groups from different schools for company visits, including as part of the "Port Xpert" programme. The Port Centre set up this programme to interactively introduce young people to the port and its job opportunities.

Other initiatives:

- In 2020, we **partnered with the student association Technica**, the faculty club affiliated with the AP University of Applied Sciences in Antwerp, to support future engineers and other technical profiles.
- We **sponsor the "Dennie Lockefer Chair" at the University of Antwerp**, promoting research and training in inland navigation.



9. CSRD STATEMENTS

9.1 HOW WE DEFINED OUR SUSTAINABILITY STRATEGY

We carried out a **four-step process** to determine the focal points of our strategy for a sustainable future:

1. ANALYSIS OF THE DP WORLD SUSTAINABILITY STRATEGY “OUR WORLD, OUR FUTURE” AND INTERNAL BRAINSTORMING AROUND KEY QUESTIONS:

- How can we translate DP World’s strategic sustainability pillars to the context of DP World in Antwerp?
- What is the added value of the Antwerp branch?
- Where do we make the difference for our own business, employees, society, the environment, and customers?
- For which social trends/challenges does DP World in Antwerp aim to offer a solution?

2. STAKEHOLDER MAPPING

The relevance of our stakeholders was determined (stakeholder mapping) by taking into account the following criteria:

- What is the impact/influence of stakeholders on DP World in Antwerp?
- What is the importance of the stakeholder for DP World in Antwerp?

Stakeholders in the top right-hand corner (high degree of influence and importance) are priorities for DP World in Antwerp. We see them as our most important partners for identifying and achieving our sustainability ambitions.

3. STAKEHOLDER CONSULTATION

In consultation with the internal and external stakeholders, we determined which challenges are also “material” aspects. These are important for the long-term strategy of DP World in Antwerp and meet the (reasonable) expectations of our (most relevant) stakeholders. In order to gain insight into who our stakeholders are, what interests they represent, how much impact they have on our operations and to what extent they support our organizational goals, they were divided into **five working groups** and their

perceptions and expectations were surveyed. The working groups took place in late 2018/early 2019 on the following topics:

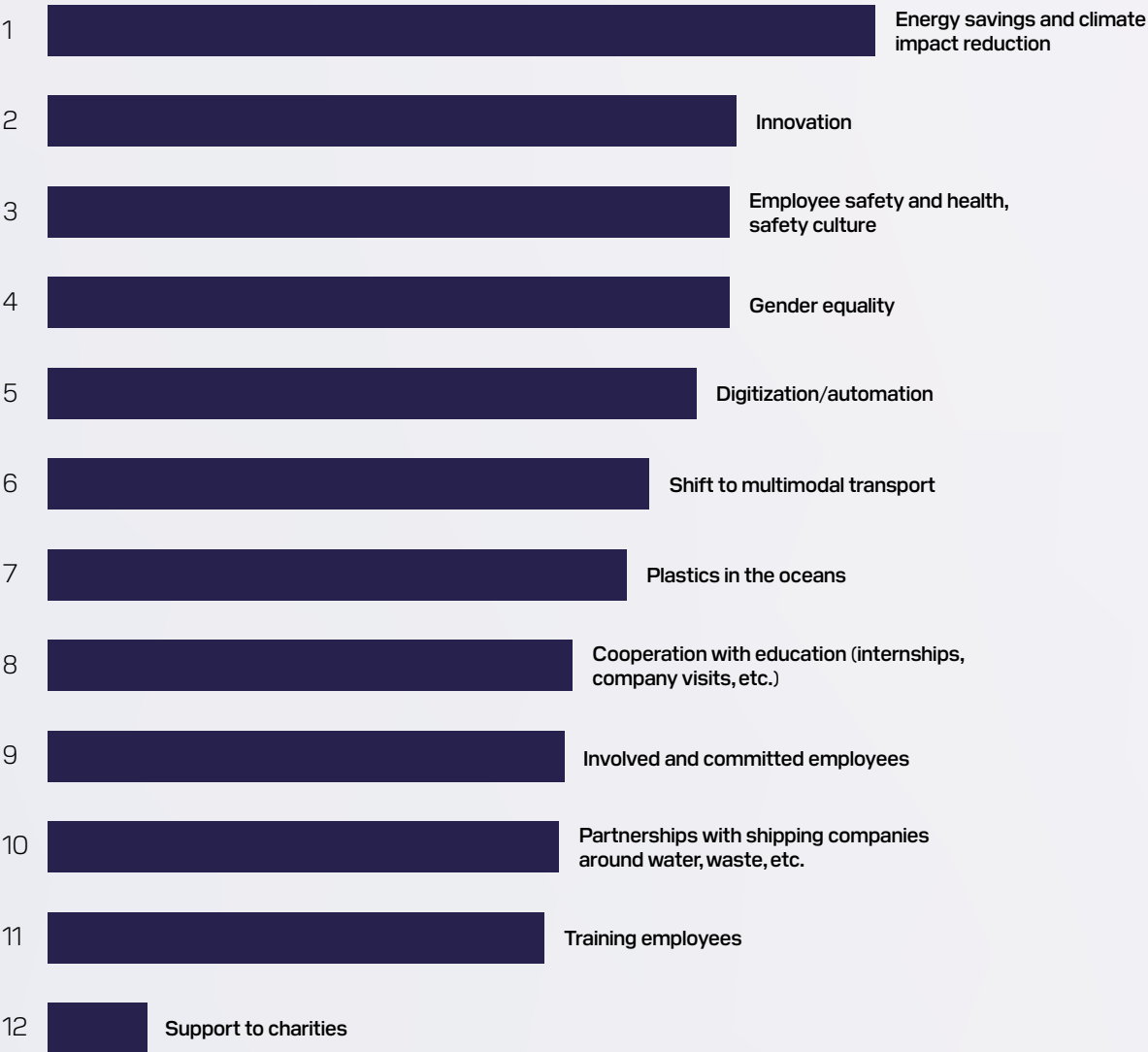
- Safety
- Supply Chain/Mobility
- Environment/Energy
- People
- Social Partners (consultation with the port unions)

The various stakeholders were asked about what their understanding of a sustainable company policy, what added value they saw in this, and what the **strengths and weaknesses** of the DP World site in Antwerp were. Finally, the **UN Sustainable Development Goals** were used as a framework and brainstorming sessions were held on opportunities for improvement in the future.

On 2 December 2021, we also talked to an enthusiastic group of students from the **Maritime Sciences program at the University of Antwerp**.

After a brief introduction to our company and our sustainability policy, we listened to their feedback and expectations, which were mainly centred on:

- Energy savings and climate impact: continue to focus on modal shift, renewable energy sources, sustainable charging infrastructure for trucks
- Innovation and digitisation
- Safety culture
- Equal opportunities and diversity: equal pay for the same job, transparency, more diversity in job applications



This was an interactive session that was greatly enjoyed by both the students and us. We appreciated the voice of the future generation and gained more insight into their aspirations as future cooperation partners or perhaps even colleagues.

4. DP WORLD ANTWERP HOLDING AND THE CORPORATE SUSTAINABILITY REPORTING DIRECTIVE

The Corporate Sustainability Reporting Directive (CSRD), which will be phased in from 2024, will drastically expand the requirement for sustainability reporting to increase the transparency of companies' sustainability progress. The overarching objective is to harness the potential and position Europe as a leader in transitioning to a fully sustainable and inclusive economic and financial system, consistent with the European Green Deal and the UN Sustainable Development Goals.

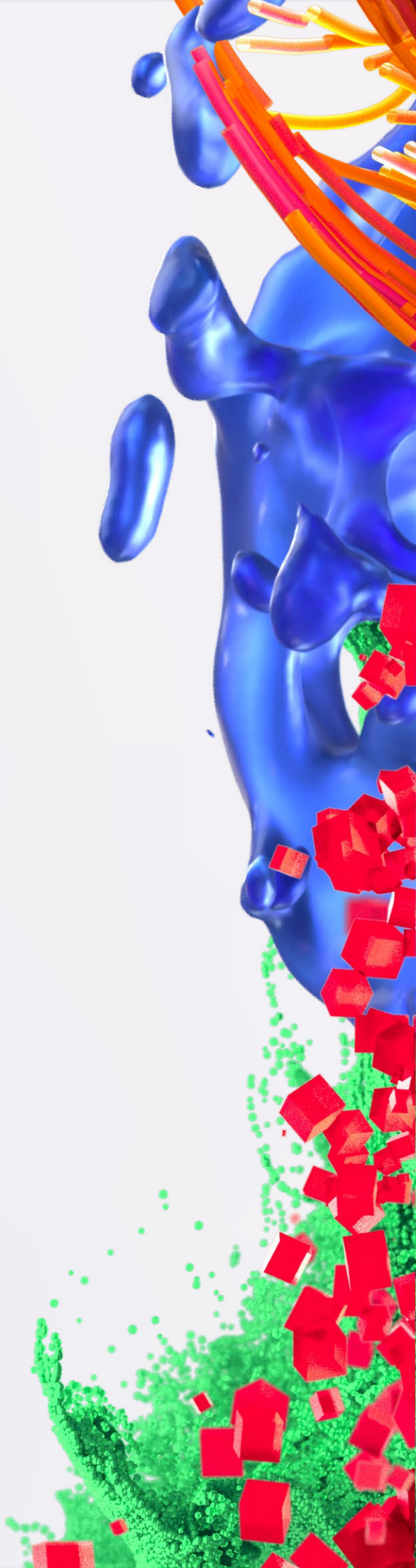
DP World Antwerp Holding has decided to initiate the transition as part of our fundamental commitment to transparency and sustainability. Full disclosure and clarity in 2026, and mandatory verification of reported sustainability information, will improve the data's reliability. It will empower sustainability initiatives by demanding tangible action.

5. IMPACT MATERIALITY

As part of the GRI reporting framework, we evaluated all our priorities according to the human and environmental impact from the stakeholders' and the organisation's perspectives (Impact Materiality). In 2024, this Impact Materiality will be complemented by the results of the risk matrix. This will help us to consider critical risks and opportunities, avoiding or minimising adverse effects of potential risks and enhancing our ability to seize opportunities (Financial Materiality).

6. DUAL MATERIALITY AND STAKEHOLDER ENGAGEMENT

We firmly believe in the value of the Dual Materiality approach. This report presents a limited Materiality Assessment, but as we see this as an ongoing journey, we will engage with various stakeholders in 2023-2024 to fine-tune our Materiality Assessment. These discussions will form the basis for more comprehensive reporting in 2026, in line with ESRS standards and requirements to be adopted and published later.





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