



DP WORLD

SUSTAINABILITY OVERVIEW

May 2026

CONTENTS

2025 highlights

Strategy

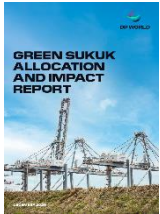
Enablers

Progress update



HIGHLIGHTS AND ACHIEVEMENTS

SUSTAINABLE FINANCE



Published the final Green Sukuk Allocation and Impact Report confirming full allocation of the US\$1.5bn raised in September 2023



Published the inaugural Blue Bond Allocation and Impact Report, with US\$67.64m allocated to eligible blue projects

CLIMATE AND ENVIRONMENT



~14% reduction in Scope 1 and Scope 2 emissions versus 2022 baseline; ~67% of global electricity consumption from renewable energy sources, in line with 100% target by 2040



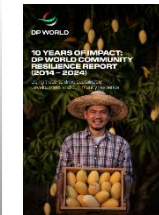
Extended UK carbon-inset initiative (covering over 150,000 import containers) to December 2025



Deployed 15 electric internal transfer vehicles with rapid-charging stations in Manila South Harbour, the first fully electric terminal vehicle fleet in the Philippines

Continued roll-out of the Water Conservation and Management Strategy which establishes a Group-wide framework for managing water use, wastewater, and water-related risks across operations

THOUGHT LEADERSHIP



Released Community Resilience Report, reflecting ten years of transformative initiatives

Reached nearly 4.5m people worldwide

Invested ~USD 100m in community programmes

GOVERNANCE AND RISK MANAGEMENT

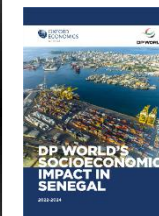


Refreshed Sustainability Strategy following a double materiality assessment that considered both financial risks and opportunities, as well as environmental and social impacts



Received an upgrade and gold medal with performance placing us in top 98th percentile

Published a Global Volunteering Policy, providing all employees with up to two paid volunteering days per year

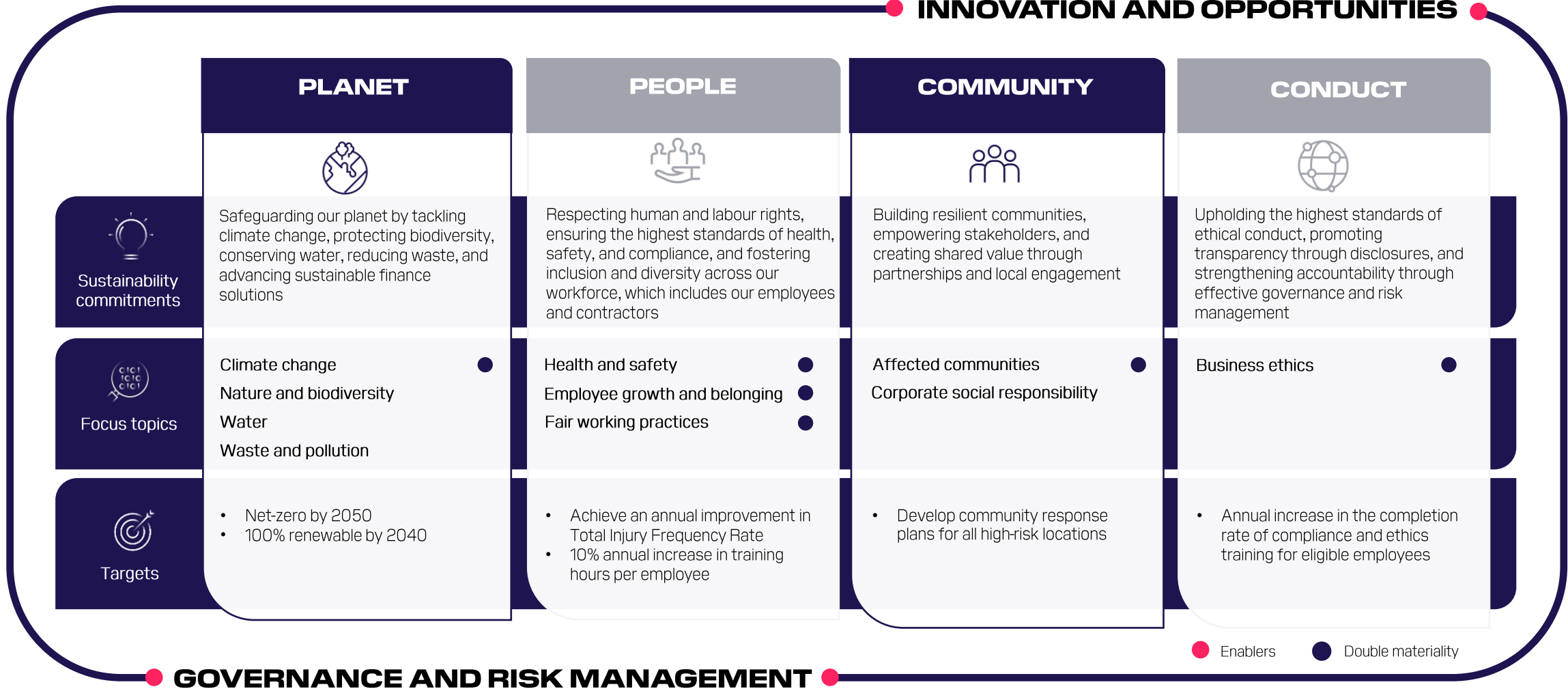


Published a socio-economic impact study which highlighted that between 2022 and 2024, we supported an average US\$1.1bn gross value-added contribution to Senegal's GDP annually— equivalent to 3.8% of national GDP

STRATEGY

OUR WORLD, OUR FUTURE – WHERE TRADE MEETS PURPOSE

INNOVATION AND OPPORTUNITIES



● Enablers ● Double materiality

GOVERNANCE AND RISK MANAGEMENT

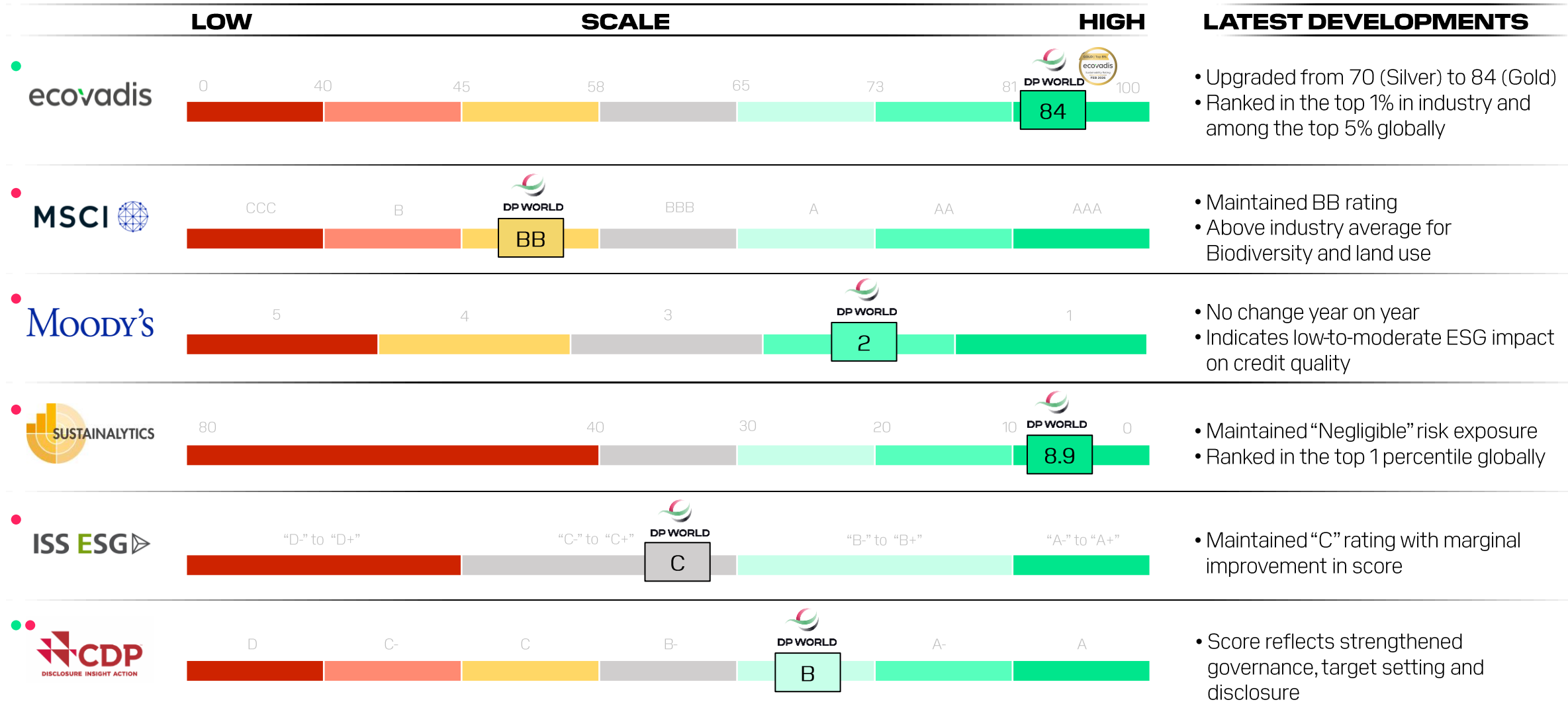
GOVERNANCE AND ACCOUNTABILITY



● DMA topic

ESG RATINGS

● Customer focused ratings
● Investor focused ratings



1 Scores as per last full rating update

SUSTAINABLE FINANCE FRAMEWORKS

2019 FRAMEWORK



2023 FRAMEWORK



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

2024 FRAMEWORK



2024 FRAMEWORK KEY UPDATES

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

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

USD 1.5BN 10-YEAR GREEN SUKUK TRANSACTION

TRANSACTION SUMMARY

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



Corporate Bond Deal of the Year





TRANSACTION HIGHLIGHTS

- DP World's first ever Green issuance under the first ever dual ESG (Use of Proceeds and KPI linked) Framework from the Shipping and Port sector
- Orderbook peaked at USD 3.4 billion reflecting an oversubscription of c 2.3x
- Aggressive price compression achieved with a tightening of c.30 bps from Initial Price Thoughts to final pricing
- Tightest spread achieved by a BBB+ MENA corporate at that time in 2023 as well as one of the tightest spread ever achieved by a BBB+ corporate globally
- Largest RegS only Sukuk offering from a CEEMEA Corporate issuer since 2016

2025 FULL ALLOCATION...

Category ^{1,2}	... by category	Allocation percentage
 Clean transport	US\$1042.66m	69.51%
 Green buildings	US\$418.75m	27.92%
 Energy efficiency	US\$38.00m	2.53%
 Renewable energy	US\$0.59m	0.04%
US\$1500.00m		100%

Full impact

			
218,844,821 kgCO ₂ e avoided	30 Green Buildings	866,686 kWh Energy generated	6,763,824,250 MJ Energy avoided

¹ As defined in the 2023 DP World Sustainable Finance Framework; ² Assets included in the green bond portfolio have been assessed for eligibility in line with the framework requirements

USD 100M 5-YEAR BLUE NOTE TRANSACTION

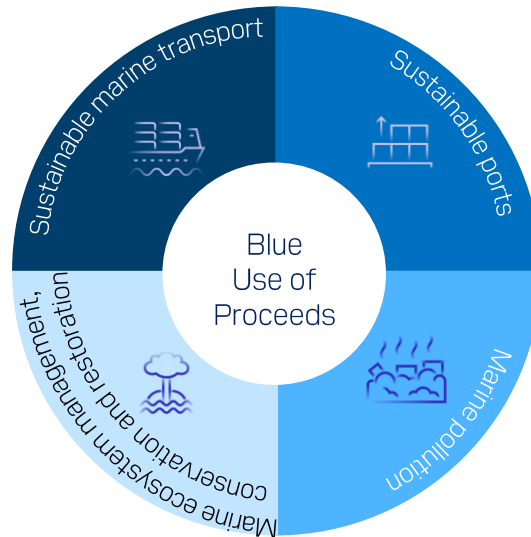
TRANSACTION SUMMARY

Issuer	• DP World Limited
Issuer ratings	• Baa2 (Stable) by Moody's)/ BBB+ (Stable) by Fitch
Size of issue	• US\$100 million
Use of proceeds	• In line with 2024 Sustainable Finance Framework
Tenor	• 5 year
Profit rate	• Fixed Rate, 5.25%
Currency	• US dollar
Maturity date	• 24 December 2029
Format	• Regulation S







TRANSACTION HIGHLIGHTS

- First Blue bond from the MENA region, first corporate Blue bond out of CEEMEA and first Blue Bond by a global port operator
- Our first Sustainable issuance in conventional bond format (last one being a green Sukuk in 2023)
- The blue asset pool includes projects in:



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

2025 ALLOCATION...

Category ^{1,2}	... by category	Allocation percentage
 Sustainable marine transport	US\$46.14m	68.22%
 Marine ecosystem management	US\$9.83m	14.53%
 Marine pollution	US\$8.80m	13.01%
 Sustainable ports	US\$2.86m	4.23%
	US\$67.64m	100%

Impact



74,211 tCO₂e emissions avoided annually



12,494 beneficiaries impacted



140m² restored

¹ As defined in the 2024 DP World Sustainable Finance Framework; ² Assets included in the blue bond portfolio have been assessed for eligibility in line with the framework requirements

SUSTAINABLE DEVELOPMENT IMPACT DISCLOSURE

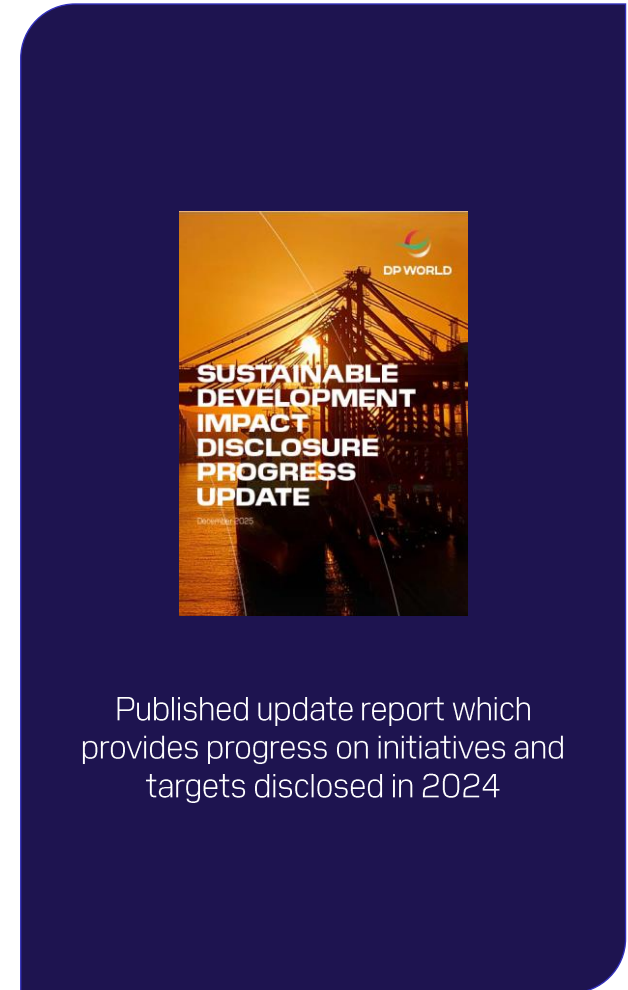
2023

- Committed to develop a Sustainable Development Impact Disclosure (SDID) at COP 28
- Disclosure would follow guidance from a JP Morgan and Natixis co-led Taskforce

2024

- Became the first company globally to publish an SDID covering India and Somaliland based on the draft guidance released by the Taskforce in April 2024
- The SDID enabled us to track and monitor the impact of investments aimed at advancing the UN SDGs, addressing sustainable development gaps, and ensuring transparency in operations.
- Following finalisation of the Impact Disclosure Guidance, published an updated SDID in October 2024, which extended to five countries – Brazil, Senegal, South Africa, Somaliland, and India.

2025



Published update report which provides progress on initiatives and targets disclosed in 2024



MATERIALITY ASSESSMENT

Material topics aligned with ESRS requirements

Conducted a Double Materiality Assessment in 2025 to identify, assess, and prioritise the sustainability topics that are most material to us from both a financial and an impact perspective

Value chain mapping

IRO¹ identification

IRO¹ assessment and evaluation

Internal review and approvals

The final outcome was five material topics, which informed the refreshed strategy²



Disclosures are aligned 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

	Topic	Relevance of topic	Material
Environment	Climate change	Shifts in weather patterns and increasing climate variability due to high concentration of GHG emissions can disrupt our global operations due to extreme weather events and create business opportunities.	Material
	Pollution	Release of contaminants causing pollution (to air, soil, water) refers to the release of contaminants from vessel discharges, terminal operations, equipment leaks or runoff.	
	Water & 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 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 well being, as well as compliance with labour laws and company policies for directly employed staff.	Material
	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 contractors, subcontractors, and workers employed by suppliers or partners.	Material
	Affected communities	Interactions and effect on local communities near operations and facilities, including residents, indigenous groups, local businesses, fishers, workers' families, and urban populations.	Material
	Consumers and end users	Managing the impacts and responsibilities toward the people who use or consume our products and services.	
	Localisation	Integrating with and supporting local economies, products, businesses, and labour markets.	
	Digitisation and 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.	Material
	Innovation	Developing and applying new technologies, methods, and ideas to create meaningful improvements in business and operations.	

1 Impacts, Risks and Opportunities, 2 For more details please refer the materiality assessment report



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

 **PLANET**
Protect and Sustain



Focus topics

- Climate change
- Water

- Nature and biodiversity
- Waste and pollution



Targets

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

CLIMATE CHANGE



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

APPROACH



Governance

- Board oversight through the Governance and Sustainability Committee
- Executive oversight through GESEC and ESC, supported by the Senior Decarbonisation Council driving strategy, targets, and risks



Systems and standards

- Group-wide HSE Policy covering climate, energy and emissions, applicable to all employees, contractors and third parties
- ISO-aligned HSEMS, enabling Scope 1, 2 and 3 emissions capture, monitoring and reporting



Risk and operations

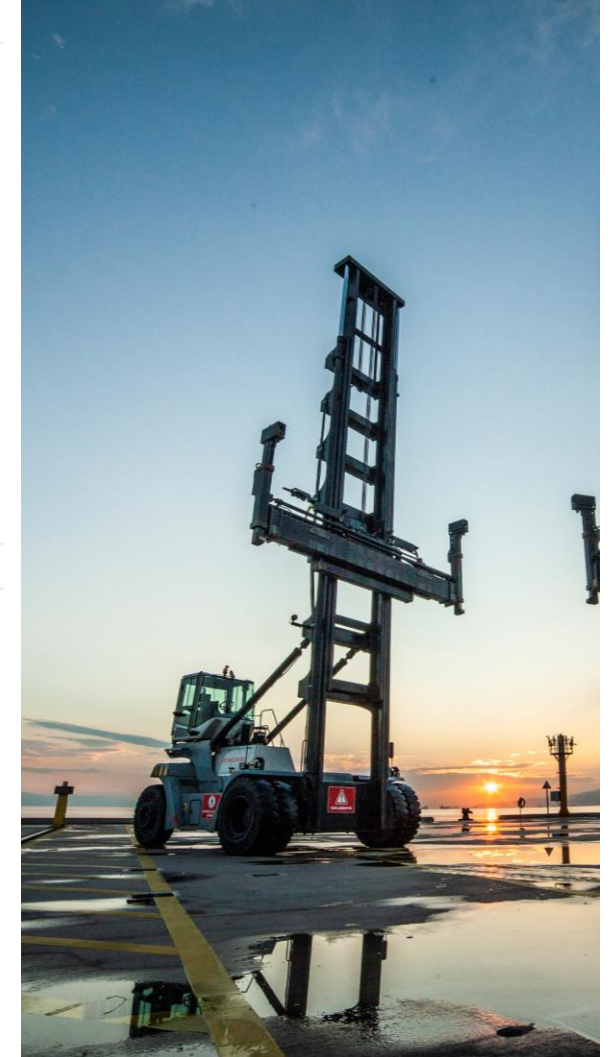
- Climate embedded as a risk within ERM, integrated into operational planning and decision-making
- Climate considerations incorporated into capital allocation, infrastructure design and long-term asset planning

2025 PROGRESS

- Board Committee convened twice; GESEC three times; ESC four times, strengthening climate oversight
- ESC reported semi-annually to Board
- Senior Decarbonisation Council drove cross-functional delivery on key initiatives

- Updated Group HSE Policy to include climate and energy
- Enhanced Scope 3 data quality through expanded unit-based methodologies and expanded carbon literacy programmes
- Continued independent assurance of Scope 1, 2 and 3 emissions

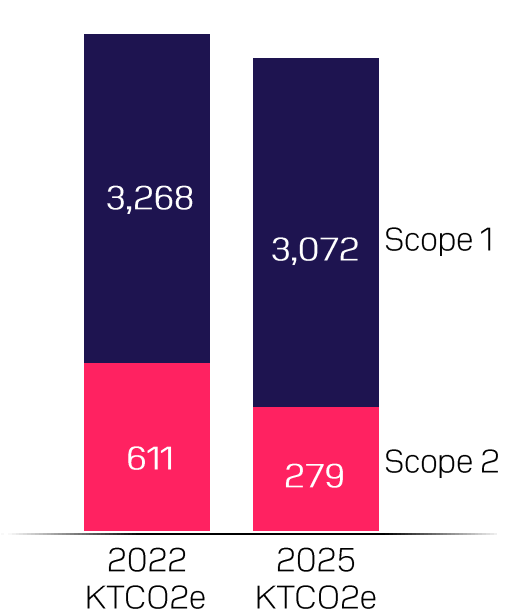
- Strengthened integration of climate into capex planning, supporting investments in electrification, and renewables
- Deployed AI and advanced analytics across terminals to optimise container yard planning, reduce rehandles and improve operational efficiency



CLIMATE CHANGE

Delivered a 14% reduction in combined Scope 1 and Scope 2 emissions in 2025 versus 2022 baseline

- In 2025, reduced Scope 1 emissions by 6% and Scope 2 by 54% against the 2022 baseline
- Operational emissions (Scope 1 and 2) reduced by 14% in 2025 against the baseline
- Marine Services contributed 67% of Scope 1 emissions, while Ports & Terminals contributed 81% of Scope 2 emissions



- Scope 1 – 3,072 KTCO2e (6% reduction against baseline)**
- 54% from low-sulphur fuel oil (Marine Services)
 - 77% Shipping solutions, 21% P&O Ferries, 2% P&O Maritime Logistics
 - 32% from diesel (logistics trucks and port vehicles)
 - 12% from marine fuel oil and marine gas oil (berthing operations)
 - 2% from gasoline, LNG, LPG & Natural Gas across all business pillars

- Scope 2 (Market-based) – 279 KTCO2e (54% reduction against baseline)**
- 81% from grid electricity at port terminals (cranes, vehicles, buildings)
 - 18% from logistics warehouses and offices
 - 1% from Marine Services building
 - Heating: negligible (0.2%)



2025 CDP B rating reflected strengthened governance, target setting and disclosure



Ranked in the top 1% of companies in sector for environmental performance



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Received SBTi validation on targets in 2024; first logistics company in the Middle East

Industry engagement



ZEPA
Zero Emission Port Alliance

Continued advancing battery-electric container handling equipment

Mærsk Mc-Kinney Møller Center
for Zero Carbon Shipping

Continued supporting fuel pathway research and decarbonisation



First Movers Coalition

Sourced 2% of marine power from hybrid engines and zero-emission fuels

CLIMATE CHANGE

Understanding and managing Scope 3 emissions

SCOPE 3 OVERVIEW

- Scope 3 increased by 15%.
- Increase driven by adoption of unit-based methodology¹, higher capital expenditure supporting growth, and increased third-party transportation volumes.
- Report across 11 business-relevant Scope 3 categories out of 15, with 4 categories not applicable to our business model
- ~82% of Scope 3 emissions concentrated in four key categories: upstream and downstream transportation and distribution, fuel and energy related activities, capital goods, and purchased goods and services
- GHG emission reporting encouraged through the Vendor Code of Conduct

Category	Description	% of total
Category 1	Purchased goods & services	16.8%
Category 2	Capital goods	16.9%
Category 3	Fuel and energy related activities	23.4%
Category 4 & 9	Upstream/ downstream transportation & distribution	25.1%
Category 5	Waste generated in operations	0.9%
Category 6	Business travel	0.1%
Category 7	Employee commuting	2.5%
Category 8	Upstream leased assets	2.7%
Category 13	Downstream leased assets	4.5%
Category 15	Investments	7.1%
Total		100%

SCOPE 3 MANAGEMENT

Due Diligence

Assessed top 500 suppliers using AI-powered risk scoring, identifying high-risk suppliers

Engagement

Deployed carbon-focused questionnaires through third party system

Scale Up

Plan to scale up to 5,000 global suppliers

Immediate priorities are Categories 1, 2 and 3, with Categories 4 and 9 to be engaged in at a later stage:

- Categories 1 and 2 (~34% of Scope 3) - directly engaging top civil works and strategic equipment suppliers through targeted supplier assessment programmes
- Category 3 (~23% of Scope 3) - reduction approach is directly linked to Scope 1 and 2 performance. As equipment is electrified and renewable energy expanded, fuel and energy related Scope 3 emissions will be correspondingly driven down

For remaining categories, impact is minimal though targeted initiatives such as waste reduction programmes are in place to manage emissions.

¹ Working towards updated GHG accounting methodology based on the adoption of unit-based calculation methods for historical data

CLIMATE CHANGE

Managing carbon risks & unlocking opportunities

CLIMATE-RELATED RISKS



Transition risk from EU ETS now applying to Shipping Solutions and P&O Ferries operations, with UK ETS scheduled to include domestic maritime activities from 2026, increasing carbon cost exposure.



Regulatory risk from UAE Federal Decree Law No. 11 of 2024 on climate change came into force in May 2025, introducing mandatory GHG measurement, reporting and reduction requirements across UAE operations.



Operational risk from large-scale electrification remaining dependent on local grid capacity and utility upgrade timelines, directly shaping the pace at which high-intensity assets can be transitioned to electric fleets.



Physical risk from sea-level rise, storm surge and flooding already creating pressure on quay infrastructure, with climate-driven downtime identified at a few locations

RISK MITIGATION



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



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



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



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



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

OPPORTUNITIES



Expanded GreenBox programme and scaled the Modal Shift Programme, moving 100,000 containers from road to rail



Provided carbon in-setting options for customers, increasing verified credits from 50 kg to 250 kg CO₂e per loaded container at Southampton and London Gateway.



Expanded multimodal optimisation across road, rail and sea, including a new 36-hour direct sea link between Jebel Ali and Umm Qasr reducing transit times, costs and associated emissions.



Developed integrated rail-based logistics solutions, including a coastal-rail corridor replacing approximately 700 km of road transport per container, supporting lower-emission multimodal connectivity



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

CLIMATE CHANGE

DECARBONISATION LEVERS



Equipment electrification and efficiency
Reduce diesel and marine fuel consumption



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



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



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



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

2025 HIGHLIGHTS



Advanced terminal tractor electrification in Jebel Ali (UAE), progressing towards converting 30% of diesel tractors to electric drivetrains



Launched a 36-hour direct sea link between Jebel Ali (UAE) and Umm Qasr (Iraq), reducing transit time, cost and associated emissions



Commissioned Australia's first fully electric eITV at Fisherman Island, Brisbane, eliminating over 120,000 litres of diesel annually



Introduced 15 fully electric internal transfer vehicles at Manila South Harbour (Philippines)



Applied Idle-Stop-Go technology at Pusan (Korea), reducing unnecessary fuel consumption during congestion



Achieved ISO 50001 energy management certification for Head Office, with plans to extend across additional sites in 2026



Allocated US\$1.04 billion under Green Sukuk towards clean transport and electrification

CLIMATE CHANGE

DECARBONISATION LEVERS



Equipment electrification and efficiency
Reduce diesel and marine fuel consumption



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



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2025 HIGHLIGHTS



Expanded rooftop solar capacity at Evyap Yarımca (Türkiye) to 1,085 kWe, avoiding 451 tonnes of CO₂ annually and targeting 950 tonnes in 2025, supplying ~10% of site electricity



Installed a 1,200 kW solar system at QPlas (South Africa), generating 1.5 million kWh annually and meeting 38% of electricity demand



Transitioned Fremantle (Australia) to 100% renewable electricity since July 2025, aligning with full green energy roadmap



Secured renewable PPA at Terminales Río de la Plata (Argentina), supplying 80% renewable electricity



Advanced renewable energy partnerships with Masdar across Middle East and Africa, supporting solar and storage deployment



Progressed Battery Energy Storage Systems and microgrid solutions to support electrification in constrained grid locations



Renewables supplied 67.6% of total electricity consumption in 2025

CLIMATE CHANGE

DECARBONISATION LEVRS



Equipment electrification and efficiency
Reduce diesel and marine fuel consumption



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



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



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



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

2025 HIGHLIGHTS



Initiated biofuel blending trials across Sub-Saharan Africa, aligned with local regulatory and supply conditions



Procured biofuels for Marine Services and P&O Ferries, supporting maritime decarbonisation



Increased rail modal share at Fremantle (Australia) from 22% to 33%, shifting volumes from road to rail and reducing emissions



Purchased regenerative agriculture carbon credits through Boomitra, supporting projects across Argentina, Brazil, Paraguay, India, Mexico and Uruguay



Engaged with Maersk Mc-Kinney Møller Centre for Zero Carbon Shipping on fuel pathway research and decarbonisation safety frameworks



68% of Blue Bond proceeds allocated to sustainable marine transport which includes biofuel procurement for shipping solutions

ENVIRONMENT

APPROACH



Governance

- Board oversight through Governance and Sustainability Committee
- Executive oversight via GESEC, chaired by Global COO Ports & Terminals



Systems and standards

- Group-wide HSE policy and standards applicable to all employees, contractors and suppliers
- Group HSEMS sets minimum requirements and operational controls for operations



Risk and operations

- Structured environmental risk identification and control across all operations
- Contractor and supplier environmental requirements embedded in Vendor Code of Conduct

PERFORMANCE METRICS

100%

Operating entities aligned to ISO14001 while 72% are certified



Four global environmental workshops delivered

60+

Ports and terminal sites mapped under TNFD LEAP biodiversity framework



Zero regulatory breaches from environmental incidents

100%

Operating entities screened for water stress risk using WWF Water Risk Filter

74%

total waste generated diverted from disposal

2025 PROGRESS

- Maintained structured governance cadence with Board and executive management
- Reinforced leadership accountability across regions and operating entities
- Expanded environmental management technical network across global operations

- Launched new e-learning module on Group HSE Operational Controls for Environment
- Expanded control environment to 13 control areas across all operating entities
- Improved onboarding and system alignment for new operations

- Expanded digital risk management through Risk Register and HSE systems
- Strengthened contractor oversight and audit coverage
- Maintained operational controls covering waste, water, pollution prevention, air quality, noise, light and biodiversity

ENVIRONMENT

NATURE AND BIODIVERSITY

WATER

WASTE AND POLLUTION

AMBITION

- Complete biodiversity risk evaluations for all ports and terminals by 2030
- Restore mangroves beyond compensation obligations
- Expand nature-positive initiatives in blue carbon and biogenic reef ecosystems

- Minimise freshwater consumption and protect coastal and marine water quality
- Implement Water Conservation and Management Strategy across all operating entities

- Achieve zero waste to landfill across key operations
- Prevent and minimise pollution to air, soil and water across operations

2025 PROGRESS

- Mapped 60 ports, terminals and 4 Special Economic Zones under TNFD LEAP framework
- Assessed 10 priority sites for habitat degradation, pollution and invasive species risks
- Delivered illegal wildlife trafficking prevention training in Ecuador, Thailand and Tanzania
- Expanded Living Seawalls initiative at Jebel Ali Port, enhancing marine biodiversity in port infrastructure
- Installed managed beehives at Posorja (Ecuador), promoting pollination across 24 hectares of mangrove habitat

- Rolled out Group Water Conservation and Management Strategy across operations
- Screened 100% of operating entities for water stress risk using WWF Water Risk Filter, identifying 23% located in high basin physical risk areas
- Enhanced internal water reporting to improve data quality and data-driven prioritisation
- Maintained D2-compliant ballast water treatment systems across vessel operations
- Delivered clean water access through WaterAid partnership across three programmes in healthcare facilities and communities

- Launched "Our Waste, Our Responsibility" campaign across global operations
- Completed first global air emissions inventory establishing 2024 baseline for NOx, SOx, PM10, PM2.5, CO and NMVOCs
- Strengthened air quality, noise and lighting operational controls across terminals
- Deployed Hydroblast technology — high-pressure hull washing reducing pollution to land, air and water
- Enhanced hazardous substance handling and wastewater discharge controls across operating entities



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

 **PEOPLE**
Safe, Inclusive, Ready



Focus topics

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



Targets

- Achieve an annual improvement in TIFR
- 10% annual increase in training hours per employee

HEALTH AND SAFETY



- Achieve an annual improvement in Total Injury Frequency Rate

APPROACH



Governance

- Board oversight through Governance and Sustainability Committee
- Executive oversight via Group Safety Executive Culture Committee (GSECC), comprising COOs from all three business pillars



Systems and standards

- ISO aligned HSE management system (HSEMS) framework across all operations
- Group wide HSE policy and standards applicable to all employees, contractors, and suppliers



Risk and operations

- Structured risk identification and control across all operations
- Risk profiling of all operating entities
- Contractor and supplier safety integrated into operations
- Safety culture programme driving risk awareness and frontline engagement

PERFORMANCE METRICS

100%

Employees covered through HSEMS application

100%

Operating entities aligned to ISO45001 while 68% are certified



Conducted 11 GHSE audits and 70 site-based risk reviews

Consolidated safety data points



	2023	2024	2025
TRIR/TIFR ¹	N/A	9.58	8.63
LTIR/LTIFR ²	1.85	1.59	1.55
RIR/RIFR ³	2.72	2.25	2.59



Zero employee work-related fatalities

2025 PROGRESS

- Board Governance and Sustainability Committee convened twice in 2025
- GESEC convened three times; ESC met four times in 2025
- GSECC actively embedded safety culture across all operational activities

- Enhanced standards and controls for high-risk activities and construction
- Improved onboarding and system alignment for new operations
- Delivered mandatory role-based training across all employees and contractors through the HSE Training Academy

- Expanded digital risk management through Risk Register and HSE systems
- Strengthened contractor oversight and audit coverage
- Rolled out Safety 7 to reinforce critical risk behaviors across all operations

All employees and contractors undergo mandatory training appropriate to their role

¹ TRIR/TIFR – The sum total of Employee and Contractor Fatalities, Lost Time, Medical Treatment and First Aid Injuries divided by the total hours worked and then multiplied by one million; TIFR = Number of Employee and Contractor Fatalities + LTIs + MTIs + FAI / Total Hours Worked x 1,000,000

² LTIR/LTIFR – The number of lost time injuries occurring a workplace per one million hours worked; LTIFR = Number of LTIs / Number of hours worked x 1,000,000

³ RIR/RIFR – The sum total of Employee and Contractor Fatalities, Lost Time and Medical Treatment Injuries divided by the total hours worked and then multiplied by one million; RIFR = Number of Employee and Contractor Fatalities + LTIs + MTIs / Total Hours Worked x 1,000,000

EMPLOYEE GROWTH AND BELONGING



- 10% annual increase in training hours per employee

APPROACH



Governance

- Management-level accountability through the Policy Committee and the Grievance Committee, supported by regional leadership teams



Systems and standards

- Access to eLearning modules and Wellbeing programmes through One Learn and the Wellbees application respectively



Risk and operations

- Global policies, including Global Code of Ethics and policies related to Wellbeing, Inclusion and Diversity, Recruitment, Performance Management, and Volunteering

PERFORMANCE METRICS

169

Nationalities from 84 countries

11%

Females in top management positions

632k+

Total learning hours

~12 hours

Average training hours per employee

~ US\$ 27m

Spend on people training and development

95.5%

Employees participating in performance and development reviews

40k+

Employees invited to participate in Great Place to Work®; 70% response rate

2025 PROGRESS

- Held first Global Careers & Learning Week, which engaged more than 4,654 employees across eight global sessions

- Launched a refreshed global Employee Value Proposition to position us as an employer of choice
- 12 out of 16 participating locations achieved Great Place to Work® certification

- Introduced cross-regional leadership modules, masterclasses and virtual forums to further develop leaders
- Welcomed 59 graduates from Africa, the Middle East and Europe, through the Grow Graduate Programme further strengthening future-ready talent pipeline

FAIR WORKING PRACTICES

APPROACH



Own workforce

- Oversight is managed at Board level
- Approach guided by global policies on working hours, wellbeing, human rights, and ethical conduct
- Working Hours and Leave Policy sets clear requirements for maximum working hours, overtime, rest days, and annual leave

- Continued to standardise employment contracts, provide comprehensive health, accident and life insurance coverage, and strengthen grievance mechanisms
- Conducted annual benchmark of salaries to ensure fair and competitive remuneration

Approximately 40% of employees represented through CBAs



Workers in the value chain

- Suppliers required to comply with our labour standards
- Vendor assessments review working conditions, recruitment practices, transparency of employment terms, and grievance mechanisms
- Suppliers providing accommodation or transport must meet minimum standards aligned with local regulations and our expectations
- Suppliers in higher-risk locations prioritised for enhanced due diligence and support on recruitment, working hours, health and safety, and worker grievance channels





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

 **COMMUNITY**
Impact and Resilience



Focus topics

Affected communities

Corporate social responsibility

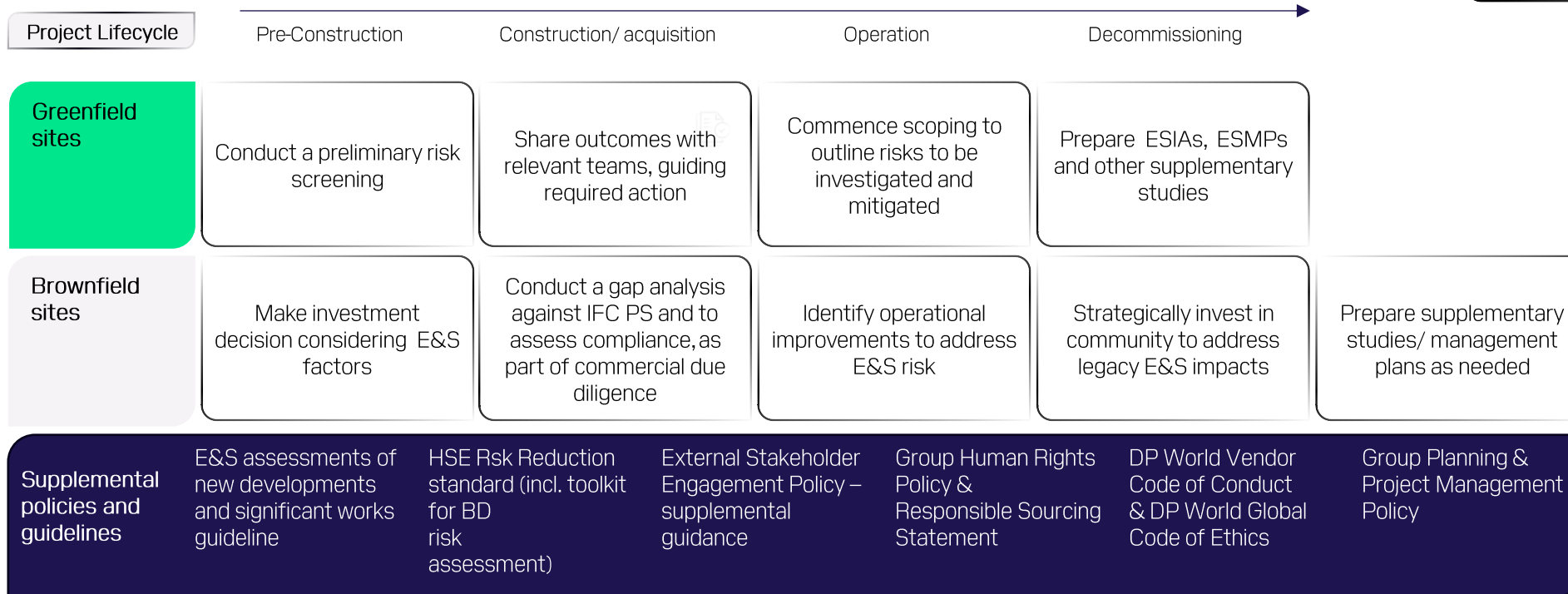


Targets

- Develop community response plans for all high-risk locations

AFFECTED COMMUNITIES

Greenfield and brownfield sites



- Develop community response plans for all high-risk locations

Governance

- Board oversight through the Governance and Sustainability Committee
- Management oversight through the Executive, Sustainability Council

Approach

Aim to align with good industry practice, as far as reasonably practicable. This includes the IFC E&S Performance Standards

We work to:

- At a minimum, meet national requirements & internal standards
- Undertake gap analyses against good practices and DP World internal standards
- Address relevant gaps through top-up studies, management plans and government negotiation, as required

2025 CASE STUDIES

	Banana, DRC	<ul style="list-style-type: none"> • Undertaken environmental and social risk reviews to align mitigation in with best practice • Ongoing stakeholder engagement to support mitigation, track progress, and plan community livelihoods
	Berbera, Somaliland	<ul style="list-style-type: none"> • Biodiversity Action Plan informed by stakeholder engagement • ~1,800 m² of artificial reef installed, with coral translocation into a new Marine Protected Area in Somaliland and ongoing monitoring
	Ndayane, Senegal	<ul style="list-style-type: none"> • Progressed studies to advance community resettlement in collaboration with the Port Authority of Dakar • Undertaken socioeconomic baseline surveys to inform action plans to support livelihood improvement and community resilience

CORPORATE SOCIAL RESPONSIBILITY



Oversight through cross-functional working group comprising representatives from Group Sustainability, Risk and Compliance

Rolled-out a Global Volunteering Policy, which encourages participation in activities aligned with Sustainability Strategy

Mobilised 3,210 volunteers contributing 16,999 volunteering hours and reaching 732,174 beneficiaries

In Angola, 35 women achieved certifications and driving licences, progressing into ITV operator roles

In Chile, launched a fully funded English Academy providing free language training to local youth

DP WORLD FOUNDATION

RAMADAN IFTAR OUTREACH

Community Iftar initiative across JAFZA brought thousands together, fostering unity and celebrating the values of Ramadan



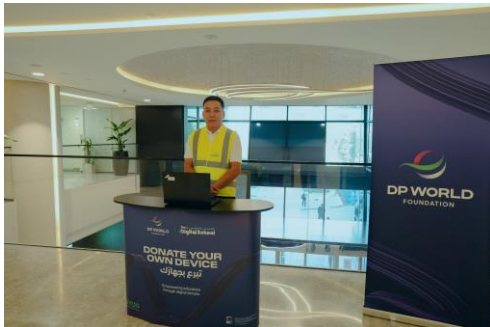
SOMALILAND EMERGENCY RESPONSE

Rapid food assistance delivered to drought-affected communities during periods of acute need



DONATE YOUR OWN DEVICE

Partnership with The Digital Schools to collect devices, enabling access to online education for students globally



ZAYED HUMANITARIAN DAY

The distribution of essential food boxes, honouring Sheikh Zayed's legacy of generosity and compassion





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

 **CONDUCT**
Integrity in action

 Focus topic
Business ethics

 Target

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

BUSINESS ETHICS



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

APPROACH

Board

Retains ultimate accountability for ethical behaviour, supported by a set of committees that each play a defined role

Board ARC

Oversees ethics programme, including fraud risk management, internal controls, sanctions compliance, conflicts of interest processes, and the effectiveness of whistleblowing framework

Governance and Sustainability Committee

Provides oversight of corporate governance framework and reviews sustainability strategy, policies and targets, including those related to ethical business conduct

ERM Committee

Reviews principal risks and ensures that ethics, human rights, fraud, corruption, and misconduct risks are reflected within wider risk landscape

PERFORMANCE METRICS

25

Number of languages Code of Ethics training offered in

6k+

Employees receiving fraud awareness training

20k+

Employees receiving anti-bribery training

100

BUs with Security Management system certified to ISO 28000

0

InfoSec breaches involving customers identifiable information

0

InfoSec breaches or cybersecurity incidents

2025 PROGRESS

Human Rights and Modern Slavery

- Conducted a human rights gap assessment, and identified priority areas for improvement
- Published first European Modern Slavery Transparency Report complements Group Modern Slavery Statement

Sustainable procurement

- Published updated Vendor CoC with renewed focus on decarbonisation, human rights, and supply chain due diligence
- Engaged suppliers representing over 90% of corporate Head Office-awarded spend in 2024
- Screened 500 suppliers; 18% of 2024 global spend

Cybersecurity

- Aligned policies with ISO 27001, NIST, and CIS; reviewed annually
- Cybersecurity assurance programme includes Group-wide comprehensive technical assessments, vulnerability assessments, and penetration tests



DP WORLD

THANK YOU