SUSTAINABILITY REPORT 2022

Accelerating Growth While Ensuring Environmental Stewardship, Social Well Being & Ethical Governance
Our 2022 Environmental Social & Governance (ESG) Report illustrates the performance of our sustainability strategy.
AD Ports Group is elated to share the 2022 edition of our annual Sustainability Report.

We are committed to openly share our performance with our stakeholders. While we publish our current performance, we also embrace the future challenges to achieve our ambition as a global sustainability leader.

We demonstrate our contribution to, and alignment with, the global UN Sustainable Development Goals (SDGs) and the UAE and Abu Dhabi Emirate’s sustainability objectives. By enhancing our working relationships with many committed partners and stakeholders, we collectively, achieve more together.

ASSURANCE
Our report, performance data and claims are verified and assured by independent third parties.
CHAIRMAN’S STATEMENT

I am delighted to present our 2022 edition of AD Ports Group’s Sustainability Report.

This report exemplifies our ongoing and unwavering commitment to successfully integrate sustainability into every aspect of the organisation’s overall strategy, as well as throughout our operations, business practices and culture.

In light of the UAE’s declaration of 2023 as the Year of Sustainability, we are proud to have laid solid foundations in 2022 on which to build and enhance our sustainability efforts.

This will enable us to make further strides towards embedding Sustainable Development Goals (SDGs) into our business practices.

At AD Ports Group, we firmly believe that sustainability is a key driving force for business growth and opportunities. We understand that rising to the challenge of global and regional sustainability issues, including tackling climate change, requires all of us at AD Ports Group to embrace innovation and continuously challenge ourselves to aim higher.

In order to ensure that social and environmental benefits remain a crucial focus, we must not only prioritise our present success, but also the long-term performance of AD Ports Group.

I extend my gratitude to our wise leaders, who provide us with the vision and guidance we need to succeed. We are also grateful for the support we receive from our employees, customers, partners and wider stakeholders.

Addressing sustainability challenges and achieving new opportunities, requires building meaningful relationships founded on trust and shared ambitions. This report is a testament to that.

We are privileged to have a dedicated and talented workforce, with the energy to consistently commit to the success of our sustainability strategy and the Group as a whole. Their efforts and ambitions have been instrumental in driving our progress forward. Together, with our stakeholders, we are working as one for greater impact and shared value.

We can all take pride in the progress we have made in furthering the resilient growth of our Group, while facilitating the sustainable development of our Emirate.

As we move into the future, we will continue to challenge ourselves to strive for excellence in order to achieve enduring sustainable and positive impacts for all.

Thank you.

H. E. Falah Mohammad Al Ahbabi
Chairman
GROUP CEO’S STATEMENT

We recognise that sustainability is directly contributing to AD Ports Group’s impressive financial and operational performance.

It is unlocking new business opportunities, stimulating innovation, fostering partnerships, providing progressive employment pathways and positively impacting our communities and the environment.

Thanks to the continuous support of our wise leadership, 2022 proved to be an exceptional year for AD Ports Group demonstrating the effectiveness of our ambitious growth strategy and focus on delivering on our promises to our shareholders and stakeholders.

Embedding sustainability and decarbonisation into future Green Ports developments is progressing at pace. Our decarbonisation roadmap includes energy efficiency initiatives, electrification, renewable energy transition and sustainable infrastructure.

AD Ports Group is also exploring alternative energy sources, such as hybrid vessels to use dual fuel, hydrogen or methanol fuel systems and conversion of our existing fleet to greener fuels.

Our commitment to forward-thinking and innovation is enabling new sustainability opportunities, business relationships and partnerships. We are working with leading European ports on clean hydrogen energy handling and transport.

Additionally, we have delivered proof of concepts in hydrogen powered energy supply, net-zero desalination and sustainable logistics using drone delivery and carbon capture for synthetic carbon neutral fuel production.

Our employees and diverse workforce consist of 56 different nationalities contributing to the Group’s unique and rich cultural diversity. We have achieved a 114% increase in full-time female employees in senior management, and a 68% Emiratisation rate, securing new local employment opportunities.

CSR activities in and with local communities continue to address health, community support, environmental quality, welfare and development, and equal opportunities. This year, we undertook over 61 CSR initiatives that benefited over 100,000 people.

I am very pleased to see, and share, tangible evidence that our impactful sustainability approach is a fundamental part of all that we do.

I extend sincere appreciation to everyone in our Group who collectively contributed to our successes in 2022. Your commitment, energy and talent are an inspiration to us all and a true reflection of AD Ports Group’s culture, values and ambition.

Captain Mohamed Juma Al Shamisi
Managing Director & Group CEO,
AD Ports Group
1. **Coral Relocation Monitoring**
2. **68 Tonnes of Marine Debris Removed**
3. **His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, being briefed on the Khalifa Port expansion project by Capt. Mohamed Juma Al Shamisi.**

### Key Successes

<table>
<thead>
<tr>
<th>Success</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Increase in Community Investments</td>
<td>119%</td>
</tr>
<tr>
<td>Increase in Revenues Generated</td>
<td>416%</td>
</tr>
<tr>
<td>Increase in SAFEEN Feeders Container Vessels</td>
<td>175%</td>
</tr>
<tr>
<td>Increase in Annual Gross Profit</td>
<td>39%</td>
</tr>
<tr>
<td>Increase in TEUs Handled</td>
<td>28%</td>
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<tr>
<td>Increase in Cruise Passengers</td>
<td>286%</td>
</tr>
<tr>
<td>Increase in International Vessels Calling</td>
<td>18%</td>
</tr>
<tr>
<td>Increase in Community Investments</td>
<td>11%</td>
</tr>
<tr>
<td>Increase in Employee Total Training Hours</td>
<td>11%</td>
</tr>
<tr>
<td>Increase in Emiratisation Rate</td>
<td>68%</td>
</tr>
<tr>
<td>100,000+ Beneficiaries Positively Impacted by CSR Activities</td>
<td></td>
</tr>
<tr>
<td>61+ CSR Initiatives</td>
<td></td>
</tr>
<tr>
<td>84% Job Satisfaction</td>
<td></td>
</tr>
<tr>
<td>Decrease in LTI Frequency Rate (without contractors)</td>
<td>65%</td>
</tr>
<tr>
<td>5,000+ Employee Volunteering Hours</td>
<td></td>
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Note: Throughout the Sustainability Report 2022, the current year performance has been compared with that of 2021.
AD PORTS GROUP - AT A GLANCE

Strategic trade gateway to the UAE, the GCC’s fastest-growing economy.
AD PORTS GROUP - AT A GLANCE

OVERVIEW
AD Ports Group is a vertically integrated trade enabler, providing strategic access to the United Arab Emirates (‘UAE’), one of the Middle East’s fastest growing economies, and turning Abu Dhabi into a trade hub to serve the world.

The company’s five business clusters; Economic Cities & Free Zones, Ports, Maritime, Logistics and Digital make up a resilient trade community bonded by strong partnership which generate stable performance and consistent growth.

OUR 5 CLUSTERS

ECONOMIC CITIES & FREE ZONES
Under the Economic Cities & Free Zones Cluster, the KEZAD Group is the UAE’s largest operator of fully integrated economic zones, business services, staff accommodation and industrial real estate solutions.

LOGISTICS
Our Logistics Cluster provides end-to-end supply chain and freight solutions to local and international clientele.

MARITIME
Our Maritime Cluster includes SAFEEN Group which serves three key areas – shipping & transshipment, offshore and subsea solutions and marine services. The Cluster also delivers world-class maritime education & training courses under ADMA, and governs and regulates Abu Dhabi’s maritime sector via Abu Dhabi Maritime.

DIGITAL
Our Digital Cluster provides advanced, smart and innovative digital solutions to stakeholders within trade and logistics communities. Our solutions have increased the efficiency and productivity of maritime business interactions, fostering transparency and access to real-time information.

PORTS
Our Ports Cluster is focused on achieving sustainable growth, forging partnerships with local and global market leaders, with the goal of diversifying and expanding capacity to meet the growing and diverse needs of customers while solidifying Abu Dhabi as a global trade and logistics hub. It owns and operates 10 technologically advanced ports and terminals in the region.

Key Facts
One of the world’s fastest-growing vertically integrated ports and logistics groups.
High-quality revenue generated by long-term contracts.
An end-to-end logistics business with a global network of partners.
Publicly listed company from 8 February 2022 (Ticker: ADPORTS on Abu Dhabi Securities Exchange).
Khalifa Port, a world-class deep-water port accommodating the largest ships at sea.
KEZAD Group, under AD Ports Group’s Economic Cities & Free Zones Cluster, is an enabler of maritime trade businesses. KEZAD Group provides vital set-up, transportation convenience and services, and hosts more than 1,850 clients from 17 industrial sectors e.g. Food Processing, AgTech, Life Science, Specialty Chemicals, Plastics & Polymers, Metals, Retail & Logistics, Pharmaceuticals, Hi-Tech & Green Energy, Building Materials, Oil & Gas and Automotive.

Our KEZAD Communities subsidiary provides over 40 staff accommodation complexes with a capacity of over 420,000 beds.

SUSTAINABILITY INNOVATION DRIVING RESILIENT ECONOMIC GROWTH

KEZAD Group now hosts several significant sustainability innovation companies and ventures.

DigiGrade facility that recycles plastic into sustainable clothing. The facility currently processes up to 1 billion plastic bottles a year into recycled plastic flake for the company’s Greenspun yarn, and material for local packaging manufacturers.

NWTN is an electric vehicle assembly plant that will initially operate a 25,000-square-metre manufacturing, research and development, vehicle testing and logistics facility.

“ReedBox® Sustainable Wastewater Treatment plant eliminates off-site sewage removal by tankers and uses recovered grey water for irrigation.

In 2021, AD Ports Group signed a major agreement with Helios Industry for an AED 3.67 billion hydrogen energy production facility in KIZAD that will produce green ammonia using an 800MW solar plant.

We are committed to decarbonising our energy consumption and strive to host and support responsible manufacturers who are increasing sustainability measures across industries.

SUSTAINABILITY SUCCESSES AND RECOGNITION

Clean Energy Certificate (CEC) received from EWEC in the category of “CEC Based on Solar”. The CECs are being used to decarbonize our energy consumption and redeemed against the ADDC bills to obtain clean status on our energy usage.

Achieving a 2 Pearl Rating for new KEZAD HQ & KEZAD Logistics Park (KLP) - Estidama Sustainability Initiative.

Installing SMART Metering in the new KEZAD HQ building & KLP are already lowering our energy consumption.

Installing roof mounted solar panels on all new KLPs.

Deploying skylights for natural lighting and well-being in new KLPs reducing electricity consumption from lighting.

We are committed to decarbonising our energy consumption and strive to host and support responsible manufacturers who are increasing sustainability measures across industries.
The Ports Cluster owns and operates 10 ports and terminals in the UAE, facilitating trade and building capacity whilst connecting Abu Dhabi to the world.

The Ports Cluster is focused on achieving sustainable growth by forging partnerships with local and global market leaders. The goal is to diversify and expand capacity to meet the growing and diverse needs of customers, while solidifying Abu Dhabi as a global trade and logistics hub.

Ports Cluster is committed to protecting our precious and sensitive marine environment that we operate within.

SUSTAINABILITY SUCCESSES AND RECOGNITION

- Coral Relocation (500 corals) and Monitoring in a partnership research study with NYUAD. Exploring global best practice for coral relocation with staff training.
- Installation of an innovative Sea Water Cooling and Desalination System reducing energy consumption.
- Continual core environmental monitoring and assessment of seawater quality.
- Khalifa and Mugharraq Ports infrastructure have been designed to reduce carbon emissions by providing shore-to-ship power (cold ironing). This enables offshore vessels to switch off their engines when berthed.
- Zayed Port implemented the treatment and reuse of wastewater from the washing bay.
- A new Hydraulic Oil Recycling System now extends the oil lifecycle used in our machinery by up to six years, which is equivalent to 3 life cycles.
- Our warehouses in Khalifa Port and Mugharraq Port are now powered by solar energy.
The Maritime Cluster facilitates maritime operations while ensuring safety and sustainability across its services.

Maritime Cluster is the driving force behind AD Ports Group’s Marine operations, and the largest diversified provider of maritime services in the region including merchant shipping, transshipment, offshore and subsea solutions. We acquired 80% stake in Global Feeder Shipping (GFS), positioning AD Ports Group as the largest pure feeder operator in the region.

Maritime Cluster is committed to optimise all our facilities to work as sustainably as possible and are constantly seeking innovative ways to lessen the industry’s impact on the marine environment. The 8 business lines under Maritime Cluster are presented below:

SUSTAINABILITY SUCCESSES AND RECOGNITION

- Installation of 17 ecological concrete mattresses at Saadiyat Ferry Terminal which won an International Maritime Award.
- Al Aliah Island Beach clean up campaign.
- Al Sader Beach and underwater clean up campaign.
- Solar powered information boards.
- Marine Oil Spill management training and installation of oil-spill kits at sensitive locations.
- Using locally sourced biofuel (recycled cooking oil) in Feeder Vessels achieving 20% carbon emissions reduction.
- Exploring hybrid vessels to use dual fuel, hydrogen or methand fuel systems for tugs and planning for the conversion of existing tugs to greener fuels.
- Implementing hydrogen refuelling infrastructure and Fleet conversion under an MoU with ADNOC.
- Single use plastic ban SAFEEN Feeder vessels.
- Commenced carbon emission reporting of client charted vessels.

The Maritime Cluster is crucial to ensuring convenient and safe operations across all our ports and marine infrastructure. Waterways are the lifeline of trade in our region, and the Maritime Cluster is committed to providing best-in-class services and infrastructure.
LOGISTICS CLUSTER

The Logistics Cluster provides integrated end-to-end supply chain and freight solutions to local and international customers.

AD Ports Logistics is implementing the latest technologies to boost supply chain resilience and efficiency through integrated logistics solutions with digital enablement.

The Cluster understands that greenhouse gas (GHG) emissions from logistic operations can be significant, but we are determined to manage and reduce our GHG emissions.

We are focused on integrating digital automation to optimise logistics operations and we are determined to control and reduce our GHG emissions.

SUSTAINABILITY SUCCESSES AND RECOGNITION

- Integrating digital automation to optimise logistics operations and reduce energy and fuel use.
- Recyling of water for fleet washing/cleaning.
- Using fuel additives to reduce carbon emissions from our diesel fleet.
- Deploying innovative passive technology (Phase Change Material) for pharmaceutical distribution which reduces the need for electric cooling.
- Conversion of existing cargo vehicles from diesel to electric power.
- Phasing out and replacing fuel inefficient vehicles.
- Using drones for the local delivery of medical supplies.

Achieved ISO 13485 certification for medical devices, rendering the Logistics Cluster one of few organisations in the Middle East to hold this distinction.
DIGITAL CLUSTER

AD Ports Group has invested significantly in technology and world-class infrastructure.

We believe that digital transformation is a driver to accelerate the transition of business towards sustainable operations. Our Digital Cluster delivers advanced, smart and innovative digital solutions catering to trade and logistics stakeholders. Our solutions have increased the efficiency and productivity of maritime business interactions, fostering transparency and access to real-time information.

We believe that digital transformation is a driver to accelerate the transition of business towards sustainable operations.

SUSTAINABILITY SUCCESSES AND RECOGNITION
The Cluster’s key sustainability successes are primarily delivered through the Advanced Trade Logistics Platform (ATLP).

ATLP is an innovative solution that facilitates the global exchange of goods and the movement of people while contributing to Abu Dhabi’s sustainable development.

It is a platform for unifying payments and applications, and helping stakeholders better manage resources.

It serves as Abu Dhabi’s single window trade platform for all economic operators via sea, land, air, industrial and free zones, in addition to enhancing the customer experience within the trade and logistics sectors.

By encouraging paperless trade, ATLP is enabling organisations to conduct their business with fewer physical visits, improved government and customer efficiency, and a substantial reduction in CO₂ emissions.

Benefits of ATLP

- Easier Access to Information
- Fewer Delays
- Less Uncertainty
- Lowering Trade Barriers
- Improved Service Level
- Improved Information Quality
- Improved Security
- Less Resources
AUTHENTIC LEADERSHIP AND GOVERNANCE

Creating a trusted sustainability leadership and governance culture through accountable people, structures, processes, transparency, and partnerships.
AUTHENTIC LEADERSHIP AND GOVERNANCE

This journey to excellence will be long and challenging but we are well placed to succeed. While we are proud of the significant legacy we have already delivered, we are committed and energised for the future challenges, innovations and opportunities our approach will secure for all our stakeholders and partners. Success requires authentic leadership and robust governance. Authentic leadership is founded on transparency, genuineness and honesty. We will continue to build genuine relationships with all stakeholders and partners, inspire trust and create shared value. Our leadership will maintain focus on our long-term ambition, celebrate our achievements, share and learn with others and collectively inspire greater success.

The integration of sustainability into the realisation of our mission, vision and values requires robust governance structures.

OUR MISSION
Our mission is to position Abu Dhabi at the frontier of global trade, by managing world-class global logistic value chains, driving operational excellence by leveraging digital technologies, meeting stakeholders’ dynamic needs, forging relationships, and maximising shareholder value.

OUR VISION
Our vision is to drive global trade through an integrated portfolio of world-class ports, industrial zones, and logistics supply chains.

OUR VALUES
- Ready to respond
- Eager to collaborate
- Safe, secure & sustainable
- Innovate for excellence
- Fair & committed

The integration of sustainability into the realisation of our mission, vision and values requires robust governance structures.
INTEGRATION

To help us articulate and embed sustainability throughout our business and operations we have created an Integrated Sustainability Model.

Our model recognises a holistic systems view. It is outcome based to reflect the desired change and impact we wish to make.

AD Ports Group Integrated Sustainability Model

Resilient Economic Growth

Enabling resilient growth through innovation, economic diversification, supply value chains and adaptability to changing global, national and local market opportunities.

Nurturing People and Communities

Enabling our talented people and local communities to thrive by providing safe, inclusive and diverse high-quality employment opportunities.

Safeguarding the Environment

Enhancing our global and local environment through exemplary environmental management, biodiversity conservation, circular resource use and climate action.

Authentic Leadership and Governance

Creating a trusted sustainability leadership and governance culture through accountable people, structures, processes, transparency, and partnerships.
GOVERNANCE

Our robust governance structures enable us to implement our sustainability strategy throughout our five business clusters while enhancing performance, strengthening trusted relationships with our stakeholders, and ensuring overall accountability.

AD Ports Group Board

Provides Executive and Director level leadership, oversight, scrutiny and supervision.

Ultimate accountability for the identification and management of our impacts.

AD Ports Group Sustainability Committee (SC)

Fulfils, plans and co-ordinates our strategy, commitments, objectives, policies and practices. Membership is matrixed with representation from all departments to ensure broad ownership and deep integration throughout AD Ports Group.

Accountability for articulating and developing our strategy with empowered oversight of all initiatives throughout AD Ports Group’s clusters and corporate units. Coordinates and advises on integration.

Remuneration and Human Resources Committee (RHRC)

Provides corporate governance for Board selection process, succession planning and enables our People, Culture and Performance framework, policies and processes.

Audit and Risk Committee (ARC)

Provides oversight, governance, risk management, internal controls and legal compliance.

Accountability for strategy performance and the Corporate Governance, Risk and Compliance Framework

Strategy and Investment Committee (SIC)

Implements, reviews and endorses AD Ports Group’s Corporate Strategy, budgets, business plan, mergers, and investments.

Sustainability Taskforce (STF)


Accountability for monitoring and reporting of initiatives progress and performance to the Sustainability Committee.

CODE OF CONDUCT AND ETHICAL BEHAVIOUR

We are committed to acting ethically and professionally across everything we do; this commitment is embraced across the organisation and applies to all those with whom we interact and do business with.

Our Code of Conduct governs critical issues including social responsibility, anti-corruption, protection of assets, conflict of interest, dealing with contractors, equal opportunity, ethics, communication, risk management, harassment, and violence.

The Board of Directors charge AD Ports Group’s senior management with ensuring that our Code of Conduct and the Company’s Corporate Policies govern all business activities of the Company without exception.

The Group Board has established the Board Nomination Policy for the 2022 term in cooperation with the Remuneration and Human Resources Committee. The policy details the steps taken when a candidate for the Board is nominated, selected, elected, and re-elected. Candidates for election or reappointment to the Board of Directors are to be chosen based on merit and objective criteria, as acknowledged by Board Remuneration Policy, best to serve the interests of the group and its stakeholders.
CORPORATE GOVERNANCE, RISK AND COMPLIANCE FRAMEWORK

As a large organisation operating across five clusters, AD Ports Group’s operations are exposed to many risks. Our Corporate Governance, Risk and Compliance framework enables us to identify the risks inherent to our operations and the appropriate mitigation measures to manage them, which include:

- Exposure to legal penalties
- Financial forfeiture
- Material loss
- Reputational impact

The Group’s corporate governance structure aims to clearly define the distribution of rights and responsibilities among different stakeholders and related subsidiaries, such as the Group Board, Senior Management, Shareholders and other Stakeholders. It establishes the rules and procedures for decision-making at group-level corporate affairs and subsidiaries by their respective boards. This structure is through which the Group objectives are set and the means of attaining those objectives and monitoring performance.

The ultimate responsibility of the governance of the Subsidiaries lies at the Group level. Depicted in this section is the operating model of the Group’s subsidiary governance structure.
AD Ports Group does not exist or operate in isolation. Genuine, open and authentic stakeholder relationships is critically important to the success of our business. Understanding what matters to our stakeholders is a fundamental and valuable business undertaking.

Importantly in our pursuit of shared value, we implicitly support the potential co-benefits AD Ports Group’s business and operations can collectively secure. Our sustainability strategy enables this.

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT

We recognise our business interfaces with multiple internal and external stakeholders at local, regional and global levels.

LISTENING TO OUR STAKEHOLDERS TO IDENTIFY OUR PRIORITIES

To help inform, guide and prioritise our sustainability strategy, we undertook a detailed stakeholder engagement and materiality assessment exercise in 2022.

This exercise engaged with all our employees, and key government bodies, customers, suppliers and contractors.

STAKEHOLDER ENGAGEMENT AND MATERIALITY ASSESSMENT PROCESS

SUSTAINABILITY CATEGORIES
- Sustainability Standards Review
- Industry Benchmarking
- National Frameworks
- International Frameworks

CONSULTATION
- Sustainability Categories
- Stakeholder Surveys

MATERIALITY ASSESSMENT
- Priority Material Issues
- Materiality Ratings
- Matrix Production
The information from the stakeholder engagement exercise enabled us to identify the priority material issues relevant to our business and operational context. These were rated according to their importance to our stakeholders and the potential impact on our business.

### AD Ports Group Materiality Matrix

#### INTEGRATION, TRANSPARENCY AND DISCLOSURE

To integrate the priority material issues into our strategy we mapped them to the four themes of our Integrated Sustainability Model. This will ensure these materiality issues are prioritised for focused action. The table below also identifies the relevant Global Reporting Initiative (GRI) disclosure standard for each priority material issue.

<table>
<thead>
<tr>
<th>Model Theme</th>
<th>Material Issue</th>
<th>GRI Standards Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUTHENTIC LEADERSHIP &amp; GOVERNANCE</td>
<td>Leadership &amp; Governance</td>
<td>GRI 202-18, 20, 27, 29, 31, 32, 33</td>
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<tr>
<td>SAFEGUARDING THE ENVIRONMENT</td>
<td>Energy Efficiency &amp; Net Zero Transition</td>
<td>GRI 302, 305</td>
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<tr>
<td></td>
<td>Water Management</td>
<td>GRI 303</td>
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<tr>
<td></td>
<td>Responsible Consumption &amp; Waste Management</td>
<td>GRI 306</td>
</tr>
<tr>
<td>NURTURING PEOPLE &amp; COMMUNITIES</td>
<td>Health &amp; Safety</td>
<td>GRI 403</td>
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<td></td>
<td>Community Welfare</td>
<td>GRI 413</td>
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<td></td>
<td>Diversity, Inclusion &amp; Equal Opportunity</td>
<td>GRI 405</td>
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<tr>
<td></td>
<td>Human Rights</td>
<td>GRI 415</td>
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<tr>
<td>RESILIENT ECONOMIC GROWTH</td>
<td>Economic Performance</td>
<td>GRI 201</td>
</tr>
<tr>
<td></td>
<td>Supply Chain Sustainability</td>
<td>GRI 308, 414</td>
</tr>
</tbody>
</table>

AD Ports Group Material Issues and GRI Disclosure Standards
RESILIENT ECONOMIC GROWTH
Enabling resilient
growth through
innovation,
economic
diversification,
supply value
chains and
adaptability to
changing global,
national and
local market
opportunities.

In 2022 AD Ports Group delivered record financial performance reporting a 41% Revenue Growth (AED 5.5 billion) and 51% Net Profit (AED 1.3 billion). On February 8, 2022, the Group’s shares began trading on the Abu Dhabi Securities Exchange (ADX), returning over 80% in their first trading year. This ranked AD Ports Group stock in the top three best performers among new listings in the region.

Our Group’s strong results were driven by the performance of the Maritime and Ports Clusters as well as several significant acquisitions and new partnerships. In total, the Group inked seven M&A transactions totaling AED 5.9 billion.

In 2022, AED 5.5 billion was invested into growth-oriented CapEx as we continued to press ahead with our organic capital investment plans.

Operationally, in the Ports Cluster, container throughput grew to 4.33 million TEUs (twenty-foot equivalent units) representing a +28% increase year-on-year. Ro-Ro and Cruise Passenger volumes rebounded strongly after the COVID-19 pandemic.

The Ports Cluster also completed the acquisition of a 70% stake in TCI in Egypt, one of the two entities in the International Associated Cargo Carrier (IACC) acquisition in Egypt.

In the Maritime Cluster, all operational indicators including vessel fleet, port calls, container feeding volumes, transhipment volumes, and marine services activities, recorded strong growth.

The Maritime Cluster added four new companies to its portfolio: Divetech Marine Engineering Services, Alligator Shipping Container Line, Transmar in Egypt, one of the two entities in the IACC acquisition, and SAFEEN Surveys and Subsea Services.

In the Logistics Cluster, the key success was the acquisition of 100% ownership of Noatum, a logistics services provider with presence in 26 countries across five continents.

ECONOMIC PERFORMANCE
KEY SUCCESSES

41% Growth in total revenue

39% Increase in gross profit

80% Stock performance returns in the first year of trading

Multiple Reaffirmations of A+ credit ratings (by both S&P Global and Fitch) post-listing and post-acquisition announcements
INNOVATION

Our approach recognises that innovation amplifies our reputation, creates business opportunities and unleashes new employee skills and experiences.

IDEAS AND INNOVATION MANAGEMENT

Our innovation philosophy is designed to enable ‘breakthroughs’ in technological, organisational, cultural, and strategic processes and solutions. This is enabled through our Innovation Strategy which prioritises five areas across our Clusters.

Our Innovation Strategy is managed by our Innovation Department and is enabled through the IBTIKAR Innovation Platform. IBTIKAR, which comes from the Arabic word for ‘innovation’, operates as an advanced, digitised, company-wide, brainstorming session, where employees across AD Ports Group’s integrated Clusters can submit proposals for new ideas that can lead to improved business operations, and better results for stakeholders and employees.

In 2022, we progressed our strategy through several significant, Group wide, ideas and innovation initiatives, these included:

- Initiated discovery and proof of concept exercises with external stakeholders and partners.
- Activated direct engagement and collaboration with companies under the Abu Dhabi Developmental Holding Company’s (ADQ) portfolio in innovation training and research and development activities.
- Co-ordinated and launched 8 innovation campaigns that improved service delivery, procedures, customer satisfaction, and Group profitability:
  - ETS Campaign: How Do We Make Construction Safer?
  - Ports Cluster Campaign: Which business should the Ports Cluster attract to its facilities that is synergistic to its operation and business portfolio?
  - Logistics Cluster Campaign: Ideas to improve the Group’s supply chain effectiveness and efficiency.
  - Finance Campaign: Workplace Challenge.
  - Tawfeer Committee Campaign: Smart Solutions.
  - Finance Campaign: Cutting Costs.
  - Maritime Cluster Campaign: How to build an effective organisation that properly supports a fast paced, expanding business?
  - Ports Cluster Campaign: What efforts should the Ports Cluster take to improve its customer’s satisfaction?

AD Ports Group has a long-standing reputation for thought leadership, ideas management and innovation.

- Extended access to external stakeholders to attend our fortnightly Innovation Exploration sessions.
- Developed an initial operational scope for our new research and development function including a research grants management process.
- Continued the financial incentivisation innovation employee award scheme for ideas captured through IBTIKAR.
Khalifa Port and the adjoining economic zones of KEZAD Group are being developed as net-zero innovation hubs for the export of green hydrogen and its derivatives.

Entered into an agreement with Fugro to develop un-crewed surface vessel operations, to further the region’s marine automation capabilities.

Launched our internal Metaverse including virtual exposition rooms for each Cluster, meeting spaces and workshops.

Partnersed with CMA CGM Group to innovate carbon capture in combination with hydrogen to create carbon neutral LNG.

Khalifa Port became the first port in the region to offer cold ironing for general cargo.

Engagement with TAQA for the development of an industrial scale green hydrogen to ammonia export project.

Evaluated and validated three prototypes to produce clean water via natural condensation in partnership with MANHAT via the Abu Dhabi Maritime Academy.

Phase II research exercise on the energy efficiency effectiveness (ClimateCoating) of heat reflective coatings, in collaboration with SICC GmbH.

Feasibility study on the application of hydrogen powered fuel cell technology in uninterruptable power supply (UPS), in partnership with GenCell.

Partnered with CMA CGM Group to innovate carbon capture in combination with hydrogen to create carbon neutral LNG.

Khalifa Port became the first port in the region to offer cold ironing for general cargo.

INNOVATION SUCCESSES

Engagement with TAQA for the development of an industrial scale green hydrogen to ammonia export project.

KEY ACHIEVEMENTS

45
Innovation ideas implemented

AED 106,000
Employee innovation award scheme

2,341
Ideas received through IBIKAR

2,229
Employees innovation training

AWARDS AND RECOGNITIONS

UK Ideas – Recognising Excellence in Ideas Management and Innovation Platinum accreditation – 100% (6 years).


Celebrated the 10th anniversary of IBIKAR.
SUPPLY CHAIN SUSTAINABILITY

As a rapidly growing company, AD Ports Group has a significant annual procurement spend across services, commodities and products.

This investment, plus our appetite for innovations and new market prospects, brings both responsibility and considerable opportunity. Not only in ‘what’ we consume and procure but more importantly in ‘how’ we utilise our procurement activity to create a sustainability value chain.

We recognise that our procurement is critical, to not only secure value for money and efficiencies, but also to leverage multiple co-benefits with our suppliers and partners.

These include:
- Localisation of economic (and social) benefits using local suppliers e.g. local economic multiplier effect.
- Enabling a diverse (and resilient) supply chain, attracting innovative companies, in turn creating business opportunities and employment.
- Embedding sustainability criteria into our own procurement procedures and encouraging adoption and flow-down into other companies within the supply chain.

SUPPLY CHAIN SUSTAINABILITY SUCCESSES

Total supplier compliance with our Code of Business Conduct.

Embedding mandatory environmental criteria into procurement categories with non-compliance a potential exclusion risk.

Achieving 100% supplier environmental screening for Engineering and Construction services.

Ensuring preference to ADQ and Khalifa Fund companies to support local companies and social initiatives.

Specifying ESTIDAMA green building requirements into AD Port Group’s design and construction of the built environment.
NURTURING PEOPLE AND COMMUNITIES

We recognize that the continuation of our growth and success is dependent on the quality, capability and diversity of our employees.
HEALTH AND SAFETY

AD Ports Group has a diverse range of high to low risk working operations including large scale port facilities, marine services, maritime operations, construction activities, logistics movements to general office environments.

Our business is growing at pace, scale and reach, increasing employee’s health and well-being needs, and the quantity and variety of service users, contractors and suppliers.

This unique operational context requires collective responsibility to ensure a world class Health and Safety culture of excellence is ingrained into everything we do together.

HEALTH AND SAFETY INTEGRATED MANAGEMENT SYSTEM

AD Ports Group is certified to ISO 45001:2018 – Occupational Health and Safety. This is implemented throughout all operations as part of our Integrated Management System (IMS).

The IMS includes specific Health and Safety Policies, Risk Assessment processes, performance monitoring and targets, inspections and compliance audits, permitting, incident management, and employee/contractor/supplier engagement activities, education, training and awareness.

HEALTH AND SAFETY SUCCESSES

1. Provision of Employee Welfare Facility
2. Contractors Management and Familiarisation Programme
3. Road Safety Campaign
4. Management Walkabout and Positive Behaviours Incentive Programme
5. NEESHAN and Health Safety and Environment Award Scheme
6. Working Safely in the Heat Programme
7. Health Safety and Environment Week
HEALTH AND SAFETY KPIs

Doing more work, managing out risk and effective H&S performance.

In 2022, although the “Total person-hours worked” increased significantly, by approximately 100%, we were successful in either improving (3 KPIs) or managing to maintain proportionate H&S performance (4 KPIs).
SAFETY IN HEAT CAMPAIGN

In 2022, and for the 9th consecutive year, AD Ports Group held a “Safety in the Heat” Campaign in partnership with the Ministry of Human Resources and Emiratisation and the Abu Dhabi Public Health Center (ADPHC).

As part of the Campaign, held by our HSE team, there were several initiatives and workshops including e-training and awareness sessions related to heat stress prevention, symptoms detection and emergency measures to enhance safety and safeguard public health.

NEESHAN AWARD

At AD Ports Group, we recognise, promote and reward excellence in health and safety behaviour through the annual NEESHAN Awards.

NEESHAN recognises the outstanding efforts and exemplary contributions by members of Abu Dhabi’s business community in promoting, adopting, and advancing global best practices in the areas of health, safety, the environment and sustainability.

At AD Ports Group we evaluate and select individual and Business Unit NEESHAN Award nominations against a set of H&S exemplary performance criteria.

KEY PERFORMANCE INDICATORS

Lost Time Incidents (LTIs)

Target: 0  Performance %: 100%

Management Walkabout

Target: 12  Performance %: 350%

Welfare Inspections and Site Tours

Target: 90  Performance %: 236%
During 2022, we significantly increased efforts to enhance our social impact on the communities where we conduct our operations, outlining social impact achievements and future objectives.

We acknowledge the challenges within our community and are committed to taking appropriate action to address them.

Our goal is to positively impact 1.2 million lives by 2030. To achieve this, our Corporate Social Responsibility (CSR) Strategy highlights six key CSR focus areas:

**Health**
Promoting the health and wellbeing of our employees including the communities surrounding our operations. We collaborate with not-for-profit organisations and encourage employee volunteerism for emergency response initiatives.

**Employee Welfare and Development**
Nurturing employee welfare, job satisfaction and career progression and improving policies and procedures.

**Equal Opportunities**
Embedding initiatives to safeguard and promote equal treatment for all. This includes the implementation of policies and procedures aimed at ensuring that equal opportunities are provided, regardless of an individual’s gender, ethnicity, or disability.

**Supporting Our Community**
Comprising measures, activities, and projects that aim to benefit the society in which we operate. This includes collaborating with local communities, not-for-profit organisations, educational institutions, and other relevant stakeholders.

**Environmental Activities**
Delivering initiatives that address environmental enhancement, waste reduction, renewable energy, and biodiversity conservation.

**Philanthropy**
Providing charitable donations and sponsorships to support social causes, including meal donations, community event sponsorships, and charitable organisations.
CSR IMPACT AND KEY SUCCESSES

- **CSR initiatives executed:** 89+
- **Lives touched:** 377,676+
- **Million AED Invested in our communities:** 2.5
- **Community satisfaction rate with our CSR initiatives:** 95%
- **Employee volunteers:** 164
- **Hours of employee volunteering:** 605
- **Donations and sponsorships:** 13

UAE NATIONAL DAY

AD Ports Group commemorated the unity of the seven Emirates by observing the UAE National Day. The festivities were attended by a significant number of company’s employees and we promoted several SME’s during the UAE National Day.

SCHOLARSHIPS

Abu Dhabi Maritime Academy continues to make significant strides in advancing maritime education and training. In the past year, we are proud to have served over 600 students through our comprehensive range of programmes and courses. Additionally, we had the opportunity to host 54 school students for an insightful tour of the AD Ports Group HQ, Logistics and Maritime Clusters, and Khalifa Port. Furthermore, 360 school students were able to participate in the highly acclaimed Sir Bani Yas tour programme, which allowed them to gain first-hand experience in the maritime industry. Moreover, 15 students actively participated in the challenging Delma drill, where they showcased their skills and learned essential techniques in the field. Lastly, the Innovation Summer Campaign provided a platform for 20 students to engage in unique learning experiences, thus enhancing their skills and knowledge. Overall, these achievements demonstrate our commitment to providing a dynamic learning environment and shaping future leaders in the maritime industry.

HERO’S OF HOPE GYM FOR PEOPLE OF DETERMINATION

In collaboration with MAAN, AD Ports Group opened the “Hero’s of Hope” gym at Abu Dhabi Cruise Terminal, which is operated by Desert Shield, with diverse and inclusive sports activities and an active programme of community events. The gym is the first facility of its kind in the UAE and will provide an ideal venue for People of Determination to develop their sporting, social and interpersonal skills.

AD Ports Group aligns with the Group’s commitment to supporting People of Determination through this CSR initiative as its social role. We aim to support and develop the capabilities of the community to enable them to contribute further, in accordance with the directions of our wise leadership, aimed at strengthening Abu Dhabi’s position globally.

TRAINING PROGRAMME FOR STUDENTS (ATLG)

Under the patronage of Her Highness Sheikha Fatima bint Mubarak, Mother of the Nation, Maqta Gateway, and the General Women’s Union collaborated to launch the ATLG initiative in 2020. The aim of this initiative is to empower women in Emirati society by providing them with a rigorous three-month training course. This course is designed to certify national cadres in their respective fields, equip them with the necessary skills to meet future occupational demands, and create opportunities for them to participate in key initiatives that enhance national competitiveness. To date, four batches have been completed, benefiting 80 individuals directly and over 90,000 indirectly.

**Direct Beneficiaries:** 110

**Indirect Beneficiaries:** 90K+
In fulfilment of the corporate responsibility towards community engagement and preservation of cultural heritage, the AD Ports Group has announced its sponsorship of the Al Samha Heritage Festival. This highly anticipated event celebrates the rich history, culture, and society of the region, providing a unique opportunity for the community to come together and foster social cohesion.

AD Ports Group’s involvement in this festival serves as a testament to its unwavering dedication to preserving the unique identity of the community and promoting cultural diversity. The Al Samha Heritage Festival is geared towards safeguarding the cultural, heritage, social, entertainment, and sports events of the Samha area, ultimately bringing together its people in an unforgettable celebration of the region’s vibrant cultural tapestry.

IFTAR MEAL DONATIONS

In line with the spirit of giving and generosity during the holy month of Ramadan, AD Ports Group continued its tradition of supporting those in need by contributing to the Iftar meals. This initiative was carried out in collaboration with the Red Crescent, with the aim of providing meals to employees who were in need. This effort was a reflection of the Emirati culture of generosity, a value that was instilled by the late H.H. Sheikh Zayed bin Sultan Al Nahyan and is still cherished by the people of the UAE.

5,520 Direct Beneficiaries

BLOOD DONATION CAMPAIGN

AD Ports Group places a high priority on community support and regularly organises blood donation campaigns. In partnership with the blood bank, we believe in the value of assisting the government and commercial institutions in helping give blood when supplies are low. The employees had the opportunity to contribute to this life-saving cause.

234 Beneficiaries

321 Blood units collected

WISH COME TRUE FOR CRITICALLY ILL CHILDREN

We fulfilled the wishes of two children battling illness. This inspiring concept, aimed at improving the quality of life for sick children, has been the driving force behind all the activities of Make-A-Wish Foundation.

DONATION TO MAYSAAA

In March 2022, Maysaa, a 4-year-old girl, was diagnosed with high-risk neuroblastoma. We provided financial assistance for her treatment to restore her health.

AL SAMHA HERITAGE EVENT

In fulfilment of the corporate responsibility towards community engagement and preservation of cultural heritage, the AD Ports Group has announced its sponsorship of the Al Samha Heritage Festival. This highly anticipated event celebrates the rich history, culture, and society of the region, providing a unique opportunity for the community to come together and foster social cohesion.

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56 Beneficiaries
**BEACH CLEAN-UP CAMPAIGNS**

AD Ports Group’s commitment to the protection of the marine ecosystem is demonstrated through its periodic seabed and beach cleaning projects.

A total of 153 volunteers participated, contributing a total of 587 hours of volunteering time. AD Ports Group remains committed to preserving the marine ecosystem and will continue to engage volunteers in future seabed cleaning projects.

**EARTH HOUR**

During Earth Hour, AD Ports Group demonstrated its commitment to reducing its environmental impact by turning down the lights, power panels, and electrical equipment at various locations. As a result, the Group was able to conserve a total of 1,975 kWh of energy. This effort was aimed at raising awareness of the impacts of global climate change and the importance of sustainable practices.

AD Ports Group remains dedicated to reducing its environmental footprint and promoting responsible energy use.

**CLEAN-UP ARABIA**

AD Ports Group is dedicated to participating in Clean-up Arabia. These projects are made possible with the help of altruistic volunteers who share the same concern.

During the reporting period, the group covered a land area of 68,994 m² or 0.07 km² with a perimeter of 1073.76 m or 1.07 km, collecting 65Kg of debris. Additionally, they covered a sea area of 3,918 m², collecting 71Kg of debris.

A total of 73 volunteers participated, contributing a total of 292 hours of volunteering time. There were a total of 13 dives with a bottom time of 45 minutes, totaling 65 hours. The average diving time was 45 minutes. The grand total volunteering hours for the period was 357 hours.

**OUR SROI APPROACH**

AD Ports Group has initiated its first Social Return on Investment (SROI) measurements. These measurements are designed to evaluate the long-term effects of the Group’s Corporate Social Responsibility (CSR) projects, enabling us to assess the effectiveness of our initiatives in achieving our social and environmental objectives.

With this analysis, we can make data-driven decisions on resource allocation, ensuring that our efforts have the greatest possible impact. Measuring the social and environmental impact of our CSR initiatives is crucial in conveying our progress to stakeholders.

We remain committed to promoting sustainable practices and making a positive impact on the communities we serve. Our dedication to these goals is reflected in our use of SROI analysis as an essential tool in achieving our sustainability.

**CSR AWARDS AND RECOGNITIONS**

Gold Accreditation for Excellence: CSRA Accreditation

Gold Winner: Best Community Involvement During CSR Programme Corporate Engagement Awards 2022

AD Ports Group continues to make a positive impact on the communities it serves, as evidenced by its recent awards and recognitions.
DIVERSITY, INCLUSION & EQUAL OPPORTUNITY

AD Ports Group is a growing and progressive enterprise with a talented and diverse workforce. We recognise that the continuation of our evolution and success is dependent on the quality, capability and diversity of our employees.

Our commitment to support and invest in the continual professional development of our employees and the provision of an inclusive culture, ensures high employee satisfaction (84%) and retention rates (88%).

Our People Management Framework addresses three key personal development areas; Emiratisation, Personal Development & Training, and Diversity & Inclusion.

EMIRATISATION

We have a clear Emiratisation Strategy incorporating a 5-year Emiratisation target which is being implemented across the Group and overseen by the Emiratisation Committee.

Successes

01 Our educational and leadership Emirati graduate development programme, ‘Voyage of Discovery’ continues to offer bespoke development for high calibre students.

02 Achieved an increased uptake of the SANAD Mentoring programme which is a two-way development initiative for established AD Ports Group employees to mentor UAE National professionals. This also enables Emirati professionals to achieve Institute of Leadership and Management (ILM) accreditations.

03 Continued the NWRUS programme designed specifically for UAE high school graduates to increase their capabilities and effectiveness in operational positions.

04 Continued the Advanced Trade & Logistics Graduates (ATLG) Initiative for recently graduated or final year female Emirati undergraduates. ATLG supports rising female talent in the technology sector through intensive training. ATLG also includes an internship opportunity that enables female graduates to gain practical work experience.

05 Maintained the increasing trend of percentage of local employees (68%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of local employees (Excluding blue collar)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>61</td>
</tr>
<tr>
<td>2021</td>
<td>67</td>
</tr>
<tr>
<td>2022</td>
<td>68</td>
</tr>
</tbody>
</table>
PERSONAL DEVELOPMENT AND TRAINING

A Training Needs Analysis is undertaken for all employees. This is managed by the heads of each business unit and Cluster and cascaded to all organisational levels. Our Learning Management System, including policies, procedures and e-learning platforms are applicable and accessible to all employees.

Successes

01 Retained our Investment in People Platinum accreditation.

02 Achieved 30401:2018 - Knowledge Management.

03 Updated our Talent Management Policy.

04 Provided a new e-training platform (via LinkedIn).

05 Launched a new VOD programme to support recent graduates.

06 Extended our SANAD Mentoring programme and certified new mentors.

07 Launched ‘LEAP To Success’ providing skills for new or potential leaders.

08 Adopted a new 70-20-10 model for learning and development. This brings together multiple active, passive and cooperative learning methods and enables employees to gain a broad perspective of their role and potential role, within the business.

09 Achieved a 11% increase in total training hours provided.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total hours of training</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>21,089</td>
</tr>
<tr>
<td>2021</td>
<td>34,604</td>
</tr>
<tr>
<td>2022</td>
<td>38,417</td>
</tr>
</tbody>
</table>
DIVERSITY & INCLUSION

AD Ports Group has an incredibly diverse workforce, comprising over 56 different nationalities. This range of cultures, religions and values is fundamental to our continued success.

Currently, nearly 10% of our workforce is female.

We are committed to increasing gender diversity at all levels, particularly female representation in senior management positions.

Gender/Governance Bodies Position

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>30</td>
<td>6</td>
</tr>
<tr>
<td>2021</td>
<td>46</td>
<td>7</td>
</tr>
<tr>
<td>2022</td>
<td>69</td>
<td>15</td>
</tr>
</tbody>
</table>

Full time male employees in senior management

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>218</td>
<td>62</td>
</tr>
<tr>
<td>2021</td>
<td>305</td>
<td>116</td>
</tr>
<tr>
<td>2022</td>
<td>248</td>
<td>82</td>
</tr>
</tbody>
</table>

Full time male employees in middle management

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>326</td>
<td>6</td>
</tr>
<tr>
<td>2021</td>
<td>2,229</td>
<td>7</td>
</tr>
<tr>
<td>2022</td>
<td>2,039</td>
<td>15</td>
</tr>
</tbody>
</table>

Number of direct hires by gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>1,051</td>
<td>18</td>
</tr>
<tr>
<td>2021</td>
<td>326</td>
<td>6</td>
</tr>
<tr>
<td>2022</td>
<td>2,229</td>
<td>7</td>
</tr>
</tbody>
</table>

Maintained a high level of female representation in our workforce.

Continued our Gain Leadership Opportunities for Women (GLOW) initiative which accelerates the careers of Emirati women within the enterprise. GLOW is specifically designed to enable female executives to realise their full potential and become our future leaders.

Recorded an employee satisfaction score of 84%.

Continued the Advanced Trade & Logistics Graduates (ATLG) Initiative for recently graduated or final year female Emirati undergraduates.

Successes

01 Maintained a high level of female representation in our workforce.

02 Continued our Gain Leadership Opportunities for Women (GLOW) initiative which accelerates the careers of Emirati women within the enterprise. GLOW is specifically designed to enable female executives to realise their full potential and become our future leaders.

03 Continued the Advanced Trade & Logistics Graduates (ATLG) Initiative for recently graduated or final year female Emirati undergraduates.

04 Recorded an employee satisfaction score of 84%.
AD Ports Group expects the highest standards of ethical conduct and behaviours from all employees, contractors, and suppliers, throughout business operations, transactions, and relationships.

Operating a global centre for goods and vessels within a geographically diverse, complex, and multi-tiered supply chain, presents the potential risk of Human Rights violations.

We acknowledge that these threats exist, and consequently maintain robust Human Rights risk management procedures and processes, that apply, without exception, across our organisation.

HUMAN RIGHTS RISK MANAGEMENT

Human Rights Law and Legislation

We maintain regulatory compliance with existing local and federal Human Rights laws and legislations (e.g. UAE Labour Law). This is enabled by our Regulation and Compliance Policy with control, oversight and scrutiny from our Legal Division. AD Ports Group Board provide the highest level of governance.

AD Ports Group - Code of Business Conduct

This Code is applicable to all our employees, suppliers and contractors. We expect full compliance of the Code as a non-negotiable condition of employment and commercial contractual relationships. Compliance monitoring, administration and potential Human Rights violations are overseen by our Legal Division. Routine training and announcements relating to the Code, (as part of our Ethical Programme) are communicated to all current employees, and included within the induction of all new employees.

HUMAN RIGHTS KPIS

AD Ports Group provides Human Rights awareness and training sessions for our employees. This new Group-wide initiative was launched in Q3/Q4 to our UAE based employees. Each session informed participants of our Code of Business Conduct, legal compliance, Group policies, internal procedures and our platform for the confidential reporting of any potential Human Rights violations or concerns.

1,650
Number of Hours of Training

220
Number of Employees Trained
SAFEGUARDING THE ENVIRONMENT
The electrification of our port equipment and fleet is accelerating, as we seek to reduce GHG emissions resulting from their fuel consumption.

**OUR LOW CARBON TRANSFORMATION PATHWAY**

We recognise that the Climate Emergency requires an urgent response. The Intergovernmental Panel on Climate Change (IPCC) have described climate change as “widespread, rapid, and intensifying”. Consequently, we are aligning our operations with the ‘UAE Net Zero 2050’ national initiative, which aims to achieve net-zero emissions by 2050.

Our strategy net-zero transformation focuses on reducing direct (Scope 1) and indirect (Scope 2) greenhouse gas (GHG) emissions from our operations. The majority of our direct GHG emissions result from the combustion of fossil fuels used to operate our equipment, tugboats and fleet.

While transitioning from fossil fuels to grid electricity for our transport and equipment (e.g. cranes) will increase our Scope 2 emissions, we expect it to result in overall emission reductions. This is because the UAE grid’s carbon intensity is projected to decrease significantly, thanks to the country’s commitment to achieving net zero by 2050.

**OUR 2022 GHG EMISSIONS SCOPE WISE**

**Scope 1**
Fuel consumed in equipment, vehicles and boats owned by AD Ports Group

<table>
<thead>
<tr>
<th>Year</th>
<th>GHG Emissions (tCO₂)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>41,377</td>
</tr>
<tr>
<td>2021</td>
<td>62,853</td>
</tr>
<tr>
<td>2022</td>
<td>106,733</td>
</tr>
</tbody>
</table>

**Scope 2**
Electricity consumption by equipments, offices, and warehouses

<table>
<thead>
<tr>
<th>Year</th>
<th>GHG Emissions (tCO₂)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>59,717</td>
</tr>
<tr>
<td>2021</td>
<td>65,132</td>
</tr>
<tr>
<td>2022</td>
<td>101,543</td>
</tr>
</tbody>
</table>

**Scope 3**
Emissions by vessels visiting our ports within our water limits, potable water consumption and wastewater treatment

<table>
<thead>
<tr>
<th>Year</th>
<th>GHG Emissions (tCO₂)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>20,246</td>
</tr>
<tr>
<td>2021</td>
<td>20,851</td>
</tr>
<tr>
<td>2022</td>
<td>23,808</td>
</tr>
</tbody>
</table>

**GHG Emissions from fuel consumption (diesel and gasoline) (tCO₂)**
2020: 41,377
2021: 62,853
2022: 106,733

**GHG Emissions from electricity consumption for AD Port Group**
2020: 59,717
2021: 65,132
2022: 101,543

**GHG emissions from potable water consumption (tCO₂)**
2020: 20,246
2021: 20,851
2022: 23,808

**GHG Emission from ocean going vessels (Thousands tCO₂)**
2020: 217
2021: 204
2022: 217
OUR 2022 GHG EMISSIONS

To mitigate the indirect GHG emissions generated from our increased grid electricity consumption, we are already taking measures to boost energy efficiency, adopting sustainable building standards and installing renewable energy technologies e.g. solar PV. In addition, we will explore the possibility of purchasing Renewable Energy Certificates and offsetting any residual GHG emissions arising from our operations.

We disclose our Scope 1, 2, and 3 emissions in alignment with the ‘GHG Protocol Corporate Standard’. The emissions are calculated using locally established emission factors where possible, and IPCC factors where local factors are unavailable.

Scope 1
Fuel consumed by AD Ports Group equipment, vehicles and boats

Note: This excludes emissions from SAFEEN Feeders

Scope 2
Electricity consumption by cranes, offices, and warehouses.

Scope 3
Emissions from vessels visiting our ports within our water boundaries, potable water consumption and wastewater treatment.

18% Ports Cluster
32% Logistics Cluster
4% EC&FZ Cluster
49% Maritime Cluster
2% Digital Cluster

73% Ports Cluster
5% Logistics Cluster
22% EC&FZ Cluster
- Maritime Cluster
- Digital Cluster

97% Ports Cluster
1% Logistics Cluster
2% EC&FZ Cluster
- Maritime Cluster
- Digital Cluster

242,745 tCO2
106,733 tCO2
101,543 tCO2

451,021 tCO2
Total

Note: This excludes emissions from SAFEEN Feeders
**ENERGY CONSUMPTION**

<table>
<thead>
<tr>
<th>Year</th>
<th>Fuel Consumption - Diesel (Kilolitres)</th>
<th>Fuel Consumption - Petrol (Kilolitres)</th>
<th>Power Consumption (Million KWH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>15,149</td>
<td>336</td>
<td>2020</td>
</tr>
<tr>
<td>2021</td>
<td>23,264</td>
<td>218</td>
<td>2021</td>
</tr>
<tr>
<td>2022</td>
<td>38,199</td>
<td>1,888</td>
<td>2022</td>
</tr>
</tbody>
</table>

Petrol consumption figure for the year 2022 includes the consumption from the logistics and Maritime Cluster’s general services department. These two sources were not accounted for in the year 2020 and 2021 therefore a significant increase is seen in petrol consumption for the year 2022.

The electricity consumption has increased primarily due to 28% increase in TEUs handled.

**Successes**

18% Decrease in electricity consumption intensity for container terminals

13% Decrease Fuel Consumption Intensity per TEU

17% Decrease in GHG emission intensity per TEU

PETROL CONSUMPTION

<table>
<thead>
<tr>
<th>Year</th>
<th>Fuel Consumption - Petrol (Kilolitres)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>141</td>
</tr>
<tr>
<td>2021</td>
<td>53</td>
</tr>
<tr>
<td>2022</td>
<td>239</td>
</tr>
</tbody>
</table>

Petrol consumption figure for the year 2022 includes the consumption from the logistics and Maritime Cluster’s general services department. These two sources were not accounted for in the year 2020 and 2021 therefore a significant increase is seen in petrol consumption for the year 2022.
NET ZERO ADMINISTRATION BUILDING

In 2022, we completed the design of our admin building to achieve Net Zero status and registered the project with EDGE for certification review in 2023. The project is on track to receive net-zero certification and Estidama 3-Pearl rating, and includes several sustainability features, such as:

- 850 KW Renewable Energy System
- Eleven EV Charging Stations
- Efficient Air Conditioning System
- Efficient Energy Star Equipment
- Building Management System with Sensors
- High Performance Building Envelope and Glazing System
EMBODIED CARBON CALCULATOR/DESIGN CAPABILITY

In 2022, we began using OneClick LCA and energy modelling tools to quantify embodied carbon and operational energy consumption for various alternative design configurations. Our goal was to optimise designs from both cost and carbon perspectives while supporting AD Ports Group’s overall ESG mandate.

RENEWABLE ENERGY CREDITS

Renewable Energy Credits (RECs) represent energy generated by renewable energy sources. In 2022, KEZAD purchased approximately 200 GWh of RECs from EWEC. These certificates will be used as part of our 2023 project-specific net-zero strategies.

GREEN CONCRETE AND RECYCLABLE MATERIAL CONSUMPTION

We are committed to integrating sustainable materials into our construction of new buildings and infrastructure. Some of the materials we have been exploring will help us reduce the embodied carbon and environmental impact of our construction activities. Green concrete and recyclable material consumption in new/upcoming projects include:

- Ground Granulated Blast-Furnace Slag (GGBS) Concrete for topside Infrastructure at Khalifa Port Shamal Project, KEZAD Gate, KEZAD HQ and KEZAD’s North Boulevard and Area 9 projects. GGBS is a byproduct of the iron and steel industry.
- Recycled aggregates and Geogrids have been used in KEZAD’s North Boulevard and Area 9 projects.

SUSTAINABLE DESIGN GUIDELINES

In 2022, we created a preliminary draft of the AD Ports Group Engineering and Technical Services (ETS) Sustainable Design Guideline, which will be used by our consultants before the end of 2023.

This guideline aims to standardise the sustainability-focused design process for our consultants from a sustainability perspective and maximise environmental benefits.

The guidelines incorporate high-level objectives such as energy reduction, water consumption, material usage optimisation, waste generation, and biodiversity promotion.
Sustainability Report 2022

Key Successes

In 2022, AD Ports Group consumed 2.7 million litres of desalinated water supplied by the utility company of Abu Dhabi. We witnessed a 14% increase in water consumption, primarily due to increased operations across all clusters.

WATER CONSUMPTION

We have undertaken several measures to optimize water consumption, some of these are highlighted below:

- **Piloted**
  Atmospheric Water Generation (AWG)

- **100%**
  Of our effluent is treated at our KEZAD sewage treatment plant with the treated water then used for irrigation

- **Implemented**
  We have implemented stringent guidelines for the discharge of effluent from calling vessels. All effluent is to be preferably treated onboard the vessel or if discharged must comply with our wastewater standard

- **Low Flow**
  Faucets and fixtures installed across our offices and warehouses

- **Sub-Metering**
  Of water consumption to understand hot spots and reduction measures undertaken

- **Reusing**
  Treated water wherever possible

**CLUSTER WISE POTABLE WATER CONSUMPTION (MILLION LITRES)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Ports Cluster</th>
<th>Logistics Cluster</th>
<th>EC&amp;FZ Cluster</th>
<th>Maritime Cluster</th>
<th>Digital Cluster</th>
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<tr>
<td>2020</td>
<td>2,045</td>
<td>44</td>
<td>593</td>
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<tr>
<td>2021</td>
<td>2,280</td>
<td>2,149</td>
<td>-</td>
<td>-</td>
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<tr>
<td>2022</td>
<td>2,682</td>
<td>2,349</td>
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2,682 Million Litres
The management, control and effective reduction of resource use and waste production is a crucial part of our sustainability strategy.

To achieve this, we adhere to our Waste Management Standard Procedures, which cover all waste streams, including non-hazardous and hazardous waste generated by operations, tenants and visiting vessels.

We responsibly utilise resources and foster innovations through new business partnerships to advance circularity in our waste streams.

**57%**
Solid Waste Recycled at AD Ports Group

**36%**
Solid Waste Recycled by AD Ports Group Tenants/Calling Vessels

**OUR RESOURCE USE AND WASTE MANAGEMENT PRINCIPLES ARE AS FOLLOWS:**

- Encourage the efficient use of resources in accordance with sustainable development principles (avoid-reduce-reuse-recycle) and legal compliance.
- Implement waste segregation at the source to facilitate recycling and waste management controls.
- Continuously minimise waste generation and improve waste management.
- Safely recycle waste that can be recycled and dispose of waste that cannot be recycled through licensed disposal contractors.
- Provide Good Waste Management Practice training and waste minimisation awareness campaigns to employees and stakeholders.
- Continuously improve waste management performance through monitoring, target setting, audits, corrective actions, lessons learned and best practices.
- Offer specific support and guidance on waste avoidance, reduction, reuse and recycling to operational teams, such as construction materials design standards.
ENABLING THE CIRCULAR ECONOMY

In 2022, DGrade, a UAE-based company known for transforming plastic into sustainable clothing, opened a 4,000 square metre recycling factory in AD Ports Group’s Khalifa Economic Zone Abu Dhabi (KEZAD).

The facility has the capacity to process up to 1 billion plastic bottles annually, converting them into recycled plastic flake for the company’s Greenspun™ yarn, and supplying material to local packaging manufacturers.

AD Ports Group now partners directly with DGrade to send all our PET plastic bottles separated from our waste streams to the company.

This collaboration exemplifies AD Ports Group’s commitment to attracting and supporting new innovative sustainable businesses, while addressing sustainability challenges.

This year, the hazardous waste treated by AD Ports Group tenants and calling vessels increased significantly, as we started treating hazardous waste from all vessels and cruise ships at the newly operational Waste Treatment Plant in Abu Dhabi.
Environmental management and monitoring are conducted in accordance with our group-wide environmental procedures, which sit within the AD Ports Group Integrated Management System (IMS).

Surveillance audits are carried out at six months intervals with a re-certification audit undertaken every three years.

No major non-conformances have been observed in the surveillance and recertification audits.

92% Average Compliance to the National Ambient Air Quality Standard

92% Average Data Capture

In compliance with the requirements of Environmental Agency Abu Dhabi (EAD), we operate seven ambient air quality and meteorology monitoring stations: 4 at EST, HFM, Mobile, and NFF, 1 at Al Ain, KEZAD HQ and Khalifa Port. The stations monitor a range of air quality determinants to assess our compliance to the National Ambient Air Quality Standard. We achieved a 92% data capture rate for the criteria air pollutants.

In 2022 we achieved over 92% average compliance to the National Ambient Air Quality Standard.

The following infographic illustrates our average compliance with the National Ambient Air Quality Standard, for specific air quality determinants.

![Infographic showing ambient air quality compliance results](image)
AD Ports Group’s seawater monitoring programme has been operational since 2015. These are located at three specific water zones (ambient, discharge and mixing) within the ecologically sensitive Khalifa Port basin. The WQMS comply with the water quality standards of the Environmental Agency-Abu Dhabi (EAD).

**96%**
Average Seawater Quality Compliance at Mixing Zone

**99%**
Average Data Capture

We perform continuous seawater quality monitoring at several Water Quality Monitoring Stations (WQMS).

**DATA CAPTURE**

The WQMS monitor seawater quality at 15 min intervals using telemetric sensors linked to data loggers. The data is then passed to an on-line portal to enable real-time visualisation of water quality for any potential non-compliance issues.

We achieved a high data capture rate of 99% from the three WQMS.

**SEAWATER QUALITY COMPLIANCE AT THE MIXING ZONE**

In 2022, the average seawater quality compliance for temperature, pH, Turbidity, Dissolved Oxygen (DO), and Salinity was 96% at the mixing zone.

**100%**
Delta (Δ)T

**100%**
pH

**100%**
DO

**98%**
Turbidity

**80%**
Salinity

**Turbidity compliance at the mixing zone**

**Salinity compliance at the mixing zone**

Water Quality Monitoring Results for Year 2022
Biodiversity Management

Environmental Protection Breakwater

AD Ports Group has invested AED 880 million to construct an award-winning, 8km Environmental Protection Breakwater to safeguard one of the UAE’s most valuable marine ecosystems, Ras Ghanada Reef, which houses vibrant marine life. The entire design of Khalifa Port was configured to protect Ras Ghanada, to ensure that natural water currents continue to flow to-and-from the reef.

Khalifa Port is the only port in the world with this feature, enabling the protection of adjacent coral reefs and sea grass meadows in the area.

Our Marine Ecological Monitoring Programme ensures the marine ecosystem, including coral reef and other habitats, are not impacted from operational activities. We conduct three surveys every year in January, May and September at 85 ecological monitoring stations. Our recent survey indicated that the breakwater and port revetment are providing an attractive environment and new habitat for marine life and is successfully preserving fish biomass, with endangered species such as the ‘hammour’ grouper now also seen in the reef.

In 2020, we successfully relocated healthy corals to the environmental breakwater near Ras Ghanada to protect them from the development footprint of Khalifa Port. In 2022, we continued monitoring the translocated corals. Recurrent monitoring is a key part of the evaluation of the potential for coral relocation as a viable ecological mitigation intervention.

ADQ Research Proposal – Eco Seawalls

AD Ports Group was nominated by ADQ to participate in an 18-month research project for a new eco seawall on existing infrastructure. ADQ provided an opportunity for us to engage Archireef, a provider of eco-engineering solutions for ocean ecosystem restoration, to design and construct eco seawalls on existing marine structure.

Archireef is proposed to design eco wall panels to provide better refuge for inter-tidal marine species and provide shade and moisture retention to allow organism growth. The aim is to improve biodiversity abundance in and around selected sites. The project will be executed in 2023.

Aqaba Marine Ecosystems Collaborative Workshop

In October 2022, as part of our intent to help protect the marine ecosystem of the Red Sea, specifically its coastal coral reefs, representatives of AD Ports Group, conducted a capacity-building workshop entitled “Coastal defence infrastructure: Barren rocks or novel ecosystems?” in Aqaba.

The workshop, which was attended by the environmental department of the Aqaba Special Economic Zone Authority and professors from the Marine Science Station (MSS), an inter-university research institute owned by the University of Jordan and Yarmouk University, explored the latest research carried out by New York University Abu Dhabi and MSS for a better understanding of the current status of Aqaba’s marine environment.

Awards/Successes

- **68 Tonnes**
  - Of marine debris removed

- **10 Turtles**
  - Rescued under the turtle conservation programme

- **IBJ Awards**
  - Environmental Protection Award, the 2022 IBJ Awards in Rotterdam, Netherlands

- **No Significant**
  - Chemical or oil spills were recorded
## GRI CONTENT INDEX

**Statement of use**: AD Ports Group has reported in accordance with the GRI Standards for the period January to December 2022.

**GRI used**: GRI 1: Foundation 2021

**Applicable GRI Sector Standard(s)**: Not applicable

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### General Disclosures

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<td>2-11 Chair of the highest governance body</td>
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<td>2-12 Role of the highest governance body in overseeing the management of impacts</td>
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<td>2-13 Delegation of responsibility for managing impacts</td>
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### Material topics

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### Economic performance

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<td>GRI 305: Emissions 2016</td>
<td>201-1 Direct economic value generated and distributed</td>
<td>43</td>
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<td>201-2 Financial implications and other risks and opportunities due to climate change</td>
<td>45, 46</td>
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<td>201-3 Defined benefit plan obligations and other retirement plans</td>
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### Energy

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<td>78, 79</td>
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<td>302-4 Reduction of energy consumption</td>
<td>81</td>
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<td>302-5 Reductions in energy requirements of products and services</td>
<td>84, 85</td>
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### Water and effluents

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<td>GRI 303: Water and Effluents 2018</td>
<td>303-1 Interactions with water as a shared resource</td>
<td>86, 87</td>
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### Supplier Environmental Assessment

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<td>308-1 New suppliers that were screened using environmental criteria</td>
<td>48,49</td>
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<td>308-2 Negative environmental impacts in the supply chain and actions taken</td>
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### Environmental Compliance - Water and Effluents

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<td>401-1 New employee hires and employee turnover</td>
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<td>401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees</td>
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<td>403-2 Hazard identification, risk assessment, and incident investigation</td>
<td>53</td>
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<td>403-3 Occupational health services</td>
<td>52,53,56</td>
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<tr>
<td>403-4 Worker participation, consultation, and communication on occupational health and safety</td>
<td>52,53,56,57</td>
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<tr>
<td>403-5 Worker training on occupational health and safety</td>
<td>56</td>
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<td>403-6 Promotion of worker health</td>
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