

DULSCO GROUP
SUSTAINABILITY
REPORT 2023



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ABOUT THIS REPORT

This report provides an overview of the environmental, social, and governance-related sustainability strategy and performance of DulSCO Group (hereafter "DulSCO" or "The Company" or "The Group") for the year 2023. It encompasses all activities undertaken by DulSCO, including its business entities DulSCO People, DulSCO Environment, Parisima, and Advance Global Recruitment (AGR), operating across the world, highlighting our efforts in creating shared value for all stakeholders and advancing our role as a responsible business. The report adheres to the guidelines set forth by the Global Reporting Initiative (GRI) for sustainability reporting. This report marks the inaugural year DulSCO Group is reporting in accordance with GRI standards. It includes identified material topics in accordance with recommended disclosure guidelines, and a well-structured stakeholder engagement process reflecting our commitment to transparency and comprehensiveness.

The content of this report has been verified internally to ensure data accuracy and reliability. However, it has not been audited by an external third party.

SCOPE AND TERMINOLOGY

This report accounts for DulSCO Group's operations from January 1st, 2023, to December 31st, 2023, providing a comprehensive overview of significant business activities to the feasible extent, considering data limitations and any specified restrictions.

TERMINOLOGY

- Staff: Refers to office personnel within DulSCO Group.
- Workforce: Refers to frontline workers who are outsourced to clients or who work within DulSCO Group operated sites.
- Employees: Refers to people employed by DulSCO Group, encompassing both "staff" and "workforce."

CONTACT INFORMATION

For inquiries or feedback regarding this report or DulSCO Group's sustainability initiatives, please contact us at csr@dulSCO.com.

CAUTIONARY STATEMENT

This report contains forward-looking statements regarding DulSCO Group's plans and expectations. These statements are based on current assumptions and available information, which are subject to various uncertainties. Actual results may differ from those projected. DulSCO does not guarantee the accuracy or completeness of these statements and assumes no obligation to publicly update any forward-looking statements contained in this report.

HIGHLIGHTS FROM 2023 - AT A GLANCE

75
nationalities

18,512
employees

+3,700
customers

WE WERE PROUD TO SERVE EXPO CITY DUBAI AS THEIR WASTE MANAGEMENT PARTNER FOR ALL THEIR EVENTS, INCLUDING COP28 IN DUBAI.

”

1 MILLION TONNES
of waste handled by Dulsco Environment with over **70%** diverted from landfill

Total emissions
34,616 TCO₂E

70
of our Dulsco People vehicles operated on biofuel, saving **35,647 kg of CO₂e**


18%
of our energy consumption came from renewable sources



 **88** years of expertise

 **42.05%** ICV Score



 **ACQUISITION OF AGR**



89.4%
Overall workforce satisfaction

93.9%
Customer retention rate

2,588
volunteer hours

86
HSE Campaigns & Initiatives

GROUP CEO'S MESSAGE



I am delighted to present DulSCO Group's inaugural sustainability report adhering to the Global Reporting Initiative (GRI) standards. This report marks a significant milestone in our journey towards becoming a more transparent and accountable organisation. Our commitment to sustainability is embedded in every aspect of our operations, guided by our purpose and by both global and national standards.

We are committed to delivering integrated solutions that exceed the expectations of our clients and communities. DulSCO Group encompassing DulSCO People, DulSCO Environment, Parisima, and with the acquisition of Advance Global Recruitment (AGR) in 2023 has strengthened our presence in the global energy talent market, further enhancing our capability to meet the evolving needs of our clients and cross-selling opportunities worldwide.

It was an honour to receive the Platinum Impact Seal, awarded by Majra, the National CSR Fund, recognising us as one of the leading entities in sustainability in the UAE. Additionally, we received a 4-star Taqdeer Award, acknowledging our excellence in labour relations.

This year, we developed a comprehensive sustainability strategy centred around four key pillars: Environmental Sustainability, Social Sustainability, Governance, and a uniquely tailored pillar, Integrated Solutions & Innovations. Our materiality assessment, guided by a structured step-by-step approach, involving stakeholder engagement and the executive leadership team, ensures our initiatives align with stakeholder expectations and address the most significant impacts of our operations.

In 2023, we expanded our environmental initiatives, reinforcing our role as a frontrunner in sustainable practices. We are proud to contribute to global sustainability efforts at COP28, achieving a remarkable 90% waste diversion rate and building on our legacy waste diversion strategy from Expo 2020 Dubai. Our Waste Treatment and Recycling Facilities exemplify our commitment to innovative circularity. Our initiatives are aligned with broader environmental goals and we help our customers reduce their carbon footprint.

At DulSCO Group, we believe that our employees are our most valuable asset. We are deeply committed to fostering a safe, healthy, diverse, equitable, and inclusive workplace. Our strong health and safety culture has contributed to a reduction in our accident frequency rate and accident severity rate compared to 2022. Our employees, comprising 75 nationalities, reflect the rich diversity that underpins our culture.

We consistently invest in their growth, equipping them with the necessary skills to thrive. We have remained aligned with our commitment to Emiratization and nurturing young talent, as evidenced by 66% of our new hires being under 30 years of age. Our latest employee survey reflects a high level of satisfaction and pride in working at DulSCO Group, with many recommending us as a great place to work.

DulSCO Group remains committed to giving back to the community in which we operate, focusing on four key areas: Ecological Commitment, Supporting Regional and Global Causes, Education, and Employee Volunteering. We actively engage in social responsibility programmes by spreading environmental awareness, supporting people of determination, and actively participating in humanitarian causes and initiatives aimed at enhancing community well-being. I am pleased to share that these efforts are being positively received.

As we look to the future, our focus remains on expanding our impact and supporting more people and organisations in their journeys. We are committed to continuous improvement and to achieving the targets we have set. We are confident that our dedicated team will rise to the challenge and continue to drive positive change.

I would like to express my heartfelt gratitude to all our stakeholders for their unwavering support in our sustainable journey. Together, we are building a future that is sustainable, inclusive, and thriving.

DAVID STOCKTON
GROUP CEO

ABOUT DULSCO GROUP

DulSCO Group, established in 1935, has evolved into a leading provider of innovative solutions across multiple sectors. With headquarters in the UAE and a global presence, we are committed to delivering excellence through our diversified portfolio of services.

Over the past eight decades, we have grown significantly, and today, we stand strong with over 18,000 employees servicing more than 3,700 clients worldwide. Following the acquisition of Parisima in 2022, and Advance Global Recruitment (AGR) in 2023, we transitioned to DulSCO Group, achieving our highest growth in history with a 21% increase in top-line growth over the prior year and an 11% rise in bottom-line performance on a like-for-like basis.

OUR BUSINESS OVERVIEW

In 2023, we acquired Advance Global Recruitment (AGR), marking our presence in the energy talent recruitment market and transitioning from a GCC player to a global contender. Parisima Talent Solutions expanded its market footprint, particularly in Saudi Arabia, while DulSCO People set a new record with over 7,000 staff in aviation, showcasing our capability to deliver world-class solutions. Additionally, DulSCO Environment was the waste management partner for Expo City Dubai hosting COP28 and also signed an MoU with Dubai Municipality at COP28 to manage waste sustainably, supporting Dubai's circular economy goals and UAE's Net Zero by 2050 initiative.

Expanded global footprint with offices in Edinburgh and Aberdeen in Scotland, Houston, United States of America, and Riyadh, Saudi Arabia.

We remain focused on organic and inorganic growth, exploring new markets and enhancing our solutions. Our strategy includes a blend of targeted acquisitions and leveraging our digital transformation to stay competitive. Our dedicated employees and robust operational framework position us well for continued success and innovation in the years to come.

We operate through four business lines, each dedicated to specific market needs.

DULSCO PEOPLE

Providing Workforce, Outsourcing, and Training services to enhance business productivity.



Specialising in Recruitment Process Outsourcing, Permanent Placement, and Contract Staffing.

DULSCO ENVIRONMENT

Offering comprehensive Environmental Solutions, Waste Management, Waste Treatment, Processing, Recycling, and Industrial Cleaning Services.



Offers specialised Recruitment Services for the energy sector, including oil, gas, renewables, and marine industries.



AWARDS AND RECOGNITION



**Majra - National CSR Fund
Impact Seal
Platinum Tier**




Taqdeer Award



Emirates Labour Market Award



Dubai Chamber CSR Label



**Ecovadis
Bronze Medal**



**Employee Happiness Summit and Awards
Best Employee Retention Initiative - Gold**



**Middle East Waste & Recycling Awards 2023
Waste Management Company of the Year**



Gulf Sustainability Awards 2023
Best Sustainability Education and Awareness Programme - Bronze
Best Workplace and HR Practices - Bronze



**Truck and Fleet Awards
Waste Management Fleet of the Year**



Facilities Management Middle East Awards 2023
Sanitation and Waste Management Company of the Year - Highly Commended
Education and Development Initiative of the Year - Highly Commended





DULSCO AWARDED IMPACT SEAL – PLATINUM TIER FROM MAJRA (NATIONAL CSR FUND)

In 2023, DulSCO Group received the prestigious Impact Seal – Platinum Tier from Majra, the National CSR Fund, honouring our exceptional commitment to Corporate Social Responsibility (CSR) and sustainable practices. His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President, Prime Minister, and Ruler of Dubai, presented this accolade, recognising our dedication to environmental and social sustainability, governance, and alignment with national priorities. This award reflects the relentless efforts of our team to integrate social responsibility into our operations, reinforcing our commitment to creating positive societal and environmental impacts. We are inspired to continue driving sustainable outcomes for a better future.

DULSCO GROUP TIMELINE

1935

Establishment of DulSCO, started with stevedoring and supply of blue-collar workers.

1996

Establishment of a new line of business: Environmental Solutions.

1999

DulSCO enters the Abu Dhabi market.

2004

Started white-collar staff outsourcing.

2005

DulSCO becomes a Limited Liability Company and expands its geographical presence to include all seven Emirates and neighbouring Gulf countries.

2007

DulSCO Village is established.

2018

Launch of Construction and Demolition Waste Recycling Plants.

2019

DulSCO was awarded as the Official Waste Management Partner of EXPO 2020 Dubai.

2021

Launch of DulSCO Facilities: Material Recovery Facility, Liquid Treatment Facility, The New Old & Reloved.

2022

DulSCO acquires Parisima Talent as part of an expansion plan.

DulSCO Training Academy (DTA) launched.

Technological advancement with Refuse Derived Fuel (RDF) Plant.

2023

DulSCO acquires Advance Global Recruitment (AGR).

Parisima Talent opens in KSA.

LEADERSHIP TEAM



GROUP CEO
David Stockton



MARTIN BRADLEY

Group Chief
Financial Officer



MAHDI MOHAMAD

Group Chief
Operating Officer,
Business Support
Services



ANTONY MARKE

Chief Operating
Officer,
Dulsco People



JOHN GRAINGER

Chief Operating
Officer,
Dulsco People



TIAGO COSTA

Chief Executive
Officer,
Parisima



STUART HUNTER

Chief Executive
Officer,
Advance Global
Recruitment

MISSION, VISION, CORE VALUES & PURPOSE

At DulSCO Group, our commitment to sustainability is deeply rooted in our mission, vision, values, and purpose. These guiding principles shape our approach to delivering innovative solutions and drive our continuous efforts to create a positive impact on communities and the environment.

MISSION



Providing solutions that enable communities to perform at their best, to live and operate sustainably, and create better outcomes for all.

VISION



Our vision is to see **“communities that thrive and prosper”**. We always aim to be a catalyst for positive change, promoting environments where individuals and businesses can flourish.

PURPOSE



Our purpose is **“to be better today than we were yesterday”**. This continuous improvement mindset drives us to innovate, enhance our services, and consistently deliver value to our clients and communities.

CORE VALUES



Our core values are the foundation of our operations and interactions:

Connected: Unite, Collaborate, Deliver, Commit

United in our approach to character. Working cohesively and collaboratively as a team, and with our customers. Designing solutions that meet the client's needs. Delivering an integrated, seamless experience.

Conscientious: Decisive, Sustainable, Professional, Adaptable

Taking decisions & actions with care and concern for people and the environment. Principled in everything we do, dedicated to serving our customers responsively, flexibly and professionally.

Enterprising: Resourceful, Driven, Creative, Agile

Ambitious, curious and hungry for better. Imaginative and resourceful in pursuit of our aims. Identifying & activating opportunities that will drive better outcomes for our customers, for our people and our broader social impact.



SUSTAINABILITY AT DULSCO GROUP

We are dedicated to fostering sustainable business practices and innovation. Our focus on environmental and social sustainability is demonstrated through various initiatives and adherence to global standards. We are proud of our EcoVadis accreditation and recognition by government bodies, reinforcing our commitment to ethical practices and continuous improvement.

We are honoured to have achieved the Impact Seal - Platinum Tier from Majra, the National CSR Fund, a distinction held by only 16 companies in the UAE, and awarded by the UAE Prime Minister, Vice President and Ruler of Dubai H.H. Sheikh Mohammed bin Rashid Al Maktoum.

ALIGNMENT WITH NATIONAL AND GLOBAL SUSTAINABILITY FRAMEWORKS

At DulSCO Group, we remain committed to aligning our sustainability efforts with both national and global frameworks to drive meaningful impact. Our initiatives and policies reflect our dedication to sustainability, ethical practices, and continuous improvement.



ECOVADIS 2023 BRONZE SCORING



In 2023, DulSCO Group achieved a Bronze rating from EcoVadis, a globally recognised sustainability rating platform. This rating underscores our dedication to sustainability across various dimensions including environment, labour and human rights, ethics, and sustainable procurement.

This recognition by EcoVadis has motivated our continuous efforts to integrate sustainable practices into our operations and our commitment to being better today than we were yesterday. Our aim for the future is to achieve a Gold status in EcoVadis Scoring.

ENVIRONMENT

Significant improvements in waste management and recycling processes.

LABOUR AND HUMAN RIGHTS

Enhanced employee training programmes and health and safety initiatives.

ETHICS

Strong adherence to ethical business practices and transparency.

SUSTAINABLE PROCUREMENT

Commitment to responsible sourcing and supplier engagement.

ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS)

SDG 1: NO POVERTY



Creating pathways to economic stability by promoting skilled and manual labour employment opportunities.

SDG 2: ZERO HUNGER



Supporting community welfare by sponsoring meals and food items during Ramadan and contributing towards the 1 Billion Meals Endowment.

SDG 3: GOOD HEALTH AND WELL-BEING



Through in-house clinics, healthcare partnerships, and employee wellness initiatives, we aim to enhance healthcare access and promote well-being. Additionally, we implement waste management solutions to improve cleanliness and health.

SDG 4: QUALITY EDUCATION



Offering English classes and vocational training for our workers, and supporting Emirati graduates. Establishing the DulSCO Training Academy for the continuous development of drivers, and providing environmental awareness in schools and communities.

SDG 5: GENDER EQUALITY



We ensure gender diversity and inclusion with equal opportunities and dedicated facilities, supporting a balanced and inclusive workplace. DulSCO RAK Business Centre is fully managed by Emirati women.

SDG 6: CLEAN WATER AND SANITATION



Enhancing water management with a Grey Water Treatment Facility at DulSCO Village and a Sewage Treatment Facility in Fujairah. Installed water stations for filtered water, significantly reducing the usage of plastic bottles.

SDG 7: AFFORDABLE AND CLEAN ENERGY



Innovating with sustainable energy solutions: Liquid Treatment Facility and Refuse-Derived Fuel Plant. Advancing eco-friendly practices: biofuel for DulSCO People vehicles and also for DulSCO Environment vehicles used at COP28, solar power generation, solar water heating, solar-powered compactor bins, and electric buggies.

SDG 8: DECENT WORK AND ECONOMIC GROWTH



Creating jobs, promoting economic growth, and investing in continuous employee development. DulSCO Group upholds ethical labour practices, ensuring fair working conditions and recruitment processes.

SDG 9: INDUSTRY, INNOVATION, AND INFRASTRUCTURE



Innovating with 'The New Old and Reloved by DulSCO' and Material Recovery Facility. Establishing Construction and Demolition Waste Recycling Plants and enhancing Liquid Treatment and Refuse Derived Fuel plants capabilities. We incorporate composters for organic waste management and install solar panels to harness renewable energy.

SDG 10: REDUCED INEQUALITIES



We promote an inclusive culture to bring everyone together with comprehensive employee benefits, including sports centres, in-house clinics, and awareness sessions. We support people of determination.

SDG 11: SUSTAINABLE CITIES AND COMMUNITIES



Enhancing infrastructure resilience through innovative projects like the DulSCO Recycling bus to educate various stakeholders in terms of waste management and circular economy. Providing support for earthquake and war relief efforts. Partnered with municipalities to set up Recyclable Material Collection Centres, promoting waste segregation and recycling.

SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION



Implementing effective waste management systems to reduce, recycle, and reuse waste. Promoting a circular economy with durable, repairable, and recyclable product designs by 'The New Old and Reloved by DulSCO'. Adopting energy and water efficiency measures.

SDG 13: CLIMATE ACTION



We were the waste management partner for Expo City Dubai hosting COP28. We actively engage in climate action and have signed the Climate-Responsible Companies Pledge in alignment with the UAE Net Zero by 2050 Strategic Initiative. Our participation in the Carbon Sequestration Project and support for the Waste to Zero initiative help in reducing carbon emissions and enhancing waste management sustainability.

SDG 14: LIFE BELOW WATER



Contributing to marine conservation through beach cleanups and mangrove plantation. Our Liquid Treatment Facility helps protect oceans by treating oily waste under MARPOL (International Convention for the Prevention of Pollution from Ships) annexes, diverting it away from marine environments.

SDG 15: LIFE ON LAND



In 2023, over a million tonnes of waste were managed, diverting more than 70% away from landfill, supporting biodiversity and land conservation efforts. Furthermore, we regularly organize desert and beach cleanups, as well as mangrove plantation activities.

SDG 16: PARTNERSHIPS FOR THE GOALS



We collaborate with stakeholders for sustainable development, exemplified by our membership in the Aluminium Recycling Coalition and commitment to the UAE's sustainable future. We participated in the UAE's strategic initiatives like the National Dialogue for Climate Ambition (NDCA).

NATIONAL COMMITMENTS

Our sustainability practices are in line with the UAE's vision of creating a sustainable future. We have undertaken several initiatives to support this vision:

UAE CIRCULAR ECONOMY POLICY 2021-2031

In line with this policy, we have invested in cutting-edge waste treatment facilities to reduce the amount of waste that ends up in landfills.

CLIMATE-RESPONSIBLE COMPANIES PLEDGE

We signed this pledge in alignment with the UAE Net Zero by 2050 Strategic Initiative.

UAE NATIONAL CARBON SEQUESTRATION PROJECT

We signed a Letter of Intent with the Ministry of Climate Change and Environment to support efforts to expand the area of mangrove forests in the UAE.

WASTE TO ZERO: THE GLOBAL INITIATIVE FOR WASTE DECARBONISATION

We have endorsed this initiative, supported by the UAE Ministry of Climate Change and Environment, to reduce customers' carbon emissions.

ALUMINIUM RECYCLING COALITION

As a member of this coalition, we are committed to promoting the recycling of aluminium in the UAE.



OUR APPROACH TO SUSTAINABILITY

Our journey is characterised by a relentless pursuit of excellence, innovation, and sustainable growth. As we continue to expand our global footprint and diversify our service offerings, our commitment to creating shared value for stakeholders remains unwavering. Together, we strive to build a better, more sustainable future for businesses, society, and the environment.

At DulSCO Group, we recognise the importance of engaging with our stakeholders to drive our sustainability agenda forward. Our approach to stakeholder engagement is thorough and inclusive, ensuring that the views of our stakeholders are taken into consideration during the process.

To identify and prioritise our sustainability topics, we align our efforts with the Sustainability Accounting Standards Board (SASB) recommendations. We conducted multiple stakeholder engagement sessions and surveys, reaching out to our stakeholders. These sessions provided valuable insights into the expectations and concerns of our stakeholders, helping us shape our sustainability strategy.

STAKEHOLDER ENGAGEMENT & MATERIALITY

This year marks our first time reporting in accordance with the GRI standards. For this initial report, we primarily engaged with internal stakeholders. However, we took into consideration the year-round engagement with key stakeholders such as clients, vendors, partners, and authorities. Next year, we plan to expand our engagement to include external stakeholders comprehensively.

KEY STEPS IN OUR STAKEHOLDER ENGAGEMENT

1. STAKEHOLDER ENGAGEMENT SESSIONS

- Multiple engagement sessions were held to facilitate in-depth discussions with stakeholders.
- These sessions allowed us to delve deeper into specific issues, gather qualitative insights, and create a collaborative approach to sustainability.

4. CROSS-FUNCTIONAL COLLABORATION

- Our sustainability framework is inherently cross-functional, involving collaboration across various departments.
- By integrating sustainability into different facets of our operations, we ensure a comprehensive and holistic approach to managing our sustainability initiatives.

2. SURVEYS AND FEEDBACK COLLECTION

- We distributed detailed surveys to a broad spectrum of stakeholders to gather feedback on various sustainability issues.
- The surveys focused on identifying the most critical sustainability topics and understanding stakeholders' perspectives on our current practices.

5. EXECUTIVE LEADERSHIP TEAM (ELT) REVIEW MEETINGS

- Before finalising our material topics, we asked for feedback and suggestions from the ELT.
- Important sustainability topics and materiality assessments are regularly discussed in ELT meetings.
- These meetings ensure that our sustainability efforts are aligned with our strategic goals and receive the necessary oversight and support.

3. MATERIALITY ASSESSMENT

- Based on the feedback from surveys and engagement sessions, we conducted a materiality assessment to identify and prioritise the most relevant sustainability topics.
- This assessment helped us align our sustainability initiatives with the key concerns and expectations of our stakeholders.

6. OUTCOMES

- Through our extensive stakeholder engagement process, we have identified several key material topics that are crucial to our sustainability strategy.
- These are discussed in the next section, where we detail how these material topics are integrated into our sustainability framework and initiatives.

STAKEHOLDERS MAPPING

	Stakeholder Group	Engagement	Needs and Expectations
Internal	Shareholders	Financial reports, Board meetings, Correspondence	Financial stability, ESG integration, Market leadership
	Office Staff	Training sessions, Open houses, Satisfaction surveys, Welfare campaigns	Career development, Inclusive and safe work environment, Recognition and rewards
	Workforce		
	Outsourced Talent		
External	Customers	Satisfaction surveys, Digital engagement, Community activities	Access to high-quality sustainable services, Effective customer channels
	Government & Regulators	Audits, Compliance systems	Adherence to national visions, Legal compliance, Stakeholder protection
	Suppliers	Feedback mechanisms, Procurement processes	Open engagement, Equitable treatment, Prompt payments
	Community	Charitable donations, Sponsorships, Environmental initiatives, Volunteering, Awareness, Activities with school students, Support for people of determination	Community well-being, Active social partnership



DULSCO SUSTAINABILITY FRAMEWORK

Our sustainability framework is cross-functional, involving multiple departments to holistically manage our sustainability initiatives. Important sustainability topics are regularly included in board meeting agendas and discussed in quarterly meetings, ensuring a comprehensive approach to sustainable governance. We are committed to empowering better communities across industry, government, business, and other sectors through a sustainable approach. For 2023, following a strategic review and stakeholder engagement, we have focused on enhancing our sustainability practices through four key pillars.





PILLAR | OUR APPROACH | MATERIAL TOPICS

INTEGRATED SOLUTIONS AND INNOVATION

We are an integrated solutions provider. We drive sustainable progress through technology and innovative solutions in our diverse portfolio. We optimise operations and foster continuous innovation across sectors through digital transformation and innovation.

- Innovative Circularity
- Digital Transformation

ENVIRONMENTAL SUSTAINABILITY

We adopt a holistic lens, taking into account the interconnections between emissions management, energy efficiency, waste and water. Environmental sustainability is at the core of our continued growth in residential and commercial waste management services.

- Carbon Footprint
- Energy Management
- Ecological Impact
- Responsible Waste Management
- Water Stewardship

SOCIAL SUSTAINABILITY

We enhance community well-being through employee development, community engagement, volunteering, and inclusive practices. Our significant investment in training and development has resulted in an increase in training activities.

- Health & Safety Culture
- Employee Welfare
- Employee Engagement, Diversity & Inclusion
- Attracting & Retaining Talent
- Elevating Customer Experiences
- CSR & Community Engagement
- Privacy & Data Security

GOVERNANCE

We maintain high standards of transparency, accountability, and ethical business conduct. We have been recognised for excellence with EcoVadis certification and various government recognitions in the UAE.

- Accountability Framework
- Ethical Business Conduct
- Statutory Compliance
- Sustainable Finance
- Sustainable Supply Chain
- Strategic Risk Mitigation

INTEGRATED SOLUTIONS AND INNOVATION



- ▶ Digital Transformation at Dulsco Group
- ▶ Innovative Circularity



OUR APPROACH

As a leading integrated solutions provider, DulSCO Group understands the critical importance of innovation and tailored solutions in today's dynamic business environment. Our commitment to delivering bespoke, innovative solutions is at the core of our service offering, ensuring that we meet the unique needs of each client effectively.

DulSCO's integrated approach combines cutting-edge technology, industry expertise, and a deep understanding of our clients' challenges and opportunities. By leveraging our extensive experience and innovative capabilities, we provide comprehensive solutions that address immediate requirements and anticipate future needs.

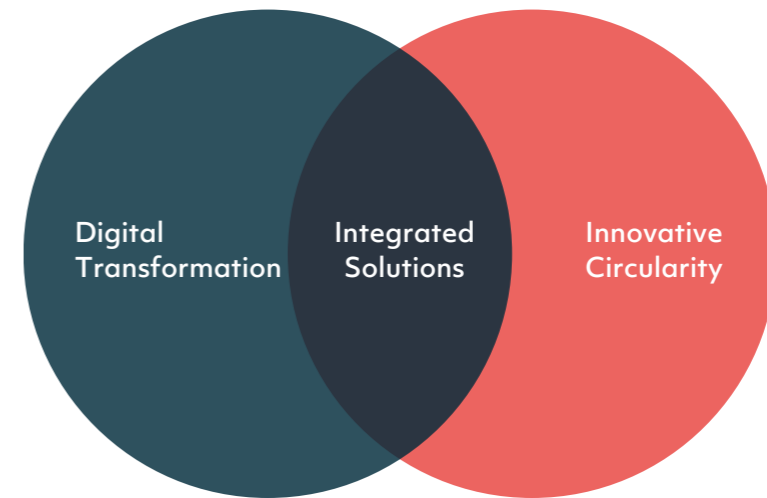
Our tailored solutions are designed to enhance operational efficiency, sustainability, and overall business performance. From environmental to people and talent solutions, DulSCO's innovative strategies are crafted to drive tangible results and create long-term value for our clients.

We aim to achieve a place where technological advancements are used to support and amplify sustainable practices, leading to holistic and impactful solutions for both business and environmental sustainability.

At DulSCO Group, we believe that innovation is the key to staying ahead in a competitive market. Our integrated solutions are a testament to our dedication to excellence and our relentless pursuit of delivering unmatched value to our clients. By partnering with DulSCO Group, clients can expect customised solutions that are not only innovative but also seamlessly integrated to support their business goals and drive sustainable growth.



INTEGRATED IMPACT



Our two material topics, Digital Transformation and Innovative Circularity, converge to create a synergy of Integrated Impact. These interconnected areas ensure that our advanced and next-generation technologies and sustainable solutions improve operational efficiency, reduce our carbon footprint and promote innovation, adaptability, and long-term value for our stakeholders.

ENHANCED EFFICIENCY

Combining advanced technology with sustainable practices, we achieve higher levels of operational efficiency.

LONG-TERM VALUE CREATION

Adopting integrated solutions to create long-term value by improving operational resilience, building stakeholder trust through sustainable practices, and positioning as leaders in sustainability.

ENVIRONMENTAL IMPACT

Reducing carbon footprint through efficient resource management and promoting recycling and reuse.

INNOVATION AND ADAPTABILITY

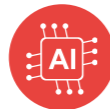
Encouraging innovative uses of technology that align with sustainability goals, we enhance our ability to adapt to evolving environmental regulations and market demands.

DIGITAL TRANSFORMATION AT DULSCO GROUP

DulSCO Group is committed to leveraging digital transformation to redefine operational efficiency, elevate customer service, and enrich the employee experience while advancing our sustainability goals. Since the inception of our comprehensive digital transformation programme in 2020, we have embraced a forward-thinking approach to strengthen a culture of innovation and growth across our organisation.

Through a series of key initiatives, we are reshaping our operations, empowering our employees, and setting new benchmarks for excellence in our industry. Our belief in nurturing a dynamic organisational culture that thrives on change and continuous improvement guides us as we enhance our operations, empower our people, and continue to innovate and lead the way forward.

SMART SOLUTIONS AND INTEGRATION



ENHANCED SECURITY



EMPLOYEE AND CUSTOMER EXPERIENCE



SMART SOLUTIONS AND INTEGRATION

AI INTEGRATION

Integrating Artificial Intelligence (AI) into our operations is a cornerstone of our digital strategy. We aim to enhance decision-making processes, optimise resource management, and elevate customer service standards with the effective utilisation of AI.

SUSTAINABILITY DASHBOARD FOR PROCUREMENT

As part of our commitment to sustainability, we are developing a sustainability dashboard for procurement. This tool will enable real-time monitoring of key environmental and social performance metrics, empowering us to make informed decisions that support our sustainability goals. The internal dashboard will assist in the supplier screening process based on sustainability criteria, including evaluating supplier initiatives, carbon emissions, and In-Country Value (ICV) scores to ensure alignment with our sustainability objectives.



CHRYSALIS

OUR DIGITAL TRANSFORMATION INITIATIVE

We have initiated a robust programme to streamline processes and enhance operational efficiency throughout DulSCO Group. This includes transitioning from various stand alone processes to integrated digital solutions across various business functions.

Under the banner of "Chrysalis," our digital transformation initiative is structured into two distinct projects - Project Alpha and Project Omega - to drive focused outcomes:

PROJECT ALPHA

We are designing a plan to make our operations run more smoothly by using advanced systems that perform tasks automatically. To make sure everyone is comfortable with these changes, we are providing thorough training and support to help our team adjust smoothly to the new system.

PROJECT OMEGA

We are upgrading our website, clinic, pharmacy, and accommodation systems. This means making everything work together seamlessly so that operations run smoothly. We are also installing tools to monitor everything closely, ensuring that our digital upgrades continue to bring lasting benefits.

Benefits

- Our website will perform better, with stronger security and improved ability to recover from disasters.
- We are automating our process to enhance operational efficiency.
- Our network and infrastructure will be more reliable, helping us resolve user issues faster.
- We will manage updates centrally and scale our technology efficiently, making our operations smoother and improving how users experience our services.
- Employees will benefit from more efficient systems, leading to reduced downtime and a better working environment. Customers and vendors will experience improved service reliability and faster issue resolution, enhancing overall satisfaction and trust.

ENHANCED SECURITY

We have implemented advanced security technologies and comprehensive IT security programmes, including phishing simulations and awareness to safeguard sensitive information and protect against cyber threats. By prioritising data protection with robust security measures and privacy policies, we ensure compliance with data regulations and maintain stakeholder trust. Our proactive communication strategy includes providing stakeholders with regular updates on security matters, ensuring a transparent and secure operational environment.

EMPLOYEE AND CUSTOMER EXPERIENCE

We ensure both our employees and customers have access to essential services and support. Employees will be able to access a variety of self-service options, personal information, and important documents. Our recruitment approach is also transforming, reducing manual entries, building a talent database, and providing candidates with a top-notch experience. Additionally, we implement market best practices regarding leave entitlements to enhance work-life balance for all DulSCO Group employees and are continuously reviewing current practices to ensure efficiency and effectiveness at each stage of the employee life cycle.

Similarly, we will empower our customers with a multi-channel experience through a self-service portal where they can easily raise requests, check billing, and lodge complaints. For those seeking information or support, we provide a toll-free number and a dedicated call centre team for prompt assistance. We also will maintain regular communication with customers through marketing emails to inform them about new service offerings, ensuring a smooth and informed experience.



INNOVATIVE CIRCULARITY

Embracing innovative circularity is essential for us to drive sustainability and operational excellence. By adopting circular economy principles, we can significantly reduce waste, optimise resource use, and create value from materials that would otherwise be discarded. This approach minimises environmental impact and opens new business opportunities and revenue streams.

Demonstrating leadership in circularity enhances our reputation as a forward-thinking, responsible company committed to long-term sustainability. Additionally, it fosters resilience against resource scarcity and volatile market conditions, ensuring we remain competitive and sustainable in a rapidly changing global landscape.

"AS A RESPONSIBLE AND FORWARD-THINKING ORGANISATION, DULSCO GROUP IS PROUD TO TAKE THIS SIGNIFICANT STEP TOWARDS ELECTRIFYING OUR FLEET. THIS INITIATIVE MARKS A SIGNIFICANT MILESTONE IN OUR JOURNEY TOWARDS RESHAPING ECO-FRIENDLY TRANSPORTATION IN THE UAE. WE ARE DEDICATED TO BEING A PROACTIVE FORCE IN OUR REGION'S BATTLE AGAINST CLIMATE CHANGE AND ALIGNING WITH THE UNITED ARAB EMIRATES' GOAL OF ACHIEVING NET ZERO."

- DAVID STOCKTON, CEO OF DULSCO GROUP

TRANSITION TO ELECTRIC VEHICLES

We are in the process of finalising our plans to electrify our fleet vehicles. To support this initiative, we commissioned a comprehensive three-month analysis by a third party to assess the energy requirements for the electric fleet, including infrastructure and charging needs based on locations, charger types, and quantities.

Our current fleet includes 173 vehicles in DulSCO People and 248 in DulSCO Environment. Based on the analysis, the external partner provided evidence-based recommendations to guide the electrification and integration of electric vehicles into our fleet.

Electrifying our fleet will facilitate the integration of renewable energy sources, enhance our role as a sustainable partner in the market's value chain, and contribute to the UAE's commitment to Net Zero emissions by 2050.

THE NEW, OLD AND RELOVED

DulSCO Group's 'The New, Old and Reloved' brand promotes circular economy by showcasing upcycled indoor and outdoor furniture from old barrels and wooden pallets.

'The New, Old and Reloved' emerged as a by-product of a recycling-meets-innovation approach, aiming to extend the lifecycle of materials that would otherwise be discarded, transforming them into valuable and functional items. The initiative emphasises the importance of sustainable practices by giving waste materials a new purpose and fostering their reintegration into daily life.

Our workshop repurposes bulky waste collected from waste operations into eco-friendly furniture and showpieces, sold on www.thenewoldandreloved.com. Among the products featured in this collection are barrel wood benches crafted from repurposed barrels and recycled wooden pallets, designed to add character to outdoor spaces, combining durability with aesthetic appeal.



LOOKING FORWARD: DRY WASHING SERVICES

DulSCO People has partnered with Assured Group to introduce innovative dry washing techniques as a sustainable alternative to traditional wet washing in the UAE. This groundbreaking solution is applicable in sectors such as aircraft maintenance, GSE (Ground Service Equipment), car detailing, and office cleaning. By eliminating the use of water, it aids in water conservation and promotes environmental sustainability. Additionally, it enhances efficiency, reduces corrosion risks and costs, and employs eco-friendly cleaning agents.

Dry washing is especially important in regions facing water scarcity or where water conservation is a priority, such as the Middle East.

Looking forward, we anticipate significant positive impacts from this innovation, such as reduced fuel consumption in aviation due to lower aerodynamic drag. We are excited about the potential benefits for various industries and the environment, paving the way for a more sustainable future.

A RECENT STUDY BY A UAE-BASED CARRIER REVEALED THAT SWITCHING FROM WATER WASHING TO DRY WASHING FOR THEIR FLEET OF 260 AIRCRAFT HAS SAVED OVER 11 MILLION LITERS OF FRESH WATER IN A SINGLE YEAR, AS WELL AS PREVENTING THE GENERATION OF A SUBSTANTIAL AMOUNT OF FOUL WATER.





REDUCING OUR CUSTOMERS CARBON FOOTPRINT

Through its dedicated DulSCO Environment business, DulSCO Group offers a comprehensive suite of environmental solutions tailored for companies. These solutions encompass municipal and commercial waste management, industrial and marine cleaning services, as well as waste treatment, processing, and recycling. The aim is to provide sustainable and effective management of waste, thereby contributing to the reduction of Greenhouse Gases (GHG) emissions.

DulSCO Group's state-of-the-art processing facilities are pivotal in achieving these environmental goals. The facilities include the Material Recovery Facility (MRF), the Liquid Treatment Facility (LTF), the Construction and Demolition Waste Recycling Plants (C&D), and a Refuse Derived Fuel Plant (RDF). These advanced facilities play a crucial role in diverting waste from landfills, offering sustainable treatment methods, and consequently reducing GHG emissions.



The **Material Recovery Facility (MRF)** processes over 80,000 tonnes of material annually. It helps efficiently recover over 38 different type of materials from the dry mixed recyclables processed. It separates and compresses them for recycling using advanced technologies like ballistic separators for 2D and 3D materials, industrial magnets for ferrous elements, and compact bales for easy transportation.



The **Refuse Derived Fuel Plant (RDF)**, was a key technology contributing to Expo 2020 Dubai's impressive waste diversion rate of 90.95%. Managing over 250 tonnes of waste daily, the facility converts waste into Refuse Derived Fuels. These fuels power the plant itself and serve as an alternative to fossil fuels for industrial operations like cement factories.



The **Construction and Demolition Waste Recycling Plants (C&D)** manage over 600,000 tonnes of C&D waste annually, achieving a 95% diversion from landfill. The plants convert construction and demolition waste into recycled products such as aggregates and sub-base that can be used for road construction, blocks and manufacturing, amongst other uses.

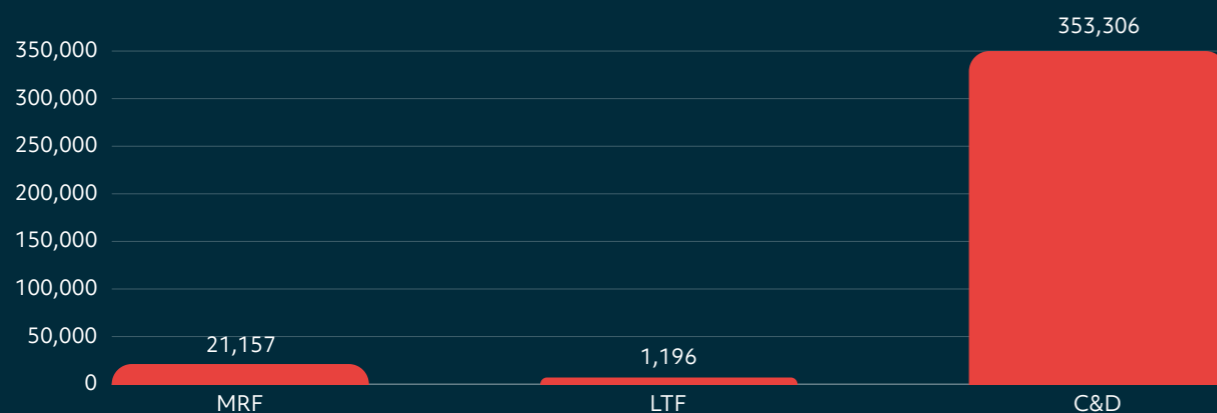


The **Liquid Treatment Plant (LTF)** collects and processes all types of hydrocarbon oily waste, converting them into furnace oil, treated fuel, and irrigation-quality water. This plant is the only facility in the UAE approved by the Marine Emergency Mutual Aid Centre (MEMAC) under the International Maritime Organisation (IMO) and following MARPOL convention standards that protect against marine pollution.



In 2023, DulSCO Group made significant strides in its environmental efforts. The Material Recovery Facility handled 25,927 tonnes of materials. This effort successfully avoided 21,157 tonnes of CO₂ equivalent (tCO₂e) emissions for DulSCO's customers. Additionally, the Liquid Treatment Facility handled 3,865 tonnes, preventing 1,196 tCO₂e emissions, while the Construction and Demolition Waste Recycling Facilities handled an impressive 425,542 tonnes of materials, resulting in the avoidance of 353,306 tCO₂e emissions for DulSCO's customers.

EMISSION AVOIDED FOR DULSCO'S CUSTOMERS (IN TCO₂E)



WE SUPPORT THE **WASTE TO ZERO** INITIATIVE BACKED BY THE **MOCCAE**, TO REDUCE OUR CUSTOMERS' CARBON EMISSIONS.

For more information, see "National Commitments" on page 15.

DULSCO ENVIRONMENT COLLECTS OVER **450,000 LITRES** OF USED COOKING OIL THAT IS THEN CONVERTED INTO **BIOFUELS** BY NEUTRAL FUELS.

For more information, see the case study "Use of Biodiesel in DulSCO People Vehicles" on page 38.

ENVIRONMENTAL SUSTAINABILITY



- ▶ Carbon Footprint
- ▶ Energy Management
- ▶ Ecological Impact
- ▶ Responsible Waste Management
- ▶ Water Stewardship





OUR APPROACH

At DulSCO Group, we hold an unwavering commitment to integrating sustainable practices throughout our operations. From pioneering waste management initiatives to deploying cutting-edge technologies, we transform challenges into opportunities for a greener future.

Central to our approach is our dedication to minimising our carbon footprint and environmental impact. By maximising recycling and minimising landfill use through state-of-the-art facilities, we not only manage waste but redefine it as a valuable resource.

In the battle against climate change, we set rigorous standards for tracking and reducing greenhouse gases emissions. This encompasses direct emissions from various sources and indirect emissions from electricity consumption, underscoring our role in creating a sustainable tomorrow.

Energy efficiency is of crucial importance to us, as we continuously optimise operations and energy consumption. Meanwhile, our innovative water reclamation initiatives highlight our commitment to sustainable water management practices.

Beyond our own operations, we empower our clients, partners, and suppliers through comprehensive waste management services that help businesses achieve their sustainability goals. This collaborative approach extends the impact of our efforts, setting a new benchmark for environmental responsibility in the industry.

Driven by our vision of a more sustainable world, our journey inspires others to rethink possibilities. With every innovation and initiative, we not only safeguard the environment but also shape a future where sustainability and prosperity go hand in hand.



DULSCO AT COP28

At the Conference of the Parties (COP28) held at Expo City Dubai, DulSCO Environment played a pivotal role in sustainable waste management, achieving significant milestones. The company collected 360 tonnes of waste, successfully diverting 325 tonnes from landfill, resulting in an impressive 90% waste diversion rate. Among the waste diverted, 118 tonnes of recyclables were recovered, and 6 tonnes of organic waste was composted. On the other hand, 201 tonnes of waste was sent to Dubai Municipality's Waste to Energy Plant to facilitate energy production. Dubai Municipality and DulSCO Group signed a Memorandum of Understanding (MoU) at COP28 to manage the waste generated during the event.

DulSCO Environment's innovative strategy included a 'Mobile Transfer Station' approach. Bespoke small City Compactor Vehicles (CCVs) collected waste from various locations within the Expo City Dubai site and seamlessly transferred it to larger compactors to ensure quick turnaround as well as reduce external waste transportation off-site. This strategy not only reduced transportation and manpower costs but also lowered fuel consumption, further enhancing carbon savings. The CCV fleet operated on biofuel B5 throughout the entirety of the event, thereby further reducing the carbon footprint attributed to waste haulage.

To ensure efficient waste management, DulSCO Environment conducted 22 training sessions for various stakeholders, including staff, tenants, F&B personnel, and housekeeping teams.

Collectively we contributed to substantial carbon savings of 950,000 kilogrammes of CO2 from waste diversion and 5,000 kilogrammes of CO2 from the use of sustainable fuel and reduced transportation by optimising collection routes.

DulSCO Environment was a sponsor of the first-ever Waste and Resources Pavilion at COP28, hosted by the International Solid Waste Association (ISWA). The pavilion provided a new platform for key conversations and a call to action for decision-makers worldwide to recognise the Waste and Resource Management sector as a net reducer of GHG emissions supporting a low-carbon future.

Additionally, DulSCO Group endorsed the Waste to Zero: Global Initiative for Waste Decarbonisation supported by the UAE Ministry of Climate Change & Environment and is fully committed to reducing customers' carbon emissions as part of this initiative. DulSCO Group also sponsored the Climate Hub at Heriot-Watt University, marking one of our many impactful partnerships at COP28, to shed light on key elements in driving a greener future.

Through these efforts, DulSCO Group significantly contributed to the environmental success of Expo City Dubai and COP28, setting a benchmark for sustainable event management.



Signing of Memorandum of Understanding (MoU) between Dubai Municipality and DulSCO Group

Reverse Vending Machines in partnership with Sparklo

Solar Powered Smart Bins

Customised Electric Vehicles and Bins

DulSCO Group in the Climate Hub at Heriot-Watt University

City Compactor Vehicles

OUR ENVIRONMENTAL IMPACT - AT A GLANCE



Total electricity consumption
974,235 KW

Energy intensity
53 KW

18%
of our energy consumption
came from renewable sources

Solar power generated at
Muhaisanah Accommodation
173,656 KW

Total emissions
amounted to
34,616 TCO₂E

Scope 1 emissions
totaled
26,545 TCO₂E

Scope 2 emissions
totaled
8,071 TCO₂E



**70 OF OUR DULSCO PEOPLE
VEHICLES OPERATED ON
BIOFUEL, SAVING 35,647 KG
OF CO₂E.**



**1,037 TONNES OF DULSCO'S
WASTE WAS DIVERTED FROM
LANDFILLS**



Water reclaimed in 2023
24,338,000 L = 9.7
Olympic swimming pools

Following the installation of water
fountains in 2022, we saved
140,429
plastic bottles in 2023

DulSCO Liquid Treatment Facility
wastewater is treated in-house to
produce **irrigation-quality water**
for landscaping and tank
cleaning.

CARBON FOOTPRINT

Reducing emissions and minimising our carbon footprint is crucial for our sustainability and long-term success. By actively managing and reducing Greenhouse Gases (GHG) emissions, we demonstrate our commitment to environmental responsibility, which is increasingly important to stakeholders, including customers, investors, and regulatory bodies. This proactive approach not only helps combat climate change but also enhances our impact as a forward-thinking, eco-conscious company.

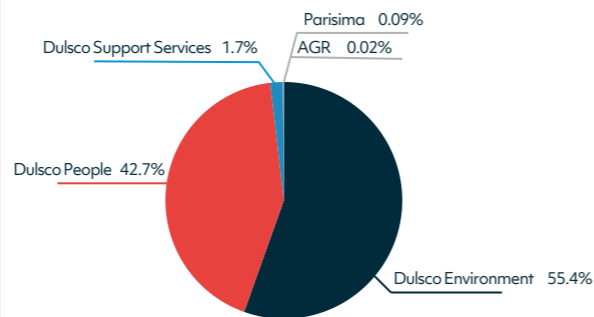
Our journey towards sustainable operations involves continually striving to mitigate our environmental impact. Key to this commitment is the reduction of GHG emissions, an integral aspect we need to relentlessly address and nurture to contribute to a more sustainable world. We vigilantly monitor our carbon footprint and actively discuss strategies for carbon neutrality.

In 2023, we generated a total of 34,616 tCO₂e emissions. The most significant portion of these emissions came from DulSCO Environment due to the nature of service, which accounted for 19,192 tCO₂e, equivalent to 55.4% of the total emissions. DulSCO People was the second-largest contributor, responsible for 14,787 tCO₂e, or 42.7%.

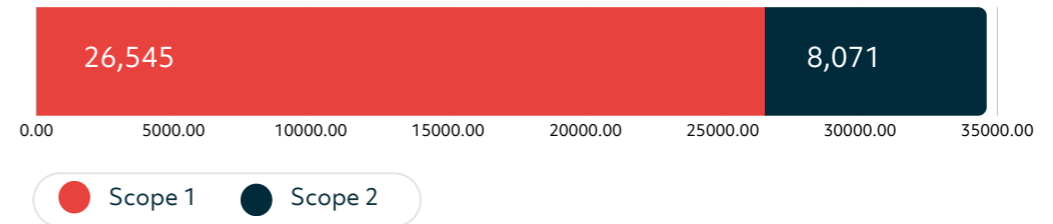
DulSCO Support Services added 598 tCO₂e, making up 1.7% of the emissions, while Parisima contributed 32 tCO₂e or 0.09%. Finally, AGR's emissions amounted to 7 tCO₂e, amounting to 0.02% of the overall emissions.

The total emissions were divided into two categories: Direct Scope 1 emissions and Indirect Scope 2 emissions. Scope 1 emissions include a range of sources such as Stationary combustion (burners, LPG, and diesel generators), Mobile combustion (diesel, petrol, biodiesel, CNG), and fugitive emissions from refrigerants. On the other hand, Scope 2 emissions account for the indirect Greenhouse Gases emissions from the consumption of purchased electricity, heat, and cooling.

SHARE OF EMISSIONS BY BUSINESS LINES



EMISSIONS GENERATED BY SCOPE IN TCO₂E



These Scope 1 emissions totalled 26,545 tCO₂e, with DulSCO Environment being the dominant source, contributing to 64% of these emissions.

Scope 2 emissions amounted to 8,071 tCO₂e. The majority of these Scope 2 emissions, 66%, originated from DulSCO People, due to the nature of business.

CARBON MANAGEMENT POLICY

Recognising the urgent challenge posed by Greenhouse Gases emissions, we are steadfast in our pledge to measure, reduce, and report our carbon footprint.

Aligned with the UAE Climate-Responsible Companies Pledge, we actively support the national objective of achieving Net Zero emissions by 2050 through a robust, cross-sectoral approach to attaining climate neutrality.

Our Carbon Management Policy, developed in 2022 encompassing both our operations and value chain, serves as part of the foundation of our operational strategy, integrating carbon management practices across all facets of our operations and supply chain. This includes:

- Optimising fleet routes
- Promoting clean energy adoption
- Transitioning to hybrid and electric vehicles
- Fostering a culture of GHG emissions reduction through comprehensive staff training and supplier engagement
- Enhancing energy efficiency



RESERVED PARKING FOR EMPLOYEES WHO CAR POOL



FREE SHUTTLE TO THE METRO TO ENCOURAGE THE USE OF PUBLIC TRANSPORT

ENERGY MANAGEMENT

ELECTRICITY CONSUMPTION

Effective energy management is vital for our operational efficiency and sustainability. By optimising energy use, we can significantly reduce operational costs, enhance productivity, and improve our environmental footprint. Ultimately, strategic energy management supports our mission of fostering a resilient and sustainable future for both the company and the communities we serve.

SOLAR POWER GENERATED IN DULSCO'S MUHAISANAH ACCOMMODATION FROM MAY TO DECEMBER:
173,656 KW





In 2023, we consumed a total of 53 kilowatts (kW) of energy per employee. This figure represents the energy intensity requirements necessary to support our activities.

Our total electricity consumption reached 974,235 kW, with 173,656 kW, or 18%, sourced from renewable energy.

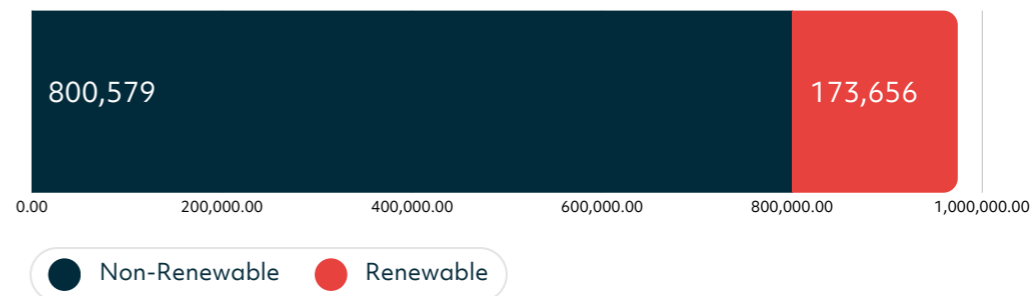
The majority of our consumption, 800,579 kW, or 82%, was derived from non-renewable sources. Nevertheless, we are encouraged by the progress made in the integration of renewable energy and remain dedicated to further enhancing our sustainability initiatives.

In line with this commitment, we have installed:

 Energy-efficient lights including LED lights, motion-sensor-operated lights, along with solar and photovoltaic-cell-operated lights.

 Building management system to monitor/control energy usage in Fujairah accommodation.

ENERGY CONSUMPTION IN KW



LOOKING AHEAD



We plan to expand our solar power generation in the coming years. This strategic initiative aims to increase our renewable energy capacity, reduce our carbon footprint, and support our commitment to sustainable development.

FUEL CONSUMPTION



Our operations consumed 9,083,177 litres of fuel in 2023. Of this, 318,492 litres, or 3.51%, were biofuels. This incorporation of biofuels underscores our commitment to progressively continue integrating sustainable fuel options into our operations, reflecting our ongoing efforts to reduce our environmental impact.

Breaking down the fuel consumption by entity, DulSCO Environment consumed 64.3% of the fuel, demonstrating its operational energy requirements due to the nature of services.

DulSCO People accounted for 35.7% of the fuel consumption.

Fuel consumption for Parisima, and AGR is not considered applicable, as the vehicles in these divisions are exclusively used for employee commuting.

CHARGING STATIONS FOR ELECTRIC VEHICLES AT DULSCO HEAD OFFICE



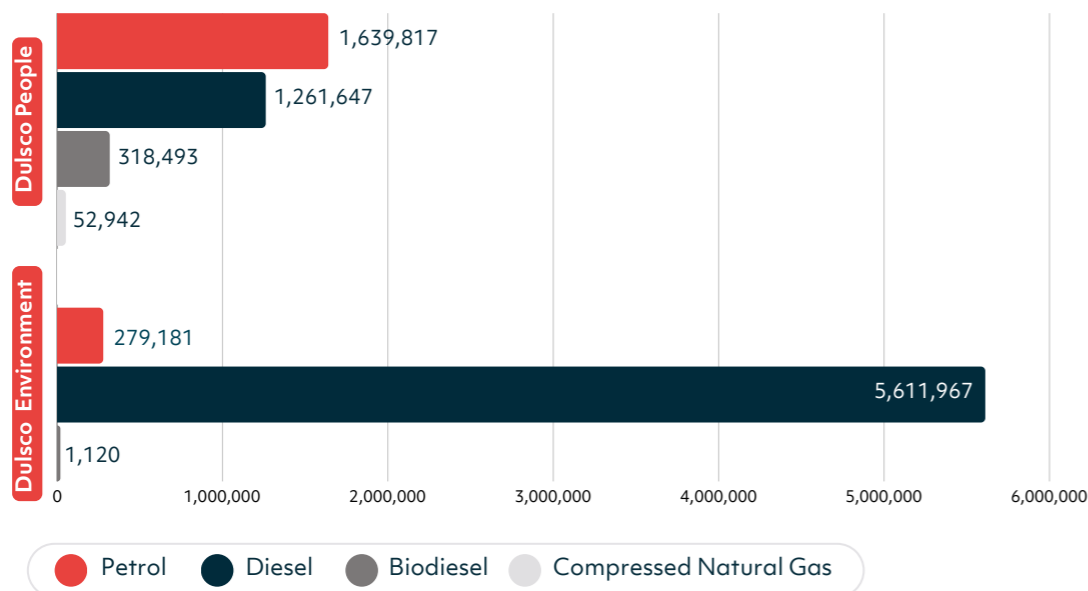
USE OF BIODIESEL IN DULSCO PEOPLE VEHICLES

DulSCO People has partnered with Neutral Fuels, a certified biodiesel supplier, to support our role in the UAE's sustainability objectives and global climate action efforts. From July to December 2023, this initiative achieved carbon savings of 35,647 kg of CO₂e. Neutral Fuels, the only biofuel producer in the UAE certified by the Emirates Authority for Standardisation and Metrology (ESMA), converts waste cooking oil into green fuel blends. DulSCO Environment is helping to produce the fuel itself, by collecting more than 450,000 litres of used cooking oil as part of its business operations and providing it to Neutral Fuels for treatment. Around 70 of DulSCO People's vehicles operate on biofuel, with plans to transition our entire fleet away from fossil fuels.

"DULSCO GROUP IS 100% COMMITTED TO SUPPORTING GOVERNMENT INITIATIVES ON CLIMATE CHANGE, INCLUDING THE NET ZERO 2050 AGENDA. WITH 2023 BEING THE YEAR OF SUSTAINABILITY, AND WITH THE CONCLUSION OF COP28, BUSINESSES AND CONSUMERS HAVE BECOME INCREASINGLY ENVIRONMENTALLY CONSCIOUS, PLACING THE SPOTLIGHT ON SUSTAINABILITY LIKE NEVER BEFORE."

- ANTONY MARKE, COO OF DULSCO PEOPLE

FUEL USED BY SUBSIDIARY



ECOLOGICAL IMPACT

Understanding and mitigating our ecological impact is crucial for our commitment to sustainability and corporate responsibility. By actively reducing our environmental footprint, we can preserve biodiversity, protect ecosystems, and contribute to the overall health of the planet.

Prioritising ecological considerations not only aligns with global environmental goals but also enhances our reputation as a conscientious and forward-thinking company.

This approach fosters trust among stakeholders, attracts eco-conscious clients, and ensures compliance with environmental regulations. Ultimately, a strong focus on minimising ecological impact supports our mission to create a sustainable future for the company and the communities we serve.

HEAT ISLAND REDUCTION

The aim of this policy and initiative is to mitigate the adverse effects on microclimates, human health, especially in frontline communities, and wildlife habitats by reducing heat islands. This initiative encompasses both non-roof and roof surfaces, as well as covered parking areas.



Green roofs, recommended by the US Green Building Council, are employed to counteract the urban heat island effect. Specifically, this applies to areas like the DulSCO Head Office's building roof and surrounding parking facilities which are covered with plants.

MANGROVE PLANTATION

At DulSCO Group, we reinforced our commitment to environmental initiatives by organising a mangrove planting event, bringing together 100 team members and corporate clients like BRF, ENOC Link, and Fischer.

Together, we planted 300 mangrove trees at Jebel Ali Wildlife Sanctuary to combat climate change and support the UAE National Carbon Sequestration Project, which aims to plant 100 million mangroves by 2030. Each participant planted three trees, and their growth and carbon sequestration can be tracked via the EcoMatcher app.

"AS A LEADING FORCE IN ENVIRONMENTAL SOLUTIONS, DULSCO IS PROUD TO SUPPORT INITIATIVES THAT PRESERVE AND ENHANCE OUR PLANET. FOLLOWING OUR FIRST MANGROVE TREE PLANTING INITIATIVE WITH OUR EMPLOYEES LAST YEAR, WE MADE THIS YEAR'S EVENT BIGGER AND BETTER BY BRINGING TOGETHER OUR VALUED TEAM MEMBERS AND CLIENTS ACROSS OUR BUSINESSES AS ONE, REINFORCING OUR JOINT COMMITMENT TO CREATING A BETTER FUTURE FOR OUR PEOPLE AND THE WORLD WE LIVE IN. THE EMEG DOES A WONDERFUL JOB IN PROTECTING MARINE LIFE AT JEBEL ALI, AND WE ARE DELIGHTED TO PLAY OUR PART IN ENHANCING THE SANCTUARY'S NATURAL ECO-SYSTEM AND BIODIVERSITY."

- JOHN GRAINGER, COO OF DULSCO ENVIRONMENT

The initiative also included a beach cleanup, resulting in 1.5 tonnes of waste collected, further showcasing our commitment to environmental protection and promoting sustainability amongst our team members and stakeholders.



ENVIRONMENTAL SUSTAINABILITY POLICY

At Dulsco Group, our philosophy focuses on managing and minimising our environmental footprint through a comprehensive strategy that includes continuous improvement in sustainability initiatives, employee training in responsible practices, strict compliance with industry standards, maintaining low-risk operations, and proactive engagement with stakeholders on sustainability matters.

Our policy aims include implementing environmental actions within our organisation, monitoring internal environmental improvements, and demonstrating leadership through sustainable partnerships with suppliers and proactive communication with customers.

We are committed to integrating environmental considerations into all our activities, striving for efficient resource use, pollution prevention, and setting clear targets to reduce water and energy consumption.

Continuous measurement, monitoring, reporting, and improvement in our environmental sustainability performance are fundamental to this commitment.

- Segregate, recycle, and minimise waste, limiting single-use plastics.



- Reduce carbon emissions, support the UAE's Net Zero by 2050, and promote renewable energy.



- Conserve water, advocate recycling and reuse, and switch to sustainable fuels.



- Support biodiversity and collaborate to enhance sustainability.





RESPONSIBLE WASTE MANAGEMENT

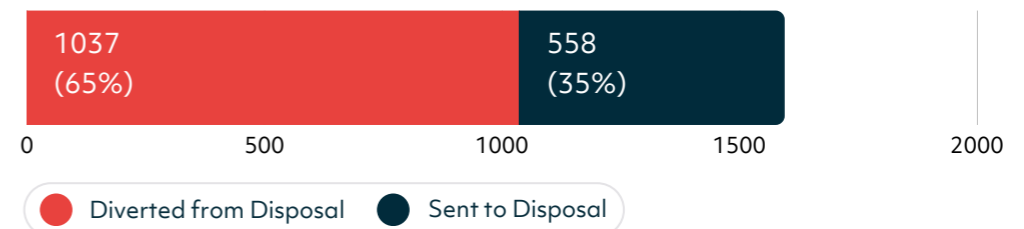
Our emphasis on responsible waste management is a demonstration of our commitment to sustainability and corporate citizenship. By implementing effective waste management practices, we can reduce landfill usage, promote resource conservation, and minimise environmental impact. Embracing responsible waste management not only aligns with global sustainability goals but also enhances our positioning as a socially responsible company. It demonstrates a proactive approach to environmental stewardship while fostering community goodwill.

Twelve years ago, we introduced our Waste Handling Policy to mitigate the harmful impacts of waste. This policy, which has been progressively updated, ensures a consistent system for waste management. It emphasises reduction, reuse, recycling, and proper disposal, addressing both non-hazardous and hazardous waste.

In 2023, we generated a total of 1,595 tonnes of waste. A significant portion of this waste was diverted from landfill disposal through various best practices. The most notable strategies included converting waste into energy via the Dubai Municipality Waste to Energy Plant in Al Warsan, as well as recycling. These waste management efforts successfully diverted 65%, or 1,037 tonnes, from landfill disposal while supporting the circular economy by transforming waste materials into new, usable products.

Despite these significant efforts at waste diversion, there remained a portion of waste that could not be converted into energy or recycled. The total waste directed to disposal amounted to 558 tonnes, representing 35% of the overall waste generated.

DISTRIBUTION OF WASTE: DISPOSAL VS. DIVERSION IN TONNES



*Figures portrayed represent the waste generated at the Dulsco Head Office, Dulsco Village Accommodation, DIP Accommodation, Muhaisnah Accommodations, Al Warsan Accommodation, and Abu Dhabi Office

COMMITTED TO REDUCING OUR WASTE FOOTPRINT

Encompassing the elaborate realm of waste management, the scope of our efforts, while ambitious, is unmistakably clear. Determined to uphold our responsibility towards effective waste management, Dulsco Group has deployed strategies that focus on eliminating waste generation at its source.



ALUMINIUM RECYCLING COALITION

Emirates Global Aluminium (EGA) launched the Aluminium Recycling Coalition to boost aluminium recycling efforts in the UAE. The coalition aims to promote aluminium recycling, especially beverage cans, among UAE consumers. The launch event was attended by UAE Minister of Economy, His Excellency Abdullah Bin Touq Al Marri, and UAE Minister of Climate Change and Environment, Her Excellency Mariam bint Mohammed Saeed Hareb Almheiri.

Coalition members include EGA, Tadweer, Aujan Coca-Cola Beverages, Coca-Cola Al Ahlia Beverages, BEEAH Tandeef, Dubai Refreshment, CANPACK, Crown Bevcan EMEA, Veolia, and us as Dulsco Group.

The coalition's first project will support a study by the International Aluminium Institute on recycling rates and behaviours in the UAE. The alliance will also advise the government on recycling policies and work on improving recycling infrastructure.

Minister Abdullah Bin Touq Al Marri emphasised the coalition's role in enhancing the UAE's global leadership in green development and supporting the country's circular economy goals.



SHOW YOU CARE, DO YOUR SHARE

Dulsco Group has introduced a recycling initiative and policy to reduce waste and promote environmental conservation both at work and at home. Employees are encouraged to responsibly dispose of recyclables and hazardous waste, with specific roles assigned to ensure the programme's success.

Each department has a Recyclable Collection Representative (RCR) responsible for managing recyclables. We recognise that education and awareness are crucial for encouraging source segregation and recycling. To promote it, we conduct awareness sessions for employees, induction programmes for new hires, distribute periodic e-flyers, produce educational videos, organise competitions, and use illustrative bin stickers.

To incentivise participation, employees earn points for collected recyclables, redeemable for rewards such as in-house produced upcycled mementoes or monetary benefits. The top contributors are recognised as winners. In 2023, 6710 kg of recyclables were collected as part of this initiative.

WATER STEWARDSHIP

Water, a life-sustaining substance, is also a key ingredient in many of our operations; thus, we recognise our responsibility to manage it wisely and sustainably. Our interactions with water as a shared resource go beyond our immediate needs. As a conscientious organisation, we strive to implement sustainable usage and management strategies that align with our environmental ethos and demonstrate our commitment to preserving water for future generations.

In 2023, our total water consumption amounted to 381,242,381 litres across key locations, including the DulSCO Head Office, DulSCO Village accommodation, DIP accommodation, Muhaisanah 1, 2, and 3 accommodations, Fujairah accommodation, and the Parisima office.

On the other hand, our efforts towards sustainability were highlighted by the reclamation of 24,338,000 litres of water, approximately 9.7 Olympic-sized swimming pools, facilitated through the DulSCO Village Accommodation Greywater Treatment Plant and the Fujairah Sewage Treatment Plant.

Wastewater from the DulSCO Liquid Treatment Facility is treated in-house to produce irrigation-quality water for landscaping and tank cleaning by the Technical Services team.

As we move forward, we remain committed to advancing our water stewardship practices. We understand that there is always room for improvement, and we are not complacent. We remain vigilant, continuously reviewing our practices and seeking opportunities for innovation and improvement in water management.

We are eager to continue the journey, confident in our commitment to responsible water stewardship, and optimistic about the strides we will make in reducing our water footprint, improving water efficiency, and managing our water discharge. This commitment is embedded in our culture and is a crucial part of our aspiration to be a leader in environmental responsibility.



Following the installation of water fountains across our offices in 2022, we saved

140,429

plastic bottles in 2023.

WATER EFFICIENCY POLICY

Our Water Efficiency Policy is designed to implement top-tier water management practices in office buildings, complying with LEED v4 standards. This policy provides comprehensive guidelines for replacing sanitary fixtures and equipment, ensuring performance measurements align with design flow rates, and establishing standard operating procedures alongside implementation strategies. It defines roles and responsibilities, sets schedules for reassessment, and includes quality assurance measures.

Covering the full scope of water efficiency, the policy details strategies for reducing indoor water use and mandates building-level water metering. It emphasises the importance of performance measurement and outlines a clear schedule for reassessment to ensure continuous improvement.



DULSCO VILLAGE ACCOMMODATION GREYWATER TREATMENT PLANT



FUJAIRAH SEWAGE TREATMENT PLANT

SOCIAL SUSTAINABILITY



- ▶ Health & Safety Culture
- ▶ Employee Welfare
- ▶ Employee Engagement, Diversity & Inclusion
- ▶ Attracting & Retaining Talent
- ▶ Elevating Customer Experiences
- ▶ CSR & Community Engagement
- ▶ Privacy & Data Security

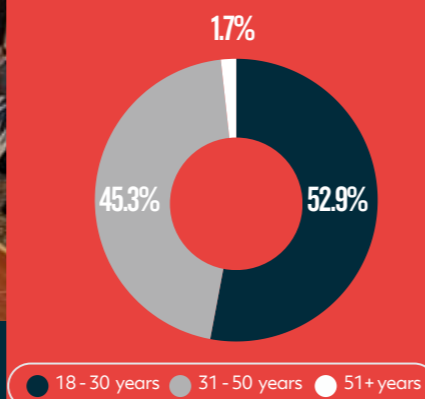




OUR PEOPLE - AT A GLANCE



EMPLOYEES BY AGE GROUP



34 IMPACTFUL CSR ACTIVITIES IN 2023



44,479,453

Total Man-hours worked on-site

144

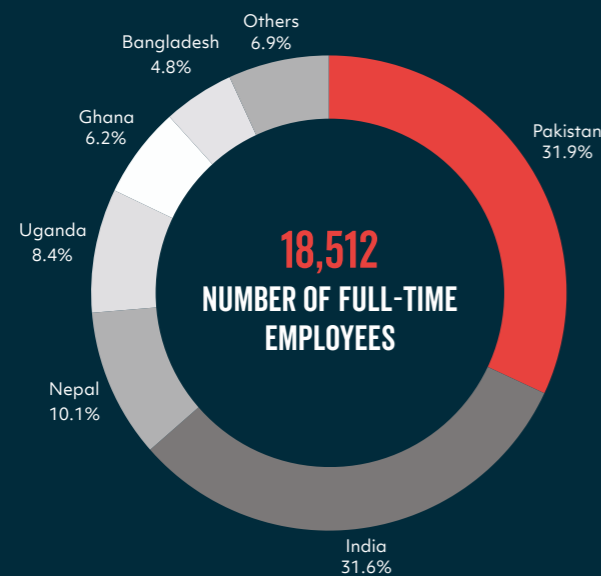
Sporting events in 2023

OFFICE STAFF GENDER DISTRIBUTION

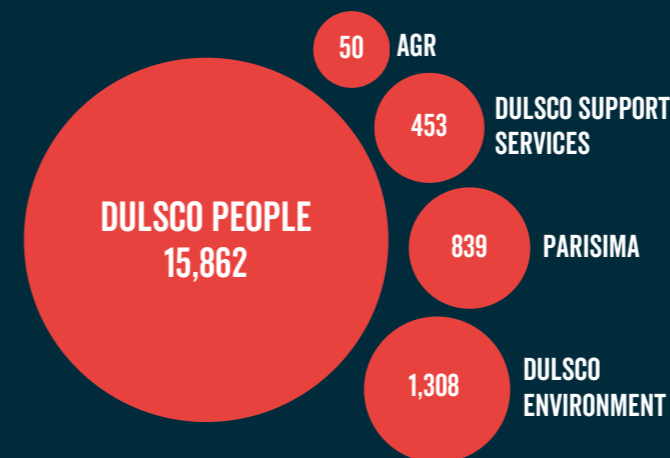
28.8%
Female

71.2%
Male

75 NATIONALITIES



NUMBER OF FULL-TIME EMPLOYEES FOR EACH BUSINESS ENTITY



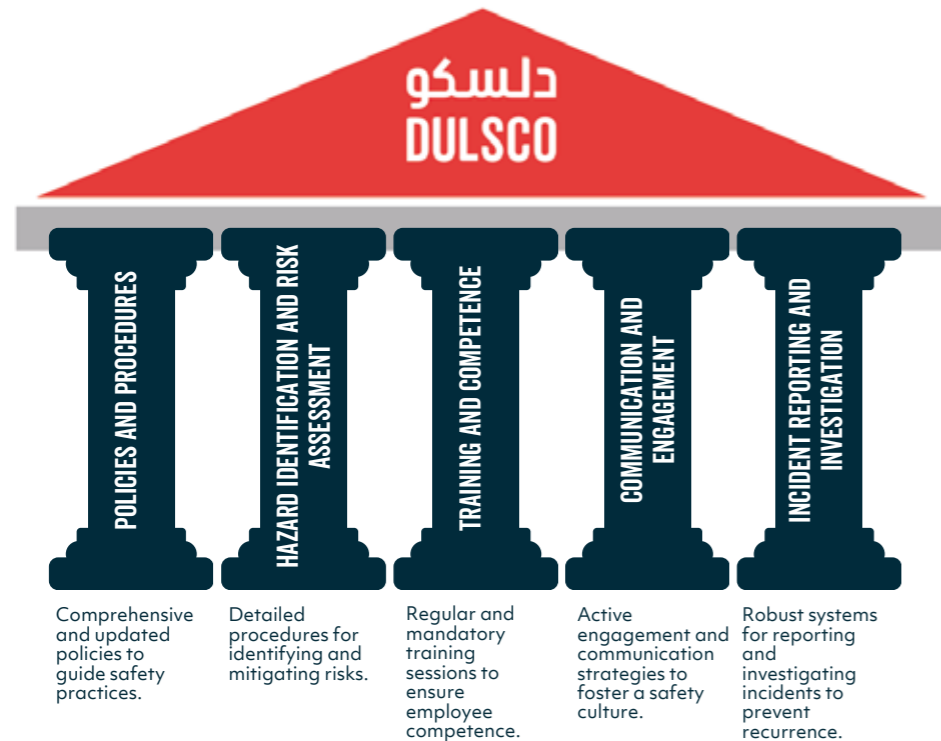
HEALTH & SAFETY CULTURE

At Dulsco Group, we place the utmost importance on ensuring the health and safety of our employees. Our well-defined policies, intensive training efforts, and proactive safety procedures are all ways that help us create a safe and congenial working environment for our employees, our subcontractors and all those involved with our organisation. We are committed to continuous improvement in health and safety. In 2023, we appointed the Director of Health, Safety and Environment at Dulsco Group, bringing in more HSE expertise. This role focuses on unifying nationwide standards to enhance HSE practices and culture across the UAE, benefiting both corporate and client operations.

Our business practices include a variety of programmes and campaigns that are aimed at enhancing the well-being of our employees and reducing the negative impact of a challenging working environment.

STRATEGIC INITIATIVES AND SAFETY PILLARS

Our approach to safety is structured and multi-faceted, focusing on the following pillars:



LEADERSHIP AND COMMITMENT

We have implemented regular safety training sessions to ensure all employees are well-versed in safety protocols and procedures. In 2023, a significant number of training sessions were conducted, reaching a large number of participants and enhancing overall safety awareness and preparedness. Additionally, we conduct frequent safety audits and inspections to identify potential hazards and implement corrective actions promptly.

Our robust incident reporting system encourages employees to report any safety concerns or incidents. Each reported incident is thoroughly investigated, and preventive measures are put in place to avoid recurrence.

Drive Safe Telematics (Greenroad)
Implemented to monitor driver behaviour and enhance road safety.

Annual HSE Week
Featuring 137 activities, such as training sessions, firefighting drills, quizzes, and games to promote health & safety awareness.

Monthly Health Check-up Campaigns
Including eye testing, basic health check-ups, and BMI assessments at offices and workforce accommodations.

Fire Drill

Furthermore, regular site inspections and employee feedback mechanisms are in place to ensure ongoing safety and address any emerging concerns. Our focus on employee wellness is evident through our comprehensive activities conducted throughout the year.

CERTIFICATIONS, AWARDS AND RECOGNITIONS

CERTIFICATIONS

- ISO 45001:2018 Occupational health and safety management
- ISO 14001:2015 Environmental management system
- ISO 9001:2015 Quality management system
- ISO 15189: 2012 Medical laboratories
- OSHAD-SF Certification: Occupational safety and health
- British Safety Council Membership (Valid until 8th August 2025)

AWARDS AND RECOGNITIONS

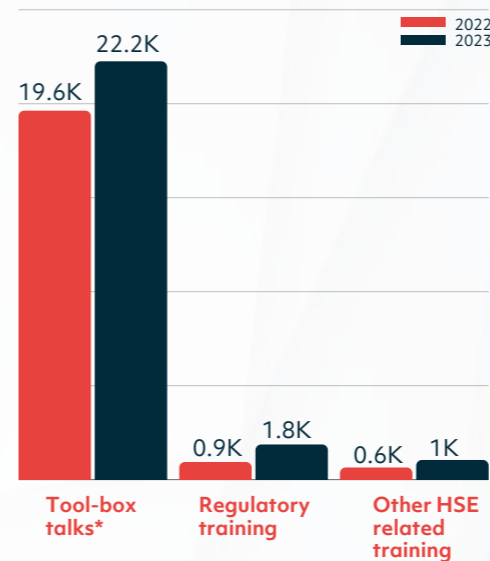
- Safety Awards 2023 given to DulSCO employees displaying outstanding commitment to safety.
- Client appreciation from leading industry partners for exemplary safety performance.

HEALTH & SAFETY TRAINING SESSIONS

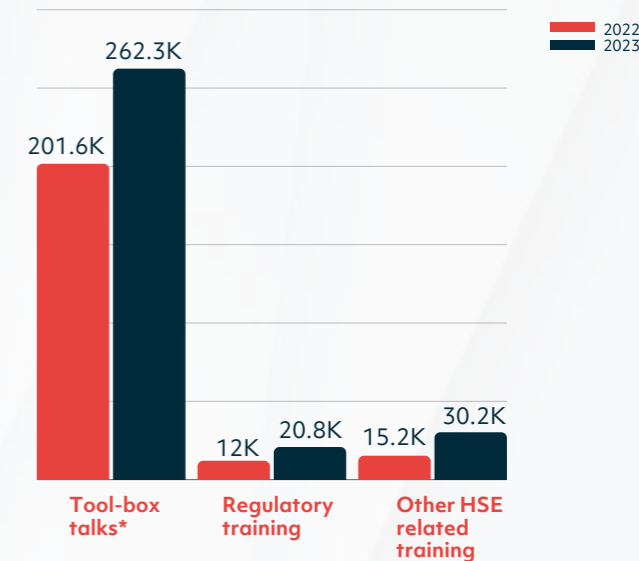
The structured approach towards safety measures, compliance with regulations, and regular training ensures a safe and healthy working environment. The data for HSE-related training provides a clear picture of the efforts and their impact, marking a successful year in terms of health and safety.

In 2023, we conducted 22,257 toolbox talks with 262,398 participants, 1,871 regulatory training sessions with 20,832 participants, and 1,046 other HSE training sessions with 30,241 participants. These training programmes ensure that our employees and others working with our organisation are well-equipped with the knowledge and skills to maintain a safe workplace.

NUMBER OF SESSIONS



NUMBER OF PARTICIPATIONS



2,917
HEALTH & SAFETY TRAININGS HELD IN 2023

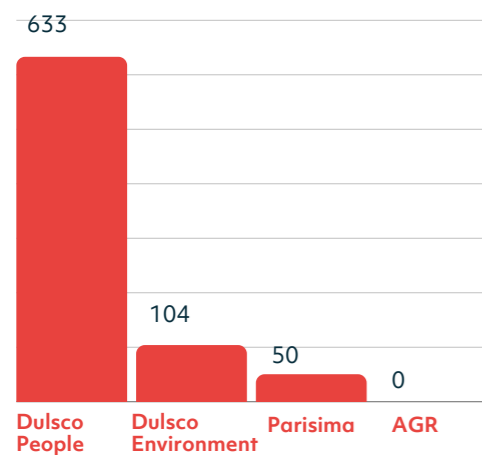
*Tool-box talk does not include AGR data

HEALTH & SAFETY METRICS

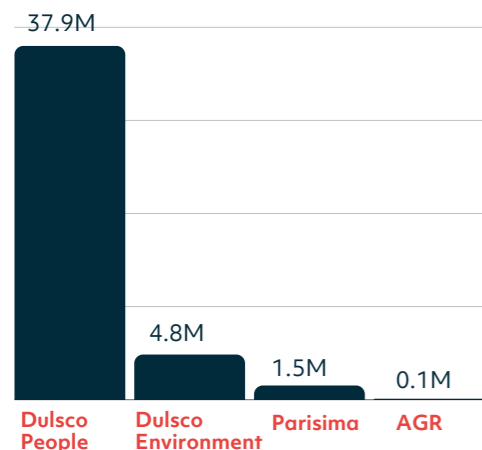
TOTAL WORK-RELATED INJURIES

DulSCO Group emphasises workplace safety by maintaining clear records and monitoring data. In total, there were 787 recordable injuries across the organisation. Parisima reported 50 incidents, while AGR had none. DulSCO People recorded the most injuries, with 633 incidents, followed by DulSCO Environment, with 104 incidents. We encourage the reporting of injuries, no matter how minor they may be, which helps us maintain accurate data and address potential issues early. This practice contributes to the seemingly high number of reported injuries, as it includes acute and minor incidents. We acknowledge the critical importance of analysing these numbers for stringent safety measures and continuous training to prevent workplace injuries and ensure the well-being of employees. These figures are crucial indicators of the efficacy of safety protocols and the need for ongoing improvements to mitigate risks.

RECORDABLE INJURIES



MAN-HOURS WORKED (IN MILLION HOURS)

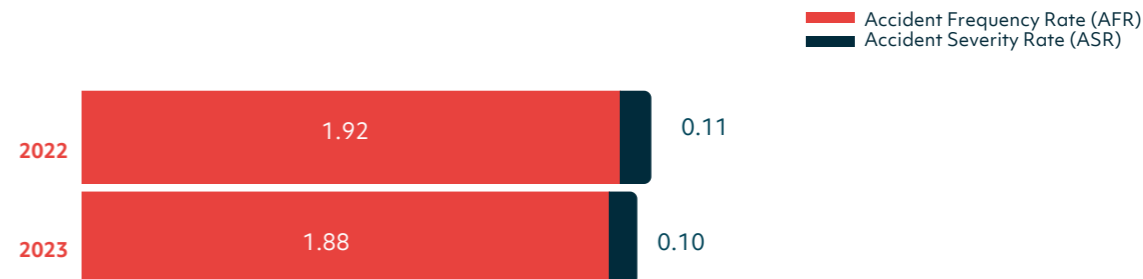


ZERO FATALITIES AS A RESULT OF WORK-RELATED ILL HEALTH ACROSS DULSCO GROUP

44,479,453 TOTAL MAN-HOURS WORKED ON-SITE

ACCIDENT RATE

In 2022, the average Accident Frequency Rate was 1.92, which decreased to 1.88 in 2023. Similarly, the average Accident Severity Rate was 0.11, reducing to 0.10 in 2023. These improvements were achieved through diligent preventive measures.



1 MILLION ACCIDENT-FREE MAN-HOURS AT DULSCO ENVIRONMENT C&D SITE IN AJMAN

The DulSCO Construction and Demolition (C&D) Waste Recycling Plant site in Ajman achieved a milestone of 1 million accident-free man-hours, highlighting the site's robust health, safety, and environment (HSE) practices. This accomplishment is particularly notable given the complex work activities and harsh weather conditions faced at the site.

Lost-Time Injury (LTI), a key HSE metric, represents the days worked without time lost due to accidents. Achieving 1 million accident-free hours underscores the effectiveness of DulSCO's strict HSE culture, which includes continuous training, regular safety audits, and stringent compliance with safety protocols.

The success at the Ajman site was driven by proactive safety measures such as regular safety drills, risk assessments, and immediate corrective actions. Employee engagement was also crucial, with regular safety meetings, feedback mechanisms, and incentives for safe behaviour fostering a commitment to safety across the team.

To celebrate this milestone, a ceremony was held, and gifts were given to key employees, celebrating the importance of maintaining high safety standards. This achievement demonstrates that with strict adherence to safety protocols and proactive measures, even challenging work environments can achieve outstanding safety records, setting a benchmark for future projects.



HEALTH & SAFETY CAMPAIGNS

A safe, healthy, and productive workplace environment always benefits employees and organisational growth. Through comprehensive health and safety campaigns, we ensure that our employees are aware of potential hazards, equipped with the necessary skills to mitigate risks, and supported in maintaining their overall well-being, thereby fostering a more resilient and efficient workforce.

These initiatives are designed to educate and equip employees with the knowledge and skills needed to navigate various workplace hazards and maintain overall well-being. Our multifaceted approach includes a range of training programmes, awareness sessions, and health campaigns, each tailored to address specific safety and health concerns.



The achievements of 2023 have set a strong foundation for continuous improvement in our health and safety practices. As we look to the future, we remain dedicated to enhancing our safety culture and ensuring the well-being of our employees through ongoing initiatives and proactive measures.

KEY COMPONENTS OF OUR HEALTH AND SAFETY CAMPAIGNS

Driving Safety

Defensive driving and vehicle safety training to reduce accidents and promote safe driving practices.

Hazardous Materials Handling

HAZMAT training and dangerous goods handling to ensure safe management of hazardous substances.

Manual Handling & Equipment Safety

Awareness sessions on manual handling, equipment safety, and safe operation of machinery like forklifts and grabber cranes.

Workplace Safety Training

Safety sessions for specific roles, such as drivers and forklift operators, and general workplace safety training.

Health & Well-being Campaigns

Initiatives focusing on first aid, mental health, fatigue management, and disease prevention, including flu vaccinations and campaigns on heart health and breast cancer awareness.

Environmental & Seasonal Safety

Campaigns addressing heat stress during summer, Ramadan safety, and environment day activities.

Specialised Safety Awareness

Training and awareness on specific risks such as caustic awareness, pedestrian safety, and taxiway safety precautions.

Personal Well-being Initiatives

Programmes on burnout management, work-life balance, and overall happiness, with a focus on women's health and immunity building.

HSE WEEK 2023 AT DULSCO GROUP

Overview: HSE Week 2023 at DulSCO Group was a week-long initiative aimed at strengthening workplace safety and promoting a culture of health, safety, and environment (HSE) awareness. This comprehensive event featured 137 activities across DulSCO Group offices, accommodations, and facilities, and client sites across the UAE, including over 80 training and interactive sessions, webinars, staff quizzes, hazard identification sessions, and medical campaigns.

Activities: The programme encompassed various educational sessions and practical exercises to enhance safety knowledge and skills among employees. Webinars facilitated remote learning, while staff quizzes and hazard identification sessions engaged employees directly in safety practices.

Impact: HSE Week 2023 directly engaged 11,482 employees, fostering a deeper understanding of safety protocols and promoting proactive risk management. The initiative aimed to reduce workplace accidents and incidents by reinforcing safety awareness across the organisation.

Health and Wellness: In addition to safety training, the week included medical campaigns and firefighting competitions, emphasising employee well-being and emergency readiness.

Conclusion: HSE Week 2023 exemplified DulSCO Group's commitment to prioritising safety and cultivating a culture where HSE practices are integrated into daily operations. By empowering employees through education and practical exercises, the event contributed to a safer and healthier work environment while setting a benchmark for future safety initiatives.



AGR'S COMMITMENT TO MENTAL HEALTH: 'STEP CHANGE IN SAFETY' INITIATIVE



- Excelling
- Thriving
- Surviving
- Struggling
- In Crisis

AGR is proud to be a member of the 'Step Change in Safety' (SCiS) initiative, which focuses on mental health awareness. SCiS provides advice and resources for employers, individuals, and friends of affected persons, categorising mental health into five stages: Excelling, Thriving, Surviving, Struggling, and In Crisis.

KEY ACTIONS

As a member of SCiS, AGR has undertaken several key actions to support mental health awareness and well-being among its employees. These include:

- Open Conversations:** Encouraging discussions about mental health within the industry.
- Resources and Support Networks:** Providing access to self-help guides, stress management techniques, and professional help.

HEALTH, SAFETY, AND ENVIRONMENT (HSE) INTEGRATION

- Safety First:** Linking mental health to safety performance, ensuring a holistic approach to worker well-being.
- Proactive Hazard Identification:** Identifying mental health risks early to prevent harm and reduce impact.
- Continuous Improvement:** Regularly updating safety protocols to incorporate mental health support.

IMPACT

The programme has had a positive impact on the workplace by promoting a supportive environment, enhancing employee well-being, and building a culture of openness and proactive care.

- Reduced Stigma:** Employees feel more comfortable seeking help.
- Increased Engagement:** Higher job satisfaction and loyalty.
- Proactive Management:** Early identification and support of mental health issues.

EMPLOYEE WELFARE

At Dulsco Group, our employees' welfare is a cornerstone of our sustainability strategy. Our welfare strategy is built around two main pillars.

HEALTH AND WELLNESS



SPORTS AND RECREATION



HEALTH AND WELLNESS

We prioritise the health and wellness of our employees through our fully equipped medical clinics at Dulsco Village Accommodation in Al Quoz and Dubai Industrial City, along with onsite pharmacies and first aid centres.



At Dulsco Group, we have implemented a well-structured wellness programme aimed at promoting holistic health among employees. These sessions cover a range of topics including nutrition, stress management, mental health, and physical activity. Through expert-led workshops and interactive activities, employees learn practical strategies for maintaining overall well-being and improving their quality of life. These initiatives have enhanced employee health and promoted a supportive workplace culture focused on wellness.

WORKFORCE SATISFACTION WITH HEALTHCARE FACILITIES AND SUPPORT



By collaborating proactively with Dulsco Medical Clinic, we aim to reduce sickness-related absenteeism, enhance retention efforts, increase productivity, and boost overall workforce satisfaction. Our commitment to these initiatives has resulted in significant improvements, with increased satisfaction regarding healthcare facilities and support among our workforce.

MISSION MOVEMBER: RAISING AWARENESS FOR MEN'S HEALTH

As part of our commitment to employee health, Dulsco Group embraced Mission Movember - a campaign dedicated to raising awareness about men's health issues. Activities included encouraging employees to grow moustaches, organising health check-ups, and hosting awareness sessions on topics like prostate cancer and mental health challenges. This initiative not only sparked meaningful conversations but also empowered male employees to prioritise their health and seek necessary support.



SPORTS AND RECREATION

To promote an active and engaged workforce, we introduced the 'Dulscos Sports Fiesta' in 2023. This event featured over 75 sporting activities with more than 7,000 participants, including a variety of indoor and outdoor games such as cricket, football, volleyball, darts, carrom, and athletics.

In addition to inter-department competitions, we played competitive matches with various government bodies such as the Ministry of Human Resources and Emiratisation (MOHRE), Taqdeer, the Permanent Committee for Labour Affairs (PCLA), the Industrial City of Abu Dhabi (ICAD), and the Dubai Sports Council. These initiatives not only provide entertainment but also contribute to higher overall job satisfaction, which corresponds to lower employee voluntary turnover.



Most of our accommodations are also equipped with a range of sports facilities to support recreation and fitness. These include football grounds, basketball and tennis courts, cricket nets, indoor games, and gymnasiums. We ensure a diverse selection to cater to the interests and well-being of our workforce.

Moreover, our employees enthusiastically participate in various walks and runs for social causes. These activities promote physical health, peace, tolerance, and harmony, leading to increased productivity and a decrease in sick leave and absenteeism. Besides our annual Sports Fiesta, our employees actively participate in a variety of sports and recreational activities throughout the year. Our workforce also enjoys witnessing live matches; for example, one international cricket game was attended by 440 employees. As the presenting partner of Cricket at Emirates Dubai 7s, 600 of our workforce attended to cheer on Dulscos Group teams over three days.

IN 2023, THERE WERE A TOTAL OF
144 SPORTING EVENTS WITH
MORE THAN 10,227 ACTIVE
PARTICIPANTS



WELFARE INITIATIVES

We have implemented a robust array of employee welfare initiatives aimed at promoting holistic well-being and creating a supportive work environment. These efforts include extensive health awareness campaigns, such as communicable and non-communicable disease awareness talks, health assessments including lung function tests, and medical camps offering comprehensive health checks. Additionally, we prioritise personal hygiene and wellness through initiatives like yoga sessions, breathing techniques workshops, and Ayurveda sessions.

Cultural and recreational activities, such as sports tournaments, team-building exercises, and entertainment evenings, further enhance employee engagement and camaraderie. Our accommodation facilities are designed to ensure comfort, safety, and convenience, offering modern amenities and a supportive environment that enhances well-being and productivity.

Dulscos Group also emphasises corporate values through road shows and continuous education on labour rights and laws, ensuring a conducive and caring workplace for all employees. We provide comprehensive health insurance benefits to all employees, including coverage for preventive care, mental health services, and alternative medicine. Group life insurance is an additional benefit that covers all employees extensively. The Involuntary Loss of Employment (ILOE) premium for the workforce is proactively paid by the company, a special initiative to support employees financially. These initiatives reflect our commitment to supporting the holistic well-being of our workforce year-round.



WELFARE MONTH

At DulSCO Group, the welfare and well-being of our employees is an absolute priority, exemplified by our annual DulSCO Welfare Month. This initiative, launched at the beginning of May to align with International Labour Day, underscores our commitment to our employees. In 2023, we conducted over 75 different programmes designed to enhance the mental and physical health of our employees, foster community spirit, and promote well-being.

Throughout the month, we organised awareness sessions on various health topics, including personal hygiene, heat stress, the ill effects of smoking, and safe driving practices. In collaboration with PCLA, we conducted educational sessions on Hepatitis B and labour laws, while doctors from Thumbay Hospitals led discussions on mental well-being, focusing on depression and stress. We also arranged medical health campaigns to ensure our employees were well-informed about their health status and preventive care measures. Community engagement was a key component of Welfare Month, with activities such as movie nights held within our accommodation facilities and team-building sports events to strengthen camaraderie among colleagues.



Over 5,300 Dulscans enthusiastically participated in these events, creating a vibrant and supportive community atmosphere. In addition to health and wellness activities, we hosted employee entertainment evenings featuring singing, dancing, and role plays, providing our workforce with much-needed relaxation and enjoyment. We also took the opportunity to recognise and appreciate our long serving employees. Employees who received client appreciation were celebrated under our 'Client Appreciation Award' scheme, reinforcing the value we place on excellent performance and client satisfaction.

The DulSCO Welfare Month, which commenced on 1st May and concluded on 6th June, was a resounding success. It not only highlighted our commitment to employee welfare but also fostered a sense of community and belonging among our employees. By prioritising the health, well-being, and recognition of our employees, DulSCO continues to build a supportive and motivated team, driving our mission forward.

AWARENESS SESSION ON LABOUR LAW FOR DULSCO WORKFORCE

Recognising the importance of compliance and employee rights, DulSCO Group partnered with the Permanent Committee for Labour Affairs (PCLA) Dubai to conduct tailored awareness sessions on labour law. These sessions aimed to educate our workforce on their rights, entitlements, and responsibilities under UAE Federal laws related to employment. Through interactive workshops and informative presentations, employees gained insights into topics such as contract terms, working hours, leave entitlements, and dispute-resolution mechanisms. The initiative resulted in enhanced employee understanding and adherence to labour laws, fostering a harmonious work environment and minimising legal disputes. We uphold strong labour standards and promote a culture of compliance across our workforce. Such proactive approaches always strengthen employee morale and contribute to sustained organisational success as well as legal compliance.



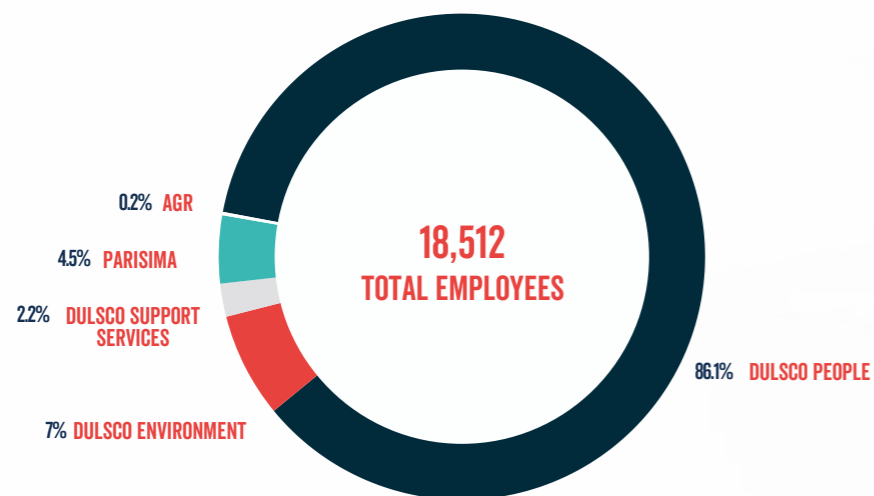
EMPLOYEE ENGAGEMENT, DIVERSITY & INCLUSION

This section provides a comprehensive overview of DulSCO Group's commitment to creating a supportive and compliant workplace environment. Our HR policies ensure consistency, fairness, and alignment with organisational objectives. This is achieved through strategic workforce planning, transparent recruitment practices, robust health and safety protocols, comprehensive compensation and benefits frameworks, and extensive training and development opportunities. This section highlights our dedication to nurturing talent, promoting employee well-being, and maintaining ethical standards across all HR operations.

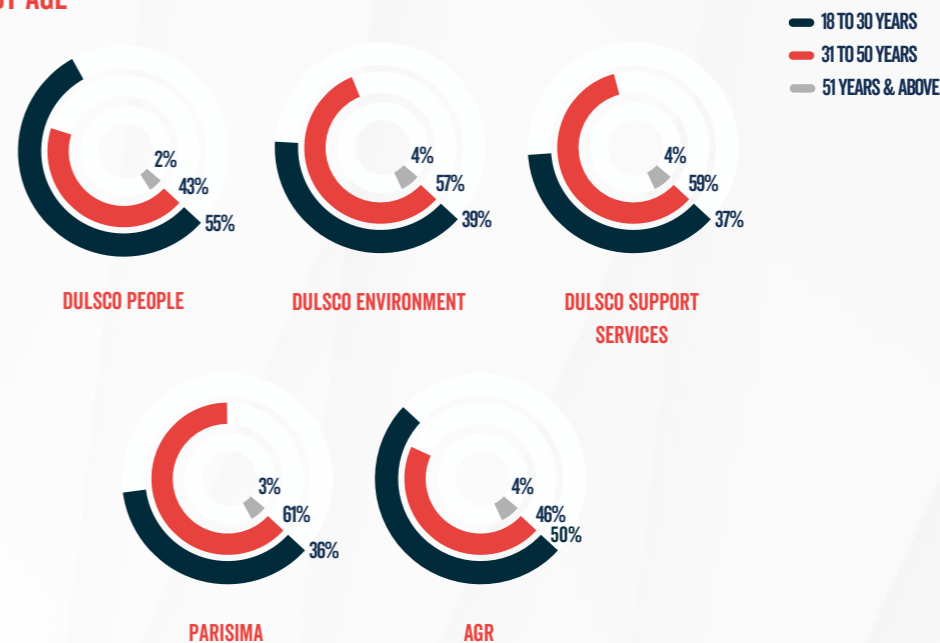
EMPLOYEE DEMOGRAPHICS

DulSCO Group together represents an employee strength comprising 75 nationalities, reflecting our commitment to a diverse and inclusive workplace. This diversity enriches our company culture and drives innovation and creativity in our teams.

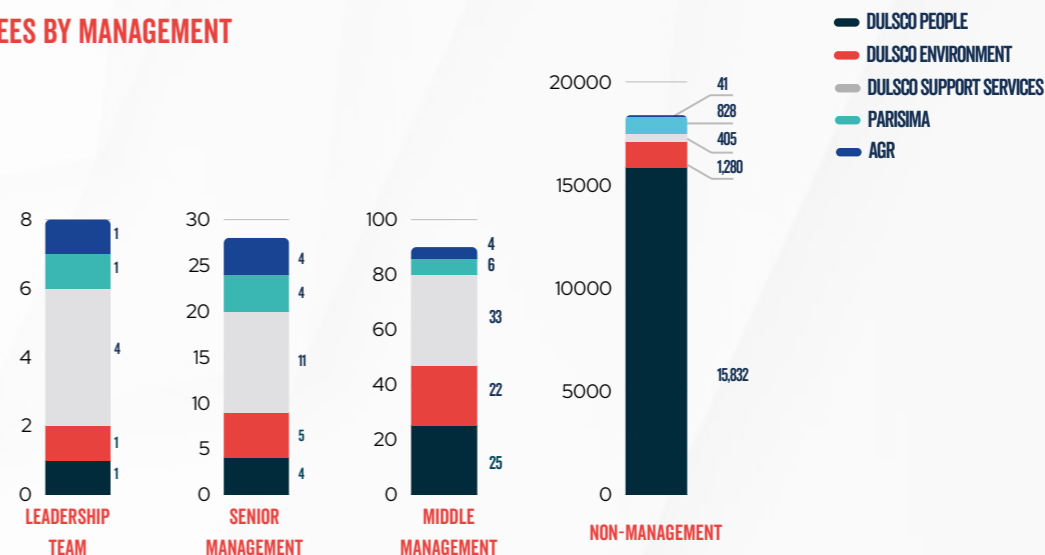
We employ a large number of young professionals, reflecting the company's focus on fostering a dynamic and youthful team. Meanwhile, experienced employees between 30 and 50 years are well-represented across all entities, bringing a balance of energy and experience.



EMPLOYEES BY AGE



EMPLOYEES BY MANAGEMENT



GENDER DIVERSITY AND INCLUSIVITY

DulSCO Group is dedicated to promoting gender diversity and inclusion, fostering an equitable and supportive workplace culture.

The gender gap in our workforce in both skilled and unskilled categories is influenced by traditional male-dominated workforce preferences across diverse industries. DulSCO Group is actively addressing this societal gap by:

NUMBER OF MALE STAFF*



NUMBER OF FEMALE STAFF*



*Gender Distribution in Office staff category

- Implementing diversity recruitment programmes to attract and mentor female talent.
- Offering skill development initiatives tailored to empower female employees.
- Promoting a culture of inclusivity and equal opportunity across the organisation.
- Continuously engaging with our clients, we promote equal opportunities and influence female hiring wherever possible.

This gender breakdown reflects DulSCO Group's commitment to maintaining a balanced and inclusive team across all business lines. We continue to focus on initiatives that enhance gender diversity, ensuring equal opportunities for all employees. These efforts contribute to a workplace culture that values diversity and strives for continuous improvement in gender equality.

These efforts support us in ensuring all employees have equitable opportunities for professional growth and success.



35% INCREASE OF FEMALE EMPLOYEES WITHIN THE GROUP IN COMPARISON TO 2022



OVERVIEW OF HR PRACTICES

DulSCO Group's commitment to sustainable operations extends to our comprehensive Human Resources policies and practices, outlined in our HR Policy Manual. From strategic Manpower Planning and Budgeting to Recruitment processes, including sourcing and advertisement strategies, we ensure a robust framework for attracting top talent. Our recruitment approach emphasises fairness and inclusivity, accommodating referrals and relatives of employees while maintaining rigorous standards in selection and appointment procedures.

Once onboard, we prioritise employee well-being and integration through thorough induction processes and comprehensive health, insurance, safety, and compliance protocols. Our commitment to nurturing talent continues with structured Training and Development initiatives aimed at enhancing skills and career growth opportunities. We support a healthy work-life balance through policies governing working hours, remote work, and leave entitlements, fostering a productive and supportive workplace culture.

Recognising the importance of employee welfare, we provide a range of allowances and benefits, complemented by a Rewards and Recognition framework that acknowledges exceptional contributions. DulSCO Group offers parental leave for new parents, special occasion leave for birthdays, and flexible work timings, including hybrid work on Fridays, to support work-life balance.

Our policies also govern overseas business travel and ensure compliance with ethical standards, anti-bribery measures, and staff conduct guidelines. We uphold a strict non-discrimination policy, ensuring that all employees are treated fairly and equitably. Additionally, we provide a clear notice period policy to support a smooth transition for both employees and the company.

Furthermore, our commitment to ethical business practices is underlined by policies addressing issues such as anti-human trafficking, whistleblowing, and child labour prevention. As part of our holistic approach to employee relations, grievance procedures and end-of-service policies are designed to uphold fairness and transparency.

At DulSCO Group, these comprehensive HR policies not only support our operational efficiency but also underscore our commitment to sustainability and ethical governance across all facets of our business operations.



EMIRATISATION

We have consistently led in achieving Emiratisation targets, earning Tatween Club Gold membership. We take pride in meeting the required percentage of Emirati employees within our business, aligning with Federal government requirements.

DulSCO Group actively integrates Emiratis into its employee structure through competitive compensation, new targeted hiring from junior levels, and specialised career development paths, exemplifying our dedication to diversity and inclusion in our organisational framework.

REGULAR UPGRADING OF COMPENSATION AND CONTRACTS

Regular improvements in compensation packages and contract types are pivotal in enhancing our attractiveness to Emirati candidates. Additionally, we innovate by creating enticing job profiles that align with evolving industry demands and offer flexible working options to accommodate diverse preferences and lifestyles.

88 EMIRATI
EMPLOYEES AT DULSCO
GROUP AS OF 2023



EMIRATI GRADUATE PROGRAMME

In 2023, we continued making progress on the Emirati Graduate Programme, welcoming a cohort of new Emirati graduates into diverse departments and business functions across the organisation. This initiative aims to cultivate and harness young Emirati talent, providing them with tailored developmental opportunities and hands-on experience in their respective fields.

CAREER PROGRESSION AND SUCCESSION PLANS

We provide career growth opportunities from entry-level positions upward and develop robust strategies to retain and promote Emirati talent. We prioritise professional development opportunities ensuring they thrive and contribute effectively to our organisation's success.

FIRST BATCH OF YOUNG SKILLED EMIRATI EMPLOYEES

We also offer diverse career paths for Emiratis, including specialisation in technical roles. Our initiative begins with the first cohort specialising in electrical roles.

EMPOWERING EMIRATI WOMEN: RAK BUSINESS CENTRE

A fine representation of Emiratisation is exemplified by DulSCO Group's RAK Business Centre, where Emirati women play a pivotal role. As of 2023, 39 Emirati females are integral to operations at this facility, representing a significant portion of our total Emirati workforce of 88 at DulSCO Group. These women contribute expertise across various functions, like the Call Center, Credit Control, Sales Development, Payroll Processing, Government Relations, and Business Travel Management, ensuring the centre's seamless operations.

IMPACT

The centre serves as a beacon of gender diversity and inclusion showcasing DulSCO Group's dedication to empowering local talent. By providing meaningful career opportunities and leadership roles to Emirati women, DulSCO has enhanced diversity and fosters community engagement and economic empowerment in the region. This initiative aligns with our broader mission of Emiratisation to integrate Emiratis into our organisation, contributing to sustainable development and inclusive growth across the UAE.



LEARNING AND DEVELOPMENT

At DulSCO Group, we prioritise the growth and advancement of our workforce through a diverse range of learning and development initiatives. Our comprehensive programmes, tailored for both office and on-site employees, include classroom training, e-learning, and on-the-job training to promote professional development. We are committed to providing educational opportunities that support career progression, with special attention to entry-level and semi-skilled workers through our Internal Talent Management for Workforce programme. We ensure continuous growth and success of our employees by investing in their skills and abilities.

TRAINING PROGRAMME

DulSCO Group invests significantly in training programmes aimed at enhancing the skills and knowledge of our employees.

UPSKILLING WORKERS

We provide opportunities for employees to acquire new skills that are valuable across various sectors, promoting career versatility and growth.

INTERPERSONAL SKILLS SESSIONS

These sessions focus on enhancing collaboration, conflict resolution, and empathy, creating stronger relationships within our teams. With 172,431 man-day hours dedicated to improving language proficiency, we empower our workforce with better communication abilities essential for professional development.

EXTERNAL TRAINING

Our commitment extends to investing in external training programmes, enriching employees' expertise and broadening their professional horizons. In 2023, there were 2,607 hours of external training for DulSCO Workforce.

DRIVER TRAINING AND DEVELOPMENT

We emphasise safe and efficient operational skills across diverse industries, ensuring our drivers are well-prepared for their roles. The DulSCO Training Academy for drivers at Mohammed Bin Rashid Aerospace Hub (MBRAH) in Dubai enhances driving skills, improves behaviour, and reduces incidents and accidents. In 2023, 423 drivers have been trained at the academy.

We encourage career progression for our unskilled workers, with many choosing to transition to driving roles. In fact, 78 blue-collar workers have successfully made the transition to drivers, demonstrating our commitment to their development and growth.



184 EMPLOYEES WERE PROMOTED FROM UNSKILLED TO SKILLED POSITIONS AS PART OF THE TALENT MANAGEMENT FOR WORKFORCE PROGRAMME



268,380 NUMBER OF HOURS IN TRAINING FOR DULSCO WORKFORCE



LEADERSHIP DEVELOPMENT PROGRAMME

As part of our ongoing efforts to foster employee growth, we implemented the Emerging Leadership Development Programme, designed to cultivate future leaders and managers. The High Potential (HIPO) Programme supports employees with the potential, engagement, and drive to advance into more senior positions. This programme includes assessments and coaching sessions to help these individuals achieve their goals and maximise their potential.



CAREER GROWTH AND COMMITMENT TO EXCELLENCE: VAISAKH THAZHEPATT'S JOURNEY

FROM HUMBLE BEGINNINGS TO AVIATION EXCELLENCE

Vaisakh Thazhepatt, a 33-year-old aviation professional from Kerala, India, has exemplified remarkable career growth at DulSCO Group. Starting as a part-time spray painter, Vaisakh's journey is a testament to dedication and resilience.

PROFILE AND FAMILY BACKGROUND

Vaisakh grew up in a joint family of 17 members in Palakkad, Kerala, instilled with his father's values of hard work and perseverance. His educational background in mathematics and an MBA in Finance laid the foundation for his analytical skills.

NAVIGATING CAREER CHALLENGES

Vaisakh began his career journey in India by enrolling in an Aviation Academy for the IATA Customer Service course. He started as an Airline Traffic Assistant with a ground handling agent contract company. In 2013, he joined Air India as a Customer Service Agent and became a permanent Air India Air Transport Services Limited (AIATSL) staff member.

Joining DulSCO Group as a Cargo Warehouse Operator in 2014, Vaisakh swiftly progressed to become a Cargo Team Leader within a year, harnessing DulSCO's training to enhance his skills. Promoted to Aviation Business Analyst in 2018, he contributed significantly to cost-saving initiatives and data-driven decision-making.

Notably, his career growth at DulSCO enabled him to support his family, facilitating his parents' move from a joint family setup to their own 4BHK house.

In addition to his professional achievements, Vaisakh has been recognised with several awards for his outstanding performance and contributions. He is also happily married and has a daughter, balancing his family life with his successful career.

Throughout the COVID-19 pandemic, Vaisakh played a pivotal role in supporting management with critical impact analysis and workforce planning. His efforts led to a promotion in 2021 to Executive MIS and Payroll, where he continued to drive operational excellence.

With the support of DulSCO Group's training and workshops, Vaisakh pursued additional professional qualifications, including Lean Six Sigma - White Belt and technical certifications in systems like Sabre Interact for Cargo and Power BI. These enhancements empowered him to innovate and optimise processes within the aviation sector. Recently, he received a promotion to Service Delivery Manager - Aviation, marking another milestone in his career progression at DulSCO.

DULSCO GROUP HAS BEEN MORE THAN A WORKPLACE; IT'S BEEN MY SECOND HOME. THE ORGANISATION'S COMMITMENT TO INNOVATION AND SUPPORT HAS EMPOWERED ME TO DRIVE POSITIVE CHANGE. I AM GRATEFUL FOR THE OPPORTUNITIES THAT HAVE TRANSFORMED MY CAREER AND ENABLED ME TO SUPPORT MY FAMILY'S JOURNEY TOWARDS FINANCIAL STABILITY.

- VAISAKH THAZHEPATT



EMPLOYEE EMPOWERMENT

We emphasise highlighting employees' achievements and rewarding high performers through a proactive approach. In-house training courses are provided to enhance workforce communication capabilities, enabling career advancement. Given our workforce-centric nature, the voice of our workers is integral to our business. We conduct various pulse surveys, open houses with the leadership team, and focus group discussions to connect with our workforce and address their concerns.

AWARENESS ON FRAUDULENT ATM MESSAGES, WHATSAPP SCAMS, AND CALLS

In response to increasing incidents of fraudulent activities targeting our workforce, we initiated a comprehensive awareness campaign. The campaign focused on educating employees about the risks associated with hoax ATM messages, deceptive WhatsApp scams, and fraudulent phone calls. Through regular workshops, email updates, and interactive sessions, employees were equipped with knowledge on identifying suspicious communications and safeguarding personal information. As a result, awareness levels significantly improved, leading to a notable decrease in reported incidents of financial fraud. This proactive approach not only protected our workforce from potential financial losses but also strengthened our overall cybersecurity posture. Moving forward, DulSCO Group remains committed to fostering a culture of vigilance and continuous learning to mitigate emerging cyber threats effectively.



OPEN HOUSE AND LEADERSHIP ENGAGEMENT

We host regular Open House sessions that provide a platform for direct interaction between employees and senior leadership. These sessions promote transparency by allowing employees to voice concerns, share ideas, and receive updates on company strategies. Such engagement fosters a culture of open communication and mutual trust, empowering employees to contribute to organisational growth and improvement.



TOWN HALLS

All staff members are invited to attend the monthly town hall, where the Group CEO provides business updates, offering an overview of the organisation's performance, key achievements, and important announcements. The meeting also recognises the best employees and team of the month, long-serving employees, and those celebrating birthdays. Employees have the chance to ask the Group CEO questions and seek clarifications directly. Additionally, the annual town hall event, open to all staff, highlights the previous year's performance and outlines strategies and plans for the upcoming year, with outstanding employees of the year being honoured.



TAQDEER AWARD 4-STAR RATING



The Taqdeer Award, under the directive of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, is a prestigious accolade that acknowledges companies for their outstanding labour welfare programmes and high-quality working environments. It specifically recognises organisations that set new benchmarks in worker welfare and productivity.

AWARD CRITERIA

The Taqdeer Award evaluates companies based on several criteria, with a focus on two key areas:

- **Support for Front Line Workers:** This includes labour policies, facilities, infrastructure, occupational health and safety measures, workforce security, and fair wages.
- **Work Culture and Environment:** This criterion assesses aspects such as justice, transparency, creativity, innovation, adherence to regulations, labour relations, and communication practices.

SIGNIFICANCE

Receiving the Taqdeer 4-Star Award signifies Dulscos Group's commitment to excellence in employee welfare, employee empowerment, and promoting a conducive work environment. It boosts us in upholding the highest standards of employee welfare and productivity, setting us apart as a leader in our industry and community. As part of this achievement, all our employees received Blue Cards, which grant special discounts offered by multiple institutions and companies, further enhancing their benefits and well-being.



EMIRATES LABOUR MARKET AWARD

Dulscos Group is honoured to receive recognition at the Emirates Labour Market Award for our commitment to ethical recruitment practices and fair labour standards.



AWARD CATEGORIES

- **Leading Establishment:** Won this award for our exemplary practices in fostering a conducive and fair workplace environment.
- **Outstanding Workforce:** Celebrating individuals like Mohi Uddin, who secured 10th place, showcasing our dedication to nurturing talent and promoting professional excellence.

SIGNIFICANCE

These awards highlight Dulscos Group's proactive approach to upholding ethical standards and promoting a supportive workplace culture. They reinforce our commitment to compliance, employee welfare, and sustainable business practices within the UAE labour market.

SEED PROGRAMME

OBJECTIVE

The SEED (Supporting Education for Employee Dependents) programme at DulSCO Group aims to provide financial support for the higher education of employees' children.

PURPOSE

To enable deserving employees from various ethnic backgrounds to support their children achieve academic goals and career dreams. The financial burden of higher education for certain population may seem insurmountable. Supporting their children's education through this initiative will positively reflect in employee happiness.

SCOPE

A scholarship that allows students to focus on academics, increasing their chances of continuing his/her education and graduating on time.

ELIGIBILITY

For a workforce with a good track record, with at least 10 years of continuous service with the organisation, and for the child to be 20 years old or younger and enrolled in a licensed educational college, university or institution.

CRITERIA

The scholarship is a non-contractual and discretionary scheme that only supports the tuition fees. The scholarship shall be discontinued, if the student discontinues the course or employee leaves the organisation.



IMPACT

The SEED programme has significantly empowered employees by supporting the academic journeys of their children in specialised fields. By funding education in disciplines like Nursing, Engineering, Computer Science, and Medicine, DulSCO Group ensures that these young talents are equipped to make meaningful contributions to their respective fields upon graduation, thereby shaping skilled and capable professionals for the future. This initiative cultivates the next generation of leaders in key industries and strengthens societal resilience by empowering talented individuals to drive innovation and progress in their fields.

ATTRACTING & RETAINING TALENT

Our talent acquisition strategy focuses on partnerships with recruitment agencies in Asia and Africa, ensuring compliance with local regulations and licensing requirements. We emphasise ethical recruitment practices through partnerships with agencies such as FSI, which aligns with the International Labour Organisation (ILO), International Recruitment Integrity System (IRIS), Labour Law, and evolving Human Rights Due Diligence (HRDD) legislation.

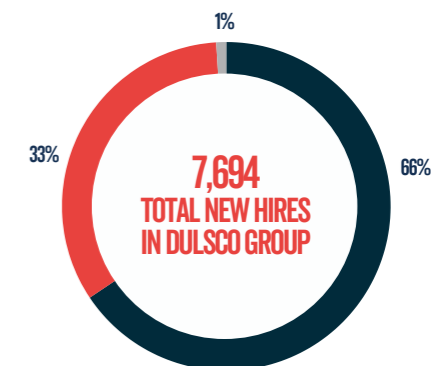
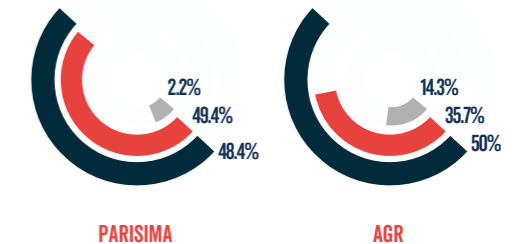
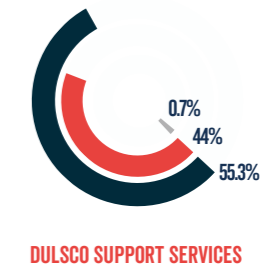
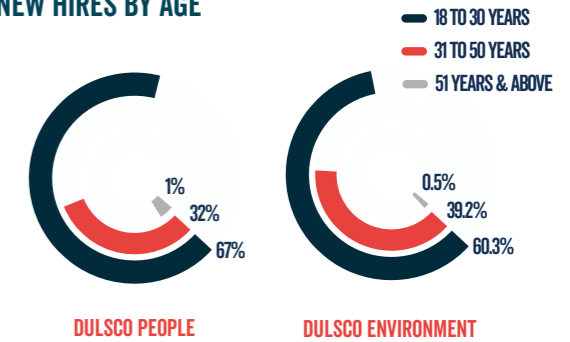
Our recruitment strategy is complemented by a strong retention focus. We invest in training and development, offering numerous sessions on financial management, career growth, mental health, and more. This comprehensive approach ensures that our employees are well-prepared and motivated, leading to a more productive and satisfied workforce.

NEW HIRES

At DulSCO Group, we prioritise hiring young talent to bring fresh perspectives and innovation to our teams. Through targeted recruitment efforts and internships, we promote a dynamic environment where young professionals can thrive and contribute meaningfully to our mission of sustainable development. In 2023, more than 66% of new hires were below 30 years of age.

We also prioritise the smooth onboarding of new recruits, having inducted over 7,000 new employees through a structured onboarding process.

NEW HIRES BY AGE



REWARD AND RECOGNITION SYSTEM

At Dulsco Group, we have established a robust system to recognise and celebrate exceptional performance across various categories. Our employee awards programme includes accolades such as 'Employee of the Month' and 'Employee of the Year' for workers and staff members. These awards highlight outstanding achievements in work performance, attendance, attitude, and adherence to company values. We also honour long-serving employees with the Employee Long Service Award, acknowledging their dedication over 5, 10, 20 and 30 years. Additionally, our Employee Suggestion scheme encourages innovation and continuous improvement in work processes and methods. Furthermore, Appreciation Awards, whether from clients or internal stakeholders, recognise individuals or teams for their significant contributions to business success and operational excellence. These initiatives not only celebrate individual achievements but also promote a culture of excellence and motivation within our workforce, contributing to overall organisational success at Dulsco Group.

100% OF OFFICE STAFF HAVE UNDERGONE REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS



EMPLOYEE MANAGEMENT

In 2023, we conducted counselling sessions to address multiple workforce challenges such as absenteeism, client complaints, health issues, behavioural issues, and late returns from leave. Additionally, 1,613 exit interviews were conducted to understand the primary reasons for voluntary separations, including better opportunities, personal reasons, salary concerns, end of contract, and work/task concerns. Through these efforts, 28.27% of the employees were successfully retained in 2023.

Our comprehensive approach to employee welfare not only enhances the well-being of our employees but also contributes to employee satisfaction and the overall success and sustainability of Dulsco Group.

COUNSELLING SESSIONS CONDUCTED IN 2023

3,325

TOP REASONS FOR COUNSELLING

ABSENTEEISM, CLIENT COMPLAINTS, HEALTH ISSUES, BEHAVIORAL ISSUES, LATE RETURN FROM LEAVE

EXIT INTERVIEWS CONDUCTED IN 2023

1,613

EMPLOYEE RETENTION RATE

28.27%



ELEVATING CUSTOMER EXPERIENCES

DulSCO Group continuously strives to enhance customer experiences by delivering high-quality services and ensuring customer satisfaction through feedback and continuous improvement. Our approach to delivering high-quality customer experience is done through the following ways.

CUSTOMER FEEDBACK SYSTEM

Implementing robust feedback mechanisms is essential for gaining insights into customer needs and preferences. By actively soliciting feedback, through surveys, direct communication channels, or online platforms, we ensure that we understand our customers' expectations and areas where we can improve. This approach helps us enhance service delivery, tailor our offerings, and ultimately, increase customer satisfaction and loyalty.

CLIENT APPRECIATIONS

Recognition from our esteemed clients is a testament to our commitment to safety and service quality. These accolades validate our efforts and motivate us to maintain high standards across all our operations. Client appreciations not only boost team morale but also strengthens our partnerships, fostering long-term relationships built on trust and exceptional performance.

CLIENT ENGAGEMENT

Client engagement goes beyond transactions; it encompasses activities that build meaningful relationships and mutual understanding. At DulSCO Group, we prioritise engaging with our clients through various initiatives such as industry events, community programmes, and personalised interactions. These engagements enable us to collaborate more effectively, understand client objectives deeply, and align our services to meet their evolving needs. By fostering open communication and proactive engagement, we strengthen client satisfaction, advocacy, and loyalty.

ACHIEVED A CUSTOMER
RETENTION RATE OF **93.9%**

ATTAINED A CUSTOMER
ADVOCACY RATE OF **85.1%**



Our journey towards enhancing customer experiences began with a strategic focus on continuous improvement across all facets of our operations. This emphasis has created a culture where every member of our team is empowered to contribute to positive business outcomes and implement impactful changes. Central to our success is our empathetic understanding of our customers' challenges and our proactive approach to providing effective solutions. Clear, open communication remains fundamental to our customer promise, ensuring transparent engagement and building trust with over 3,700 customers across various sectors.

Moreover, our engagement initiatives, such as iftars with clients, participation in major industry events like ADIPEC, IATA Ground Handling Conference, and the Dubai Airshow 2023,

sporting events such as the DulSCO Community Golf Day, padel, cricket and football tournaments, and community initiatives like beach and desert cleanups and mangrove plantations, always serve to enrich our relationships with customers and the communities in which we operate. As we look ahead, we remain dedicated to building a culture of customer service excellence, recognising outstanding contributions through client appreciation awards, and continuously raising the bar for customer satisfaction in every interaction.

Through these efforts, we aim to exceed the expectations of our customers, creating long-lasting partnerships built on trust, reliability, and mutual success.

DULSCO GROUP'S EXCELLENCE IN CUSTOMER SERVICE

DulSCO Group has achieved significant milestones in customer engagement and service excellence, receiving a Certificate of Achievement from the Dubai Airshow and a Certificate of Appreciation from Abu Dhabi Airports. Our involvement in the Terminal A trials and opening of Abu Dhabi's new airport was highly appreciated, earning commendations for our Head of Aviation Operations and his team. Our Aviation team working at Abu Dhabi Airports also received the "Team of The Year" award for exceptional performance. We also received accolades from key clients like ENOC and Dubai Municipality. DulSCO Group also emphasises customer service excellence by recognising employees through client appreciation awards.

3,700+ CUSTOMERS



CRICKET TOURNAMENT WITH OUR CLIENTS

In a celebration of teamwork and camaraderie, DulSCO Group participated in a Cricket Tournament alongside ADNOC and Etihad Airport Services. This spirited event not only showcased our team's sporting prowess but also emphasised the importance of collaboration and healthy competition among industry peers. The tournament served as a platform for building stronger relationships with our partners while fostering a culture of teamwork and mutual respect beyond the workplace. Such initiatives reflect our commitment to nurturing a positive work environment and strengthening bonds within our industry ecosystem.

EMIRATES DUBAI 7s

DulSCO Group has proudly sponsored cricket at Emirates Dubai 7s since 2022. With many of our workforce hailing from countries with a deep affinity for cricket, partnering with Emirates Dubai 7s, an internationally recognised event, allows us to celebrate our shared passion for sports and engage meaningfully with our clients and the local community. As the tournament's waste management providers, we promote sustainability through our Recycling bus and Birdy activation, advocating for a circular economy and recycling awareness.

Throughout the three-day festival, we connect with our clients and their families, offering top-notch hospitality and enjoying a diverse range of sports and entertainment. Clients also engage closely with cricket ambassadors, participating in sessions to refine their skills and enjoying afternoon teas where they learned about the players' journeys. Additionally, 600 of our employees had the opportunity to witness thrilling cricket matches firsthand.

At DulSCO Group, we believe in promoting collaboration, nurturing a love for sports, and cultivating healthy competition with our clients, all of which contribute to building robust and enduring relationships through these enriching activities.



CSR & COMMUNITY ENGAGEMENT

At DulSCO Group, we are dedicated to making a meaningful impact through our Corporate Social Responsibility (CSR) initiatives and Community Engagement. Our CSR strategy is grounded in a robust framework that deeply integrates community engagement into our corporate ethos. Our key focus areas are majorly to provide support in:

ECOLOGICAL COMMITMENT

SUPPORTING REGIONAL AND GLOBAL CAUSES

EDUCATION

EMPLOYEE VOLUNTEERING

We uphold a comprehensive CSR policy that guides our initiatives, ensuring alignment with our core values and strategic goals. Rather than measuring success solely in financial terms, we prioritise Social Return on Investment (SROI) metrics. This approach allows us to quantify our corporate responsibility footprint and continuously enhance our impact.

Through these initiatives, we aim to create a positive societal impact while aligning with our core values of sustainability, community empowerment, and ethical business practices. By engaging stakeholders across sectors and contributing to sustainable development goals both locally and globally, DulSCO Group remains committed to fostering a brighter future for all.



ECOLOGICAL COMMITMENT

As an environmentally conscious organisation, we lead our initiatives beyond client sites, reaching out to communities and schools. Our innovative Recycling Bus, a unique initiative collecting recyclable waste across communities, exemplifies our commitment to sustainability. We organise frequent desert and beach cleanups, contributing to biodiversity preservation and supporting UAE's carbon sequestration efforts through mangrove plantation drives.

ACTIVE PARTICIPATION IN ENVIRONMENTAL AWARENESS EVENTS

GLOBAL RECYCLING DAY

NATIONAL ENVIRONMENT DAY

WORLD ENVIRONMENT DAY

WORLD CLEANUP DAY

RECYCLING BUS AND BIRDY MASCOT

The DulSCO Recycling Bus is dedicated to collecting recyclable waste across communities, promoting recycling practices and fostering environmental sustainability through engaging activities. The Recycling Bus itself is an old, out-of-commission bus that has been recycled for this purpose. Birdy, our Environmental mascot, plays a pivotal role in raising awareness about recycling among individuals of all ages. The bus is a strong educational tool that was mobilised at over 50 events during the year. For example, in partnership with Sharjah Sustainable City, DulSCO Group volunteers, alongside our Recycling Bus, engaged residents and raised awareness about effective waste management practices. Through informational games and discussions, we aimed to enhance the understanding of waste segregation at its source. Additionally, we at DulSCO Group also provide free collection of recyclable materials in communities that don't have access to recycling services.



DESERT AND BEACH CLEANUPS

Regular desert and beach cleanup drives organised by DulSCO Group contribute to preserving biodiversity and maintaining clean environments. These initiatives involve our clients, students and DulSCO Group volunteers, collectively working to remove waste and promote environmental stewardship. DulSCO organised four beach and desert cleanups in 2023 in partnership with government bodies like Dubai Municipality and Abu Dhabi Sustainable Water Solutions.

Such initiatives contribute to building a strong commitment to sustainability, client engagement, and community involvement. We made a tangible impact on environmental conservation and this also helped us in strengthening relationships with clients, and highlighted the importance of collective action towards a sustainable future. Looking ahead, DulSCO Group aims to expand such initiatives, engaging more clients and communities in impactful sustainability efforts while continuing to uphold its values of environmental responsibility and corporate citizenship.



UAE NATIONAL ENVIRONMENT DAY DESERT CLEANUP



200
VOLUNTEERING HOURS

340 KG
OF RECYCLABLES COLLECTED

285 KG
OF GENERAL WASTE COLLECTED

On UAE National Environment Day, DulSCO Group organised a Desert Cleanup Drive in collaboration with Dubai Municipality as part of its commitment to sustainability and community engagement. The event brought together 53 DulSCO employees and 80 volunteers from various client organisations like Coca-Cola, Choithrams, Dow Chemical IMEA GmbH (Dubai Branch), Enoc Link, Fischer, GAC and SAFCO, showcasing a strong collaboration towards environmental conservation. Together, participants dedicated 200 volunteer hours, aligning with DulSCO's Year of Sustainability initiative. The cleanup drive resulted in the collection of 285 kgs of general waste and 340 kgs of recyclables, highlighting the impact of collective efforts.

The event garnered extensive media coverage and significant social media engagement. Client feedback was overwhelmingly positive, with participants expressing their appreciation for the well-coordinated event and their eagerness to join future sustainability initiatives. Internal feedback from staff also indicated high satisfaction with the event's organisation and the opportunity to engage with clients and the community.



ENVIRONMENTAL AWARENESS AT EDUCATIONAL INSTITUTIONS



At DulSCO Group, we remain dedicated to promoting environmental awareness among young minds through engaging initiatives at educational institutions. Through interactive sessions and recycling drives, we aim to instil a sense of responsibility towards sustainable practices early on. Our approach includes educational workshops that emphasise the importance of recycling and waste segregation, complemented by activities and games that encourage students to actively participate in preserving our environment. Our engagement extends beyond classroom sessions; we bring our iconic Recycling Bus and friendly mascot, Birdy, to schools, creating memorable experiences that reinforce the message of environmental stewardship. By partnering with educational bodies and local municipalities, we ensure these initiatives align with broader community and government objectives for a cleaner, greener future. We also involve students from schools and colleges in our cleanup drives to promote sustainable habits. In 2023, we were actively engaged with 10 schools in Dubai and Abu Dhabi as part of our environmental awareness initiatives.

MANGROVE PLANTATION

Contributing to coastal and marine conservation efforts, our mangrove plantation initiative is helping to preserve vital ecosystems and mitigate climate impact. Additionally, we support the UAE's National Carbon Sequestration Project, further enhancing our efforts to combat climate change. We organised a mangrove plantation drive at Jebel Ali Wildlife Sanctuary, bringing together 100 team members and corporate clients like BRF, ENOC Link, and Fischer, and planted 300 mangrove trees. For more details, refer to the Environmental Sustainability section of this report on page 39.

PROMOTING SUSTAINABILITY AT EVENTS

DulSCO Group spreads sustainability messages at various events that are aligned with social causes. Our volunteers actively engage in these events, spreading environmental awareness through Recycling bus, our mascot Birdy, educational games and quizzes, and by distributing eco-friendly giveaways to promote sustainable habits.

During the recent Emirates Dubai 7s, an international sports event hosting rugby, netball, fitness and cricket, DulSCO Group had a platform to showcase and educate thousands of people of all ages, particularly children, on waste segregation across the three days of the tournament. Our team brought innovative solutions designed to inspire and educate the public about the importance of sustainability and engaged them with games and environmentally friendly giveaways. DulSCO's Recycling Bus, recycling assistant mascot Birdy, and its environmental initiative New Old and Reloved, which showcased upcycled indoor and outdoor furniture products made from old barrels and wooden pallets, were displayed. These efforts were well-received by attendees, sparking conversations about sustainability and encouraging people to consider how they can incorporate similar practices such as waste segregation into their own lives.

DulSCO employees, alongside Dubai Municipality, created awareness on recycling at the Community Development Centre (CDA) Umm Suqueim Majlis, with the Recycling Bus also present to promote sustainability.



SUPPORTING REGIONAL AND GLOBAL CAUSES

PARTNERSHIPS AND CONTRIBUTIONS

At DulSCO Group, we take pride in partnering with organisations dedicated to social causes, exemplifying our stance as a Green Partner by providing complimentary waste management and recycling services. Our involvement spans events linked to social causes including charitable activities such as 'Ramadan Aman', where we distribute iftar kits at traffic signals during Ramadan. We support humanitarian relief through several contributions such as the '1 Billion Meals Endowment' and sponsor the Al Noor Family Funfair, emphasising our commitment to helping those in need and supporting individuals with special needs.

We actively encourage our clients to join us as partners in our CSR initiatives like beach and desert cleanups and mangrove plantation drives. By leveraging our relationships and networks, we facilitate joint volunteering opportunities that amplify our collective impact on society. Through these partnerships, we aim to create a culture of shared responsibility and mutual support, ensuring that together, we can make a meaningful difference in the communities where we operate.

HUMANITARIAN RELIEF

DulSCO Group collaborates with Dubai Cares on impactful humanitarian relief campaigns to support communities globally, focusing on providing essential aid and support during crises and addressing broader aspects of community recovery and development in the aftermath of crises.

'BRIDGES OF GIVING' CAMPAIGN

In response to the earthquakes in Turkey and Syria, DulSCO Group supported Dubai Cares and Emirates Red Crescent by contributing 354 hours of volunteer time to assemble relief kits, which included food, clothing, and hygiene supplies for families impacted by the crisis.

354 HOURS OF VOLUNTEERING

HUMANITARIAN RELIEF FOR GAZA

DulSCO Group provided workforce and volunteers to Dubai Cares' Humanitarian Relief Campaign for Gaza, supporting the preparation of relief kits and providing recycling services, ensuring crucial support over four days.

1,315 HOURS OF VOLUNTEERING



RAMADAN AMAN



As a partner sponsor of the Ramadan Aman campaign, DulSCO Group distributed iftar kits at traffic signals in collaboration with the Al Ihsan Charity Association, the Ministry of Interior, and Dubai Police. Such initiative aims to promote road safety and community solidarity during the holy month of Ramadan. Over 20 staff volunteers were part of this distribution in Dubai and Abu Dhabi.

1 BILLION MEALS INITIATIVE

DulSCO Group's contribution to the 1 Billion Meals Endowment Fund, part of the Mohammed Bin Rashid Al Maktoum Global Initiative, reflects our commitment to alleviating global food insecurity. Valued at AED 1 billion, this fund aims to establish a reliable food safety net for the world's most vulnerable populations, particularly in regions grappling with food scarcity due to economic challenges, natural disasters, conflicts, and humanitarian crises.

SHINING A LIGHT

The Suicide Awareness Bake Sale was organised by our AGR office in Scotland, engaging all staff members, who volunteered and wore yellow attire to symbolise support. We sold homemade baked goods to neighbouring businesses raising funds for an NGO and creating awareness about suicide prevention. This initiative run by AGR for mental health advocacy and community support, encourages open dialogue and brings unity in addressing this important issue.

PROMOTING COMMUNITY HEALTH

Dulscos Group actively participated in several impactful events and initiatives promoting community health. Besides providing free waste management and recycling services at these events, we prioritise health promotion programmes and community wellness initiatives.

This included the Dubai Investments Green Run, where 200 Dulscans joined the 3km and 5km runs in support of the UAE's Year of Sustainability. We supported the DP World Women's Cycling Challenge to promote women's health and wellness through cycling. We also supported the 'Wings for Life World Run' - a global charity event where participants run to raise funds for spinal cord injury research, held at Expo City Dubai.

Our employees actively participate in various other health advocacy initiatives, such as the Dubai Fitness Challenge 30x30 and various walks and runs for social causes. Ninety-seven Dulscos employees joined the Dulscos Step Challenge as part of the Dubai Fitness Challenge 30x30 and walked 20,366,889 steps. They also joined the "Al Noor-Masraf 30x30 Corporate Challenge" to support people of determination and emerged as winners in the football and padel tournaments.



EDUCATION

We actively promote education among people of determination, participating in various events and initiatives. Our dedicated volunteering system involves our employees in CSR activities, promoting a culture of giving back. We engage with local schools and communities to raise awareness on environmental issues through workshops and outreach programmes.

SUPPORTING PEOPLE OF DETERMINATION

Dulscos Group proudly served as the official support sponsor for the Al Noor Family Fun Fair and the 4km Superhero Walk for Inclusion. Al Noor Rehabilitation & Welfare Association for Persons with Disabilities provides comprehensive services, including rehabilitation, vocational training, employment support, and community integration, for people of determination in the UAE. More than 50 Dulscans, including 13 office staff members and 40 volunteers from our workforce, actively participated in these events. They played crucial roles in event setup, waste management services, and utilised our Recycling bus and mascot Birdy to promote recycling awareness. This initiative supports our commitment to inclusivity and supporting people of determination through active community engagement, a partnership that Dulscos Group has maintained with Al Noor for the past 20 years.

Dulscos Group also contributed to community welfare by donating educational toys to approximately 50 students with special needs at the Al Tareq Rehabilitation & Autism Centre. Additionally, we extend our support to the Dubai Autism Centre by providing them with free waste management services as part of our commitment to community service.



EMPLOYEE VOLUNTEERING

DulSCO Group is committed to making a positive impact through active community engagement and volunteering efforts. We foster our employees' engagement in social responsibility by encouraging them to volunteer their time, skills, and resources to support worthy causes. In 2023, our employees from DulSCO Group dedicated a total of 2,588 volunteering hours across 34 CSR activities. Our collective commitment to supporting various social causes and initiatives has helped us in creating strong community ties, promoting sustainable development, and enriching the lives of those in need. These efforts reflect our ethos of corporate citizenship and our dedication to contributing meaningfully to the communities we serve. Muhammad Ameen, Welfare Officer at DulSCO Group was the proud recipient of the 'Best CSR Volunteer of the Year' Award for his outstanding contribution to CSR activities.

2,588 VOLUNTEERING HOURS



34 CSR ACTIVITIES



PRIVACY & DATA SECURITY

At Dulsco Group, safeguarding data privacy and maintaining robust IT security are integral to our operational ethos. Over the past years, we have implemented proactive measures to strengthen our cybersecurity posture and enhance employee awareness through comprehensive training and continuous education initiatives. We recognise the importance of protecting the confidentiality, integrity, and availability of all data entrusted to us by our stakeholders. Our approach includes robust policies, ongoing training, and the deployment of advanced technologies to mitigate risks and uphold the highest standards of data security. We have implemented rigorous measures and adopted advanced technologies to ensure the protection of sensitive information across our operations.

DATA PROTECTION AND SECURITY

We adhere to stringent data protection policies aligned with global standards, outlining guidelines for the collection, storage, and processing of personal and sensitive data to ensure compliance and mitigate risks. Regular training sessions are conducted to educate employees on data security best practices. These sessions empower our employees to recognise and respond effectively to potential security threats, enhancing our overall security.

ADVANCED TECHNOLOGIES

Leveraging state-of-the-art security technologies, we proactively defend against data breaches and cyber threats. This approach ensures that our systems remain resilient and capable of adapting to evolving security challenges.

CYBERSECURITY INITIATIVES

Dulsco Group is committed to maintaining a robust cybersecurity framework to safeguard data and uphold user privacy. Our cybersecurity initiatives aim to protect our systems, data, and users from cyber threats. As part of our comprehensive data security strategy, we conduct phishing simulation exercises to assess and enhance our employees' awareness levels. We run regular phishing tests to see how well our employees can spot fake emails and messages designed to trick them. These exercises help identify areas for improvement in recognising and mitigating phishing attacks, ensuring our workforce is well-prepared to handle potential cyber threats.

EDUCATION & AWARENESS

We provide ongoing cybersecurity education through an e-learning platform, keeping employees informed about evolving threats and best practices. Throughout, we conducted comprehensive cybersecurity awareness training sessions for our people. These sessions covered critical topics such as password security, email hygiene, and safe browsing practices, empowering our team with the knowledge needed to safeguard sensitive information.

SECURITY AND RISK MANAGEMENT

At Dulsco Group, we are committed to robust security risk management and efficient incident response. Our efforts include:

STRENGTHENED SECURITY PROTOCOLS

We have enhanced our security protocols to protect our systems and data effectively.

DISASTER RECOVERY STRATEGIES

Successfully tested and implemented disaster recovery strategies to ensure business continuity. By conducting periodic system health checks and updates, we focus on improving our infrastructure and security systems.

TRANSPARENT COMMUNICATION

We emphasise transparency and timely communication, ensuring stakeholders are always informed about important cybersecurity matters.

CONTINUOUS MONITORING AND REPORTING

We continuously monitor and report key metrics to ensure accountability and safeguard sensitive information.



GOVERNANCE



- ▶ Accountability Framework
- ▶ Ethical Business Conduct
- ▶ Statutory Compliance
- ▶ Sustainable Finance
- ▶ Sustainable Supply Chain
- ▶ Strategic Risk Mitigation



At DulSCO Group, we believe that robust governance is the foundation of sustainable growth and corporate responsibility. At every level of our organisation, we are dedicated to developing an ethical leadership and decision-making culture. As we embark on integrating sustainability at the core of our governance, we prioritise accountability, transparency, and responsibility.

Our governance framework integrates ethical practices, transparency, and accountability into every aspect of our business. This section explores the key material topics we have identified for governance: Accountability Framework, Ethical Business Conduct, Statutory Compliance, Sustainable Finance, Sustainable Supply Chain, and Strategic Risk Mitigation.

ACCOUNTABILITY FRAMEWORK



Our governance structure is designed to ensure clear policies and procedures that promote accountability across all organisational levels. The key components of our decision-making bodies include:

GENERAL ASSEMBLY

The General Assembly serves as the highest decision-making body, providing overall direction and oversight to our operations.



BOARD OF DIRECTORS

Our Board of Directors is composed of six non-executive members, including one female member. The Board of Directors oversees, inter alia, setting the corporate strategy, policy making, and monitoring the performance of the company.



BOARD AUDIT COMMITTEE

The Board Audit Committee is responsible for overseeing our financial reporting and audit processes. This committee plays a critical role in maintaining the integrity and transparency of our financial practices.



LEADERSHIP TEAM

The Leadership Team, consisting of 8 members, drives the implementation of our strategic goals, ensuring that our operations align with our mission, vision, core values and purpose.



SENIOR MANAGEMENT TEAM

The Senior Management Team, comprising 28 members, executes day-to-day operations, ensuring that our governance principles are upheld at every level of the organisation.



We have established a strong accountability framework to ensure transparency and responsibility throughout our organisation. This framework includes clear policies and procedures that provide a structured approach to governance, outlining the roles and responsibilities of each decision-making body. We promote ethical leadership and decision-making, encouraging leaders at all levels to act with integrity and accountability. Additionally, we maintain open and transparent communication with our stakeholders, regularly disclosing relevant information regarding our governance practices and sustainability efforts.

We are dedicated to giving top-level priority to this crucial aspect of our operations. Our commitment to continuous improvement ensures that we will evolve and strengthen our governance practices, fostering a sustainable and ethical business environment. By prioritising accountability and transparency, DulSCO Group aims to build a strong foundation for sustainable growth and corporate responsibility.

BOARD STRUCTURE

All board members are non-executive, providing independent oversight. This structure ensures that decision-making is unbiased and focused on long-term value creation.

TOTAL **6** MEMBERS

PERCENTAGE OF NON-EXECUTIVE MEMBERS



NUMBER OF MALE MEMBERS



NUMBER OF FEMALE MEMBERS



CULTURE OF INTEGRITY

We promote a culture of ethical leadership and decision-making at all levels, ensuring that our business dealings are conducted with integrity. In 2023, we reported zero breaches of our code of conduct, reflecting our commitment to maintaining the highest standards of integrity.

ZERO
ZERO

BREACHES OF CODE OF CONDUCT

NUMBER OF GRIEVANCES RELATED TO GOVERNANCE

ETHICAL BUSINESS CONDUCT

Ethical business conduct is fundamental to DulSCO Group's operations, guiding our employees to uphold integrity, transparency, and accountability in every interaction. Ethical business conduct is upheld through policies and training sessions. It is the core of DulSCO Group's governance, building trust, protecting our reputation, and driving sustainable business practices.

POLICIES AND GUIDELINES

We adhere rigorously to a comprehensive set of policies designed to uphold ethical standards across our organisation:

CODE OF ETHICS AND BUSINESS CONDUCT

Our code outlines clear guidelines for integrity, compliance, confidentiality, social media usage, fair marketing, and professional accountability. It serves as a compass for ethical decision-making.

FRAUD POLICY

Ensures robust measures are in place to prevent, detect, and address fraudulent activities within our operations.

EMPLOYEE VENDOR RELATIONSHIP POLICY

Establishes guidelines to maintain transparent and ethical relationships with our vendors, ensuring fairness and integrity in procurement processes.

ANTI-BRIBERY POLICY

Aligned with global standards, this policy mandates bribery prevention, legal compliance, reporting mechanisms, and consequences for violations with DulSCO Group.

CORPORATE GOVERNANCE POLICIES

Guides the structure, responsibilities, and accountability of the Board of Directors and other governing bodies within our organisation.

WHISTLEBLOWING POLICY

Encourages our employees to report ethical concerns confidentially, ensuring transparency and accountability across all operations.

TRAINING AND EDUCATION

In 2023, our office staff completed mandatory online courses on Anti-Bribery and Corruption, reinforcing global standards and legal requirements. We also prioritise the development of ethical leadership through targeted programmes that equip leaders at all levels to navigate ethical dilemmas with integrity. New hires are introduced to our Code of Ethics and Business Conduct, ensuring alignment with DulSCO Group's values and the labour laws from the outset. Our Whistleblowing Policy encourages employees to report unethical behaviour. We continuously improve our training programmes based on feedback to strengthen governance practices and mitigate risks effectively.

In 2023, 80% of our office employees successfully underwent Anti-Bribery and Corruption training

STATUTORY COMPLIANCE

At DulSCO Group, compliance with statutory and regulatory requirements is fundamental to our operations. We uphold rigorous standards to ensure legal adherence and operational integrity.

We adopt a proactive approach by continuously monitoring our adherence to all relevant laws and regulations. Internal and external audits, overseen by internationally recognised service providers like Grant Thornton, help us assess our compliance status regularly. These audits cover a wide range of areas, including financial reporting, governance practices, and adherence to environmental, health, and safety standards. We aim to identify potential risks early, and swiftly implement corrective actions to mitigate them, ensuring robust compliance across our operations.

As already discussed in the 'Accountability Framework' section of the report, we have established a Code of Ethics and Business Conduct that outlines ethical standards for our employees and vendor relationships. Additionally, our Whistleblowing Policy encourages employees to report any violations or concerns, fostering a culture of transparency and accountability within the organisation.

We prioritise continuous improvement in compliance and ethics. Regular training sessions and educational programmes on topics such as anti-bribery, cybersecurity, and ethical workplace behaviour ensure that our employees are well-equipped to uphold our high standards. Such initiatives help in strengthening our internal controls and enhance employee engagement and contribute to our overall corporate growth.

ACCREDITATION

DulSCO maintains membership in several prestigious accreditation bodies, including ISO 14001 for environmental management, ISO 9000 for quality management, and ISO 45001 for occupational health and safety. These accreditations support us in adhering to international standards and best practices in environmental sustainability, quality assurance, and workplace safety. They serve as benchmarks for our ongoing efforts to reach excellence and continual improvement in our operations.



SUSTAINABLE FINANCE

Sustainable Finance at Dulsco Group integrates sustainability criteria into financial decisions to promote long-term sustainable growth. We are actively planning to promote sustainable investments and green financing initiatives. We aim to collaborate with suppliers who have strong In-Country Value (ICV) scores and high ratings for sustainability practices. This strategic approach will help us align with our commitment to sustainability and enhance our ability to support environmentally and socially responsible projects and partnerships. We are advancing our approach in several key areas:

INVESTMENT STRATEGIES

We are in the process of establishing an Investment Committee to enhance our sustainable finance practices. This committee will collaborate with sustainability experts to assess the environmental and social impacts of our investments, ensuring they align with our sustainability goals.

COLLABORATIVE APPROACH

Our aim is to integrate the Group's Finance team to work closely with sustainability specialists to integrate sustainability related factors into financial analyses. Our senior management is keenly aware of the potential of sustainable finance and is actively working to embed sustainability considerations into project financing. This collaboration ensures that our investments contribute positively to environmental and social outcomes along with generating financial returns.

We plan to enhance our sustainable finance strategies. This includes viewing our investment policies and practices to ensure they meet evolving sustainability standards and best practices.



SUSTAINABLE SUPPLY CHAIN

At Dulsco Group, sustainability is at the core of our supply chain strategy, influencing every aspect from procurement to operational practices. Embracing the principles of local sourcing, investment in sustainability, circularity, and fair labour practices, we are committed to fostering a supply chain that not only meets regulatory requirements but also contributes positively to our local communities and environment.

With sustainable procurement practices, alignment to national targets and a commitment to transparency and continuous improvement, we strive to set a benchmark for sustainable supply chain management in the operating areas. Our efforts not only support local economic development but also contribute to environmental conservation and community well-being. We extend our commitment to sustainability to our supply chain, ensuring that our partners share our values.

SUPPLIER SCREENING

All suppliers are screened using a Supplier Introduction Form that includes questions about their sustainability initiatives and ICV score. This is combined with a newly introduced Supplier Audit template created by the Procurement team.

PROCUREMENT POLICIES

Our procurement process is guided by ethical principles, promoting local suppliers and reducing carbon emissions.

LOCAL SOURCING

All personal protective equipment (PPE), uniforms, and fleet vehicles including mobile units, vans, buses, and ambulances, are procured locally within the UAE. This way we support local suppliers and also indirectly reduce carbon emissions associated with transportation.

INVESTMENT IN SUSTAINABILITY

We invest in energy-efficient machinery and are pioneering the use of electric buses as part of our fleet, with plans to expand across the UAE as the country's infrastructure develops in its other regions. We promote partnerships to advance sustainable transportation solutions, exemplified by our collaboration with Hitachi.

FUTURE PLANS

DASHBOARD FOR SUSTAINABILITY

We are developing an internal dashboard to monitor and manage supplier sustainability metrics effectively, ensuring alignment with our sustainability goals and enhancing transparency in our supply chain operations.

CONTINUOUS IMPROVEMENT

Dulscos Group is committed to continuous improvement in our procurement practices, a commitment underscored in 2023 through several strategic initiatives. We have conducted ongoing gap analyses and appointed a new Procurement Director, who is dedicated to enhancing our procurement processes. Additionally, we are hiring procurement experts with backgrounds in sustainability to further strengthen our supply chain's resilience and sustainability performance.

Furthermore, we are transitioning from outsourced procurement to an in-house model, allowing us greater control over our supply chain. This shift will enable us to implement more stringent sustainability standards and ensure that our procurement practices align with our overall sustainability goals.

In addition to these efforts, we are focusing on environmentally friendly sourcing by opting for suppliers who have higher In-Country Value (ICV) scores. This demonstrates that suppliers are utilising regional sources rather than overseas ones, which helps to reduce carbon emissions caused by freight. This approach not only supports local economies but also significantly decreases our environmental impact, reinforcing our commitment to sustainability.



IN-COUNTRY VALUE (ICV) PROGRAM

Our commitment to the UAE's In-Country Value (ICV) program highlights our efforts to boost local economic contribution and support the UAE's Net Zero by 2050 Strategic Initiative. The ICV programme is integral to our sustainability strategy, focusing on four key elements: third-party spends, Emiratisation, investment strategy, and expat contributions.

THIRD-PARTY SPENDS

We prioritise local suppliers to reduce carbon emissions and promote economic growth. All PPE, uniforms, and fleet vehicles including vans, buses, and ambulances, are sourced within the UAE.

EMIRATISATION

We actively hire and develop Emirati talent, contributing to national goals. We are proud to have achieved the desired percentage of Emirati employees within the business, in line with Federal government requirements.

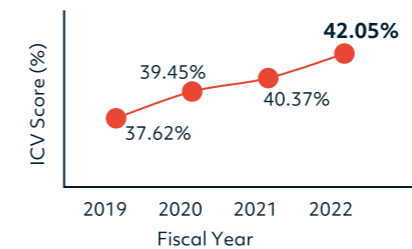
INVESTMENT STRATEGY

Our investments in energy-efficient machinery and electric vehicles reflect our commitment to sustainability. We have piloted electric buses in Dubai and plan to expand this initiative across the UAE.

EXPAT CONTRIBUTIONS

We ensure fair wages and labour practices, regularly audited to maintain high standards.

YEAR-WISE ICV SCORE



ICV SCORE

Dulscos has been maintaining an ICV score for its 'Dulscos Solutions' Abu Dhabi entity. With a score of 42.05% in 2022, we are dedicated to improving our ICV performance which has shown an increase year on year. Certifications like ISO 14001 and sustainability practices have helped boost the score. Our procurement process currently includes sustainability criteria, and we plan to rate suppliers based on their ICV scores by 2025.

STRATEGIC RISK MITIGATION

At Dulscos Group, proactive risk management is integral to sustaining our operations and enhancing our sustainability commitments across diverse business sectors. We actively identify and mitigate risks related to a wide range of challenges and opportunities, ensuring resilience and continuity in our operations.

RISK MANAGEMENT FRAMEWORK

We have implemented a comprehensive risk management framework that encompasses regular risk assessments, scenario planning, and proactive contingency strategies. This framework enables us to identify potential risks early and develop effective mitigation plans tailored to our business sectors and operational environments.

SECTOR-SPECIFIC RISK MITIGATION

In different businesses where Dulscos Group operates, such as environmental solutions, people solutions, and talent solutions, we prioritise strategic risk mitigation efforts. This includes assessing environmental and societal impact, HSE (Health, Safety, and Environment) conditions at client sites where our workforce is deployed, ensuring compliance with local regulations, and implementing stringent safety protocols to safeguard both our employees and the environment.

COMPLIANCE AND MONITORING

We maintain rigorous standards of compliance and continuously monitor our risk management processes. This proactive approach allows us to adapt swiftly to regulatory changes, industry trends, and emerging risks, thereby enhancing our operational efficiency and sustainability performance.

GRI INDEX



▶ GRI Disclosures



GRI INDEX

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	9-14	
	2-2 Entities included in the organization's sustainability reporting		
	2-3 Reporting period, frequency and contact point	6	
	2-4 Restatements of information	43,51	
	2-5 External assurance		External assurance was not obtained for this report. Future reports may consider external assurance.
	2-6 Activities, value chain and other business relationships	9	
	2-7 Employees	55-66	
	2-8 Workers who are not employees	NA	
	2-9 Governance structure and composition	13, 78	
	2-10 Nomination and selection of the highest governance body		
	2-11 Chair of the highest governance body	13	
	2-12 Role of the highest governance body in overseeing the management of impacts		
	2-13 Delegation of responsibility for managing impacts	8, 13, 78	
	2-14 Role of the highest governance body in sustainability reporting	13	
	2-15 Conflicts of interest	79	
	2-16 Communication of critical concerns		
	2-17 Collective knowledge of the highest governance body	13	
	2-18 Evaluation of the performance of the highest governance body		
	2-19 Remuneration policies		
	2-20 Process to determine remuneration	NA	
	2-21 Annual total compensation ratio		
	2-22 Statement on sustainable development strategy	15-21	
	2-23 Policy commitments		
	2-24 Embedding policy commitments		
	2-25 Processes to remediate negative impacts	79	
	2-26 Mechanisms for seeking advice and raising concerns		
	2-27 Compliance with laws and regulations		
	2-28 Membership associations		Not applicable (N/A) due to local UAE regulations
	2-29 Approach to stakeholder engagement	18-19	
	2-30 Collective bargaining agreements		Not applicable (N/A) due to local UAE regulations

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
MATERIAL TOPICS			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	18-21	
	3-2 List of material topics		
GRI 3: Material Topics 2021	3-3 Management of material topics		
ECONOMIC PERFORMANCE			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	NA	
	201-2 Financial implications and other risks and opportunities due to climate change	80	
	201-3 Defined benefit plan obligations and other retirement plans	NA	
	201-4 Financial assistance received from government		
MARKET PRESENCE			
GRI 3: Material Topics 2021	3-3 Management of material topics	NA	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	NA	
	202-2 Proportion of senior management hired from the local community	60	
INDIRECT ECONOMIC IMPACTS			
GRI 3: Material Topics 2021	3-3 Management of material topics	NA	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	69-74	
	203-2 Significant indirect economic impacts		
PROCUREMENT PRACTICES			
GRI 3: Material Topics 2021	3-3 Management of material topics	21,80	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	80	
ANTI-CORRUPTION			
GRI 3: Material Topics 2021	3-3 Management of material topics	21,78	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	81	
	205-2 Communication and training about anti-corruption policies and procedures	79	
	205-3 Confirmed incidents of corruption and actions taken	78	

*NA: Not Applicable

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
ANTI-COMPETITIVE BEHAVIOR			
GRI 3: Material Topics 2021	3-3 Management of material topics	NA	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		
TAX			
GRI 3: Material Topics 2021	3-3 Management of material topics	NA	
GRI 207: Tax 2019	207-1 Approach to tax		
	207-2 Tax governance, control, and risk management		
	207-3 Stakeholder engagement and management of concerns related to tax		
	207-4 Country-by-country reporting		
MATERIALS			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 27	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	27-31, 43-44	
	301-2 Recycled input materials used		
	301-3 Reclaimed products and their packaging materials		
ENERGY			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 39	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	39-40	
	302-2 Energy consumption outside of the organization		
	302-3 Energy intensity		
	302-4 Reduction of energy consumption		
	302-5 Reductions in energy requirements of products and services		
WATER AND EFFLUENTS			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 45	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	45	
	303-2 Management of water discharge-related impacts		
	303-3 Water withdrawal		
	303-4 Water discharge		
	303-5 Water consumption		
BIODIVERSITY			
GRI 304: Biodiversity 2016	3-3 Management of material topics	NA	
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		
	304-2 Significant impacts of activities, products and services on biodiversity		
	304-3 Habitats protected or restored		
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
EMISSIONS			
GRI 305: Emissions 2016	3-3 Management of material topics	21,38	
	305-1 Direct (Scope 1) GHG emissions	38	
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-3 Other indirect (Scope 3) GHG emissions		Scope 3 emissions will be included in our next reporting cycle.
	305-4 GHG emissions intensity		GHG emissions intensity will be included in our next reporting cycle.
	305-5 Reduction of GHG emissions	38	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		
WASTE			
GRI 3: Material Topics 2021	3-3 Management of material topics	21,43	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	43-44	
	306-2 Management of significant waste-related impacts		
	306-3 Waste generated		
	306-4 Waste diverted from disposal		
	306-5 Waste directed to disposal		
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 80	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	80	
	308-2 Negative environmental impacts in the supply chain and actions taken		
EMPLOYMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	21,58	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	65-66	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	57-58	
	401-3 Parental leave		
LABOR/MANAGEMENT RELATIONS			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 59	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	59	

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 50	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	50-54	
	403-2 Hazard identification, risk assessment, and incident investigation		
	403-3 Occupational health services		
	403-4 Worker participation, consultation, and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8 Workers covered by an occupational health and safety management system		
	403-9 Work-related injuries		
TRAINING AND EDUCATION			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 61	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	61	
	404-2 Programs for upgrading employee skills and transition assistance programs		
	404-3 Percentage of employees receiving regular performance and career development reviews	66	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 59	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	58-59, 78	
	405-2 Ratio of basic salary and remuneration of women to men		
NON-DISCRIMINATION			
GRI 3: Material Topics 2021	3-3 Management of material topics	59	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not applicable (N/A) due to local UAE regulations	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		
CHILD LABOR			
GRI 3: Material Topics 2021	3-3 Management of material topics	59	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION
FORCED OR COMPULSORY LABOR 2016			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	59	
SECURITY PRACTICES			
GRI 410: Security Practices 2016	3-3 Management of material topics	NA	
	410-1 Security personnel trained in human rights policies or procedures		
RIGHTS OF INDIGENOUS PEOPLE			
GRI 411: Rights of Indigenous Peoples 2016	3-3 Management of material topics	NA	
	411-1 Incidents of violations involving rights of indigenous peoples		
LOCAL COMMUNITIES			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 69	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	69-74	
	413-2 Operations with significant actual and potential negative impacts on local communities	NA	
SUPPLIER SOCIAL ASSESSMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 80	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	80	
	414-2 Negative social impacts in the supply chain and actions taken		
PUBLIC POLICY			
GRI 415: Public Policy 2016	415-1 Political contributions	NA	
CUSTOMER HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3 Management of material topics	19, 50	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	50-54	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	NA	
MARKETING AND LABELING			
GRI 3: Material Topics 2021	3-3 Management of material topics	NA	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling		
	417-2 Incidents of non-compliance concerning product and service information and labeling		
	417-3 Incidents of non-compliance concerning marketing communications		
CUSTOMER PRIVACY			
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 75	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	75	



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**DULSCO
PEOPLE**

**DULSCO
ENVIRONMENT**

