



**DULSCO**



**SOCIAL  
VALUE  
REPORT 2022**

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# MESSAGE FROM THE CEO

I am delighted to introduce **Dulscos First Social Value Report** for the calendar year 2022. This report serves as a testament of our dedication to establishing a sustainable future for everyone. It showcases our efforts to protect the environment, meet social obligations, take care of our employees, and make positive contributions to the economy and society.

As a responsible corporate citizen, we have always believed in giving back to the community that we serve. In 2022, we continued to make significant strides in our sustainability journey. Dulscos played an integral role in Expo 2020 Dubai as the Official Waste Management Partner. In total, Expo 2020 Dubai and Dulscos successfully and efficiently managed to exceed the pre-set goal of 85% and divert 90.95% of all waste generated. Our environmental management initiatives included reducing our carbon footprint, implementing sustainable waste management practices, and promoting renewable energy sources. We also strengthened our social responsibility programmes by supporting education, creating environmental awareness, supporting local communities, and empowering people of determination.

At Dulscos, we believe that our people are our greatest asset. We remain committed to providing a safe, healthy, and inclusive work environment for all our employees. We continue to invest in their development, ensuring that they have the necessary skills to thrive in an ever-changing world.

As a people-based organisation, health and safety remains core to all that we do, both professionally and personally. Ensuring the safety of our colleagues and customers is in our DNA. We saw a reduction in accident frequency rate and accident severity rate compared to 2021.

Finally, we recognise that our success is closely linked to the growth and prosperity of the thriving economy in which we operate. We remain committed to creating value for all our stakeholders and contributing to the overall economic development of the communities we serve.

I would like to extend my heartfelt gratitude to all our stakeholders for their continued support in our sustainability journey. We remain committed to creating a better world for future generations and look forward to working with you towards this shared vision.



Sincerely,

**David Stockton**  
CEO, Dulscos Group

# INTRODUCTION

We are pleased to present DulSCO's inaugural Social Value Report for the calendar year 2022, which outlines our sustainability performance across our various practices.

As an organisation, we recognise the importance of social responsibility and strive to embed sustainable practices into our operations to ensure a positive impact on the environment, society and economy.

This report covers our performance in key areas such as environmental management, social responsibility and governance.



## MISSION, VISION, VALUES AND PURPOSE STATEMENT



### MISSION

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



### VISION

Communities that thrive and prosper.



### VALUES

Connected  
Conscientious  
Enterprising



### PURPOSE STATEMENT

To be better today,  
than we were  
yesterday.

## ABOUT DULSCO

DulSCO is a leader in the provision of Environmental Solutions, People Solutions, and Talent Solutions, that supports growth, bolsters commerce and creates a more sustainable way of life. What began as a simple stevedoring operation on the banks of the Arabian Sea in 1935 has today grown into a multifaceted enterprise serving public and private sectors across the Middle East.

The industries and organisations we partner with are many, but at DulSCO, we have a singular ambition – to power better communities.

In 2022, DulSCO Group acquired Parisima Talent, a strategic talent acquisition business. DulSCO Group continues its expansion in 2023 through its acquisition of Advance Global Recruitment (AGR), specialists in energy recruitment.

## OUR SERVICES



### PEOPLE SOLUTIONS

- Skilled Manpower
- Semi-Skilled Manpower
- Unskilled Manpower
- Aviation Manpower
- Oil & Gas Specialists



### ENVIRONMENTAL SOLUTIONS

- Community Waste Collection
- Industrial Waste Solutions
- Hazardous Waste Treatment & Disposal
- Recycling Solutions
- Workshop & Fabrication
- The New Old & Reloved



### TALENT SOLUTIONS

- Recruitment Process Outsourcing (RPO)
- Contract Staffing Solutions
- Permanent Placement

# EXPANDING OUR PRESENCE

## Acquisition of Parisima Talent

DulSCO Group acquired Parisima Talent, an award-winning, strategic talent acquisition business in the UAE, to enhance its competitive talent solutions in the region.

This acquisition is aligned with DulSCO Group's strategy to develop its professional staffing business further.

Combining Parisima Talent's well-known brand and expertise in embedded RPO talent with DulSCO's Outsourcing and Permanent Placement offerings will accelerate growth both in the UAE and across the GCC.

The newly combined entity will see Parisima Talent become part of the DulSCO Group and continue to build on its industry standing in Recruitment Process Outsourcing, Permanent Placement, and Contract Staffing solutions.



**Recruitment Process Outsourcing**

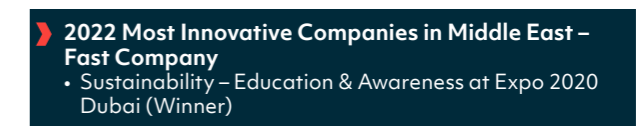
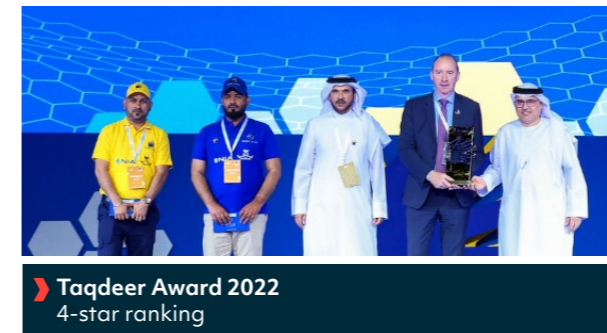
**Contract Staffing Solutions**

**Permanent Placement**

## Parisima Presence



# AWARDS AND ACCOLADES



- Gulf Sustainability Awards 2022**
  - Water and Waste Management - Expo 2020 Dubai (Gold)
  - Best Sustainability Education and Awareness Programme - Expo 2020 Dubai (Silver)
- Facilities Management Middle East Awards 2022**
  - Sanitation & Waste Management Company of the Year (Winner)
  - Education & Development Initiative of the year - Expo 2020 Dubai (Highly Commended)
  - Sustainability Initiative of the Year - Expo 2020 Dubai (Highly Commended)
- Middle East Waste and Recycling Awards 2022**
  - Waste Management Company of the Year (Runner-up)
  - Best Waste Diversion Initiative (Private Sector) - Expo 2020 Dubai (Runner-up)
- International Business Magazine Awards 2022**
  - Best-in-class Blue Collar Manpower Recruitment and Management (Winner)
  - Best White-Collar Outsourcing Co. (Winner)

## ISO CERTIFICATIONS

The Integrated Management System at DulSCO describes Organisation's integrated Quality, Environmental and Occupational Health and Safety Management System and comprises of latest **ISO 9001:2015** (Quality Management), **ISO 14001:2015** (Environment Management) and **ISO 45001:2018** (Occupational Health and Safety Management).



# GOVERNANCE AND COMPLIANCE

## LEADERSHIP TEAM

### David Stockton Chief Executive Officer, DulSCO Group

As CEO of DulSCO Group, David Stockton is responsible for leading the organisation towards strong growth and new opportunities. Committed to creating powerful synergies among employees, customers and the community, David has been successful in delivering exceptional customer service while creating impactful strategies to drive business growth.



### Antony Marke Chief Operating Officer, People Solutions

As COO, Antony Marke is responsible for managing and developing DulSCO's People Solutions division, which includes the Manpower and Aviation businesses.



### John Grainger Chief Operating Officer, Environmental Solutions

At the helm of DulSCO's Environmental Solutions business as its COO, John Grainger uses his invaluable experience to bring the latest environmental solutions and trends that will propel the organisation to exploring and implementing sustainable growth strategies that will benefit not just the company, but the entire region as well.



### Tiago Costa Chief Executive Officer, Parisima Talent

As the CEO of Parisima Talent, Tiago Costa is responsible for driving the Recruitment Process Outsourcing, Permanent Placement and Contract Staffing business by leading development and growth strategies to position Parisima Talent as the talent solutions leader across various sectors in the GCC market.



### Martin Bradley Chief Financial Officer

Since joining DulSCO in 2019 as the CFO, Martin Bradley has been entrusted with leading the business transformation. Martin is committed to driving change and innovation, and is spearheading 'Chrysalis,' a digital transformation initiative that will enhance business performance and customer satisfaction, by implementing a fully integrated cloud-based ERP system.



### Mahdi Mohamad Chief Operating Officer, Business Support Services

As the COO of Business Support Services, Mahdi Mohamed oversees Human Resources, Government Relations, Managed Services, Business Support, Marketing and Communications, and the Clinic. Since joining the company in March 2016, Mahdi has been developing and implementing new strategies to enhance DulSCO's business support function in line with the organisation's mission, vision and core values.



### Prabhu Dharmarajan Director - Human Resources

As Director of HR at DulSCO, Prabhu Dharmarajan leads a 25-member team that includes HR, Welfare and Recruitment specialists who are responsible for managing the entire spectrum of HR functions, from recruitment and placement to training and development.

# BUSINESS CONTINUITY MANAGEMENT

Business continuity is the ability to continue operations and to provide services to our clients in all situations. These fundamental requirements of DulSCO have evolved through our Business Continuity Plans and provide a fundamental set of principles and framework to safeguard human life, secure property, maintain business operations, and restore/replace affected sites in the event of a business interruption. A crucial component of our business continuity strategy is conducting a business impact analysis for pertinent business scenarios such as natural disasters, power outages, hardware/telecommunication malfunctions, data corruption, explosions, and chemical, biological, and other hazardous situations.

Business continuity aspects are viewed from a multifaceted standpoint at DulSCO for which we have developed the following policies that govern and address business continuity for our clients:

- Business Continuity Management**
- Pandemic Business Continuity Plan**
- Emergency Response Plan**
- Data Back-up and Disaster Recovery**

Business continuity is directly and tightly linked with preparedness and risk management which aims to safeguard the interests of both our business and projects. We use best practices to develop and maintain a capability to plan for and respond to incidents and business interruptions in order to continue providing services to our clients.

We carry out risk assessments and business impact analysis for various scenarios prior to the start of service, with the aim to identify the most critical business processes and support functions to develop contingency arrangements and realistic recovery objectives for each of them.



# COMPLIANCE AND ETHICS

At DulSCO, we place great importance on compliance as an integral aspect of our business. Our organisation is dedicated to maintaining high levels of honesty and integrity, and as such, we are committed to adhering to both internal policies and procedures, as well as governmental laws. Through the implementation of compliance procedures, we are able to safeguard the company's reputation, enhance our vision and values, and effectively prevent and detect any violations of rules.

We have established policies and procedures that ensure all departments and employees work together to uphold company and legal standards, thereby avoiding the risk of major disasters and violations. Any instances of non-compliance with these policies and procedures, laws and regulations are thoroughly investigated to ensure that management is addressing key risk areas.

At DulSCO, we prioritise ethical workplace behaviour as it leads to increased employee commitment, motivation, customer loyalty, risk mitigation and a stronger brand image. We take all necessary measures to encourage our workforce to act in an ethical manner. Our code of conduct emphasises ethical practices and is given importance from the moment an employee joins the organisation. It also aligns with relevant clauses of the UAE Labour Law.

Our policy on vendor relationships prohibits employees from accepting or soliciting gifts from vendors, customers, or any third party that could potentially influence their decision-making regarding purchases, contracts, services, or any

official duty. We empower our employees to use their discretion in such situations and require them to declare any gift, benefit or offer they receive through a declaration form.



**At DulSCO, we value efficiency and strive for long-term success. To support this goal, we encourage our employees to speak up if they notice any wrongdoing through our Whistle Blowing policy. This policy aims to foster a culture of open communication and accountability, where employees can report any serious concerns about the company to the management and respective departments.**



## AUDITING



Internal Audit serves as a platform to provide independent, objective assurance and advisory services designed to add value and improve operations. It helps DulSCO accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of Governance, Risk Management, Control and Accountability processes.

The Internal Audit provides assurance services as to whether the risk management, control, and governance processes, are designed and in place to ensure that:

- **Risks are appropriately identified and managed.**
- **Interaction with the various governance groups occurs as needed.**
- **Financial, managerial, and operating information is accurate, reliable and timely.**
- **Resources are acquired economically, used efficiently, and adequately protected.**
- **Quality and continuous improvement are fostered in the company's control process.**
- **Significant legislative or regulatory issues impacting the organisation are recognised and addressed properly.**
- **Programmes, plans and objectives are achieved.**

The internal and external audit engagements at DulSCO are outsourced to internationally recognised service provider, Grant Thornton to maintain transparency, objectivity, alignment with best practices, compliance with relevant laws and regulations, and report to the Audit Committee and Board.

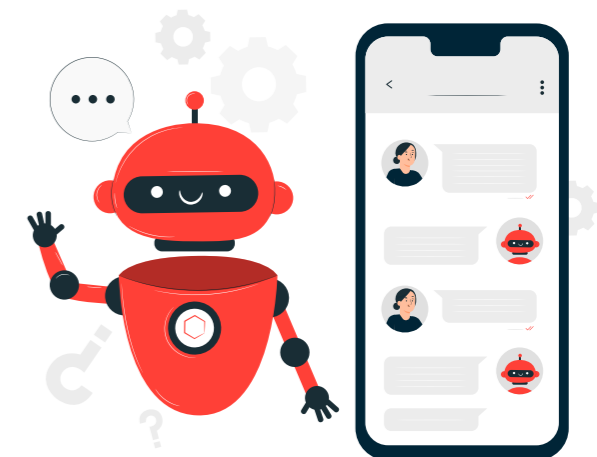
## DIGITAL TRANSFORMATION



DulSCO is committed to driving change and innovation. As part of this, DulSCO embarked on a Digital Transformation (Program Chrysalis) journey in May 2020 that will provide single unified solutions for DulSCO and enhance business performance and customer satisfaction, by implementing a fully integrated cloud-based ERP system.

The program will result in a range of significant achievements, such as improved customer experiences through self-service portals, improved employee experiences with system automation and accessibility, business performance management, operational efficiency, enhanced network and infrastructure

security, a consolidated system and an innovative approach that will include the effective use of emerging technologies such as IoT, artificial intelligence, and chatbot.



# SUSTAINABILITY

## OUR APPROACH

The private sector's role is becoming more crucial as the world embarks on a challenging journey towards a Net-Zero future to secure a livable planet for future generations.



The private sector holds a vital position in promoting sustainability, given its capacity and influence to effect change. It's incumbent upon businesses to balance the creation of value for their stakeholders with the purview of minimising their impact on society and the environment.

Besides, adopting sustainable practices can lead to financial gains, including cost efficiencies, bolstered reputation, and new market opportunities. With growing consumer and investor demand for sustainability, the private sector must accord priority to sustainable development to secure an equitable and prosperous future for all.

Environmental companies such as DulSCO are crucial for promoting sustainability and recognising waste as a valuable resource. Our top priority is diverting resources away from landfills and promoting education to encourage proper waste segregation, reuse, and reduction. Only as a last resort do we dispose of waste, and even then, we strive to minimise harm to the environment. Our approach helps to reduce the carbon footprint of both our operations and our clients, enabling us to advance the circular economy.

Our efforts have also been directed towards employing cutting-edge technologies to recycle and manage resources. Through our endeavours, we have effectively utilised waste-to-fuel technology to generate an alternate source of fuel, advanced sorting techniques to enhance the quantity of recycled waste, recycling processes for slop and sludge oil to combat marine contamination, and state-of-the-art technologies for recycling construction and demolition waste, which diminishes the amount of waste sent to landfills.

At the core of sustainability lies community engagement, which we deeply value. To this end, we actively collaborate with local organisations to advocate for waste reduction and recycling initiatives within the community. Our efforts extend to conducting educational sessions in schools and offices, as well as organising public events to encourage source segregation.

By fostering this partnership with the community, we aspire to cultivate stronger relationships with our stakeholders and drive sustainable practices beyond our own operations, thereby contributing to a sustainable future for all.

# ALIGNMENT WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

16 TARGETED SDGs



|  |  |
|--|--|
| <b>GOAL 1:</b><br>No Poverty                 | <ul style="list-style-type: none"> <li>Blue-collar employment</li> </ul>   |
| <b>GOAL 2:</b><br>Zero Hunger                | <ul style="list-style-type: none"> <li>Sponsoring meals/food items during Ramadan</li> </ul>   |
| <b>GOAL 3:</b><br>Good Health and Well-being | <ul style="list-style-type: none"> <li>Employee wellbeing activities</li> <li>Waste Management Solutions: promoting better health with cleanliness</li> <li>Blood donation drives</li> <li>Participation in walks and runs for various causes</li> <li>DulSCO Medical Clinic and pharmacy</li> </ul> |
| <b>GOAL 4:</b><br>Quality Education          | <ul style="list-style-type: none"> <li>English classes for blue-collar workers</li> <li>Emirati Graduate programme</li> <li>DulSCO Training Academy</li> <li>Employee development and training</li> <li>Stationery and books collection drive</li> <li>Reading sessions in school</li> </ul>         |
| <b>GOAL 5:</b><br>Gender Equality            | <ul style="list-style-type: none"> <li>DulSCO RAK Business Centre managed by Emirati women</li> </ul>  |
| <b>GOAL 6:</b><br>Clean Water and Sanitation | <ul style="list-style-type: none"> <li>Grey Water Treatment Facility at DulSCO Village accommodation</li> <li>Sewage Treatment Facility at Fujairah accommodation</li> </ul>   |

|   |   |
|---|---|
| <b>GOAL 7:</b><br>Clean and Affordable Energy             | <ul style="list-style-type: none"> <li>Liquid Treatment Facility</li> <li>Refuse-Derived Fuel Plant</li> <li>Use of biofuel in vehicles at Expo 2020 Dubai</li> <li>Solar water heating in Fujairah accommodation</li> <li>Solar powered compactor bins</li> <li>Electric buggies used at Expo 2020 Dubai</li> </ul>                              |
| <b>GOAL 8:</b><br>Decent Work and Economic Growth         | <ul style="list-style-type: none"> <li>Employment opportunities</li> <li>Employee development and training</li> </ul>   |
| <b>GOAL 9:</b><br>Industry, Innovation and Infrastructure | <ul style="list-style-type: none"> <li>The New Old and Reloved by DulSCO</li> <li>Material Recovery Facility</li> <li>Construction and Demolition Waste Recycling Plants</li> <li>Liquid Treatment Facility</li> <li>Refuse-Derived Fuel Plant</li> </ul>   |
| <b>GOAL 10:</b><br>Reduced Inequalities                   | <ul style="list-style-type: none"> <li>Support for People of Determination</li> </ul>   |
| <b>GOAL 11:</b><br>Sustainable Cities and Communities     | <ul style="list-style-type: none"> <li>Waste Management Solutions</li> <li>DulSCO Recycling bus</li> <li>Material Recovery Facility</li> <li>Liquid Treatment Facility</li> <li>Construction and Demolition Waste Recycling Plants</li> <li>Refuse-Derived Fuel Plant</li> <li>Flood relief</li> </ul>  |
| <b>GOAL 12:</b><br>Responsible Consumption and Production | <ul style="list-style-type: none"> <li>Waste Management Solutions</li> <li>The New Old and Reloved by DulSCO</li> <li>Paper Pulp Moulding Plant</li> <li>Material Recovery Facility</li> <li>Refuse-Derived Fuel Plant</li> <li>Liquid Treatment Facility</li> <li>Energy efficiency measures</li> <li>Water efficiency measures</li> </ul>       |
| <b>GOAL 13:</b><br>Climate Action                         | <ul style="list-style-type: none"> <li>Material Recovery Facility</li> <li>Construction and Demolition Waste Plants</li> <li>Refuse-Derived Fuel Plant</li> <li>Liquid Treatment Facility</li> <li>Paper Pulp Moulding Plant</li> <li>Recycling Awareness Sessions</li> <li>New Old and Reloved by DulSCO</li> <li>Mangrove plantation</li> </ul> |
| <b>GOAL 14:</b><br>Life below Water                       | <ul style="list-style-type: none"> <li>Beach cleanup drives</li> <li>Mangrove plantation</li> </ul>   |
| <b>GOAL 15:</b><br>Life on Land                           | <ul style="list-style-type: none"> <li>Desert cleanup</li> <li>Ghaf plantation</li> <li>Paper Pulp Moulding Plant</li> </ul>  |
| <b>GOAL 17:</b><br>Partnerships for the Goals             | <ul style="list-style-type: none"> <li>Official Waste Management Partner of Expo 2020 Dubai – Most Sustainable World Fair ever</li> </ul>   |

## ALIGNMENT WITH UAE'S VISION



DulSCO Group is committed to taking a leading role in promoting sustainable infrastructure for the future on a national level. This involves investing in circular economy-based practices and recycling projects, as well as providing education and expertise in these areas.

In accordance with the UAE Circular Economy Policy 2021-2031, we have invested in cutting-edge waste treatment facilities to help reduce the amount of waste that ends up in landfills.

At Expo 2020 Dubai, DulSCO proudly served as the Official Waste Management Partner and succeeded in diverting over 1.1 million tonnes of waste away from landfills. This achievement made Expo 2020 Dubai one of the most sustainable world expos ever held.

## CLIMATE-RESPONSIBLE PLEDGE

Understanding the importance of the UAE's decarbonisation drive, DulSCO Group has signed a Climate-Responsible Companies Pledge in line with the UAE Net Zero by 2050 Strategic Initiative, to fulfil both national and international climate commitments.



The pledge requires DulSCO to commit to stepping up our collective efforts to combat climate change by:

- Measuring and reporting our GHG emissions in a transparent manner, developing measurable plans in line with national sectoral climate targets to reduce our carbon footprint, and sharing these plans with the UAE government to contribute to achieving the national net-zero target by 2050 or earlier.
- Factoring in climate change mitigation and adaptation measures as core principles of our businesses and operational models.
- Adopting an all-inclusive approach that engages youth, women, and vulnerable segments of society in developing our net-zero plans.
- Encouraging and engaging stakeholders including suppliers, partners and consumers to actively take part in climate action to help the UAE reach Net Zero by 2050.

## ALUMINIUM RECYCLING COALITION



THE COALITION AIMS TO INCREASE ALUMINIUM RECYCLING RATES IN THE UAE.

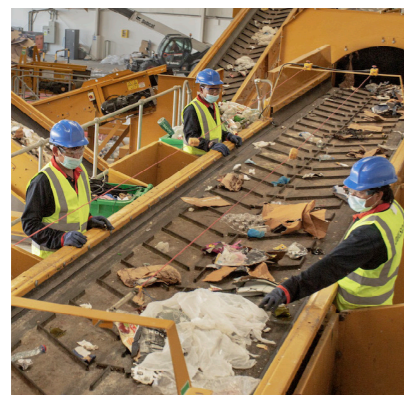
As a member of the Aluminium Recycling Coalition, DulSCO announced its commitment towards promoting the recycling of aluminium in the UAE. The coalition, which was launched at the Emirates Global Aluminium (EGA) site in Al Taweelah, was attended by HE Abdullah Bin Touq Al Marri, UAE Minister of Economy, HE Mariam bint Mohammed Saed Hareb Almheiri, UAE Minister of Climate Change and Environment, John Grainger, COO of DulSCO Environment and other

coalition members. By leveraging our knowledge and resources, including our Material Recovery Facility, we aim to collaborate with fellow members to achieve our shared goal of preserving the environment and promoting circular economy, in alignment with the UAE's vision. We are thrilled to partner with EGA and the Aluminium Recycling Coalition and look forward to contributing to the UAE's sustainable development goals.

## DULSCO'S FACILITIES CONTRIBUTING TO CIRCULAR ECONOMY AND SUSTAINABILITY

DulSCO champions new technologies and processes to repurpose waste and create a better future for everyone through innovative practices based on circular economy principles, thus reducing our impact on the planet.

| Name   | Total Waste Recycled (tonnes) | Avoided Emissions (tCO <sub>2</sub> e) |
|--|-------------------------------|--|
| MATERIAL RECOVERY FACILITY   | 26,000                        | <b>&gt; 400,000</b>                    |
| PAPER PULP MOULDING PLANT  | 80                            |  |
| CONSTRUCTION AND DEMOLITION (C&D) WASTE RECYCLING PLANTS                                 | 652,000                       |  |
| REFUSE-DERIVED FUEL PLANT<br><i>Only operational for three months in Expo 2020 Dubai</i> | 620                           |  |
| LIQUID TREATMENT FACILITY  | 4,000                         |  |
| <b>TOTAL</b>   | <b>682,700</b>                |  |



### MATERIAL RECOVERY FACILITY (MRF)

DulSCO operates a cutting-edge facility that enables the recovery of waste and its transformation into a valuable resource for both businesses and the environment. With a processing capacity exceeding 80,000 tonnes per year, this facility is meticulously designed to segregate dry mixed recyclables, successfully recovering more than 35 different types of materials that are ready for recycling. Upon receiving waste, the facility initiates pre-sorting and segregation procedures before

proceeding to the recycling process. All dry recyclables are separated and recycled either through DulSCO's own recycling facility or approved third-party recyclers. In 2022, this plant processed over 26,000 tonnes of recyclables, preventing a significant amount of CO<sub>2</sub>e emissions. Additionally, DulSCO has recently installed a vehicle weighbridge at its Ras Al Khor site to provide customers with accurate information for reporting purposes.

### PAPER PULP MOULDING PLANT



The UAE's sustainability objective of establishing a circular economy chain was being addressed by the facility, which takes waste paper and cardboard obtained through DulSCO's routine recycling operations and transforms it into novel items. These products include bedpans and kidney trays for medical purposes, cup holders and meat trays for the food industry, egg trays for the poultry sector, and seed

pots for the agricultural industry, providing eco-friendly alternatives to crucial sectors. As a result, the facility recycled 80 tonnes of cardboard and paper in 2022, preventing the felling of over 1,300 trees. Moreover, it produced more than 1.7 million recycled products, avoiding 75 tonnes of CO<sub>2</sub>e emissions generated by the production and transportation of virgin products.



### CONSTRUCTION AND DEMOLITION (C&D) WASTE RECYCLING PLANTS

Under a unique agreement with the UAE Ministry of Environment and Climate Change, DulSCO has constructed, owned, and operates waste processing plants for construction and demolition waste in Ajman and Umm Al Quwain, which are exclusively managed by their respective municipalities. These facilities demonstrate DulSCO's unwavering commitment to delivering sustainable waste management and environmental solutions, and supporting the

UAE's Circular Economy Policy and Net Zero 2050 initiatives. Through recycling C&D waste into aggregates and sub-base for use in the construction industry, DulSCO's facilities have enabled compliance with the directive that mandates the use of up to 40% recycled material from C&D recycling facilities. This has resulted in significant utilisation of recycled aggregates for block making and other applications.



### LIQUID TREATMENT FACILITY

DulSCO has established an oil recycling plant in Jebel Ali to cater to the marine and oil industries, providing treatment for various types of oily sludge, slop oil, and wastewater. This initiative aligns with the waste reduction objectives in the region and sets a benchmark as the only facility in the area that

conforms to all MARPOL standards. In 2022, the facility processed over 4,000 tonnes of material, replacing conventional fuel manufacturing methods and eliminating over 70 tonnes of CO<sub>2</sub>e emissions. Moreover, the treatment of wastewater saved over 90,000 litres of water.



### REFUSE-DERIVED FUEL (RDF) PLANT

DulSCO has taken another step towards achieving environmental sustainability by successfully introducing its RDF Plant at Expo 2020 Dubai. This waste-to-fuel conversion technology has the capacity to process 200 tonnes of waste per day, primarily dealing with municipal solid waste while also catering to the fuel needs of various industries. With a yearly

capacity of over 70,000 tonnes, the facility employs an innovative processing methodology that treats and dehydrates Municipal Solid Waste (MSW) to produce an alternative fuel. This environmentally friendly and sustainable fuel can be used by cement and other factories as a substitute for coal and other petroleum products.



### THE NEW OLD AND RELOVED

Our workshop tackles the challenge of managing bulky waste items generated during waste operations by ingeniously repurposing them into innovative furniture and showpieces. These items are then sold through an online store named

“The New Old and Reloved.” This approach not only minimises the use of new raw materials for furniture production but also contributes to the reduction of air and water pollution, as well as greenhouse gas emissions.

## A SUSTAINABLE APPROACH TO WASTE MANAGEMENT AT EXPO 2020 DUBAI

Sustainable waste management practices were introduced at Expo 2020 Dubai to ensure maximum resource efficiency and reductions in the company's carbon footprint. This was done in line with the 2030 UAE Agenda for Sustainable Development, the Expo 2020 Dubai Sustainability theme, and DulSCO's ethos. The overarching goal was to divert 85% of all generated waste away from landfills and use the platform to educate the 24 million visitors who attended the six-month event. DulSCO proudly contributed to diverting in excess of 1.1 million tonnes of waste pre-event and during the event. In total, Expo 2020 Dubai and DulSCO successfully and efficiently managed to exceed the pre-set goal and diverted 90.95% of all waste generated.

The initiatives for the local school children included multiple workshops such as the 'A Step Towards Being A Recycling Champion', 'Nexus Jacobs Butterfly Effect Programme' and 'Cleanup 4 a Purpose' desert cleanup drives. Moreover, collaborations with Siemens and PepsiCo further provided an educational and discernible outlet for Expo 2020 Dubai visitors through Siemens' desert cleanup, and PepsiCo's single-use plastics recycling campaign.

As the Official Waste Management Partner of Expo 2020 Dubai, DulSCO employed a number of waste management innovations and technologies throughout Expo 2020 Dubai:

### Segregation system for Expo 2020 Dubai visitors

DulSCO deployed a colour-coded, three-stream bin segregation system at all front-of-house and back-of-house locations to engage visitors and colleagues in segregating waste streams at the source.



Through Expo 2020 Dubai, DulSCO sought to educate visitors – particularly younger age groups – and inspire a culture of sustainability. Interactive educational initiatives included the DulSCO 'Waste2Resource Journey' Stand, which highlighted the importance of sustainability mainly around reducing, reusing, repurposing and recycling waste. DulSCO showcased its mascot 'Birdy' and the Recycling Bus, to the community at large, as examples of practical approaches for serving the environment.



### Smart bins

The use of solar-powered, smart bins allowed the operations team to remotely monitor the capacity of the bins which reduced the need to physically drive to each bin to check its status. Moreover the bins automated waste compaction reducing the number of collections needed.

### Biofuel, Food Composters and Biodegradable Liners

The vehicles that were used to collect waste on-site were powered by biofuel made from recycled used cooking oil. Electric vehicles were also used to further reduce carbon emissions. Additionally, DulSCO provided food composters, allowing restaurants to process organic food waste and biodegradable products. The food waste composters transformed waste into valuable compost and soil enhancer used at Expo 2020 Dubai's nursery and in landscaping activities. DulSCO also provided biodegradable bin liners to reduce the use of plastic on site.

### Central Waste Facility (CWF)

The on-site CWF was used as a waste transfer station that allowed waste collection compactors to empty waste at a close proximity of the collection points avoiding long trips and emissions. The waste was then consolidated into large size ejection trailers and transported to DulSCO's off-site treatment facilities. This reduced the overall carbon footprint attributed to waste transportation. Additionally, the CWF housed several technologies that were used to treat organic waste on-site and help drive DulSCO's sustainability goals and objectives. DulSCO installed and commissioned a Refuse-Derived Fuel (RDF) plant within the Expo 2020 Dubai site, as a vital part of the larger CWF. The facility was instrumental in tackling the majority of the contaminated waste and was utilised to turn waste into high calorific value RDF, an alternative to non-renewable fossil fuel.

### Treatment Facilities

Waste was transported off-site to one of DulSCO's facilities, including its Material Recovery Facility (MRF). The MRF allowed the recovery of useful recyclables, and this played a critical role in achieving Expo 2020 Dubai's goals. DulSCO formulated plans to strategically and creatively use recovered recyclables. Some examples include:

Used paper and cardboards were processed at its Paper Pulp Moulding Plant and transformed into recycled egg trays, cup holders, seed pots, etc.

Bulky waste was upcycled into furniture decor items and sold under DulSCO's 'The New and Old and Reloved' brand.

Used plastic was converted into t-shirts, caps and other apparels in collaboration with SMEs.

Glass waste was repurposed into memorabilia, trophies and fruit jars.

Construction waste was transported to DulSCO's Construction & Demolition Waste Recycling Facilities and recycled into aggregates and road base material.



A big proportion of the recycled items found their way back into the Expo 2020 Dubai event making a great circular economy impact.



# ENVIRONMENTAL PERFORMANCE

Environmental performance is becoming increasingly important as organisations and individuals alike become more aware of the impact that they have on the planet and strive to reduce their environmental footprint.



## ENERGY EFFICIENCY

As a responsible and forward-thinking business, we recognise that prioritising energy efficiency is both an ethical obligation and a smart business strategy. By incorporating energy-efficient practices into our operations, we can lower our environmental impact, decrease energy consumption, and reduce operating costs. Our commitment to sustainability extends beyond just benefiting the planet - it also positively impacts our stakeholders, shareholders, and the communities we serve.

Given that DulSCO operates a significant vehicle fleet as part of our environmental and people solutions business, we recognise the high demand for fuel in our operations. To address this, we are actively exploring various alternative fuel sources to reduce our reliance on traditional, less sustainable options. Additionally, we are taking steps to conserve energy and promote sustainable energy consumption through measures such as energy reduction and energy efficiency.

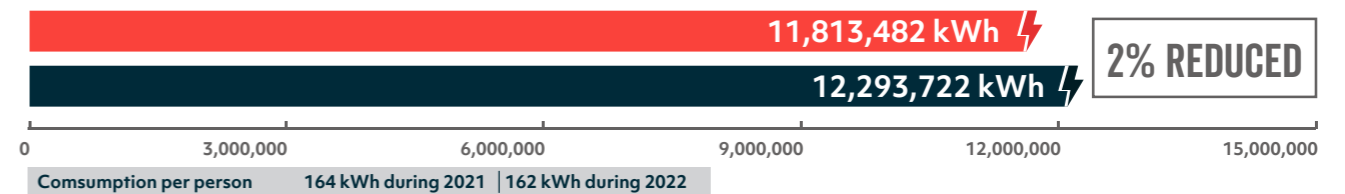
### ENERGY EFFICIENCY INITIATIVES

|   |   |  |
|---|---|--|
| Solar water heating in Fujairah accommodation.  | Installation of a building management system to monitor/control energy usage in Fujairah accommodation. | Making a transition to CNG fuel in transportation vehicles.  |
| Solar panels installed in Muhaisnah 3 accommodation.  | Actively reducing the number of lights we use.  | DulSCO vehicles that collected waste at Expo 2020 Dubai used biofuel, made from used cooking-oil collected from site.  |
| Usage of energy-efficient lights like LED lights, motion-sensor-operated lights, solar and photovoltaic-cell-operated lights.       | Maintaining A/C thermostat temperature.   | Electric buggies deployed at Expo 2020 Dubai to carry waste from within sensitive areas with higher crowds.            |
| Chiller system used in DulSCO offices in Dubai, Abu Dhabi and Ras Al Khaimah; Parisima office in DIFC; DIP and WAFI accommodations. | Centralised-Printing.   | Compressed Natural Gas was used at our Refuse-Derived Fuel facility at Expo 2020 Dubai instead of petroleum or diesel. |
|   | Eco-Reminders across premises.  |  |
|   | Participation in events like Earth Hour.  |  |

#### ELECTRICITY CONSUMPTION - DULSCO CORPORATE OFFICE (DUBAI)



#### ELECTRICITY CONSUMPTION (DULSCO ACCOMMODATIONS)\*



\*Data includes: DulSCO Village accommodation, DIP accommodation, Muhaisnah accommodation 1,2 and 3 & Fujairah accommodation



## CASE STUDY

### USE OF CNG IN TRANSPORTATION VEHICLES



CNG has historically been a cheaper and more environmentally friendly option, prompting us to investigate the energy source as a viable initiative to tackle many of our goals. At our leadership development programme, a team of cross functional personnel from Transport, Finance and Compliance / Governance came together to piece together a viable cost-effective solution without affecting live operations. Lewin's change management model was used as a blueprint for our proposed solution. A visit to the Natural Gas Vehicles (NGV) Conversion Centre was conducted on multiple occasions to understand the

possible limitations and any possible hurdles that could be faced regarding fuel availability, vehicle safety, and financial feasibility.

Upon conducting our research, it became clear that in order for the project to be successful, it must commence in the Emirate of Abu Dhabi due to the abundance of NGV stations and mobile CNG stations available in the area. Using the information we gathered, we developed a short-term plan to identify which types of fleets could adopt NGV technology.

Our initial focus was on employee transportation buses with seating capacities of up to 30 seats. A key advantage of using CNG for transportation is the consistent market price, which remains 25 to 60% lower than that of petrol. This has helped keep transportation expenses low for DulSCO, and is a significant benefit to our customers who are also facing the challenge of rising energy costs.

Phase 1 was implemented and executed in Abu Dhabi and currently, we have 14 DulSCO vehicles operating on CNG fuel.

With the switch of fuel type, the savings and comparative reduction in carbon emissions are illustrated in the below table.

#### DATA SINCE THE IMPLEMENTATION OF THE INITIATIVE IN 2019

|  |                          |
|--|--------------------------|
| Kms run on CNG Vehicles                | 1,129,464 kms            |
| CNG (Cubic meter) consumed             | 210,668 m <sup>3</sup>   |
| Actual spend on CNG                    | AED 294,935              |
| Cost of petrol equivalent              | AED 557,139              |
| Effective savings                      | AED 262,204              |
| Carbon emissions if operated on petrol | 782.6 tCO <sub>2</sub> e |
| Carbon emissions from CNG usage        | 405.5 tCO <sub>2</sub> e |

**48%  
REDUCTION**

- **The larger fleet of vehicles is currently in the process of being converted to operate on CNG. We will not stop at CNG; we aim to continue exploring options further on cost effective, sustainable, clean energy transportation solutions that will power communities and deliver our mission, vision, and purpose - to be better today than we were yesterday.**

# WATER MANAGEMENT

Effective management and conservation of water resources is crucial in the face of a growing population and rising demand for water. Sustainable water management practices are necessary to ensure that these resources are utilised in a way that preserves their quantity and quality, facilitates economic growth, and safeguards the environment.

This requires the adoption of water conservation strategies, deployment of water-efficient technologies, and promotion of water recycling and reuse. We are committed to taking the requisite measures to ensure responsible water management.

## WATER SAVING INITIATIVES

Grey-water recycling plant in DulSCO Village accommodation (installed capacity 47,551 US gallon per day).

Installing reverse osmosis systems/ plants to process and supply potable water.

Eco-Reminders in washrooms to remind employees to use less water.

Sewage treatment plant in Fujairah accommodation (installed capacity: 52,834 US gallons per day).

Employing self-closing push taps, water-saver faucet aerators and flow restrictor systems.

Using gravity-flow mechanisms in washrooms instead of pressure pumps.

Using recycled water for toilet and urinal flushing, as well as landscaping in DulSCO Village.

Offering automatic coin-operated washing machines.

Wastewater from the Liquid Treatment Facility is treated inhouse to produce irrigation quality water that is used for landscaping and used by the Technical Services team for Tank Cleaning.

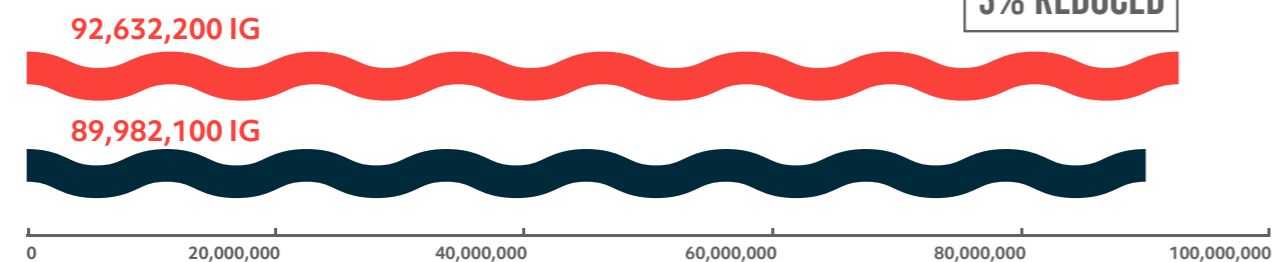
Replacing all plastic water bottles with multi-staged water filtration systems at all locations.

Closing common toilet areas in facilities with low occupancies.

### WATER CONSUMPTION - DULSCO CORPORATE OFFICE (DUBAI)



### WATER CONSUMPTION - DULSCO ACCOMMODATIONS\*



\*Data includes: DulSCO Village accommodation, DIP accommodation, Muhaisanah accommodation 1,2 and 3 & Fujairah accommodation



Grey Water Recycling at DulSCO Village Accommodation



Sewage Treatment Plant at Fujairah Accommodation

## DULSCO WATER FOUNTAINS A SHIFT TO WATER FILTRATION SYSTEM

In our journey to further reduce the use of plastic bottles and strive towards creating sustainable and eco-conscious habits as part of DulSCO Group's Environmental Initiatives, we have installed water fountains across our offices.



## EFFICIENCY OF PAPER USAGE

Efficient use of paper is crucial for preserving our natural resources, as paper is produced from trees, and conservation of paper helps to protect forests and their ecosystems. Moreover, the production and disposal of paper have a significant impact on the environment, such as greenhouse gas emissions, water and air pollution, and energy consumption. At DulSCO, we have implemented various measures to enhance paper efficiency and reduce paper waste.

### PAPER EFFICIENCY PRACTICES

In 2022, we discontinued the printing of business cards, resulting in savings of AED10,000.

Implemented a Green Office initiative, which includes the removal of disposable plates and cups in pantries and dining halls. Instead, employees are encouraged to use their own cutlery.

Paper Recycling Bins in all our offices.

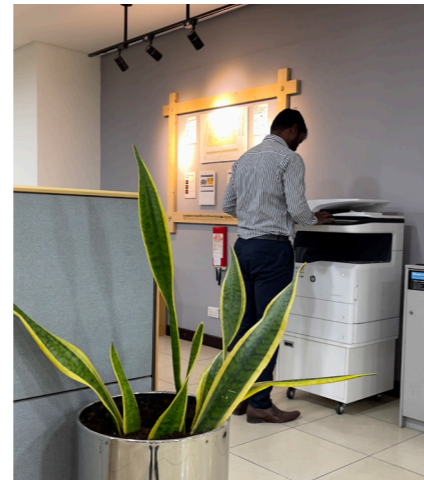
Adopted a Centralised Printing approach.

Implemented MPRO5 Application for waste management operations, which replaces the use of paper such as trip sheets and time sheets with hand-held devices.

Introduced a Document Management System and SharePoint, which reduces the usage of paper.

Commenced an Online approval system for forms.

Adopted e-Invoicing to reduce paper usage.



## WASTE MANAGEMENT



As an environmental solutions company, we are committed to promoting recycling in our offices and encouraging our employees to adopt eco-friendly behaviours in the workplace. We firmly believe that every small step counts towards creating a more sustainable future, and we are proud to lead by example.

We regularly conduct Recycling Roadshows at our various offices, to help educate employees about the benefits of recycling and the best practices for waste management. This is aimed to not just help employees reduce their own carbon footprint, but also encourage them to adopt environmentally conscious habits in their personal lives as well.

In addition to educating employees, all the bins at our premises have been moved to a strict three colour coding system:



All mini-bins under cubicles were removed to encourage employees to go to these colour-coded bins and consciously make a choice to dispose of the waste in the correct bin. The waste initiatives are under regular monitoring and evaluation to ensure that it remains effective and efficient over time.

➤ **DulSCO continued to be the Lead Member of the Waste Management Task Force as part of the Dubai Chamber of Commerce Sustainability Network.**

As part of servicing our various clients across the UAE, we regularly conduct Staff Recycling Training and Awareness Sessions at their premises to ensure competent source segregation. 35 awareness sessions were held with more than 1,500 beneficiaries focusing on the importance of waste segregation at source in 2022.

We also distributed DulSCO Reusable Bags to all our employees as part of the Plastic Free July initiative.



DulSCO has an ongoing initiative "Bring your Recyclables from Home" to encourage employees to recycle whether in office or at home. It provides a platform where employees can start recycling at home and do their part for conserving the environment.

In 2022, we had collected 31,951 kg of recyclables as part of this initiative. In addition, we also collected clothes for recycling amounting to 181.9 kg and E-waste amounting to 17.5 kg from DulSCO premises, thus helping divert waste from the landfill. This contributes to saving 84 trees, 807 gallons of oil, 9,207 hours of electricity and 25,421 gallons of water.

# CARBON FOOTPRINT MANAGEMENT

With the UAE's focus on sustainability in full swing, it's crucial for private enterprises to showcase their dedication to reducing carbon emissions. To effectively manage these emissions, the first step is to measure them. In 2022, we achieved this feat by successfully calculating our carbon footprint.

The assessment was carried out by KPMG, a prominent global professional services firm, and offered a thorough analysis of DulSCO's 2022 carbon footprint, establishing a baseline for the company. This data will enable the implementation of a decarbonisation roadmap, to fulfil the commitment to achieving the UAE's Net-Zero 2050 objective.

To enhance our efficiency and decrease our environmental impact, we need to evaluate our greenhouse gas emissions. We have developed a thorough carbon footprint measurement initiative that evaluates our emissions to give us an accurate and comprehensive evaluation. With the use of rigorous methodologies and tools, we analyse data associated with our energy consumption, fleet management, facilities, and other relevant activities. This enables us to gain a better grasp of our carbon emissions and identify areas for improvement. We aim to track our progress against these figures and provide regular reports on our performance.

**For every tonne of CO<sub>2</sub> we emit, we aim to avoid double emissions for our clients by managing their waste in a sustainable manner. This is our pledge to create a better future for generations to come.**

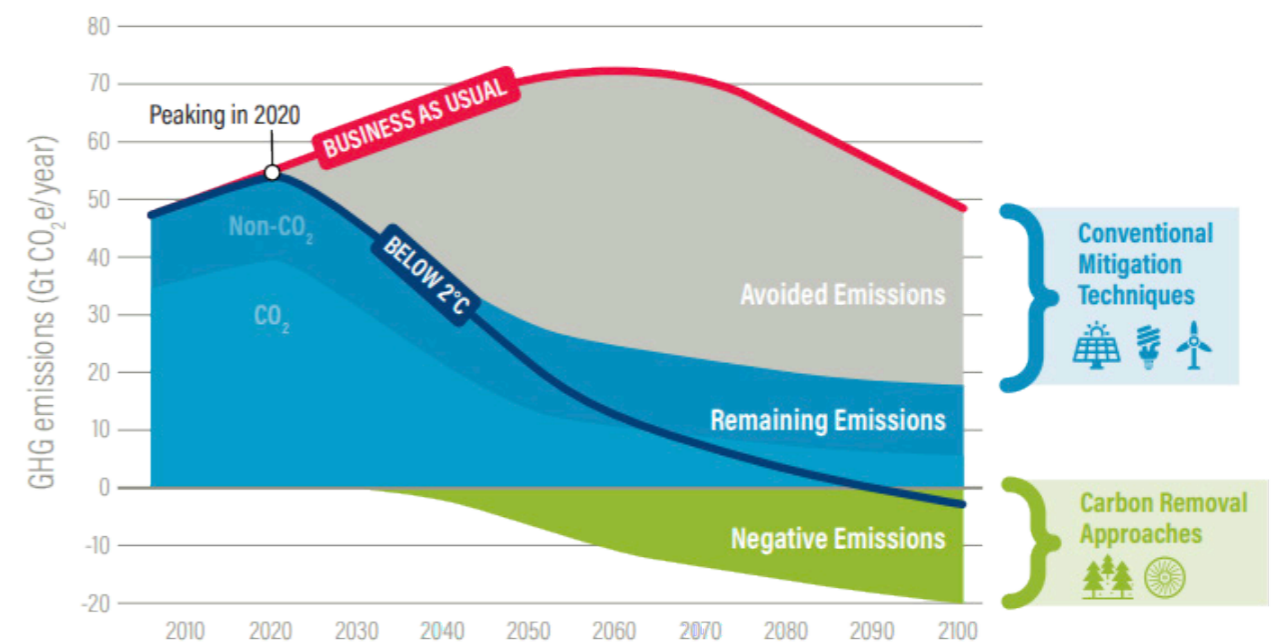
Being a provider of sustainable waste treatment solutions, DulSCO Group is uniquely positioned to not just reduce its own emissions but also help its customers do the same. DulSCO Group's facilities have a wide range of capabilities ranging from: segregation of recyclable items

(such as plastic, paper, metal, glass); to recycling waste oil to fuel; to converting construction waste to resources for construction companies; and converting municipal solid waste to alternative fuel. All these activities contribute to the avoidance of harmful methane emissions as well as emissions from manufacturing and logistics operations of raw materials.

**DulSCO's commitment to sustainability as well as measuring, reporting, and reducing its carbon footprint will be a critical aspect of its operations moving forward. We are keen on incorporating a decarbonisation roadmap until 2050, to sketch out a path to Net-Zero that is not just an empty promise but a part of our internal processes and KPIs.**



## How to get to Net Zero



Source: Complementary Role of Carbon Removal to Emissions Reductions – World Resources Institute

# MARKETPLACE



## CUSTOMERS

Our customers are at the heart of everything we do and we value their trust and loyalty. We design and execute solutions that proactively support our customers' business goals. We believe in building long-term relationships with our customers and our committed to providing them with the best possible experience and solutions to meet their unique requirements.

The longevity of DulSCO's relationship with customers over the years (e.g. Dubai Ports 60+years) reflects our customer-centric approach. Our customer retention and advocacy through 2022 were the highest we have ever seen, with retention at over 93% and advocacy at 84.3%.

The DulSCO Contact Centre centrally captures and records customer complaints, service requests and enquires in CRM. Additionally, we have Toll-Free hotline **(800-DULSCO/800-WASTE)** to ensure complaints are received with no delays.

**3,500+**  
CUSTOMERS

**627** CLIENTS  
ADDED IN 2022

## VENDORS

Sustainable and socially conscious procurement practices are not only beneficial for the environment and society, but they also directly benefit the business by creating competitive advantages and elevating brand reputation.

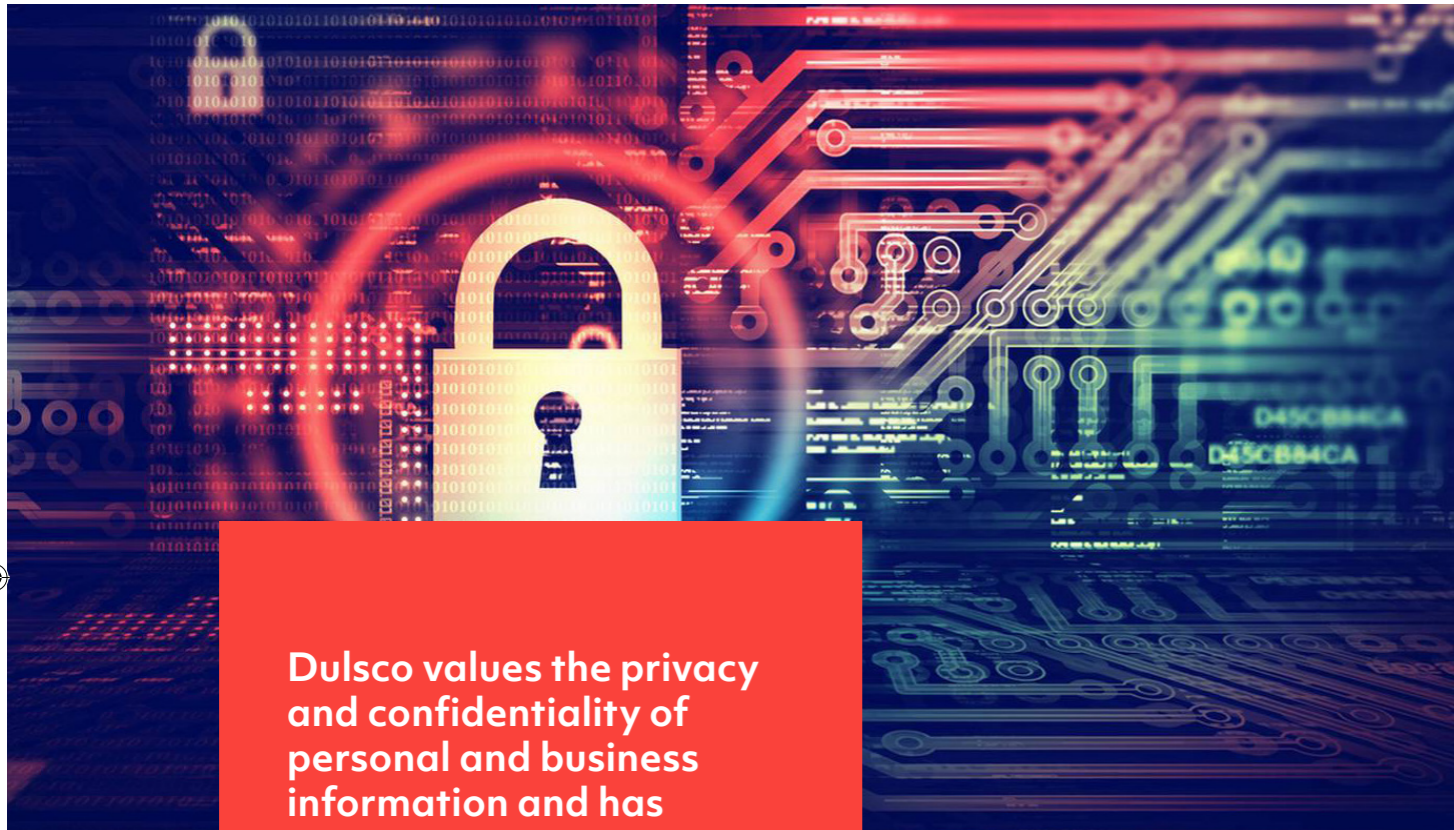
**DulSCO has outsourced its procurement process to its strategic partner "Simfoni Ltd". Our vendor onboarding process assesses the vendor's ability to comply with Labour Law and ethical practices; the existence of Health, Safety, Environment, Sustainability and**

**CSR practices in the organisation; and also checks if they have the required certifications.**

In 2022, Simfoni conducted a pilot of the Ethical Supplier Survey that was sent to our top vendors.

The Code of Ethics & Business Conduct and the Employee-Vendor Relationship Policy emphasises that employees should not engage in unethical business practices with vendors ensuring that no kickbacks or bribes are received.

## DATA PROTECTION AND PRIVACY



DulSCO values the privacy and confidentiality of personal and business information and has implemented a Privacy and Confidentiality policy that complies with privacy and confidentiality legislation, principles, and practices.

This policy applies to all business contracts and working arrangements with consultants, contractors, or service providers.

As a customer-focused organisation, we proactively ensure that our policies, processes, procedures, and resources are in place to collect, use, maintain, protect, and dispose of customer data in compliance with relevant laws and regulations, and consistent with our corporate values and best practices.

To reinforce our commitment to information security, DulSCO regularly conducts IT security training for employees and users to help them understand their role in preventing security breaches.

## COMMITMENT TO THE UAE'S ICV PROGRAM

The National In-Country Value Program (ICV) is a UAE government program that seeks to boost economic performance and support the national industry by re-directing expenditure on procurement of goods and services into the national economy.



Key strategic partners of this government initiative include ADNOC, Abu Dhabi Department of Economic Development, Aldar, Mubadala, Etisalat & Etihad Rails amongst others. Having an ICV score increases competitiveness while applying for tenders from these entities. DulSCO currently has been maintaining ICV certification for its 'DulSCO Solutions' Abu Dhabi entity for the past three years and is looking at opportunities of getting other sister entities ICV certified.

### ICV CERTIFICATE PROGRESS

As a sign of its continued commitment to the UAE government's ICV initiative, DulSCO has laid out a broad strategy that aims at increasing investments, a focus on Emiratization, building a database of ICV certified vendors, and building on core strengths, while also making a series of internal process improvements in a bid to boost its ICV score.

| Fiscal Year | ICV Score |
|-------------|-----------|
| 31/12/2019  | 37.62%    |
| 31/12/2020  | 39.45%    |
| 31/12/2021  | 40.37%    |

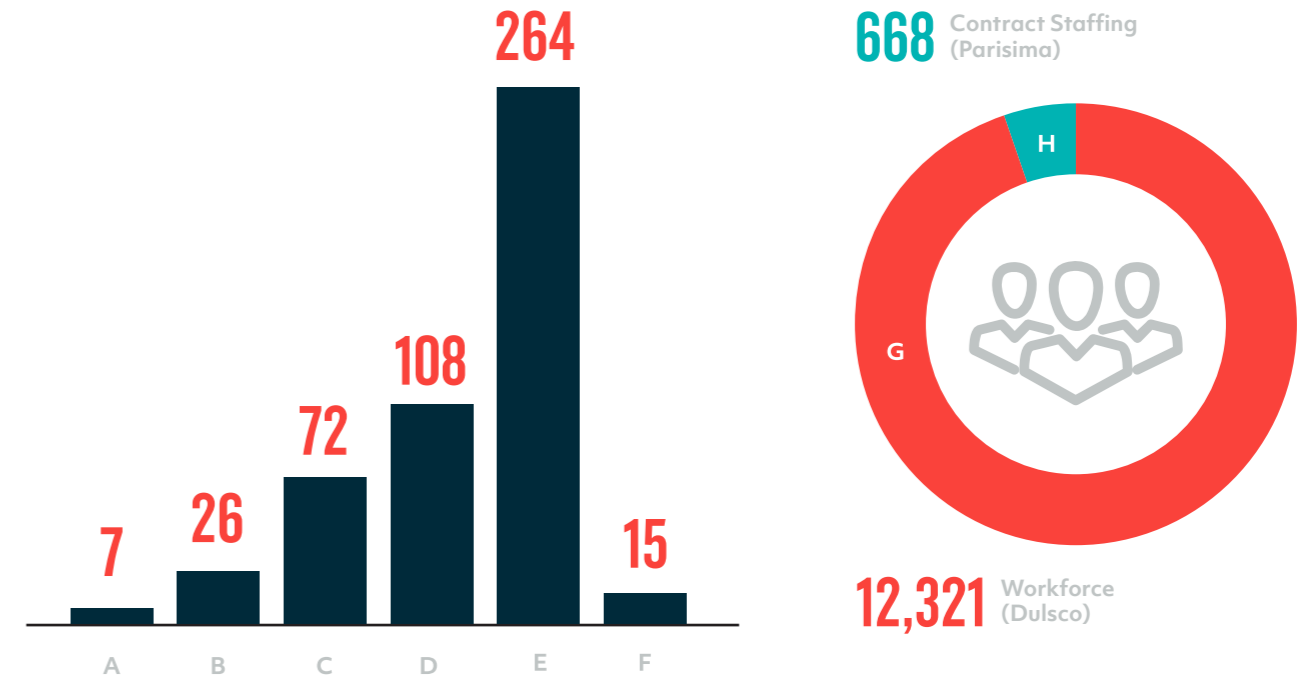
*We are currently in the process of getting the ICV certification for 2022.*

# PEOPLE



At the core of our success lies our employees, who are our most valuable asset. Our mission is to cultivate a workplace that is both joyful and productive. We implement a range of programmes to attract and retain talent, foster diversity, boost employee satisfaction, support their personal and professional growth, promote their health and wellbeing, and acknowledge their accomplishments.

## DULSCANS OVERVIEW



| EMPLOYEES    |  | HEAD COUNT    |
|--------------|--|---------------|
| A            | LEADERSHIP TEAM  | 7             |
| B            | SENIOR MANAGEMENT  | 26            |
| C            | MANAGEMENT   | 72            |
| D            | ADMINISTRATIVE STAFF   | 108           |
| E            | OPERATIONAL STAFF  | 264           |
| F            | EMPLOYEE WELFARE AND HSE   | 15            |
| G            | WORKFORCE (DULSCO) <small>* represented by pie chart</small>           | 12,321        |
| H            | CONTRACT STAFFING (PARISIMA) <small>* represented by pie chart</small> | 668           |
| <b>TOTAL</b> |  | <b>13,481</b> |

# DIVERSITY

DulSCO is committed to promoting diversity within its workforce and has implemented policies to discourage any form of discrimination. Our staff is composed of 59 different nationalities, and 27% of our core team members are women. We celebrate various festivals that showcase the cultural diversity of our team. In line with our commitment to fostering inclusivity, we also encourage the employment of people with disabilities.



"DIFFERENT BUT EQUAL"

## NATIONALITY



| Nationality         | Count |
|---------------------|-------|
| Afghanistan         | 15    |
| Algeria             | 3     |
| Antigua and Barbuda | 1     |
| Australia           | 2     |
| Bangladesh          | 947   |
| Burundi             | 2     |
| Cameroon            | 47    |
| Canada              | 2     |
| China               | 3     |
| Czech Republic      | 1     |
| Djibouti            | 1     |
| Egypt               | 75    |
| Eritrea             | 1     |
| Ethiopia            | 7     |
| Gambia              | 10    |
| Ghana               | 784   |
| Guinea              | 6     |
| India               | 4,554 |
| Iran                | 3     |
| Iraq                | 1     |

| Nationality  | Count |
|--------------|-------|
| Ireland      | 2     |
| Italy        | 1     |
| Jordan       | 7     |
| Kenya        | 12    |
| Lebanon      | 8     |
| Liberia      | 4     |
| Malawi       | 124   |
| Mali         | 1     |
| Mauritius    | 1     |
| Morocco      | 7     |
| Nepal        | 942   |
| Netherlands  | 1     |
| Nigeria      | 41    |
| Oman         | 4     |
| Pakistan     | 4,187 |
| Palestine    | 4     |
| Philippines  | 181   |
| Poland       | 1     |
| Portugal     | 2     |
| Senegal      | 1     |
| Sierra Leone | 120   |

| Nationality          | Count         |
|----------------------|---------------|
| Somalia              | 4             |
| Sri Lanka            | 86            |
| Sudan                | 39            |
| Sweden               | 1             |
| Syria                | 17            |
| Tanzania             | 2             |
| Togo                 | 11            |
| Tunisia              | 1             |
| Turkey               | 2             |
| Turkmenistan         | 1             |
| Uganda               | 1,086         |
| Ukraine              | 5             |
| United Arab Emirates | 61            |
| United Kingdom       | 11            |
| United States        | 3             |
| Vietnam              | 2             |
| Yemen                | 14            |
| Zimbabwe             | 19            |
| <b>Grand Total</b>   | <b>13,481</b> |

## GENDER

360

NUMBER OF MALE EMPLOYEES  
(STAFF CATEGORY)



132

NUMBER OF FEMALE EMPLOYEES  
(STAFF CATEGORY)



15

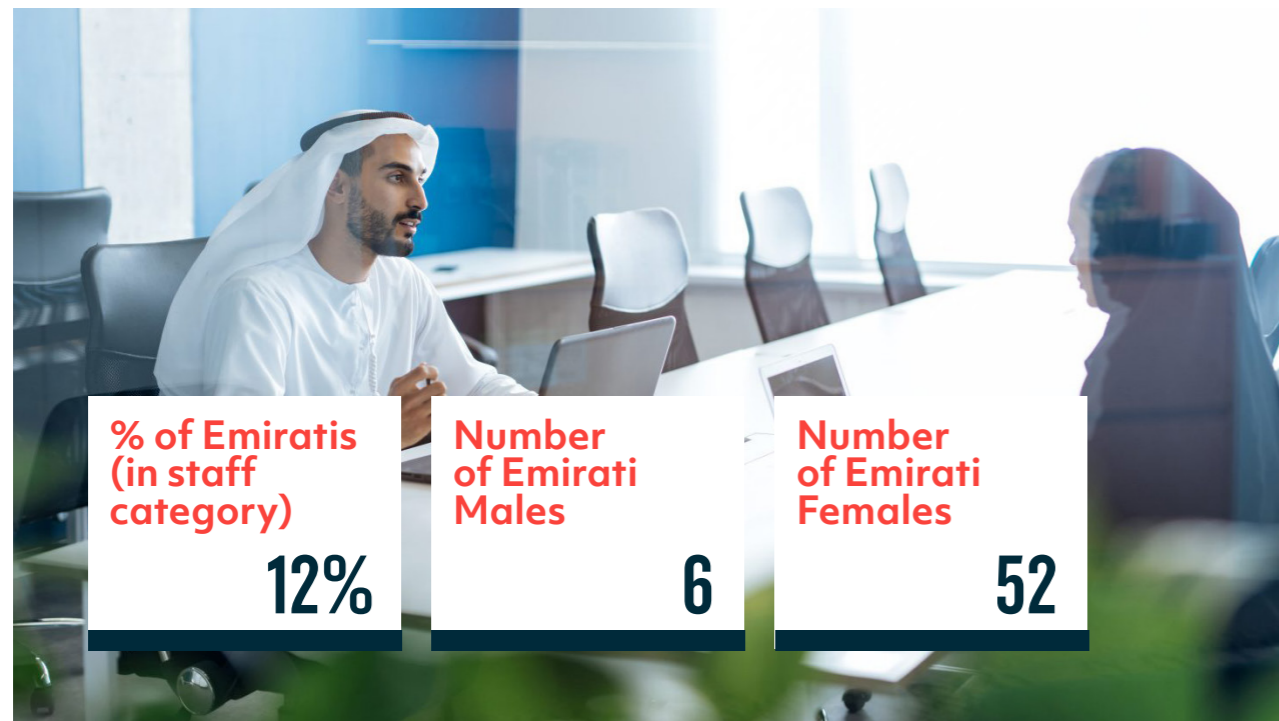
Females in Managerial Positions

36%

Female Hires in 2022



## EMIRATISATION



DulSCO is committed to boosting Emiratisation by persistently recruiting, training, and nurturing UAE Nationals through internships and professional placements. Our RAK Business Centre is wholly operated by Emirati Women. Presently, DulSCO employs approximately 58 UAE Nationals, which accounts for 12% of its staff members. We are registered with NAFIS and offer an "Emirati Graduate Trainee" programme, in addition to partnering with MOHRE and Tawteen Club that recognises DulSCO as a Gold Member.

## REMUNERATION AND COMPENSATION PRACTICES

Our compensation policy is based on factors such as job role, experience, and required potential. To ensure fairness, all job roles are compared to market standards using benchmarking compensation and benefits surveys. We do not discriminate between salaries for male and female employees.

To continuously improve our practices, we participate in annual benchmarking surveys and work with global consultants to redesign our policy in accordance with the latest market standards. We regularly test and monitor the effectiveness of our compensation policy.

## TALENT ATTRACTION AND RETENTION

At DulSCO, we ensure the right talent is hired for the job role who possess the right skill and attitude, including blending into the organisational culture. We define talent as individuals who have the potential to make a significant impact on organisational performance, either through their current contributions or by reaching their full potential.

To attract such talented individuals, we must create a supportive work environment that includes:

- **Having a strategic approach to workforce planning**
- **Giving importance to find internal talents suitable for open positions, by which we ensure the in-house talents are retained through meaningful growth opportunities**
- **Providing flexibility and work-life balance**
- **Ensuring more diversity when recruiting external candidates through consistent recruitment processes**
- **A culture of high-performance workplace**
- **Equal opportunity**

Our focus on retaining talent extends to our blue-collar workforce. Whenever an employee submits their resignation, our Welfare Team aims to retain their service. In 2022, the services of 368 workers who submitted their resignations were retained.



## EMPLOYEE DEVELOPMENT AND TRAINING

At DulSCO, we prioritise the growth and advancement of our workforce and provide a diverse selection of talent management initiatives and educational opportunities. Our training options, which include classroom instruction, e-learning, and on-the-job experience, are designed to aid in

the professional development and career progression of our employees. Additionally, our Internal Talent Management for Workers programme enables low and semi-skilled workers to enhance their abilities and pursue career growth.

As part of our ongoing efforts to foster employee growth, we have implemented several programmes, including the Emerging Leadership Development Programme, aimed at developing future leaders and managers. Furthermore, we have launched a High Potential (HIPO) programme to support employees with the potential, engagement, and drive to advance into more senior positions. The HIPO programme involves assessments and coaching sessions to help these individuals achieve their goals.

### TEAM COACHING

Employee development and learning are important to us, it is equally important to ensure individual employees, while working within a group, demonstrate teamwork. One way we support this is through team coaching. This is a collaborative approach to enhancing the performance, development, and effectiveness of teams within the organisation. To facilitate this, we have enlisted the expertise of team coaching professionals. Over 25 management employees have participated in these sessions, which involve role-playing, collaboration, and identifying strengths, weaknesses, opportunities, and challenges to improve team dynamics, communication, collaboration, and productivity.

| Wellbeing Sessions                     | No. |
|--|-----|
| Covid-19 awareness                     | 404 |
| Financial management and career growth | 173 |
| Grooming and hygiene                   | 504 |
| Psychiatric nutrition                  | 8   |
| Mental Hygiene Sessions                |     |
| Alcohol Anonymous (A.A.)               | 31  |
| Mental health workshops                | 27  |
| Breathing techniques                   | 22  |
| Psychiatric case studies               | 4   |
| Cognitive Behavior Therapy (CBT)       | 22  |
| Informative Sessions                   |     |
| Anti-pilferage                         | 247 |
| Pre-deployment                         | 69  |

## DULSCO TRAINING ACADEMY ENHANCING DRIVING CAPABILITIES

DulSCO launched phase one of DulSCO Training Academy at the Mohammed bin Rashid Aerospace Hub (MBRAH) in Dubai South. The Academy will ensure the competency of drivers and improve their skills, ultimately improving driver behaviour and incident rates, and reducing the number of accidents.

The facility spans 7,600 square meters and aims to enhance driving capabilities for the industry groups it services. The in-house Training Academy aims to fully train drivers on various industry group vehicles, such as midsize buses, minibuses, motorcycles,

forklifts, tugs, tractors, dollies, and cars, in an immersive and fully integrated environment similar to that seen at actual airport, ports, transport and logistics.



## EMIRATI GRADUATE PROGRAMME

### Empowering and enabling local youth is an important aspect for us.

We are committed to providing our programme trainees with robust work experience that fosters growth and an opportunity for career advancement.

We pride ourselves on a structured and a very hands-on approach, complemented by continuous feedback and support throughout the programme duration.

The programme currently includes 12 Emirati graduates. The 12-month programme is tailored to fit young graduate talents from various disciplines.



*"My first impression of DulSCO is that it is a great work environment. Everyone was very welcoming since this is my first job. In my journey, I have learned a lot from the HR team and have done multiple tasks related to my major. I think that DulSCO is a very lively organisation, there are always different things to do, and lots of activities. I got to learn what DulSCO does, the type of services it offers, its history, and how it started. I perceive a great future with DulSCO. I'm planning to stay for a very long time and grow with the company with my good contributions."*

*Yousef Obeid,  
Emirati Graduate Trainee*

## CASE STUDY

### From General Helper to Worker Welfare Officer: A Decade at DulSCO.

#### SYNOPSIS

Since 2006, Hari Bahadur Thoklihang has been an active employee and a member of the DulSCO family. Starting off with humble beginnings as an office boy and cleaner, Hari gradually elevated his status in the organisation, thanks in large part to DulSCO's diligent HR and management teams. Continuous encouragement and recognition of Hari's hidden talents by line managers throughout the years culminated in Hari obtaining his BBA from Albedo School of Business Management in 2013, as well as his Certificate in Psychology from Yale University a few years later. Hari now proudly represents and serves DulSCO as a Welfare Officer, utilising his practical life skills learned at DulSCO to responsibly deal directly with clients. He has managed to relocate his family to UAE, where they now live a much more comfortable life with numerous opportunities to be availed in the future.



#### Personal information

My name is Hari Bahadur Thoklihang, and I come from the beautiful country of Nepal.

I relocated to the UAE and began working for DulSCO in 2006. I am 38 years old, staying with my wife and a proud father of 2 boys (16 years and 20 years).

## WORK AT DULSCO

I began working for DulSCO Manpower Services in December 2006, as an office boy and cleaner for their client, Hertz Rent-A-Car. In February 2007, I was promoted to the role of office boy for the DulSCO Human Resources Solutions office, where I worked until 2009. During this time, I developed a passion for photography and attended workshops to hone my skills. With encouragement and support from DulSCO teams and my line managers, I completed my Bachelor's Degree in Business Administration from the Albedo School of Business Management in March 2013. DulSCO provided me with flexible working hours during my studies, which allowed me to balance work and personal responsibilities.

DulSCO provided me with valuable opportunities for personal growth and skill development. Unlike my university studies which focused on theory, DulSCO's training classes in English and IT equipped me with practical skills. Through these classes, I honed my English fluency and writing abilities, while also gaining expertise in key IT tools such as Microsoft Excel and PowerPoint.

Over the years, I kept a close eye on DulSCO's internal job openings with the hope of securing a position that could make my dreams come true. Eventually, my efforts paid off, and my line manager promoted me to the position of timekeeper. In this role, I was responsible for scheduling over 3,500 employees across 12 daily shifts. I excelled in this position and was recognised with the 'Best Employee of the Month' award for August 2013.

In 2014, I was promoted to Operations Assistant, which enabled me to expand my communication skills beyond just

employees and line managers, and directly engage with clients for the first time.

In 2019, I was chosen to be a part of the Employee Welfare and Relations team at DulSCO, where I have been serving as a Welfare Officer ever since. My line manager encouraged me to further enhance my qualifications, specifically in Psychology, and as a result, I completed a Certificate in Psychology from Yale University through distance learning in March 2019.

As the Welfare Officer for both DulSCO's Abu Dhabi and Al Ain offices, I take great pride in representing this organisation. Thanks to DulSCO, I have been able to achieve personal milestones such as owning my own car. DulSCO has a deeply ingrained culture of valuing and prioritising the development of its employees, treating everyone like a part of the family.

**I am extremely grateful to DulSCO for the numerous opportunities they have given me since I joined the organisation as a humble office boy back in 2006. Their support has allowed me to relocate my family to the UAE, giving my children better access to education. My parents and wife are proud of the progress I have made both professionally and personally and this has only made me happier.**

**In 2022, a total of 230 employees had internal growth opportunities of which 211 were from the blue-collar workforce.**

## CASE STUDY

### From Blue Collar to White Collar: A Story of Perseverance, Growth, and Reward

#### SYNOPSIS

Steinbert Asuahem Mbah, the eldest son in his family of seven, was determined from a young age to strive to be at the top of his career one day to support his family. He started by succeeding in his early school education, proceeding on to upper education which led him to Oxford Brookes University, where he completed his BSc in Finance and Accounts, and his ACCA qualifications in 2015. Shortly after in 2016, when he pursued a job opportunity overseas, he was hired by DulSCO as a blue-collar worker relocated to the UAE to fulfill his desire to work abroad. He then went through a series of promotions over the years, as DulSCO management was quick to recognise his untapped potential from his consistent work ethic and prior academic achievements; Steinbert rapidly rose to a white-collar position within the organisation, to Accounts Associate at the DulSCO Head Office and then across DulSCO, and now proudly serves as Corporate Finance Executive.



#### Personal information

My name is Steinbert Asuahem Mbah, I am a 29-year-old hailing from the beautiful Republic of Cameroon, situated in Central Africa. From a young age, I was determined to enter the world of finance, no matter how much effort it took. As the eldest son at home, I was always acutely aware of my responsibility of educating, paying the bills, and taking care of my five younger siblings aging from 6 years to 22 years and a mother. I realised that the only way possible to fulfil these duties and to provide for my family, would be through education.

## WORK AT DULSCO

In April 2016, I was hired by DulSCO as a General Helper. I started out in the organisation as a blue-collar worker; my job at the time entailed warehousing duties, merchandising, and transporting goods primarily.

I remained in this position for the next eight months, before I spoke to my manager who took note of my skills and inquired about my academic history. I was then promoted to Accounts Associate at the DulSCO Head Office Environmental Solutions team.

This position was more in tune with the skills I had built during my time at university and allowed me to showcase my abilities in my desired field. I remained in this position for the next three years, wherein my duties included data entry, job creation, and job scheduling utilising several softwares before invoicing to clients.

From then onwards, each consecutive promotion at DulSCO led to greater personal and company-wide outcomes for me. In March 2020, I was promoted to Accounts Associate for Accounts Payable (AP) Team, across DulSCO. Here, I was tasked with receiving supplier invoices, processing invoices in line with VAT laws, and operating payments executions.

Finally, from October 2020 until now, I proudly serve DulSCO as Corporate Finance Executive. My tasks now include, acting as Finance Business Partner for assigned business units, MIS reporting, budgeting, forecasting, consolidation, monthly & yearly reporting, cash flow reporting, treasury management and financial statements analyses, while

reporting to the Head of Corporate Finance. At this position, thanks to DulSCO, I am able to fully immerse myself in my work as an ACCA (Association of Chartered Certified Accountants) and have achieved my lifelong dream while making my family proud.

DulSCO, in the span of a few short years, has allowed me to transcend to the peak of my career. At each step of the way, I always felt that both lower and upper management strive to recognise each employee's achievements and potential, even if that employee started out as a humble General Helper. DulSCO allows for a culture of open communication and recognition and celebration of achievements.

**I have always believed that God helps those who help themselves and others. My time at DulSCO has proven this to be the absolute truth, and I believe God gave me the courage and strength to persevere throughout my educational life so that I would end up exactly where I needed to be to grow professionally.**

I am now proud to say that, thanks to DulSCO, I relocated my wife, and we currently reside at Al Khail Gate. I am excited for what the future holds, and for what exciting opportunities lie ahead.

## EMPLOYEE WELFARE AND HAPPINESS



DulSCO places a strong emphasis on comprehensive employee care, aiming to promote a healthy workplace environment and prioritise the wellbeing of its employees. This includes addressing both psychological and physiological needs. To support this goal, DulSCO has trained dedicated counsellors and welfare officers who provide tailored coaching and counselling sessions to help employees navigate work-related challenges and other concerns.

The Welfare team collaborates with the HSE, Operations, HR, and Accommodation teams to conduct orientations for all newly hired workers. During these sessions, the team provides valuable information on UAE labour laws, guidelines for conduct in the country and within the company, discussions on hygiene, as well as HSE-related matters.

The welfare team has devised a comprehensive annual schedule of initiatives aimed at promoting the holistic wellbeing of employees, encompassing both physical and mental health.

These endeavours include a diverse array of activities such as employee entertainment events, outdoor excursions, medical camps, health workshops, sports and recreational events, all geared towards enhancing the welfare of workers. Additionally, English training classes are also conducted with the objective of augmenting the English language proficiency of employees. We have fully equipped medical clinics in DulSCO Village Accommodation in Al Quoz and Dubai Industrial City in addition to pharmacies and first aid centres to cater to the physical health of our employees. Additionally, we actively promote a healthy lifestyle by creating a fun-filled work environment.

We are dedicated to providing a fulfilling working experience and offer various cultural and sports activities throughout the year to ensure our employees are well-supported and engaged.

The programme has enabled us to reduce the number of unproductive hours of our employees as we encourage active life and welfare interventions.

› In 2022, we handled 204 psychological first aid cases; 1,528 employees benefited from eye camps; organised 68 team-building activities and 66 sports activities.

› DulSCO continued to be the Lead Member of the Worker Welfare Task Force as part of the Dubai Chamber of Commerce Sustainability Network.



**3,640**  
English Classes  
(Hours)

**3,930**  
New Recruits  
Inductions

**48,250**  
Meal  
Distributions

**14,300**  
Medical Campaign  
Attendees

**74**  
Open House  
Sessions

**25,472**  
External Trainings  
(Hours)

**105**  
External Stakeholder  
Activities

**12**  
Entertainment  
Evenings

**12**  
Coffee with  
Leadership Team

**4**  
Satisfaction  
Surveys

Welfare follows the below process aimed at providing a healthy work environment for the entire life cycle.

- **Pre-boarding:** awareness and training for agents
- **Onboarding processes:** declarations, induction and other awareness programmes
- **On-going:** "voice of worker" reporting and continuous accommodation visits
- **Off-boarding:** procedures including exit interviews and retention practices

› DulSCO received a 4-star Taqdeer Award in 2022 in recognition of its various initiatives to support employees and safeguard their rights.

## EMPLOYEE ENGAGEMENT

### TOWNHALL

We invite all staff to attend the monthly townhall, where the CEO speaks on the business updates giving an overview on how the organisation is performing, key wins and important announcements. It is also used to recognise the best employees of the month, long serving employees and employees who are celebrating birthdays in that particular month. During the meeting, employees have the opportunity to ask the CEO questions and seek clarifications directly. Furthermore, an annual townhall event, open to all staff, is a key feature. This large-scale event presents the previous year's performance and outline strategies and plans for the following year. Outstanding employees of the year are also recognised during this event.

### FEKRATI

Fekrati is a platform that encourages innovation among our employees, providing them with an opportunity to share their ideas and suggestions. These ideas can be related to their specific areas of operation or across the company, but must be supported with details on how and why they are relevant. A committee, headed by the Chief Operating Officer - Support Services and comprising members from Finance, HR, IT, and Project Management, oversee Fekrati.

The committee reviews all submissions and recommends ideas for further analysis. Employees whose ideas are selected may have the opportunity to present them to the company's Leadership Team, including the CEO. One eco-friendly idea that was implemented through Fekrati was linking the training credentials of our employees working at the airport to a QR code.



### VOICE OF WORKERS

Coffee session with the leadership team, a forum where selected workers are called from the business, which is attended by the CEO, Business Leaders, CFO and HR Director, along with representation from the welfare team. In the forum, employees speak about their work, give overall feedback, and get to hear from the leadership team. This is a critical session where key decisions as a resolution to complaints are made.

An Open House Session is held to provide employees with a platform to voice any grievances, feedback, or challenges related to accommodation, transportation, or work sites. During these sessions, respective department managers are present to take immediate action. Alternatively, an Impromptu Session is also available for employees to discuss confidential matters that they may not feel comfortable expressing in the presence of their supervisor.

## BENEFITS AND RECOGNITION



### BEST EMPLOYEE AWARDS

At the workplace, employees are highly appreciated and acknowledged for their valuable contributions. Outstanding work is recognised through various means such as appreciation and awards. DulSCO has established a programme that encourages and rewards employees who consistently exceed expectations in their daily tasks. This initiative also fosters healthy competition among colleagues. At the end of each month, the company selects the best employee, and at the end of the year, the twelve monthly winners are considered for the "Best Employee of the Year" award. Additionally, the office proudly displays a "Wall of Fame" to recognise those who have made exceptional contributions to DulSCO.

### SPECIAL OCCASION LEAVE

Being an organisation that boasts employees from different nationalities and cultures, we provide staff members one special leave during the year to celebrate their birthdays, anniversaries and festivals.



### PARENTAL LEAVE

DulSCO strives to be a parent-friendly organisation by offering a work culture and environment that is compassionate towards working parents. Parental Leave is permitted for new parents allowing time to provide care for new-born babies. Both father and mother can avail this leave during the first six months from child-birth.



### FLEXIBLE WORKING HOURS

Employees are granted the flexibility to work during three optional timings that suit their work requirements, which includes the option for hybrid work on Fridays. This arrangement enables employees to achieve a work-life balance.

# HEALTH AND SAFETY



Being safe means being protected from harm and the possibility of future harm. The goal of preventing work-related fatalities, injuries, and illnesses is just as important today as it has always been. To achieve this, we utilise various regulatory tools and interventions to improve health and safety. Our approach involves engaging stakeholders, raising awareness of health and safety risks, and promoting behaviour change through assessments, inspections, and investigations.

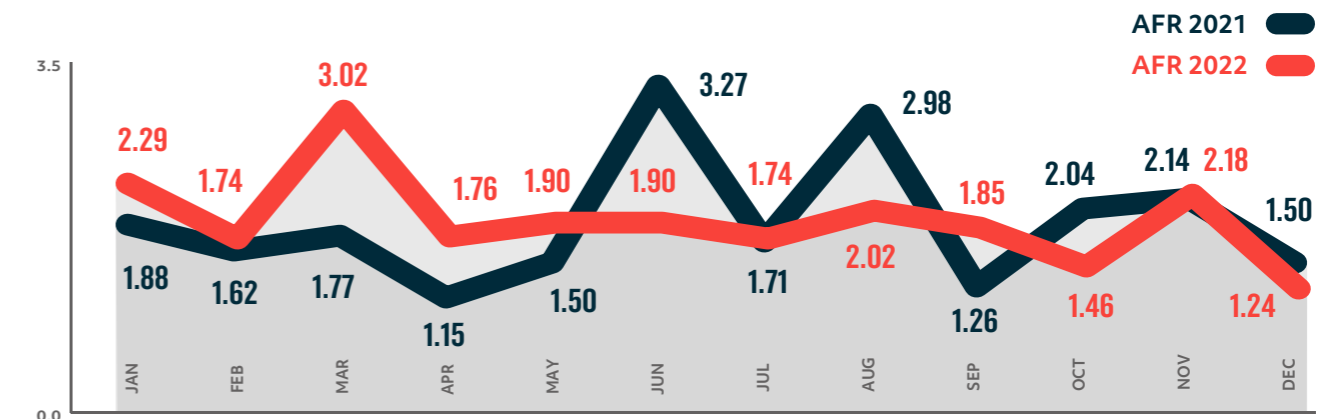
We are fostering a culture of safety within our organisation. We have implemented structural changes, invested in a Safety Management System (SMS), and introduced a driver behavioural tool 'DriveSafe Telematics' (GreenRoad) to improve the passenger experience, reduce fuel costs, and minimise incidents and repairs.

Our commitment to safety is reflected in our investment in Save Fast ([www.sfast.ae](http://www.sfast.ae)), a cloud-based solution aimed at achieving zero workplace accidents, reducing insurance premiums, and streamlining audits, incident reporting, and near-miss reporting.

## ACCIDENT OVERVIEW

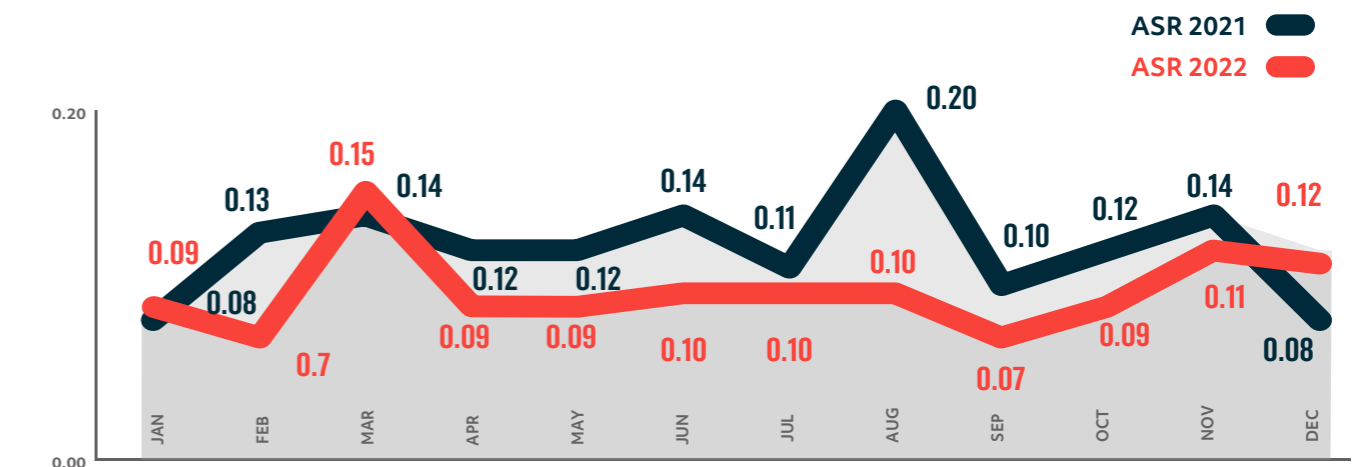
### ACCIDENT FREQUENCY RATE (AFR)

In 2021, the average AFR was 3.01, which decreased to 1.92 in 2022, representing a 36.29% reduction in AFR from 2021 to 2022.



### ACCIDENT SEVERITY RATE (ASR)

In 2021, the average ASR was 0.14, which reduced to 0.1 in 2022, reflecting a 28.75% decrease in ASR from 2021 to 2022.



## HSE TRAINING

Our goal is to prevent work-related fatalities, injuries, and illnesses and we achieve this by working with our employees to help them understand risks and how to manage them. This includes sharing the knowledge we have acquired for health and safety through our extensive range of training and events.



TOOLBOX TALKS

**19,631**

Number of sessions

**201,679**

Number of participants



REGULATORY TRAINING

**897**

Number of sessions

**12,020**

Number of participants



OTHER HSE TRAINING

**646**

Number of sessions

**15,290**

Number of participants



IOSH MANAGING SAFELY TRAINING

**12**

Number of participants

## HSE CAMPAIGNS

HSE campaigns can be one of the most effective ways to energise employees and get them thinking more clearly about their own safety, as well as the safety of others. When planned and implemented well, safety campaigns allow employees to focus on productivity and teamwork armed with the knowledge that they are safe and free from workplace threats. In 2022, a total of 80 campaigns were conducted across DulSCO. Every year, we also celebrate QHSE Week to promote and spread the importance of qualitative living, the health of self and family, and the necessity to safeguard the environment.

COVID safety measures

COVID vaccination awareness campaigns at all accommodations

Defensive driving

First aid training

Heat stress campaigns

HAZMAT training

Manual handling awareness sessions

Dangerous goods handling training

Safety campaigns for drivers and forklift operators

Ramadan safety campaigns

Vehicle safety

EGA caustic awareness and steam awareness trainings

Grabber crane operator training for MCME crew

Equipment and pedestrian safety for cargo employees at DWC

World Tobacco Day awareness

Fatigue – signs and symptoms

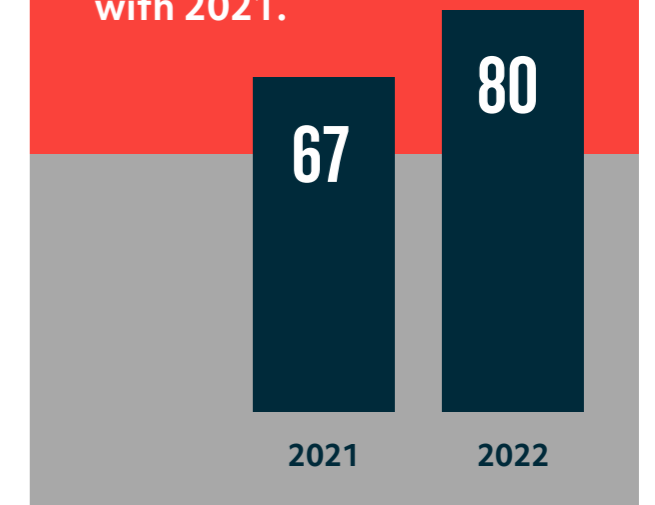
Taxiway and GSE road safety precautions

Aircraft vehicle conflict

Tow tractors and dolly safety

Awareness on flu and influenza

Increase in the campaigns in 2022 in comparison with 2021.





## CASE STUDY

### DulSCO Group implements DriveSafe Telematics (GreenRoad) to reduce accidents and fuel costs and minimise CO<sub>2</sub> emissions.

#### OVERVIEW

A drive towards even more sustainable operations and insurance of driver safety prompted DulSCO Group to onboard the DriveSafe Telematics (GreenRoad) solution and its revolutionary platform.

#### THE SOLUTION

People Solutions division deployed the DriveSafe Telematics solution across its entire operational fleet. Cars and vans were fitted with technology that continuously monitors driver behaviour, and that provides real-time feedback via a dashboard-mounted LED panel. The panel displays green when driving is smooth and safe, but changes to yellow or red when the system senses risky or fuel-wasting behaviours. This subtle guidance helps drivers achieve a controlled driving style that helps them prevent accidents before they occur while reducing fuel consumption and vehicle wear and tear.

The system uses rolling Safety Scores to rate drivers, promoting self-assessment and friendly competition among drivers. Drivers can check their safety status, personalised driving tips, and alerts via a quick-download app on their mobile phones. The accuracy of the data and real-time alerts encourage drivers to make timely self-corrections, while transparent reviews and personalised AI-based training tools support ongoing learning. GreenRoad recognises the impact of fun, gamification, and smart psychology on safety performance.

A weekly safety report graphical representation/depiction from GreenRoad is included to track fleet safety activities. The DriveSafe Telematics' Central™ portal provides KPI dashboards, real-time tracking tools, trend analyses, exception alerts, and customisable reports to monitor fleet safety activities.



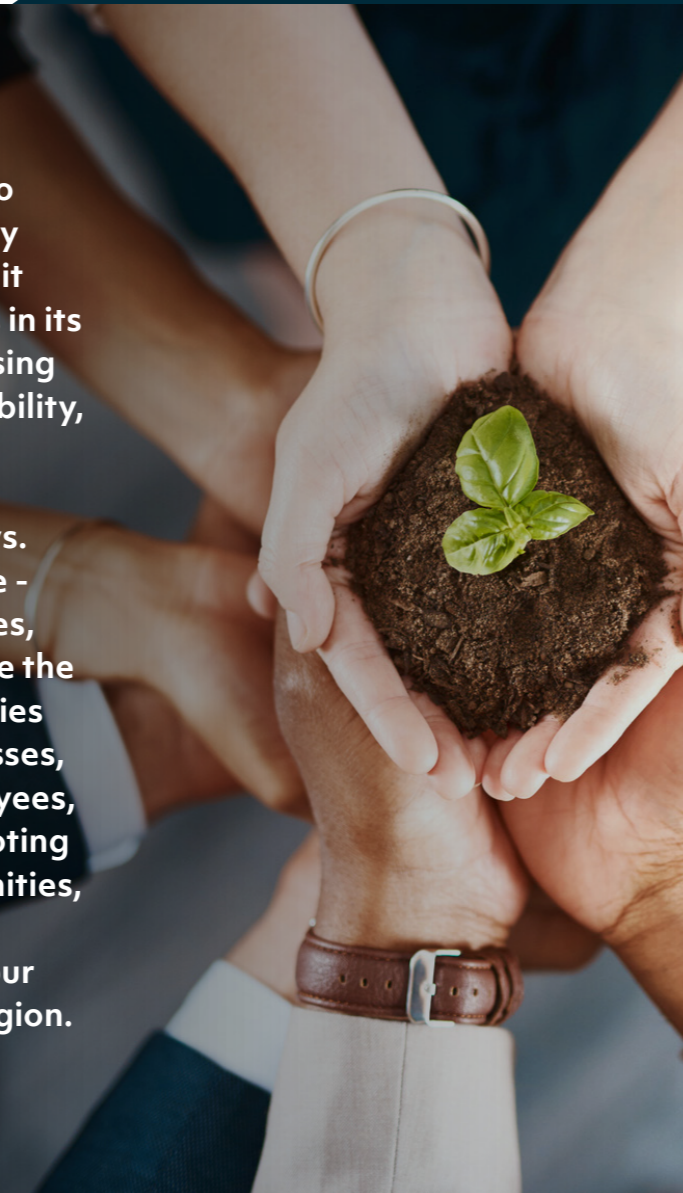
#### CONCLUSIONS

These phenomenal results indicate a great adoption by People Solutions division of the DriveSafe technology, and its efficacy in increasing overall safety for drivers and others on the road, in line with our company's ethos of safety and security for all. The system has also generated a measurable ROI in terms of reduced risk, work disruption, vehicle repair costs, fuel consumption and vehicle maintenance expenses. This is helping in achieving their target fleet performance and emissions goals while simultaneously remaining efficient on fuel costs and ensuring a reduction in road-related risk.



# CORPORATE SOCIAL RESPONSIBILITY

DulSCO remains committed to giving back to the community in which it operates, even as it continues to achieve success in its diverse businesses. Recognising its corporate social responsibility, DulSCO has utilised various opportunities to serve the community in numerous ways. Inspired by its brand essence - Powering Better Communities, DulSCO's CSR aims to improve the functioning of the communities it serves, benefitting businesses, residents, customers, employees, and everyone else. By promoting sustainability in our communities, we aim to foster growth, prosperity, and success for our business, employees, and region.



## CSR SPONSORSHIPS

**Dubai Investments Green Run**  
Green Partner

**Al Marmoom Desert Ultramarathon**  
Green Partner

**Wings for Life**  
Green Partner

**World Environment Day Cleanup**  
Green Partner

**Emirates NBD Unity Run**  
Supporting Sponsor

**Al Noor-Zurich Family Funfair**  
Support Sponsor

**WeWalk**  
Event Supporting Partner

**Ramadan Aman**  
Partner Sponsor



# 51

CSR ACTIVITIES



# 1,681

VOLUNTEER HOURS

## WORKING WITH GOVERNMENT ENTITIES FOR CSR

Dubai Chamber of Commerce |  
Dubai Municipality | Dubai Sports Council |  
Emirates Red Crescent | Emirates Schools  
Establishment | Expo 2020 Dubai |  
Ministry of Health and Prevention

## FOCUS AREAS

At DulSCO, we are working tirelessly to live up to the core values embodied in the promise of our corporate mission. We do it by practicing the CSR messages we promote. For maximum impact, we're concentrating our efforts on five core areas.



### EDUCATION

We believe that education is the key to giving children the opportunities they need to succeed hence we play particular emphasis on supporting education initiatives that contribute to our goal of powering better communities.



### ENVIRONMENT AWARENESS

We partner with governmental organizations, NGOs and private organizations to support initiatives that educate and motivate people to conserve and preserve the environment and live more earth-friendly lifestyles.



### REGIONAL AND GLOBAL CAUSES

We support a range of regional and global initiatives that seek to encourage and achieve sustainable development.



### HEALTH ADVOCACY

We believe that by promoting the health of individuals we can create a healthier society, hence we organise programmes to promote healthy living.



### EMPLOYEE VOLUNTEERING

We encourage our employees to volunteer for various CSR causes by contributing their skills and time.

## EDUCATION



We place great importance on education as a means of providing children with the opportunities they need to succeed, and recognise its vital role in establishing sustainable living environments.

We are committed to empowering people with determination and are proud to be associated with three centers that provide services for individuals with disabilities: Al Noor Rehabilitation and Welfare Association for People of Determination, Manzil Occupational Skills Center, and Dubai Autism Center. Our partnership with Al Noor dates back to 2004.

In 2022, we once again became a Support Sponsor for the Al Noor-Zurich Family Fun Fair, which raises funds for the center.

During Give and Gain Day campaign, organised by the Engage Dubai, an initiative by Dubai Chamber of Commerce, our Dulscans participated in the "Bead a Dream" and "Get Creative" initiatives at Manzil, where they supported students in creating jewellery

and craft items. We also provide free medical waste collection services to Dubai Autism Centre.



Dulscans actively participated in the Arabic and English Reading Program, organised by the Gift of Education, where they read storybooks to younger grade students at Elite High School. Additionally, our employees donated stationery and books to collection drives organised by Emirates Red Crescent, Education4All, and Gift for Education, to support students in need.

# ENVIRONMENT AWARENESS

DulSCO organises various environment related campaigns to create awareness about the importance of conserving and preserving the environment in an informative, fun and practical way.



- Participation in National and Global Environment Initiatives
- Awareness Sessions at Educational Institutions
- Cleanup Drives
- Plantation Drives
- Community Engagement Events
- DulSCO Recycling Bus and DulSCO Mascot Birdy



## PARTICIPATION IN NATIONAL AND GLOBAL ENVIRONMENT INITIATIVES

Global Recycling Day

Earth Hour

World Environment Day

Earth Day

World Cleanup Day



## AWARENESS SESSIONS AT EDUCATIONAL INSTITUTIONS

Our efforts to raise awareness about the significance of recycling persisted across multiple schools, driven by our belief that it's crucial to impart the right practices to young students so that they can disseminate awareness effectively as they mature.

We continued to spread awareness at schools during the year via interactive sessions, recyclables collection drives and with help of our Recycling Bus and our Recycling Assistant Birdy.

**In celebration of Global Recycling Day, DulSCO partnered with Jacobs, the UN, and Expo 2020 Dubai to educate pupils from GEMS Legacy School about minimising waste through the 4Rs (reduce, reuse, repurpose, and recycle) as part of the Jacobs Butterfly Effect programme.**



## CLEANUP DRIVES

DulSCO believes that through campaigns like cleanup drives we can contribute to the environment in a practical way on how to care for the environment and keep it clean. During the year, we organised several cleanup drives with support from Dubai Municipality that involved students, organisations like Siemens and our very own Dulscans.



Jumeirah Public Beach cleanup, Dubai



Al Bahia Beach, Abu Dhabi



Desert Cleanup campaign, Dubai

### CLEANUP DRIVES 2022

- Desert cleanup drive at Bir Al Ruwayah to commemorate Global Recycling Day.
- Desert cleanup at Al Marmoom Desert Conservation Reserve on World Environment Day.
- Beach cleanup drive at Deira islands in partnership with Dubai Municipality, and Dubai Youth Council.
- Beach cleanup drive at Jumeirah Public Beach on World Cleanup Day.
- Two beach cleanup drives organised by Amity International School, Abu Dhabi at Al Bahia Beach.
- Cleanup drive at Al Zorah Ajman.
- Cleanup drive initiative in Al Warsan accommodation area.
- Cleanup drive in Muhaisnah Accommodation area.

## PLANTATION DRIVES

Our employees engaged in a fascinating activity that involved planting 120 mangrove trees in Ajman, with 65 Dulscans actively participating in the initiative. Mangroves play a critical role in curbing global warming by sequestering approximately 10-15kg of carbon each year.

**The activity was aimed at supporting the UAE's commitment to planting 100 million mangroves by 2030.**

Our volunteers also collaborated with Al Zorah Development (Private) Company to clean up mangroves and plant additional mangroves and ghaf trees.



## COMMUNITY ENGAGEMENT EVENTS

DulSCO organises and participates in various community events to spread the message of recycling as it believes it is important to engage with various stakeholders in the community to build an environment-conscious society.



### GREEN PARTNER AT EVENTS

**DulSCO served as the designated Green Partner for multiple social cause events, providing complimentary recycling and waste management services.**

Our goal was to divert recyclable materials produced at these events away from landfills, and our volunteers were also present to raise awareness about the importance of source segregation and recycling.

The events included Al Marmoum Ultramarathon, Dubai Investments Green Run, Wings for Life and World Environment Day Cleanup.

## EXPO 2020 DUBAI

DulSCO demonstrated its commitment to sustainability by spreading ongoing awareness of the 4 R's at its stand at Expo 2020 Dubai during the event time. The visitors to the stand were entertained by Birdy. Additionally, DulSCO also created a booth entirely from repurposed materials such as recycled glass, utilised coolant drums, and wooden pallets at the Expo 2020 Dubai Run. Attendees were elated to engage in a quiz and receive environmentally friendly gifts.



## AWARENESS AT EMIRATES DUBAI 7s

Emirates Dubai 7s, an international sports tournament hosting rugby, netball, fitness and cricket, was a platform for DulSCO to showcase and educate thousands of people attending on waste segregation. DulSCO's Recycling Bus, recycling assistant mascot Birdy, and its environmental initiative New Old and Reloved, where upcycled indoor and outdoor furniture products made from old oil barrels and wooden pallets were displayed. DulSCO volunteers raised awareness about recycling among individuals of all ages, particularly children and engaged them with games and environmentally friendly giveaways.



## AWARENESS AT SUPERMARKETS

Throughout the year, DulSCO collaborated with Choithrams to organise Recyclables Collection Drives at different retail locations.

As part of the initiative, customers who submitted recyclable items were awarded Choithrams vouchers and DulSCO provided reusable bags.

## RECYCLABLES COLLECTION DRIVE AS PART OF ENGAGE DUBAI'S GIVE AND GAIN DAY

As part of the Engage Dubai's Give and Gain Day Recycling Drive campaign, a total of 1,430 kilograms of recyclable materials were collected from Eros, ISCF Capital Limited, My Business Consulting, and Laing O'Rourke Middle East.

## DULSCO RECYCLING BUS AND MASCOT BIRDY

DulSCO has a mobile waste collection and education unit called the 'Recycling Bus', which is an old out of commission bus that was recycled for this purpose. It provides a visual and practical aid for communities to understand recycling.

**The recycling bus is a strong educational tool that was mobilised at 72 events in 2022 at various locations, mainly schools.**

Additionally, the DulSCO Recycling Bus offers free collection of recyclable materials in communities that don't have access to recycling services. To add some fun and motivation, our recycling mascot, Birdy, also joins us at events.



## REGIONAL AND GLOBAL CAUSES



At DulSCO, we prioritise promoting responsible and sustainable development. We are committed to supporting both regional and global initiatives that strive for a balanced approach to economic, social, and environmental progress.



Our employees also actively participate in charitable activities. For example, DulSCO employees donated AED 31,660 to the 'One Hand for Pakistan' initiative to assist those affected by floods in Pakistan. DulSCO matched this amount, resulting in a total of AED 63,320 donated to Emirates Red Crescent to aid flood relief efforts.

In addition, DulSCO was the Partner Sponsor of Al Ihsan Charity Association's Ramadan Aman Campaign, which aimed to distribute over 100,000 Iftar meals to 3,000 low-income families and individuals with disabilities.

Our employees continued to support charitable causes and participate in events that celebrate the spirit of giving, such as the International Day of Charity by donating clothes to Emirates Red Crescent; and the Tarahum Charity Initiative organised by Nefsy to provide Iftar meals for people with low income.

## HEALTH ADVOCACY

At DulSCO, we prioritise the wellbeing of individuals and strive to support initiatives that promote their health. Our employees in Abu Dhabi participated in the Blood Donation Camp organised by Al Eskan Al Jamae in partnership with SEHA at ICAD Residential City. We also collaborated with the Ministry of Health and Prevention and Abu Dhabi Blood Bank to organise successful blood donation campaigns.



## EMPLOYEE VOLUNTEERING



At DulSCO, we promote our employees' engagement in social responsibility by encouraging them to volunteer their time, skills, and resources to support worthy causes.

As part of our commitment to social responsibility, DulSCO employees teamed up with Operation Smile, a UAE-based children's charity that provides free surgeries for young children born with cleft lip or cleft palate, for their annual Big Book Sale. This event was aimed at raising funds to help these children receive the necessary surgery.

Additionally, our employees actively participate in various walks and runs to support social causes. For instance, 'We Walk' was aimed at supporting the UAE Rare Disease Society to help people with uncommon diseases; 'Wings For Life World Run' aimed at raising funds to support their mission of finding a cure for spinal cord injury; 'Emirates NBD Unity Run 2022' was aimed at supporting people of determination. Furthermore, DulSCO employees made a significant impact by participating in various cleanup drives and other initiatives throughout the year.

In 2022, we also instituted the inaugural CSR Volunteer of the Year award to honour the contribution of the Dulscan who made the maximum contribution towards social causes.



Shruti Suvarna receiving the CSR Volunteer of the Year Award

# TESTIMONIALS



**MOHAMMAD ALI  
RASHED LOOTAH**

President & CEO  
Dubai Chambers

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DulSCO is a valued member of Dubai Chambers' Sustainability Network and Engage Dubai initiative as well as a major contributor to our Waste Management and Worker Welfare task forces. DulSCO's sustainable waste management efforts are an inspiring example of what the private sector can do to reduce CO<sub>2</sub> emissions and drive socio-economic development. With preparations well underway to host the UN COP28 in Dubai next November, the contribution of innovative private companies like DulSCO to the emirate's climate action is critical and further cements Dubai's position as the most dynamic hub for doing business - doing it sustainably. Dubai Chambers will continue to support businesses to operate sustainably, as part of our commitment to creating a thriving business environment in the emirate.

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**ASHA  
ALEXANDER**

Principal  
Executive Leader -  
Climate Change  
GEMS Legacy School

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GEMS Education has been working with DulSCO for several years on not just managing waste transportation to landfill but educating our staff and students on reducing waste generation and working towards achieving a zero waste to landfill goal. DulSCO have been a strong promoter of raising awareness around sustainability through teaching children how to segregate waste using the special recycling bus that tour our campuses. They have partnered with us in several initiatives including Plant A Legacy and Plogging to reduce pollution and waste, conserve resources and maintain an ecological balance in the UAE.

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**RANJINI  
RAMNATH**

Director  
Al Noor Rehabilitation and  
Welfare Association for  
People of Determination

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As the director of this organization, I have witnessed firsthand the positive change we can bring to our community when the community stakeholders come together to support a common cause. DulSCO's support always helps us deliver our events at the highest standard. By supporting our Centre, you are not only helping us make a difference, but you are also demonstrating your commitment to creating a better world for all. We are grateful for your support and partnership, and we look forward to working together to achieve our shared goals.

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