

COMMUNITY ENGAGEMENT

At DMCC, we take our role as the Master Community Developer and a Dubai Government entity with a strong commitment to engaging and supporting the local community of residents. Throughout the reporting period, we have organised a diverse range of over 380 events and programmes aimed at nurturing the skills and knowledge of our community members. These initiatives span various areas such as business, taxation, regulation, healthcare, and more, all aimed at empowering our residents to thrive.

One of our flagship initiatives is the DMCC Impact Scale-Up Platform, which embodies our dedication to fostering entrepreneurship aligned with the SDGs. This programme has successfully onboarded 15 startups and equipped them with valuable insights and tools to excel in their respective industries. In 2023, we plan to hold an exciting Bootcamp and Investor Pitch Day, where these innovative founders will have the opportunity to compete for a significant cash prize of 180k AED in front of esteemed judges and investors.

While we haven't conducted large-scale impact assessments, we prioritise evaluating the outcomes and feedback of each programme we organise. This approach enables us to continuously improve and align our initiatives with the community's evolving needs.

We recognise the importance of social impact assessments and their contribution to sustainable development. Though we haven't conducted specific gender impact assessments within our local community, we are committed to understanding and addressing the social implications of our initiatives.

In our commitment to environmental responsibility, we conducted environmental impact assessment for the Uptown District as required by Dubai Municipality. Furthermore, within Jumeirah Lakes Towers, we have implemented ongoing monitoring measures and KPIs to ensure the safety and well-being of our residents.

Transparency is fundamental to our operations. While we haven't publicly disclosed the results of impact assessments, we are dedicated to exploring best practices for future public disclosures, promoting accountability and trust with our stakeholders.

We understand that community engagement is a continuous process, and we value the feedback of our local residents. Therefore, we conduct annual community engagement surveys to gather insights on our services. DMCC has a formal grievance process in place. Through this process, residents and businesses can report their feedback or concerns to DMCC Community Management or Dubai Municipality, enabling us to address any issues that may arise effectively.

Although in the result of stakeholder engagement exercise the negative impacts on community were identified as minimal to non-existent, we acknowledge the potential negative impact that could arise from our role in granting business licenses to other entities. Empowering any such entity carries the risk that it may violate laws or procedures, resulting in adverse effects.

We continuously strive to act in the best interests of our community and mitigate any risk that may arise from the actions of the license holders. In cases where we may not have direct authority over other stakeholders, we maintain close collaboration with various regulatory bodies in the UAE. Rest assured that as an authority, we remain committed to upholding our responsibilities and safeguarding the best interests of our stakeholders and the broader community.



OPERATIONAL EXCELLENCE

GOVERNANCE AND LEADERSHIP

Our operations and sustainability objectives are guided by several esteemed governing bodies that play a vital role in overseeing our progress and ensuring adherence to protocols and standards. These organizations are instrumental in shaping business operations and promoting best practices within our industry. At DMCC, we actively participate in these bodies to stay informed about the latest developments, share insights, and provide exceptional services to our stakeholders.

Some of the key governing bodies we engage with include the Dubai Free Zone Council, World Diamond Council, Kimberley Process, UAE Gender Balance Council, OECD Multi-Stakeholder Group, and the World Federation of Diamond Bourses. Through our involvement, we stay up to date with industry best practices and collaborate with fellow industry leaders to continuously enhance our operations.

In alignment with the new law issued in 2020 by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Ruler of Dubai, Vice President, and Prime Minister of the UAE, we established a Board of Directors in 2021. The Board serves as the highest governing body responsible for supervising DMCC's activities. This law sets forth a comprehensive framework and procedures that promote strong governance within DMCC and facilitate ease of trade in the UAE.

We value the guidance and oversight provided by the governing bodies, and their collective efforts contribute to the overall success and sustainability of DMCC. By working closely with them, we ensure that our operations align with the highest standards and best serve the interests of our stakeholders and the broader community.

DMCC BOARD OF DIRECTORS

Name	Board Members' Commitments
Hamad Mubarak Buamim	Chairman of DMCC's Board of Directors, Chairman of World Chambers Foundation, Board member of Dubai World and Dubai Islamic Bank PJSC, Chairman of National General Insurance PJSC, and advisory roles in other large corporations.
Abdulwahid Abdul Rahim Al Ulama	Vice Chair of DMCC's Board, non-executive member of the Board of Directors of Dubai Financial Services Authority, and independent member of the Board of Directors of Commercial Bank of Dubai PJSC.
Ahmed Bin Sulayem	None
Abdullah Saif Al Shamsi	Principal of Investment Infrastructure in Investment Corporation of Dubai.
Charles George Webb	Leads two consulting businesses, providing research and strategic advice to global clients.
Roger Alfred Bernstein	Florida Board Certified immigration attorney, principal and managing member of EB-5 for Florida, LLC, with substantial experience in EB-5 Investor-related issues.
Thierry Jean Louis Gimonnet	Finance Director of Investment Corporation of Dubai.

The Board of Directors comprises members within the age range of 30-50, accounting for 71% of the board composition, while those above 50 represent 29% of the board. As of now, there is no female representation on the board. The current tenure of the board members is open-ended, indicating that there is no fixed term limit for their service. All members of the Board are non-executive, except for Ahmed Bin Sulyaem, the CEO and Chairman of DMCC.

The appointment of board members, including the Chairman, is carried out by the Ruler in accordance with the provisions outlined in Decree No. 28 of 2015 Concerning the Governance of the Boards and Committees Affiliated to the Government of Dubai and the DMCC Law. These appointments ensure that the board members fulfill their roles and duties in alignment with the applicable regulations.

The DMCC Board of Directors holds the authority to approve all policies and procedures across DMCC. It conducts annual reviews to assess the performance of DMCC, and appropriate actions are taken based on the evaluation outcomes. Additionally, the board plays a role in reviewing the DMCC sustainability report post-publication. Although the level of involvement may change in the future, depending on the board's decision to engage more extensively with the sustainability team and the SDG Steering Committee.

To maintain impartiality, board members are required to sign a conflict-of-interest declaration during their onboarding process. This ensures that they abstain from voting on decisions in which conflicts of interest may arise. Instances involving conflicts of interest are documented internally for transparency and accountability, but they are not publicly disclosed due to confidentiality constraints.

The Board of Directors contributes diverse skill sets and expertise to DMCC, spanning areas such as property, finance, free zone,

and commodities. They play a crucial role in developing, approving, and supporting DMCC's value proposition, strategy, and policies related to sustainability. While measures to advance the board's collective knowledge, skills, and experience on sustainable development have not been taken to date, they are planned for the future.

The Board of Directors has established two subcommittees: the Audit Sub-Committee and the Remuneration Sub-Committee. The Chairman of the Board of Directors selects the members of these subcommittees in accordance with the Board of Directors Charter. The tenure of the subcommittee members is undefined and subject to the decision of the Chairman.

The Audit Sub-Committee oversees the integrity of financial statements, reviews internal financial and operational controls, monitors and evaluates the effectiveness of the internal audit function, recommends the appointment of external auditors, and reviews the independence, objectivity, and effectiveness of the audit process. The members of the Audit Sub-Committee include Thierry Gimonnet (Chairman), Abdulwahid Al Ulama, Abdulla Al Shamsi, and Justin Manala, DMCC Director of Internal Audit & Risk Management, who serves as the Subcommittee Secretary. Any violations, misconduct, and issues are reported to the Committee in accordance with the Corporate Whistleblowing Policy. Critical issues raised through grievance mechanisms and identified by the Internal Audit team are shared with the Committee for review and actions.

The Remuneration Sub-Committee is primarily responsible for establishing the framework or broad policy for the remuneration of the Executive Committee and the Executive Chairman and CEO. This includes determining annual performance measures for management and reviewing proposals for long-term incentive plans, where appropriate. The members of the Remuneration Sub-Committee include

Abdulwahid Al Ulama (Chairman), Abdulla Al Shamsi, Thierry Gimonnet, and Ahmad Al Shareef, DMCC Director of Human Resources, who serves as the Subcommittee Secretary. The HR department collaborates with an independent third-party remuneration consultant to propose changes and ensure the effectiveness of the organisation's structure. Violations, misconduct, and issues are

reported to the respective Audit Committee and Board in accordance with the Corporate Whistleblowing Policy.

The Internal Audit Committee at DMCC operates independently. Its role is to uphold ethical standards of social and environmental issues while enhancing policies and procedures through risk-based objectives.

EXECUTIVE COMMITTEE

The Executive Committee plays a crucial role in ensuring the organization's strategic objectives are effectively managed. Comprising directors of DMCC's business units, the committee serves as the primary decision-making body and oversees the implementation of our sustainability strategy in collaboration with the SDG Steering Committee.

SDG STEERING COMMITTEE

Led by the Chief Operating Officer, the SDG Steering Committee consists of six members from the Executive Management representing core services of DMCC's operations. This committee is responsible for managing the implementation of the sustainability strategy and fostering collaboration across the organization to meet our commitments to the UN Global Compact, Women's Empowerment Principles, and Sustainable Development Goals (SDGs). The sustainability team reviews and analyses sustainable impact initiatives, while key departments ensure the implementation of best practices and the increase of positive impacts. The SDG Steering Committee reports annually to the Executive Committee on the organization's impacts on the economy, environment, and people.

POLICY COMMITMENTS

DMCC upholds responsible business conduct and respect for human rights through various policy commitments, including the Code of Conduct, Fraud Control Policy, and Sustainability Policy. The Fraud Control Policy guides thorough due diligence and precautionary actions in all business operations. Our policies align with our commitment and membership in the UN Global Compact, specifically Principles 8 and 9 on environmental stewardship. We demonstrate our commitment through partnerships, adoption of new technologies, and projects highlighted in the Sustainable City section of this report.

These policy commitments are accessible to DMCC employees through the Employee Portal and are communicated to new employees

during the induction process. External stakeholders can access publicly available policies on the DMCC website, and specific case-specific policies are shared with external stakeholders as needed.

The policy commitments are integrated into existing and future operations through the annual review of departmental strategies, objectives, key performance indicators (KPIs), and results. Through the annual performance review process for each employee and department, compliance with these commitments is monitored. Training on the DMCC Code of Conduct, other policies, and sustainability is provided to employees to ensure their understanding and adherence.

ECONOMIC PERFORMANCE

DMCC's impact on Dubai's economy is significant, both directly and indirectly. Our free zone plays a crucial role in driving employment, accounting for over 2% of total employment in Dubai. Additionally, the residents of the Jumeirah Lakes Towers district represent approximately 3% of Dubai's population. This demonstrates the scale of our influence on the local workforce and community.

As a facilitator for company setups, DMCC contributes to the GDP through the generation of additional profits, wages, and rents. Our role in attracting foreign direct investment (FDI) fosters a high concentration of economic activity within our free zone. This concentration promotes the exchange of technologies, innovations, and ideas, ultimately raising the productivity levels of Dubai and the UAE as a whole.

To measure our direct economic contribution to Dubai's GDP, we conducted a comprehensive quantitative assessment in 2022. This assessment involved calculating the direct economic impact based on sector-specific employee data from businesses within the DMCC free zone, as well as utilizing national accounts data from the Dubai Statistics Centre. By analyzing these factors, we obtained a clear understanding of our economic significance and the value we bring to Dubai's economy.

DMCC's presence in Dubai and the UAE contributes to increased productivity through various mechanisms, including economic density spill-over benefits, FDI

spill-over benefits, and indirect supply chain benefits.

Economic density spill-over benefits refer to the positive impacts generated by the concentration of economic activity within the DMCC free zone. By fostering a vibrant business ecosystem and attracting a diverse range of companies, DMCC creates opportunities for collaboration, knowledge sharing, and innovation. This concentration of economic activity leads to enhanced productivity as businesses benefit from proximity to other industry players, suppliers, and service providers. The exchange of ideas, expertise, and resources within this ecosystem drives productivity gains and promotes economic growth.

FDI spill-over benefits result from DMCC's role in attracting foreign direct investment. As a renowned free zone with a favorable business environment, DMCC acts as a magnet for international businesses seeking to establish a presence in Dubai and the UAE. The inflow of FDI brings not only capital but also expertise, technology, and best practices from around the world. These spillover effects positively impact the local economy by boosting productivity through knowledge transfer, technology diffusion, and the creation of linkages with domestic businesses.

Furthermore, DMCC's presence generates indirect supply chain benefits. As companies within the free zone engage in trade and business activities, they create demand for goods and services from local suppliers and service providers. This leads to a multiplier effect throughout the supply chain, benefiting a wide range of industries and businesses

in Dubai and the UAE. The increased economic activity and demand generated by DMCC and its stakeholders contribute to improved productivity and economic performance at both the local and national levels.

Commodities such as diamonds, coffee, and tea form the cornerstone of DMCC's economic contribution. As the largest diamond trading hub in the world, DMCC's diamond sector saw exports of rough diamonds reach an impressive \$14 billion in 2022. Additionally, DMCC plays a pivotal role in facilitating the growth and development of the coffee and tea industries, supporting trading, manufacturing, and distribution activities. Through its robust infrastructure and favorable business environment, DMCC continues to drive economic growth and establish itself as a global leader in commodity trading.

DMCC's unique mix of residential and commercial properties fosters a vibrant atmosphere where people can live and work in close proximity, creating a dynamic community. The implementation of sustainability initiatives, including solar shading, smart meters, smart bins, and movement sensors, improves the environmental performance of DMCC properties.

The economic impact of DMCC extends to the member companies within its free zone, contributing to the overall economy through their supply chains. While specific financial data is not publicly disclosed, DMCC's focus is on facilitating business growth in Dubai and fostering a thriving business ecosystem.

DMCC aligns its operations with industry best practices and international regulations. Despite not being subject to the General Data Protection Regulation (GDPR), DMCC implements measures to uphold data privacy and protection. Collaborating with organizations like the Financial Action Task Force (FATF), DMCC enhances transparency and compliance with international regulations, demonstrating its commitment to responsible business practices.

Through its efforts, DMCC aims to have a significant indirect economic impact in line with the UAE's national strategy, promoting sustainable economic growth and contributing to the broader economy.



CUSTOMER SATISFACTION AND ENGAGEMENT

DMCC places a strong emphasis on engaging with customers and stakeholders to gather feedback and information that can contribute to the enhancement of living and working experiences within the community.

To ensure excellent customer service, dedicated member success and satisfaction teams have been established to address customer concerns and collect valuable feedback.

In addition to annual satisfaction surveys, DMCC has introduced transactional surveys to gather feedback from members at the point of service delivery. Efforts are underway to expand the coverage of the survey system, with the goal of evaluating at least 90% of DMCC's services through stakeholder feedback. These surveys are conducted through Salesforce, and a dedicated call centre team handles service recovery for dissatisfied clients.

DMCC takes prompt corrective actions by creating action plans and KPIs, and closely tracks their implementation until completion. Recognising the importance of maintaining high-quality customer service amidst increasing demands, DMCC is developing a long-term vision and implementing measures to ensure an excellent customer experience.

In case of actual negative impacts, DMCC takes immediate actions to address them. Our internal audit department collaborates with each department to identify and log

negative impacts, risks, and opportunities for remediation. The progress in addressing these issues is regularly reviewed by the Board of Directors, ensuring swift and effective responses.

DMCC recognises the importance of managing both actual and potential positive impacts. Our long-term vision for an excellent customer experience is supported by continuous improvement efforts. We have implemented a mystery shopping program to receive independent feedback, enabling us to enhance our services proactively.

Lessons learned from the tracking process and stakeholder feedback are integral to improving our operational policies and procedures, actively incorporating these insights into our practices, promoting continuous enhancement and responsiveness.

DMCC remains dedicated to promoting compliance with UAE laws and grievance mechanisms. This commitment aligns with national legal frameworks and dispute resolution procedures, reinforcing our responsibility as a government entity.

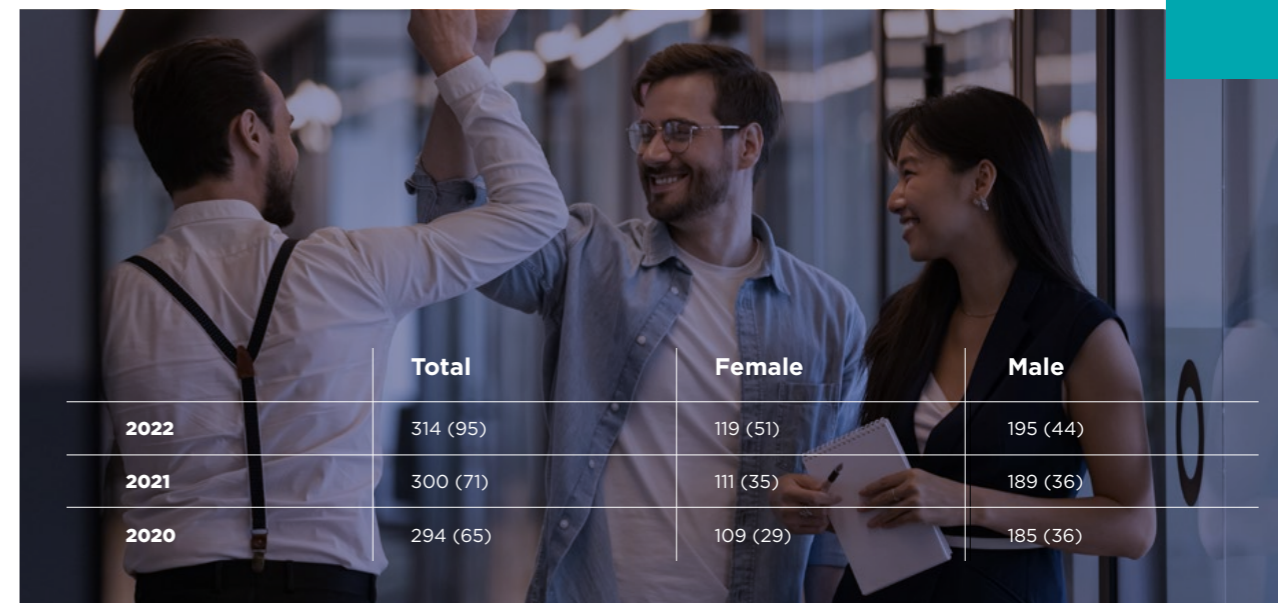
Our sustainability efforts are continuously evolving as we strive to meet the expectations of our stakeholders and contribute positively to the well-being of our community.

LABOUR PRACTICES

As an organisation, DMCC recognises the importance of prioritising a diverse workforce, understanding that it fosters innovation, creativity, and overall well-being. To support our employees in achieving a healthy work-life balance, we offer a comprehensive range of benefits. Full-time colleagues have access to life insurance, health insurance, different types of leave, remote working options, and a wide range of additional perks such as educational allowances for children, full family insurance coverage, and visa processing assistance. The health insurance covers all types of healthcare services including dental, though the latter having a limit. These benefits contribute to DMCC being an employer of choice, attracting top talent from around the world and promoting diversity and inclusion.

Given the dynamic nature of our operations and the varying workload requirements, full-time employment may not be feasible for certain roles within DMCC. Temporary employees, including administration staff, IT personnel, and customer service representatives in the DMCC call centre, are engaged through direct employers who follow the provisions of the UAE Labour Law. These temporary staff members are entitled to benefits provided by their employers, including annual paid leave, sick leave, health insurance, flight allowances, and maternity benefits, among others.

OUR EMPLOYEES¹²



	Total	Female	Male
2022	314 (95)	119 (51)	195 (44)
2021	300 (71)	111 (35)	189 (36)
2020	294 (65)	109 (29)	185 (36)

In 2022, we made significant progress in promoting employee well-being through our wellness initiatives. The number of wellness sessions increased from 5 events

and 13 webinars in 2021 to 14 events and 33 webinars in 2022, reflecting a 199% increase. These sessions attracted a total of 1,638 attendees. Throughout the year, our HR

¹² Employees are only located in the UAE, which is considered the only significant location of our operations. The data is presented in headcount at the end of the reporting period. Temporary employees are presented in brackets. Permanent employees comprise total employees minus temporary employees. There have been no significant fluctuations of the number of employees during the reporting period.

department invited subject matter experts and professionals to share their knowledge and conduct training sessions, raising awareness on various topics related to physical, mental, and financial well-being. We also facilitated discounts with well-being clinics, sports facilities, and dining establishments to further support our employees' well-being.

We recognise the historical challenges associated with human and labour rights in the commodities business, particularly in the tea, coffee, diamond, and gold trade. As part of our commitment to ethical practices, we strictly adhere to the principles of the United Nations Global Compact (UNGC) and the UN Guiding Principles on Business and Human Rights, ensuring the respect of human rights throughout our business ecosystem.

At DMCC, employees' salaries are composed of different elements. The breakdown includes a basic salary accounting for 60% of the total, a housing allowance comprising 28%,

and a transportation allowance of 12%. Emirati employees also receive a national allowance in accordance with local regulations. It is important to note that the ratio of basic salary and remuneration between women and men in each employee category at DMCC is 1:1, reflecting our commitment to pay equity and gender equality.

Regarding pension contributions, in line with UAE law, only local citizens are eligible for a pension. Therefore, DMCC contributes 5% of the employee's basic salary, housing allowance, and national allowance to the pension fund. Additionally, the Dubai government adds a further 15% to the initial amount used to calculate the contribution, ensuring a comprehensive retirement benefit for eligible employees.

We are proud to report that there were no incidents of discrimination reported within DMCC during the reporting period, underscoring our commitment to fostering an inclusive and respectful working environment for all.

	Total number of new employee hires entering employment during the reporting period	Total number of employees leaving employment during the reporting period
Total	47 ¹³	37 ¹³
Breakdown by gender		
Male	24	19
Female	23	18
Breakdown by age		
Under 30 years old	14	5
30-50 years old	29	30
Over 50 years old	4	2

¹³ The total turnover rate in 2022 was 12%. The turnover rate for female and male employees was 15% and 9.7% respectively. The turnover rate was 14.7% for employees under 30 years old, 12.4% for employees between 30 and 50 years old and 5.1% for employees above 50 years old. The rate of the new hires was 51% for male and 49% for female employees; 29% for employees under 30 years old, 61% - between 30 and 50 years old and 8.5% for employees over 50 years old.

DIVERSITY AND INCLUSION

Diversity is embedded in our business as we cater to international customers, residents, and visitors. Our staff proudly represents 46 nationalities, with 26% of executive and senior management hired from the local community¹⁴. DMCC provides a safe and encouraging environment to share and broaden their understanding of other cultures. Additionally, no incidents of discrimination were reported during 2022.

GENDER EQUALITY

We were the first free zone in the country to become a WEPs signatory and have made a concerted effort toward a 'top to bottom' gender balance in our workforce. This year we signed up for a pledge by the UAE Gender Balance Council (GBC) and committed to reporting the data and collaborating with the UAE GBC on enhancing women's empowerment in the UAE. As a signatory to the WEPs, we continually integrate SDG 5 as part of our corporate strategy.

	2020	2021	2022
Employees entitled to parental leave	293	300	314
Male	185	189	195
Female	109	111	119
Employees who took parental leave	15	6	14
Male	5	5	8
Female	10	1	6
Employees that returned to work in the reporting period after parental leave ended	15	7	14
Male	5	5	8
Female	9	2	6
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	8	15	6
Male	7	5	5
Female	1	10	1
Retention rates of employees that took parental leave			
Male	88%	100%	100%
Female	100%	111%	100%

¹⁴ DMCC defines the local community as citizens of the United Arab Emirates.

TALENT ATTRACTION, DEVELOPMENT AND RETENTION

Our services are diverse and require various skill sets and expertise. We know that to stay competitive and offer the best quality to our customers, we must invest in our staff's development and happiness.

Therefore, we continue to offer significant learning and growth opportunities for our colleagues and a healthy working environment. During the year, employees could engage in online learning anytime, anywhere, through any device.

We use the Learning Management System (LMS) as a digital solution for all learning and development needs. The solution acts as a learning gate for employees to access all training and development courses and materials in different formats. We also offer our employees four DMCC Academies: Leadership for non-supervisory roles, Leadership for Managers, Customer Excellence for client-facing roles and Sales Academy for employees working in the sales sector.

KEY ACHIEVEMENTS OF 2021 INCLUDE:

- 4,003 training hours (2,147 male and 1,856 female)
- 12.7 hours of training per employee (13 on average among female employees, 9 on average among male employees)
- Participation in a diverse set of career fairs across the region to ensure equal opportunities are given to fresh graduates
- Developed a recruitment satisfaction survey for hiring managers and candidates

	Executive and Senior Management ¹⁵	Middle Management	Staff	Total
Total number of training hours	372	726	2,905	4,003
Employees received regular performance and career development reviews	49	58	207	314 (100%)
Breakdown by gender¹⁶				
Male	72%	53%	62%	195
Female	28%	47%	38%	119
Breakdown by age¹⁶				
Under 30 years old	0% (0)	2% (1)	16% (33)	34
30-50 years old	78% (38)	86% (50)	74% (153)	241
Over 50 years old	22% (11)	12% (7)	10% (21)	39

¹⁵ Executive and senior management includes department heads, directors, and c-level employees. Middle management includes managers and senior managers. Staff includes all other employees.

¹⁶ The breakdowns by gender and age reflect all permanent employees in DMCC.



RESPONSIBLE BUSINESS ECOSYSTEM