

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

DIGITALISATION

Our mission at DMCC is to prioritise and innovate in the digitalisation of our services and internal processes to offer our customers excellent service, improve employee satisfaction, and enhance our overall value proposition to stakeholders. In line with this mission, we have made significant progress in driving digital transformation and delivering impactful projects and enhancements in 2022.

Throughout the year, we focused on initiatives aimed at increasing productivity, improving customer experience, mitigating security risks, and ensuring business continuity. These efforts resulted in the successful delivery of several key projects and more than 90 digital enhancements across various business units. These initiatives were designed to leverage technology and data to streamline processes, optimise operations, and enhance the overall digital ecosystem of DMCC.

Some notable achievements include the implementation of an Oracle Fusion recruitment solution, the development of a wage protection system for member companies' employees to ensure transparency and protect employee rights, and the attainment of ISO 27001 certification, demonstrating our commitment to best practices in information security. DMCC take customer privacy very seriously, and we can confirm that our systems are secure. There have been no instances of any leaks or unauthorised access to date.

We also collaborated closely with internal and external stakeholders, including strategic partners such as the Dubai Department of Economic Development, Dubai Police,

Smart Dubai, and central banks, to integrate systems, streamline processes, and eliminate manual operations. This collaborative approach enhanced operational efficiency and delivered an enhanced experience for our customers and stakeholders.

To ensure the security and resilience of our digital infrastructure, we conducted regular audits, both internal and external, and actively resolved any findings to uphold best practices and mitigate risks. Vulnerability assessment and penetration testing (VAPT) were also conducted to proactively detect and address cybersecurity threats, safeguarding DMCC's assets from potential attacks.

In line with our commitment to digitalisation, we focused on accelerating the paperless strategy, reducing reliance on paper-based processes, and delivering digital solutions that promote sustainability and environmental responsibility.

Our efforts in 2022 demonstrate our commitment to digital excellence, ensuring that DMCC remains at the forefront of technological advancements, delivering exceptional services, maintaining robust security measures, and continuously enhancing the digital experience for our customers and stakeholders.

SUPPLY CHAIN SUSTAINABILITY AND RESPONSIBLE SOURCING

As a facilitator of trade across multiple industries, DMCC recognises the importance of maintaining a high standard of infrastructure and promoting best practices. To navigate this critical topic strategically, we actively participate in global organisations such as the Organisation for Economic Cooperation and Development (OECD), the World Diamond Council, and the Kimberley Process (KP). The KP certification upholds stringent trade and global standards, safeguarding the legitimate diamond industry both locally and internationally. We are proud to have overseen the world's first UAE Kimberley Process office to be awarded the ISO 9001 certification, further demonstrating our commitment to excellence.

In our efforts to promote responsible procurement practices, we prioritise sustainability in our supplier selection process. Every DMCC tender, conducted through our digital procurement system Tejari, incorporates a combination of technical and commercial scoring. The qualification envelopes for suppliers encompass various criteria, including the validity of trade licenses, insurance, compliance with DMCC's standard base contract, adherence to the DMCC Supplier Code of Conduct, confirmation of ultimate beneficial owners, completion of sustainability questionnaires, and other project-specific information.

Every supplier going through the tender process was screened using environmental criteria through the questionnaire, which serves as a proxy for us to evaluate suppliers' negative social impacts on the supply chain¹⁷.

Our Supplier Code of Conduct sets forth clear expectations for all suppliers, requiring compliance with applicable laws and regulations related to equal opportunities, child labour, forced labour, human trafficking, working hours, and fair wages. Through our evaluation and review processes, we ensure that DMCC does not engage with suppliers at significant risk for incidents of child, forced, or compulsory labour.

However, currently DMCC does not possess full data pertaining to the positive and negative impacts on its supply chain as only a minor proportion of all suppliers are selected via Tejari. Nevertheless, recognizing the significance of responsible and sustainable practices, we have proactively devised a comprehensive plan to address this matter. Our plan entails assessing our suppliers based on Environmental, Social, and Governance (ESG) criteria starting from the end of 2023.

By evaluating our suppliers on these crucial ESG factors, we aim to gain invaluable insights into their overall impact on the environment, society, and governance standards.

Furthermore, we envision incorporating the ESG assessment outcomes into the supplier score calculation during our assessment process. By integrating sustainability as a key criterion in supplier selection, we aspire to promote responsible practices among our suppliers. This approach aligns our procurement process with our commitment to fostering a more sustainable supply chain.

¹⁷ In total, 144 suppliers were assessed for environmental impacts versus 135 last year.

Through these proactive measures, we demonstrate our dedication to advancing sustainability and responsible business practices within our supply chain. By

integrating ESG considerations into our supplier evaluation and tender process, we seek to create a positive and lasting impact on the environment, society, and the overall business landscape.

PROCUREMENT BUDGET SPENT ON LOCAL SUPPLIERS

Year	2020	2021	2022
Local suppliers ¹⁸	473,163,492.07	564,817,666.88	909,740,871.26
International suppliers	22,131,748.96	17,781,957	25,481,619.80
Percentage	96%	97%	97%

ETHICAL BUSINESS

We prioritise the integrity and security of our business ecosystem, ensuring that our technical infrastructure safeguards our customers' privacy and upholds robust anti-corruption measures. In 2022, we conducted comprehensive Fraud Risk Assessments across the entire organisation, and the results indicated no significant risk.

DMCC has implemented anti-corruption policies and procedures, which have been communicated to all employees and board members. Confirmation of understanding and knowledge of these policies has been obtained from everyone. While no additional training has been conducted in the current year, we have plans to organise training sessions in 2023 to reinforce awareness and understanding of anti-corruption measures.

Our internal audit department conducts regular assessments to identify and mitigate risks related to anti-corruption. We are pleased to confirm that there have been no reported

corruption cases within the reporting period, demonstrating our commitment to maintaining a culture of integrity and ethical conduct.

As a government entity in Dubai, DMCC is dedicated to ensuring compliance with laws and regulations in accordance with our organisation-wide responsibility and risk management policy. Each division within DMCC has the responsibility to report and escalate any risk matters in alignment with the established risk management framework. To the best of our knowledge, DMCC has not encountered any incidents of non-compliance with laws or regulations.

To further enhance our compliance efforts, DMCC will establish a comprehensive register capturing all legislation, laws, and regulations that the organisation is mandated to follow by December 2023. This will serve as a valuable resource to maintain an up-to-date understanding of our legal obligations and reinforce our commitment to adherence and accountability.

¹⁸ DMCC defines Local Suppliers as the entities that have in-country operations and conduct transactions in UAE Dirhams.