

CORPORATE GOVERNANCE REPORT 2022





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Signature of
**Group
Board Chairman**

Signature of
**Audit and Risk
Committee Chairman**

Signature of
**Remuneration and Human Resources
Committee Chairman**

Signature of
**Group Chief Risk
& Compliance Officer***

[*] The Group Chief Risk & Compliance Officer oversees the Group's internal control system.

INTRODUCTION

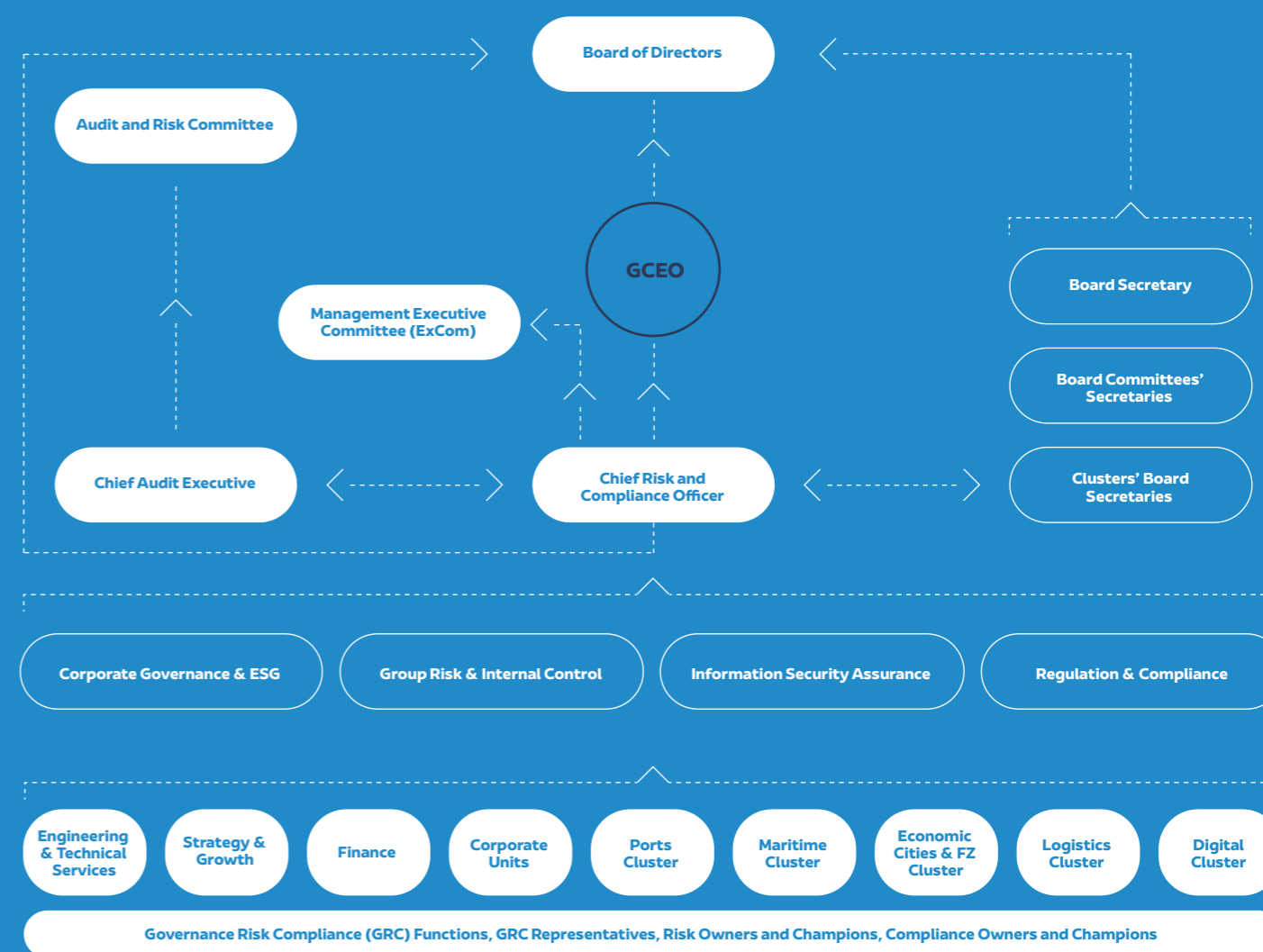
The AD Ports Group Corporate Governance Policy sets the tone from the top, providing direction and guidance for the Groups' business subsidiaries. The corporate governance structure of the Group aims to clearly define the distribution of rights and responsibilities among different stakeholders and related subsidiaries, such as the Group Board, Senior Management, Shareholders, and other Stakeholders. It establishes the rules and procedures for decision-making at group-level corporate affairs and subsidiaries by their respective boards. This structure through which the Group objectives are set and the means of attaining those objectives and monitoring performance.

Group Governance Framework enables and drives related capabilities to enhance the principles of transparency, accountability, responsibility, and justice by setting a

group of corporate governance principles that the group and related subsidiaries should comply with and attain in day-to-day activities. Our governance principles aim to:

Governance Principles	Aims
Transparency	Transparency means openness and abandonment of obscurity, confidentiality, and misguidance, in addition to making anything verifiable and subject to sound vision;
Accountability	The Shareholders shall be entitled to hold the Senior Management accountable for its performance under the law and the governance systems. Furthermore, accountability ensures the responsibility of the Senior Management before the Board and the Board's responsibility before the Shareholders;
Responsibility	It means raising the sense of responsibility of two parts of the Management (the Board and the Senior Management) and that each Board member shall act according to a high level of professional ethics. Furthermore, responsibility acknowledges the legal rights of the Shareholders, and it encourages cooperation between the Group and Shareholders concerning matters such as profit and provision of job opportunities; and
Equality	In this regard, it means rights equality between the minor and the major investors. It also implies equality between local investors and foreign investors.

RISK & COMPLIANCE FUNCTION – GRC OPERATING MODEL



Direct Reporting > Flow of Information > Administrative Reporting > Direct Access

GROUP CORPORATE GOVERNANCE OVERVIEW

Subsidiary Governance Operating Model

According to The Governance Guide for Public Joint-Stock Companies Attached to the SCA Board Chairman's Decision No. (3/Chairman) of 2022 which introduced by the Securities and Commodities Authority-SCA. Chapter (9): General Provisions - Subsidiary Group Governance - Article (81) illustrates the regulations requirements for establishing a framework for governing the subsidiaries. Therefore, AD Ports Group has set in place a framework that allows for the effective governance of the Clusters, noting that the ultimate responsibility of the governance of the Subsidiaries lies at the Group level. Depicted below is the operating model of AD Ports Group's subsidiary governance structure.

Cluster Boards and Cluster Boards Committees

The governing body consisting of a Chairman and other board members where each Cluster shall have a dedicated Cluster Board. The Cluster Boards are responsible for providing oversight of the respective Clusters including Cluster Boards Committees, Cluster Boards Secretaries and Management Committees.

The overall responsibilities of the Cluster Board include, but are not limited to, the following:

- Providing oversight over the implementation of the Cluster's strategic and operational plans;
- Approving the Cluster's policies.
- Reviewing the financial results of the Clusters.
- Evaluating the performance of the Cluster Management Team; and
- Ensuring that all activities, strategies, budget and expenditure are in alignment with the Group's expectations.

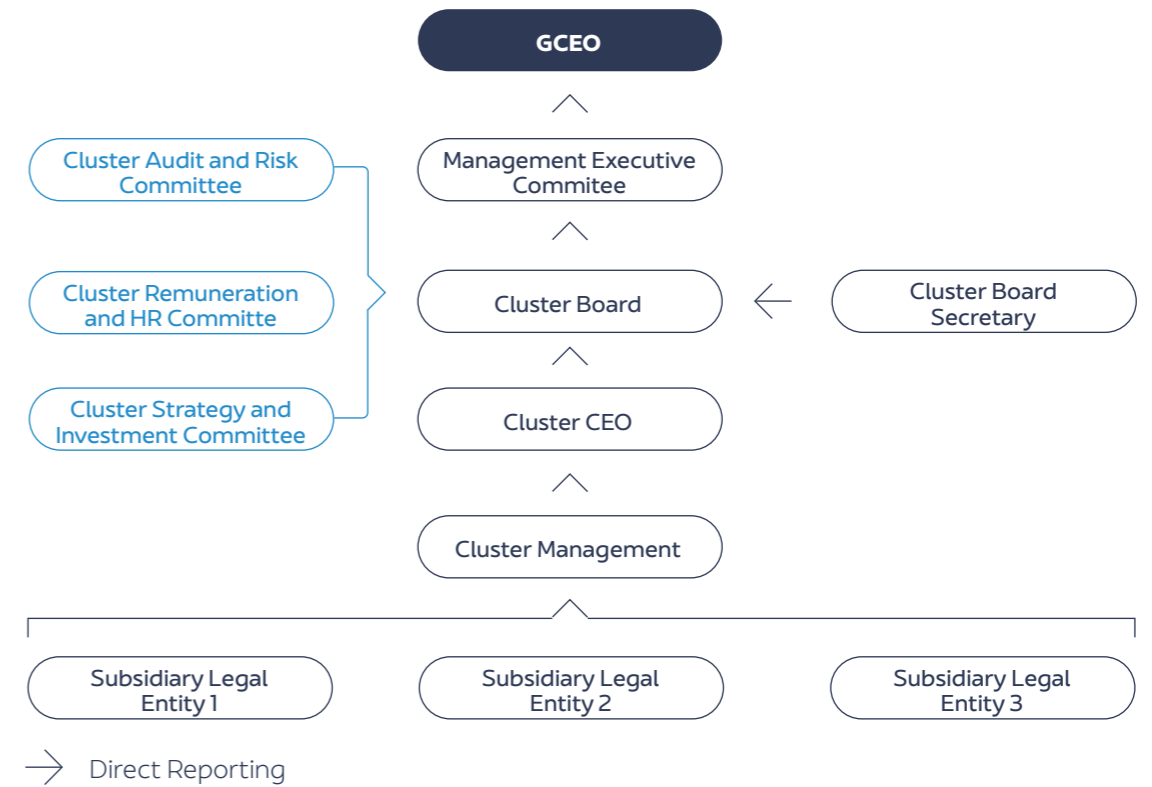
Delegation of Authorities

The Group's Delegation of Authority Matrix has been developed and articulated per related Group policy. Policy sets out a comprehensive matrix of authorities, namely, the authorities of AD Ports Group's shareholders and the Board, and the authorities hereby delegated by the Board to the Executive Management of AD Ports Group to run the administration and affairs of AD Ports Group Strategic, Financial, Compliance and Operational aspects.

The authorisation indicate to whom the respective delegations have been assigned and the financial limits applicable. Every effort is made to maintain a clear, consistent delegation throughout the organization to expedite processing.

Accordingly, the DOA policy intends to:

- Empower management to take decisions and enter transactions within the clear boundaries set out.
- Achieve simplified internal control and communication effectiveness and efficiency by providing a common delegation of authority across AD Ports Group.
- Ensure the efficient operation of AD Ports Group while maintaining fiscal and policy integrity through the careful delegation of authority.
- Provides the principles of delegation, including the requirement for review and monitoring of delegations to ensure they remain appropriate.
- Set procedures to be followed by relevant persons with regards to Delegation of Authority.
- Ensure that delegated authority is exercised by the most appropriate and best-informed individuals within AD Ports Group.



Corporate Policies and Procedures

AD Ports Group Corporate Policies and Procedures ensures compliance with all pertinent regulations from applicable national and international regulators and Sector's Regulatory Authorities. The Corporate Policies and Procedures enable the following capabilities:

- Ensure effective and efficient management of our business processes focusing on customers and continual improvement adopting knowledge and innovation management principles.
- Determine a strategic approach proactively by oversight enterprise risk management portfolios and articulate risk tolerance levels and risk appetite.
- Identify and mitigate risks associated with quality, innovation, business continuity, occupational safety, health, information security, asset management,

knowledge management, compliance and environmental aspects and ensure that measures adopted are cost effective and meet the group compliance obligations.

- Proactively interact and communicate performance results with interested parties.
- Ensure effective management of assets throughout their lifecycle in a safe, efficient and sustainable manner to maximize stakeholder value.
- Ensure availability of necessary assets, resources and maintain employees' health and well-being.
- Establish a compliance function independent from business operations with appropriate authorities,
- Unrestricted access and reporting line to the management.

Group Environmental, Social and Governance (ESG)

AD Ports Group Environmental, Social and Governance (ESG) policy and related framework are designed to drive the ESG transformation journey of the group, enabling the Management of ESG risk and counterparties' obligations across the group's value chain and enhancing its ESG performance monitoring and reporting processes.

Effective policy implementation will ensure that the group addresses the needs and expectations of its key stakeholders, communicates group and subsidiaries' ESG performance and addresses compliance obligations in line with applicable regulatory and voluntary ESG commitments.

Group Internal Controls Policy

AD Ports Group Internal Control aims to implement an effective internal control environment that supports Management in adequate, effective, and efficient operations, reliable information reporting, and compliance with applicable laws and regulations. The objectives of enabling the Internal Control Framework (ICF) are to maximise stakeholders' value and drive the group's mission by ensuring adequate controls are synergised in place by identifying, assessing, monitoring, and reporting different perspectives of targeted controls deviations and enabling the achievement of AD Ports Group's strategic objectives.

Dividends

The Group Dividend Policy sets the principles for the distribution of Dividends to the Shareholders of AD Ports Group in compliance with applicable laws and regulations and by considering the long-term growth of the Group and related subsidiaries. The policy ensures the protection of the group's shareholder rights. It maintains trust, and its aims also illustrate the dividend calculation and ensure fairness of proportion according to contribution in the capital while preserving the ultimate interest of the group regarding related financial stability aspects.

Insider Trading

AD Ports Group Insiders Trading policy aims to set out requirements related to Insiders Trading and support compliance with relevant laws. The policy seeks to safeguard the common interest of the group shareholders by following strict instructions and procedures on how to deal with related aspects, including informing all relevant persons who are defined as "insiders" who are apprised of Inside material Information in general and how it concerns them in their public activities.

Group Business Ethics and Compliance

The AD Ports Group Board of Directors exhibits the group's leadership on behalf of shareholders and creates a responsible workplace environment for group Stakeholders. Therefore, all related Corporate Governance Frameworks set the ethical tone within the Group Units, Clusters, and related Subsidiaries and encourage all Management and employees to act ethically and follow applicable laws and regulations and the group's policies, as follows:



Code of Conduct and Business Ethics Governance

The group ensures high professional and ethical standards in all business activities. The group formulated and implemented a Code of Conduct and Business Ethics to achieve the intention. The objective of the code is to ensure the establishment of the guidelines that must govern the ethical behaviour of all its Relevant Persons as regards the relations and interactions it has with all its groups of interest. These groups are the Employee>s Internal and External Stakeholders, Shareholders and group industries communities, vendors, supply chain influencers, and society.



Conflict of Interest

In practising their duties, the Board, Board Committee members and the Employees should be fully aware of and clearly understand

all applicable laws, rules, and regulations to comply with them in all circumstances. Any advantages that may be presented to the Employees, opportunities for monetary and non-monetary benefits, and the standard compensation arrangement paid by the group should align with the Conflict-of-Interest Policy.



Whistleblowing

The group has established a "Whistle-blowing Policy", which sets and defines procedures that allow Employees of the Group to disclose their concerns and protects Employees who report problems or concerns, with honest intentions, from any form of retaliation or retribution. Any form of retaliation against any Employee who reports an actual or perceived problem or concerns with honourable intentions is strictly prohibited. Any Employee who commits or condones any form of retaliation shall be subject to the group's disciplinary procedures.



Dealings or Transactions with Related Parties

The group has defined a policy for Related Party transactions. The mentioned policy aims to govern dealings or transactions

with related parties (collectively "Related Party Transactions"). It shall establish principles of conduct that the group must adopt to guarantee that transactions with Related Parties are managed appropriately. It further lays down the procedural rules to be followed for the approval of Related Party Transactions entered by the group to provide more significant safeguards for minority Shareholders and other Stakeholders by preventing any abuse that might arise from Related Party Transactions, including potential conflict of interests resulting in an improper or illegal benefit to a Related Party. The policy binds and applies to Relevant Persons.



Anti-Bribery and Anti-Corruption (ABAC)

AD Ports Group will investigate all actual or suspected bribery, corruption, or fraud and take appropriate disciplinary actions. In contrast, the group takes a zero-tolerance approach to bribery, corruption, or fraud. To mitigate all related risks proactively, the Group and the Board view any breach of these codes with the utmost gravity by enacting some specific policies.



INSIDERS SHARE DEALINGS

The Group Chief Risk & Compliance Officer manages the Insiders Register (Register), which includes relevant insider information of relevant parties' securities. Regular oversight of the Register is carried out by the Group Chief Risk & Compliance Officer in conjunction with the Group Board Secretary to ensure that the Register is accurate and in line with the Group's Insider Trading Policy and applicable laws and regulations.

The Register is shared with the regulatory authorities as required.

To maintain the independence of the Risk & Compliance function and ensure the effective implementation of various corporate governance, risk & compliance policies across the group, any questions or clarifications regarding the Insider Trading Policy are addressed to the Group Chief Risk & Compliance Office.

The following table shows the shares of the group held by the members of the Board, illustrating all trading conducted by Board members, their spouses, or children in the group's shares during 2022.



Ser.	Name	Position / Kinship	Owned shares as on 31/12/2022	Total Sale	Total Purchase
1	H.E. Falah Mohammad Al Ahbabi	Chairman	3,671,055	-	11,212,055
2	Mr. Khalifa Sultan Al Suwaidi	Vice-Chairman	5,312,500	-	-
3	Mr. Mohamed Ibrahim Al Hammadi	Board Member	-	-	-
4	Mr. Jasim Husain Thabit	Board Member	-	-	-
5	Mr. Mansour Mohamed Abdulqader Al Mulla	Board Member	498,400	-	-
6	Ms. Najeeba Al Jabri	Board Member	-	-	-
7	Captain Mohamed Juma Al Shamisi	Managing Director & AD Ports Group CEO	7,234,743	1,568,252	569,045

BOARD FORMATION

Board Nomination

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



Captain Mohamed Juma Al Shamisi
Executive Board Member

Captain Mohamed Juma Al Shamisi brings a wealth of expertise and guidance to AD Ports Group as a respected member of its Board of Directors.

Captain Al Shamisi also holds the distinguished role of AD Ports Group's Managing Director and Group CEO, where he oversees the development of the Group's portfolio of assets and activities.

Furthermore, Captain Al Shamisi holds the titles of Chairman of Aramex, the Abu Dhabi National Exhibition Company, KEZAD Group, and the Arab Sea Port Federation. His responsibilities also include the role of Vice Chairman of the UAE Sailing & Rowing Federation and board member of the MAKE A WISH Foundation UAE, as well as having previously served as a board member of Etihad Airways.

As an experienced maritime executive, Captain Al Shamisi brings 20 years of industry expertise to the Board. He holds an MBA, an advanced Diploma of Applied Science (shipmaster) and a Graduate Certificate of Management from the University of Tasmania, Australia.



HE Falah Mohammad Al Ahabbi
Chairman,
Non-Executive

His Excellency Falah Mohammad Al Ahabbi holds the prestigious role of Chairman of AD Ports Group's Board of Directors. His visionary leadership has seen AD Ports Group transform into an integrated portfolio of world-class ports, economic zones, maritime, logistics and digital businesses driving the growth of international trade.

H.E. Al Ahabbi brings two decades of expertise from several systemic entities in the Emirate of Abu Dhabi to the Chairmanship, including the Department of Municipalities and Transport, Tadweer, Abu Dhabi's waste management centre, the Abu Dhabi Housing Authority, Emirates Heritage Club, and the Committee responsible for Al Reem Island's critical infrastructure.

H.E. Al Ahabbi's commitments also extend to the Abu Dhabi Executive Council, where he is a Member, in addition to chairing the Council's Infrastructure Committee. He is also a Board member of the Emergencies, Crises and Disasters Management Centre, Etihad Rail, the Environment Agency – Abu Dhabi, Modon Properties, and the Mussafah Future Vision Committee.

H.E. Al Ahabbi holds a Degree in Management from California State University, USA.

Khalifa Sultan Al Suwaidi serves as Vice-Chairman of AD Ports Group's Board of Directors playing an instrumental role in the company's success thus far.

Mr. Al Suwaidi brings years of leadership experience across various entities to the role, including his Chairmanship of Agthia Group, as well as his position as Board member of Abu Dhabi National Energy Company (TAQA).

Mr. Al Suwaidi is currently the CEO of the Abu Dhabi Growth Fund, and previously held several senior managerial positions in key Abu Dhabi government institutions, including ADQ, Mubadala Investment Company, and Abu Dhabi National Chemical Company.

Mr. Al Suwaidi holds a bachelor's degree in Business, majoring in Marketing, from California State University, as well as an EMBA with Distinction from Zayed University.



Khalifa Sultan Al Suwaidi
Vice-Chairman,
Non-Executive Board Member



Jasim Hussain Thabit
Non-Executive Board Member

Jasim Husain Thabit sits on the Board of Directors of AD Ports Group bringing decades of experience in the energy space to the role.

Mr. Thabit's expansive professional background comprises of several leadership positions in key Abu Dhabi entities, including serving as Board member of the Abu Dhabi Chamber of Commerce and Industry and Etihad Aviation Group.

Mr. Thabit is currently the Group CEO and Managing Director of Abu Dhabi National Energy Company (TAQA), and also sits on the Board of directors. Mr. Thabit has held numerous prominent positions throughout his career, including CEO and Managing Director of Abu Dhabi Power Corporation and CEO of the National Central Cooling Company PJSC (Tabreed).

Mr. Thabit holds a bachelor's degree in Mechanical Engineering from Saint Martin's University, USA.



Najeeba Al Jabri
Non-Executive Board Member

Najeeba Aljabri brings over two decades of experience in the chemical engineering industry to her role as member of AD Ports Group's Board of Directors.

Ms. Aljabri is currently the Vice President – Technical, Midstream of Emirates Global Aluminium.

Ms. Aljabri has an impressive professional background and is an advocate of gender equality in the workplace, and was the first woman to work in Dubai Aluminium's (DUBAL) operations, as well as being the Middle East's first female potline operation manager. Additionally she led the start-up of the world's longest potline utilising the most advanced technology under Emirates Global Aluminium.

Ms. Aljabri holds a bachelor's degree in Chemical Engineering from United Arab Emirates University in Al Ain, UAE, a Master's in Process Control from Auckland University, and an MBA from Hult International Business School. She was awarded a Certificate on Aluminium Smelting from the University of New South Wales.



Mansour Mohamed Abdulqader Al Mulla
Non-Executive Board Member

Mansour Mohamed Abdulqader AlMulla is a seasoned professional bringing over two decades of experience in the energy, finance and defence fields to AD Ports Group's Board of Directors.

Mr. AlMulla is currently the Managing Director and CEO of EDGE Group, where he oversees the strategic, commercial, and operational management of the Group. He also previously held a number of senior financial roles at ADQ and Mubadala Investment Company.

In addition, Mr. AlMulla sits on the Board of Directors of several systemic Abu Dhabi entities, including Abu Dhabi National Energy Company (TAQA), Abu Dhabi Global Market, and Etihad Aviation Group.

Mr. AlMulla holds a bachelor's degree from Portland State University, USA



Mohamed Ibrahim Al Hammadi
Non-Executive Board Member

Mohamed Ibrahim Al Hammadi brings extensive experience in the energy industry to his role as Board member of AD Ports Group.

Mr. Al Hammadi is currently the Managing Director and CEO of the Emirates Nuclear Energy Corporation (ENEC), having led landmark initiatives within the organisation, including the deployment of the region's first nuclear power plant, the Barakah Nuclear Energy Plant. He leads the delivery of the wider UAE Peaceful Nuclear Energy Program, to ensure the full value of civil nuclear energy is realized, including domestic and overseas investment, advanced technology, clean fuels and support in advancing related sectors.

Mr. Al Hammadi also brings a wealth of experience to the Boards of Directors of ENEC, Terrapower, the National Marine Dredging Company, AD Ports Group and the World Nuclear Association (WNA). He is the President of the World Association of Nuclear Operators (WANO) and a member of WANO Atlanta Centre's (AC) Governing Board, and a member of the American Nuclear Society, and the Project Management Institute (USA). This is in addition to his role as senior member of the Institute of Electrical and Electronics Engineers (USA), the International Council on Large Electric Systems, and the Engineers Association of the UAE.

Mr. Al Hammadi holds a Bachelor of Science in Electrical Engineering and a Master of Science in Engineering Management from the Florida Institute of Technology, USA. He also holds an honorary Doctorate from Ajou University of the Republic of Korea



Board Induction

The Board Nomination policy has set up a Board onboarding procedure. All newly appointed Board Members and Board Advisors are given a bespoke, tailored induction session about the group and its related subsidiaries and business sectors and other topics that help them do their jobs. These sessions focus on the following aspects:

- Article of Association;
- Executive Committees Bios'
- Organisational Structure and Corporate governance, risk and compliance policies, procedures, and guidelines;
- Annual Report and accounts for 2020 and 2021;
- Powers reserved to the Board and authorities delegated by the Board to GCEO and others;
- Code Of Business Conduct & Business Ethics Declarations
- Board and Board committee charters;
- Group Short term and long-term strategies and budget for the current year;

Board Diversity

AD Ports Group's Board of Directors is elected by the general assembly for three years or the remainder thereof, in line with the Group's Articles of Association. Most of the group's directors are non-executive, independent directors, within the meaning of Resolution No. (3/R.M) of 2020 of the SCA (Governance Guide).

With the approval of the amendment of the Articles of Association of the Group in January 2022, **AD Ports Group's Board membership increased from 5 to 7 members**, including one female member to support SCA's efforts to provide that female representation on corporate boards. Efforts are underway to offer advantages and training, and motivational programmes to encourage leadership nomination of women within the group and related subsidiaries.

Believing in the role females play, AD Ports Group will continue to urge internal units and subsidiaries to nominate women for their corporate boards as a general policy in line with the best international practices to support the country's national indicators and enriching lives by supporting the diversity through group ESG strategies.

"Glow Programme" has been developed to accelerate the careers of high-potential Emirati women at Abu Dhabi Ports. These women build a strategic plan for their career development and maximise career opportunities using design-thinking tools to help female Emirati employees achieve and realise their highest potential. AD Ports Group has afforded no effort to provide all forms of support to women to join the group industries fields.

Conversely, the Advanced Trade Logistics Graduate **"ATLG Programme"** targets work with an enthusiastic team of graduate students to develop one of the biggest platforms in the region, aiming to advance trade and logistics in Abu Dhabi. The programme aims to develop the capacities of its participants and reinforce their technical skills related to strategic projects in trade and logistical services.

Conversely, the Advanced Trade Logistics Graduate **"ATLG Programme"** targets work with an enthusiastic team of graduate students to develop one of the biggest platforms in the region, aiming to advance trade and logistics in Abu Dhabi. The programme aims to develop the capacities of its participants and reinforce their technical skills related to strategic projects in trade and logistical services.

AD Ports Group also signed another MoU in 2022 with **"Aurora50"** to promote collaboration and enhance gender balance across corporate boards and to support the representation of women on these boards. In this respect, AD Ports Group has been keen on the

representation of women in leading, supervisory, and technical positions. According to recent statistics, the percentage of **females holding executive positions and middle Management is around 13 and 28.**

AD Ports Group ultimately aims to implement decisions and initiatives that ensure **Workforce Diversity & Engagement** and provide all possible support to its Workforce Gender Balance Team. It will always take its responsibilities seriously to enhance women's status, support their role in society, and provide an enriching experience in women empowerment at the financial level, hoping that this experience will be a model to emulate.

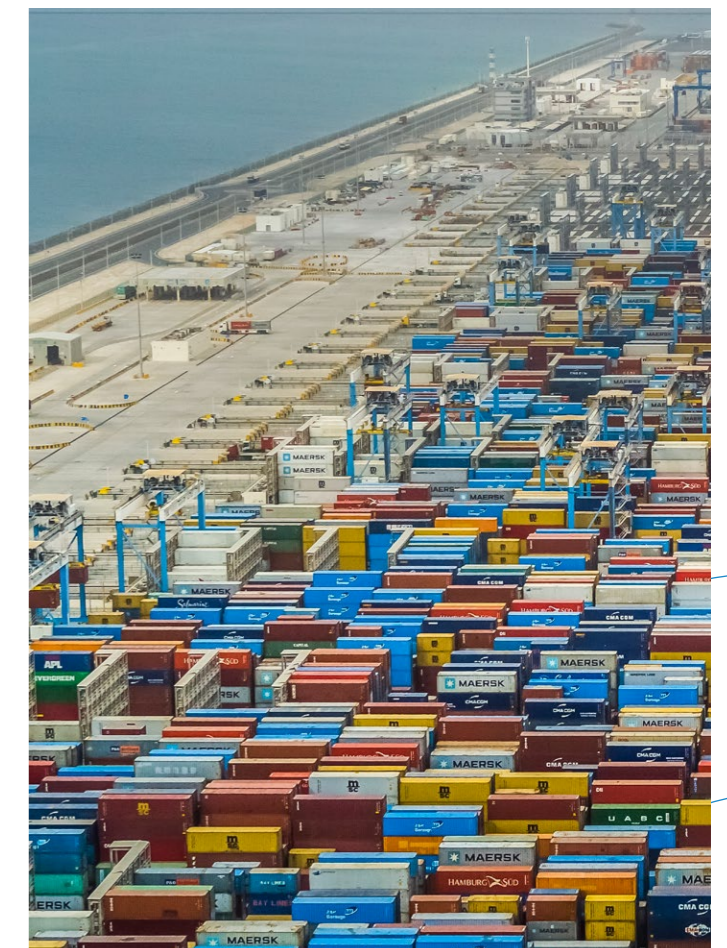
Board Remuneration

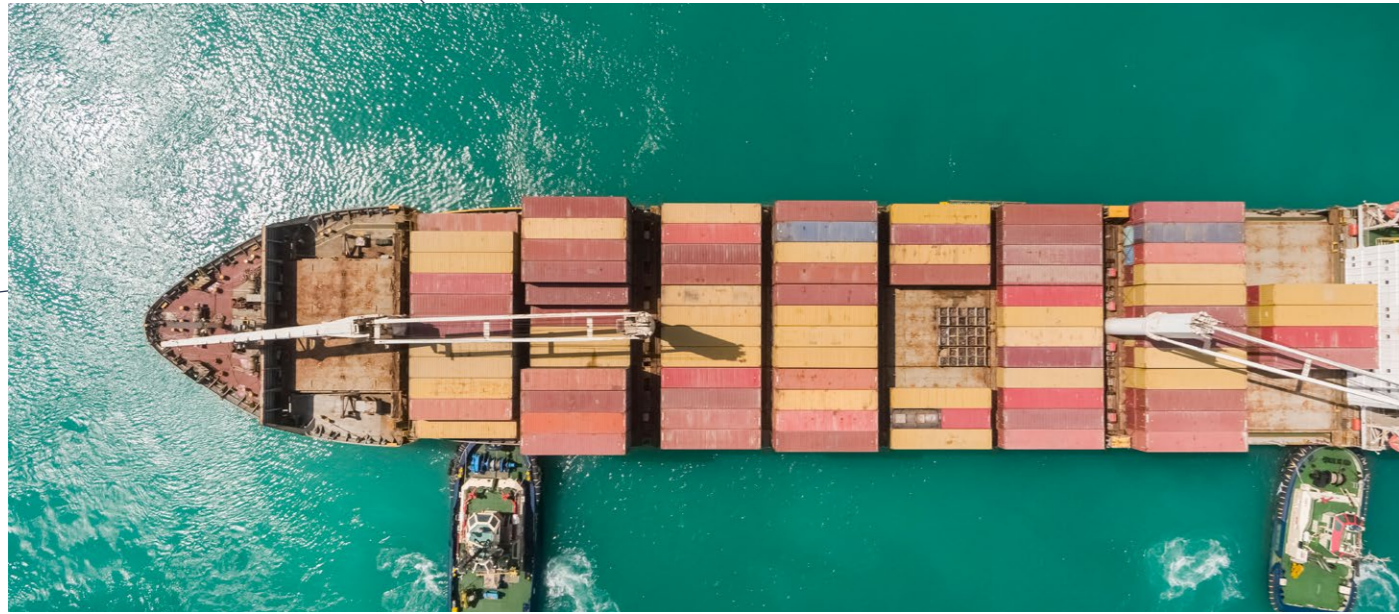
The remuneration of Board members is determined as per the Articles of Association of the Group, which provides for the payment of a lump sum amount to each member on the recommendation of the Board and the approval by the shareholders at the Annual General Assembly. The group may also pay additional expenses, fees or a monthly salary in such amount as may be determined by the Board for any Board member appointed to any committee, making special efforts, or performing additional work for the group beyond the duties assigned by virtue of their Board membership. The total remuneration paid to the members of the Board for the year ended December 31, 2022, was AED 9,174,000.

In 2022, the Board endorsed a formal Board Remuneration Policy to attract highly qualified candidates, retain and motivate highly qualified Board members and create long-term, sustainable value aligned with the group's stakeholders' interests. This policy and the proposed remuneration to the Board members, including the Board Committee attendance fees for the year ended December 31, 2022, will be

presented for shareholders' approval at the upcoming Annual General Assembly.

For the year ended December 31, 2022, Board members had at their meeting held on March 16, 2023, endorsed the proposal to pay a total of AED 9,174,000 as Board and Board committee fees which will be presented for shareholders' approval at the general assembly meeting held on Wednesday, April 19, 2023.





Board Performance Highlights

The Board assumes the responsibility of approving and overseeing the implementation of the group's strategic objectives, governance framework, and corporate culture, following up on its performance to achieve its purposes, and may exercise all the necessary competencies related. The Board charter recognises members' roles, responsibilities, functions, and powers, collectively and individually. The Board charter remains subject to annual review.

During 2022, the Board considered, reviewed, and approved multiple general business matters in line with the Group Delegation of Authority policy. held during the year of which all meetings were convened via videoconference. Details of those meetings (including the attendance records for those meetings) are shown in the table on the following page.

Ser.	Date of Board Meeting	Key Matters illustrated	H.E. Falah Mohammad Al Ahabbi	Mr. Khalifa Sultan Hazim Al Suwaidi	Mr. Mohamed Al Hammadi	Captain Mohamed Juma Al Shamisi	Mr. Jasim Husain Thabet	Mr. Mansour Mohamed Abdulqader Al Mulla	Ms. Najeeba Hassan Mubarak Khudaim Aljabri
1	March 23 2022	-Board's Note -2021 Audited Financial Statements -2022 Financial Update -Appointing the AGM date and Agenda	p	p	p	p	p	p	p
2	May 12 2022	Approval of 2022 Q1 Auditor Reviewed Financial Statements	p	p	p	p	p	p	p
3	June 30 2022	Approval of Acquisition of Transmar and TCI	p	p	p	p	p	p	p
4	August 12 2022	Approval of 2022 Q2 Auditor Reviewed Financial Statements	p	p	p	p	p	p	p
5	September 23 2022	- Approval of DAL Group J.V. -Approval of Saif Powertec Chartering	p	p	p	p	p	p	p
6	November 2 2022	Approval of acquisition of 80% of GFS (Project Float)	p	p	p	p	p	p	p
7	November 14 2022	Approval of 2022 Q3 Auditor Reviewed Financial Statements	p	p	p	p	p	p	p
8	November 16 2022	Approval of Acquisition of Noatum	p	p	p	p	p	p	p
9	December 5 2022	Approval of Project Live - Merger of KEZAD Communities (K.C.) and Al Eskan Al Jamae (EAJ)	p	p	p	p	p	p	p
MEETINGS ATTENDED - INCLUDING PROXY (*)			9/9	9/9	9/9	9/9	9/9	9/9	9/9

(*) The Company disclosures on the Market website about the Board meetings.

(**) no attendance by proxy was conducted during 2022.



Board Committees Performance

On an annual basis, the Board and each of its subcommittees conduct an internal evaluation of its own work. All the Board's primary functions are considered, and specific ways in which the Board and/or individual Board members might improve are also reviewed. At least every three years, outside consultants assess the Board and offer suggestions for improvement in all areas of its work. Compensation for Board Members and the Content of Board Training are both affected by evaluation results.

The Remuneration and Human Resource Committee has

instituted an assessment and evaluation policy for the Board to define expected levels of performance from the Board members. Each Board committee conducts an annual self-evaluation of its committee governance and member performance. The results of the yearly self-evaluation are submitted to the Board, together with the performance report. The Board and each Board committee did their annual self-assessment for 2021 in 2022, and the Board examined the results.

The Board members do not receive attendance fees for attending a Board meeting. The committee members (excluding executive members) are eligible to receive attendance fees* capped at 9 meetings accumulative per year.

Allowances for attending sessions of the committees emanating from the Board			
Ser.	Name	Committee name	Meetings Nos.
1	Mr. Mansour Mohamed Abdulqader Al Mulla	Audit and Risk Committee	7/7
2	Mr. Mohamed Al Hammadi		7/7
3	Mr. Jasim Husain Thabet		6/7
4	Ms. Najeeba Hassan Mubarak Khudaim Aljabri	Remuneration and Human Resources Committee	7/7
5	Mr. Khalifa Sultan Sultan Hazim Al Suwaidi		6/7
6	Mr. Mohamed Al Hammadi		7/7
5	Mr. Khalifa Sultan Sultan Hazim Al Suwaidi	Strategy and Investment Committee	11/11
6	Mr. Mansour Mohamed Abdulqader Al Mulla		11/11
7	Mr. Jasim Husain Thabet		11/11

(*) Details of the additional allowances, salaries or fees received by a Board member other than the allowances for attending the committees and their reasons.

Board Secretary

Ms. Shaima Shaheen was appointed as the Board Secretary with effect from June 2014. The Board Secretary holds a unique position between the Management and the Board, ensuring that all Board actions are complied with, advising the Board on all corporate governance matters while supporting the Chairman and Board Committees in functioning efficiently. The Board Secretary is a distinct and independent role, and as such, the appointment and termination of the Board Secretary is a Board-reserved matter. To effectively execute the expected responsibilities, the Board Secretary works closely with the Chairman and the Group Chief Executive Officer Managing Director. The Board Secretary assumes the duties and responsibilities as per the Board Secretary Policy, Governance Manual and related Policies, Articles of Association of the Group and applicable laws and regulations.

The Board Secretary may be appointed by the Group Board of the Company but should not be a member of the Board. Terms of reference of appointment and key performance indicators for the Board Secretary shall be set by the Group Board. The Board Secretary shall be accountable to the Board, and the performance of the Board Secretary be evaluated by the Group Board on an annual basis. The Board Secretary only be removed by approval of the Group Board.

Ms Shaima Shaheen holds a master's degree in International Business Law, The University of Manchester, U.K. Ms Shaheen, as a Board Secretary, plays a significant role in ensuring effective and efficient conduct of the Group Board at meetings and ensuring that Board resolutions are drafted and disseminated on a timely basis.

Statement of the details of transactions made with the related parties (Stakeholders) during 2022, if it shall include the following:

Related Parties Transactions

In accordance with the Governance Guide Article No. 34 and International Accounting Standards 24: Related Party Disclosures, the group has conducted business with corporations and entities that meet the definition of a related party. The nature of these transactions, however, is consistent with the group's normal course of business, as further described in note 29 of the group's audited annual financial statements for the year ending December 31, 2022.

Board Resolutions

No Board resolutions were passed by circulation during the 2022 fiscal year, and all resolutions were disclosed per pre-defined meeting agendas.

Authorisation from the Board

During 2022 the Scope of Authority to conduct the daily management activities of AD Ports Group is subject to appropriate limits as set down by the Board of Directors from time to time. While the duration of delegation is valid until the authority is renewed by the Board of Directors.

AUDIT & RISK COMMITTEE

The Audit & Risk Committee (ARC) aims to provide a structured, systematic oversight of the AD Ports Group Governance, Risk Management, and Internal Control practices. The ARC assists the Board of Directors (the "Board") and Management by providing advice and guidance on the adequacy of AD Ports Group for:

- Group Value and Business Ethics Principles.
- Corporate Governance Structure, Policies and Guidance.
- Group Risk and Internal Controls Framework.
- Independence, qualifications, and performance of the Internal Audit Division (IAD).
- Accounting and financial reporting process and audits of its Financial Statements.
- Process efficiency of monitoring compliance with laws and regulations; and
- As appropriate, consider matters raised by

Ser.	Committee Members	Membership
1	Mr. Mansour Mohamed Abdulqader Al Mulla	January 2022 – Onwards
2	Mr. Mohamed Al Hammadi	January 2022 – Onwards
3	Mr. Jasim Husain Thabet	January 2022 – Onwards

the appointed External Auditor, Government Auditors, other assurance providers, and other audits and reviews.

In broad terms, the committee reviews each of the items noted above. It provides the Board with independent advice and guidance regarding the adequacy and effectiveness of Management's practices and potential improvements to those practices.

Mr. Mansour Mohamed Abdulqader Al Mulla, Audit & Risk Committee Chairman, acknowledges his responsibility for the committee system in the Group, review of its work mechanism and ensuring its effectiveness.



Ser.	Date of Board Meeting	Key Matters illustrated	Mr. Mansour Mohamed Abdulqader Al Mulla	Mr. Mohamed Al Hammadi	Mr. Jasim Husain Thabet
1	February 15 2022	<ul style="list-style-type: none"> • AD Ports Group Corporate Assessment • Risk and Compliance Updates • Internal Audit Updates 	P	P	P
2	March 18 2022	<ul style="list-style-type: none"> • Year-End Financial Performance • External Audit Updates 	P	P	P
3	April 22 2022	<ul style="list-style-type: none"> • Risk and Compliance updates • Internal Audit Updates 	P	P	P
4	May 12 2022	<ul style="list-style-type: none"> • Financial Performance • External Audit Updates 	P	P	P
5	August 10 2022	<ul style="list-style-type: none"> • Financial Performance • External Audit Updates 	P	P	P
6	September 13 2022	<ul style="list-style-type: none"> • Risk and Compliance updates • Internal Audit Updates 	P	P	-
7	November 11 2022	<ul style="list-style-type: none"> • Financial Performance • External Audit Updates 	P	P	P
MEETINGS ATTENDED – INCLUDING PROXY			7/7	7/7	6/7

REMUNERATION AND HUMAN RESOURCES COMMITTEE

The Remuneration and Human Resources Committee (RHRC) assist the Board of Abu Dhabi Ports Group in discharging its corporate governance responsibilities to exercise due care and diligence in ensuring:

- Provide advice in relation to remuneration packages of the Senior Management of the Company, Non-Executive Directors and Executive Directors, and other Employee benefit programmes.
- Reviewing the group's recruitment, retention, and termination policies.
- Reviewing the required needs of the suitable skills for Board membership and preparing a description of the abilities and qualifications required for Board membership.
- Recommending individuals for nomination as members of the Board and its committees.
- Reviewing succession plans of the Senior Management of the Group and executive Directors.
- Ensuring the performance of the Senior Management and members of the Board is reviewed at least once annually; and
- Assisting the Board in conducting annual self-evaluations, conducting a performance evaluation of the Board committees, including its own, and reporting the results of same to the Board, including recommendations for improvement, if any.

Ms Najeeba Hassan Mubarak Khadim Aljabri, Nomination and Remuneration Committee Chairwomen, acknowledges her responsibility for the committee system in the Group, her review of its work mechanism and ensuring its effectiveness.

Ser.	Committee Members	Membership
1	Najeeba Hassan Mubarak Khudaim Aljabri	January 2022 – Onwards
2	Khalifa Sultan Sultan Hazim Al Suwaidi	January 2022 – Onwards
3	Mr. Mohamed Al Hammadi	January 2022 – Onwards

Ser.	Date of Board Meeting	Key Matters illustrated	Ms. Najeeba Hassan Mubarak Khudaim Aljabri	Mr. Khalifa Sultan Sultan Hazim Al Suwaidi	Mr. Mohamed Al Hammadi
1	February 3 2022	• AD Ports Group LTIP Proposal	P	P	P
2	February 11 2022	• L2 Salary Adjustments (New Salary Scale Fitment) - Update	P	P	P
3	March 15 2022	• Board Remunerations Proposal	P	P	P
4	March 22 2022	• Weight & Target for the LTIP • AD Ports Group 2021 Employee Pay-out	P	P	P
5	August 8 2022	• Present AD Ports Group Job Pricing / Grades	P	P	P
6	223 September 2022	• Present Senior Positions Job Evaluation & Pricing (Continuation of the previous meeting No 5)	P	P	P
7	07 November 2022	• Present Senior Positions Job Evaluation & Pricing (Continuation of the previous meeting No 6)	P	P	P
MEETINGS ATTENDED – INCLUDING PROXY			7/7	7/7	6/7



STRATEGY AND INVESTMENT COMMITTEE

This Strategy and Investment Committee (SIC) oversees the investment activities and establishes appropriate processes for measuring and assessing investment performance and assists the Group Board with regard. The committee is to review and endorse for the Board's approval the following:

- AD Ports Group and related Subsidiaries Strategy.
- Annual budget and business plan, as well as overruns.
- Material business development activities, including merger & acquisition, investments, capital expenditure and disposals of assets and businesses; and
- Material Treasury Activities.

Ser.	Committee Members	Membership
1	Mr. Khalifa Sultan Sultan Hazim Al Suwaidi	January 2022 – Onwards
2	Mr. Mansour Mohamed Abdulqader Al Mulla	January 2022 – Onwards
3	Mr. Jasim Husain Thabet	January 2022 – Onwards

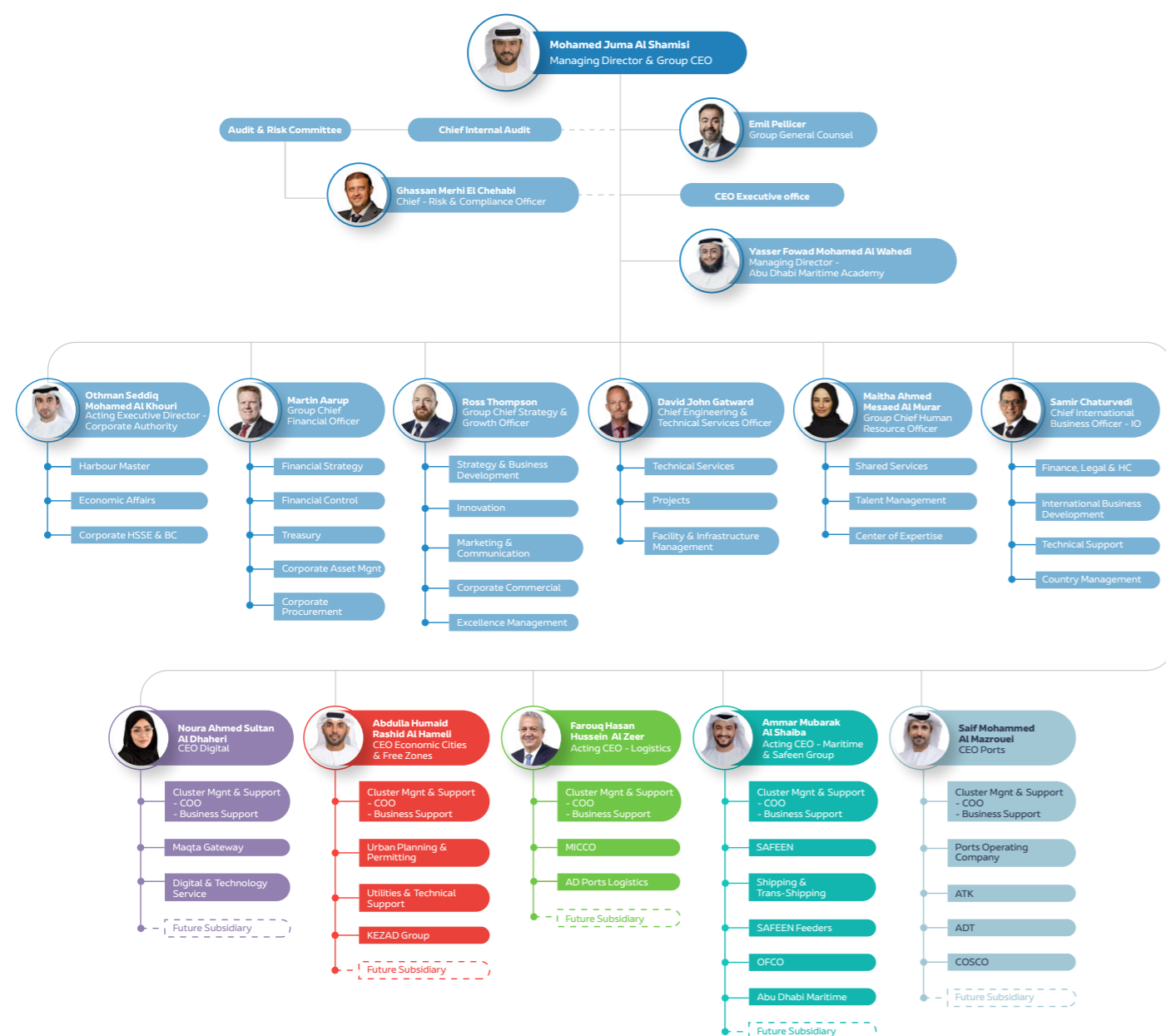
Mr Khalifa Sultan Sultan Hazim Al Suwaidi, Strategy and Investment Committee Chairman, acknowledges his responsibility for the committee system in the Group, his review of its work mechanism and ensuring its effectiveness.



Ser.	Date of Board Meeting	Key Matters illustrated	Mr. Khalifa Sultan Sultan Hazim Al Suwaidi	Mr. Mansour Mohamed Abdulqader Al Mulla	Mr. Jasim Husain Thabet
1	February 3 2022	<ul style="list-style-type: none"> • Metal Park investment • AD Ports Group business plan 2022-2026 • Update on project pipeline • 2022 budget • 2022 corporate scorecard 	P	P	P
2	March 3 2022	<ul style="list-style-type: none"> • Investment Opportunities 	P	P	P
3	April 13 2022	<ul style="list-style-type: none"> • Proforma scenarios on approved 2022-2026 business plan • M&A key projects pipeline and prioritisation • Investment Opportunities 	P	P	P
4	June 2 2022	<ul style="list-style-type: none"> • Acquisition of Transmar and TCI 	P	P	P
5	September 2 2022	<ul style="list-style-type: none"> • Investment Opportunities 	P	P	-
6	September 22 2022	<ul style="list-style-type: none"> • Endorsement of DAL Group JV. • Endorsement of Saif Powertec Chartering 	P	P	P
7	September 26 2022	<ul style="list-style-type: none"> • Strategy session/ workshop discussing AD Ports Group-5x5 strategy 	P	P	P
8	September 29 2022	<ul style="list-style-type: none"> • Investment Opportunities 	P	P	P
9	October 14 2022	<ul style="list-style-type: none"> • Investment Opportunities 	P	P	P
10	December 8 2022	<ul style="list-style-type: none"> • Investment Opportunities 	P	P	P
11	December 15 2022	<ul style="list-style-type: none"> • Investment Opportunities 	P	P	P
MEETINGS ATTENDED – INCLUDING PROXY			11/11	11/11	11/11

GROUP OPERATING MODEL

Organisation Structure



Emiratization

AD Ports Group enable acquiring and maintaining local talents by ensuring an Emiratization strategy articulate enables local talents to serve the group's ultimate objectives. Therefore, the GCEO & MD has enacted an Emiratization Committee Charter to support and govern Emiratization across the group and to set the future direction of Emiratization in AD Ports Group and its subsidiaries. It also aims to review and resolve any conflicts/disputes related to national employees.

Moreover, to ensure evolving national capabilities, a particular setting for Personal Development Plans for UAE nationals and reporting the percentage rate of the PDPs in the group's balance scorecards. In addition, establishing several initiatives and programs to support the recruitment and retention of national employees, including but not limited to:

- Al Barza gathering for UAE nationals aims to share the vision of the group regarding Emiratization

and to set an open communication channel between UAE nationals and the group leadership.

- Voyage of Discoveries Initiative: Graduate Development Program for UAE nationals.
- Sanad Mentoring Program: a mentoring program for UAE nationals.
- ATLG: Internship program for UAE nationals.

The table below shows the percentage of Emiratization during the period of 2020-2022:

Year	2021	2022	2023
Percentage of local excluding Blue-Collar (local Employees)	61%	66%	67.6%



Management Committees

To guarantee good governance, mitigate associated risks, keep decision-making under control, and get the necessary assurance from pertinent functions, the Group CEO and Managing Director have established Management Committees. To better advise and assure shareholders and provide a platform for receiving and discussing operational updates, the below-listed management committees were set up.



Management Executive Committee

Executive Management Committee's main roles and responsibilities focus on decision-making for the group and related subsidiaries' strategies, business planning, budgeting, financial reporting and Group Risk and Internal Control Management. It determines the group's activities by putting forth the goals, objectives and targets in concrete terms and formulating the strategies for achieving them. It also puts in place the infrastructure for the group's success by establishing the following mechanisms:

- Purposeful legal and organisational structures that work effectively and efficiently.
- Functional planning, control, and management risk that assess risks on an integrated cross-functional approach.
- Ensure that digital strategies are defined and aligned with the business goals of the group; and
- Succession planning formalises identifying, training, and selecting successors for critical positions in the group.

From an Authority perspective, the Executive Management Committee charter shall

have no independent authority to act on the group's behalf and be regarded as the competent authority. All authorities afforded to individuals as per the Delegation of Authority (DoA) shall remain.



Tender Board Committee

Tender Board is a management committee whose main role and responsibility is to support the group functions with authority to approve commitments and other decisions on the procurement of goods and services in accordance with the approved DoA. The committee shall do so by reviewing and endorsing recommendations prior to approval by the Competent authority. The role of the Tender Board is to ensure the following:

- To maintain the integrity and exercise control over the procurement process.
- To ensure compliance with the Procurement Policy and Procurement Procedures Manual; and
- To review and advise on other matters as required by the DoA and/or the Competent authority. A Competent Authority is the position identified in the DoA, the Procurement Policy and/or the Procurement Procedures Manual as having the authority to approve a procurement-related matter.



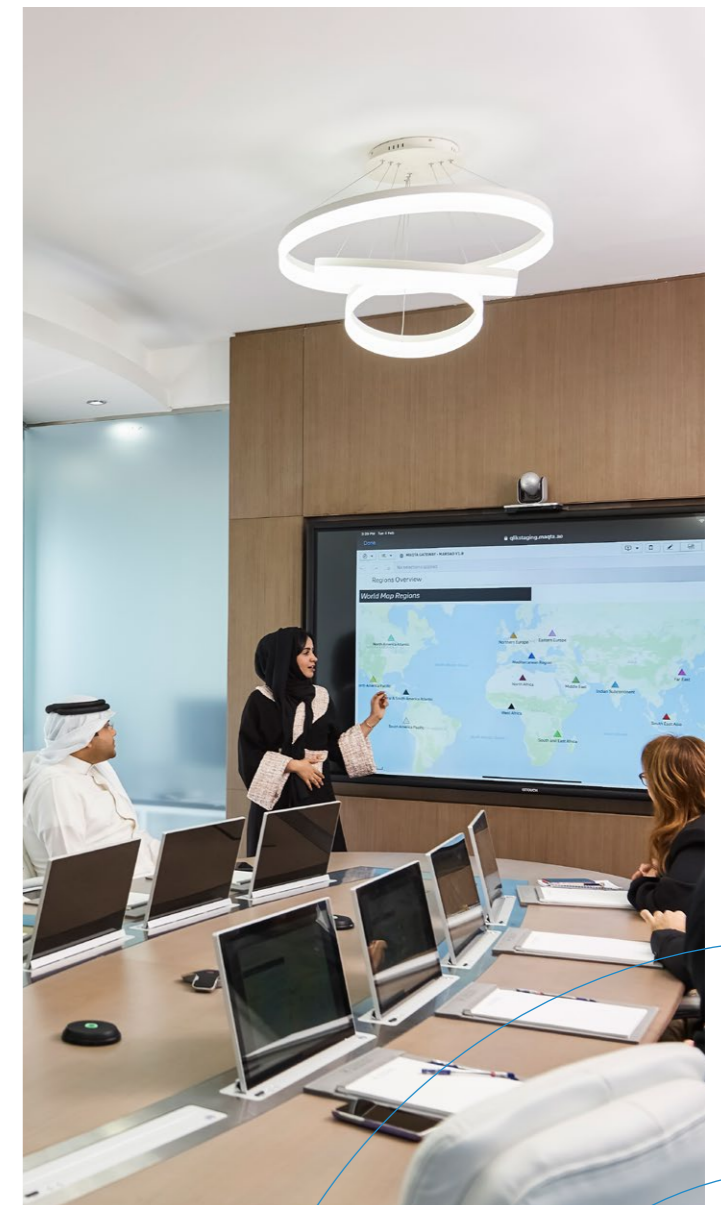
Investment Committee

Investment committee's main role and responsibilities look after merger and acquisition proposals, greenfield/ brownfield project finance, investment opportunities, asset sales, and funding for capital expenditures or abandonment. The

Committee oversee, review and endorse for the ExeCom approval of the following activities in accordance with the Groups' Delegation of Authority, including but not limited to:

- Oversight of the Corporate Strategy five (5) year business plan, annual budget and the corporate scorecard scoping the long-term business strategy and any subsequent material changes to the business strategy.
- Growth strategies into international markets, and any material changes in strategic direction, plans for diversification etc.
- The strategic rationale for the investment in companies and/or the acquisition or construction of material assets, as well as the findings of due diligence reports, negotiations of the investment terms, and the binding offer(s) to be made.
- Ensure the policies underlying the financial funding plan of the group to ensure its adequacy and soundness in providing for the group's operational and capital requirements, and recommend to the Board, changes in the group's capital and debt structure as needed, articulate Policies for hedging of currency and interest rate risk.
- All material financing (including treasury activities, project financing and refinancing) activities that are required to be approved by the Board.

Any decision by Management Committees related to any of the items about the scope above shall require the subsequent approval of the competent authority as per the DoA before being implemented.



Executive Compensation

Position	Appointment date	Total salaries and allowances paid in 2022 (AED)	Bonus 2022	Any other cash/ in-kind benefits for 2022
Managing Director and AD Ports Group CEO	06-Dec-21	3,120,732.00	4,510,824.00	5,208,029.00
Chief Executive Officer - Economic Cities & Free Zones Cluster	13-Apr-22	2,024,735.52	1,044,004.25	1,541,241.25
Group Chief HR Officer	01-Jan-22	1,485,447.60	638,278.00	863,853.00
Group General Counsel	13-Apr-22	1,776,302.52	1,000,000.00	1,015,000.00
Chief - Risk & Compliance Officer	10-Aug-22	1,380,000.00	315,900.00	713,414.00
Chief Executive Officer - Digital Cluster	13-Apr-22	1,674,000.00	523,125.00	770,493.50
Group Chief Strategy & Growth Officer	13-Apr-22	1,509,384.00	1,000,000.00	1,159,187.00
Chief International Business Officer	01-May-22	1,870,500.00	803,730.47	818,730.47
Chief Engineering & Technical Services Officer	02-Sep-21	1,278,468.00	549,342.00	709,827.00
Group Chief Financial Officer	13-Apr-22	1,671,960.00	1,000,000.00	1,037,490.00
Chief Executive Officer - Ports Cluster	13-Apr-22	1,867,440.00	583,575.00	788,369.00

EXTERNAL AUDITOR

Deloitte & Touche (M.E.) has been AD Ports Group's external auditor since May 9, 2022 .

Deloitte & Touche (M.E.) is a member firm of Deloitte Touche Tohmatsu Limited (DTTL) and is the first Arab professional services firm established in the Middle East region with an uninterrupted presence since 1926. Deloitte is among the region's leading professional

services firms, providing audit, tax, consulting, and financial advisory services through 26 offices in 15 countries with more than 3,000 partners, directors, and staff. It has been a Tier 1 Tax advisor in the GCC region since 2010 (according to the International Tax Review World Tax Rankings). Details of the fees paid to Deloitte & Touche (M.E.) for the 2021 services are provided in the table below:

Name of the audit office and partner auditor	Deloitte & Touche (M.E.)
Number of years he served as the Group external auditor	
Number of years served by the audit partner as an external auditor for the Group	2 Year
Number of years served by the audit firm as an external auditor for the Group	2 Year
Total audit fees for 2022 in (AED): 2,798,292	Auditor name: AlKowatly, Obada Details of provided services: <ul style="list-style-type: none"> Review of the condensed consolidated financial statements Audit of the group reporting package Review of the group reporting package
Fees and costs of other private services other than auditing the financial statements for 2022 (AED), if any, and in case of absence of any other fees, this shall be expressly stated.	<ul style="list-style-type: none"> Review of condensed consolidated financial statements. Reviewing Group XBRL reporting;
Details and nature of the other services (if any). If there are no other services, this matter shall be stated expressly.	
Statement of other services that an external auditor other than the group accounts auditor provided during 2022 (if any). In the absence of another external auditor, this matter is explicitly stated.	For 2022, there was no other "non-audit" service conducted.
Others	
Fees and costs of special services other than auditing and reviewing the financial statements for 2022	Other assurance services supporting Group IPO Readiness: AED 1,306,200 – including: <ul style="list-style-type: none"> AD Ports Group public share - IPO policies: Board nomination, remuneration, I.R., Dividend, Market Disclosure, External Audit, Insiders Trading and Subsidiaries Governance operating model. GRC Policies and assurance assessments (including Fraud Control, AML/KYC, and Sanctions Policies and CTFs) group and subsidiaries. Risk-based Compliance and Regulatory Monitoring and Testing Program;
Other audit services in relation to internal controls over financial reporting (ICFR)	Audit of internal controls over financial reporting: AED 450,000

No reservations were reported to AD Ports Group in 2022.



INTERNAL CONTROL SYSTEM

AD Ports Group Board had enacted internal control policy to assist the operating governance model and enable the three lines of defence approach. It clearly defines risks, controls and roles and responsibilities are clearly defined. This model distinguishes among three groups (or lines) involved in effective governance, risk, and compliance management system for the control environment of the Group verticals:



Functions that own and manage risks



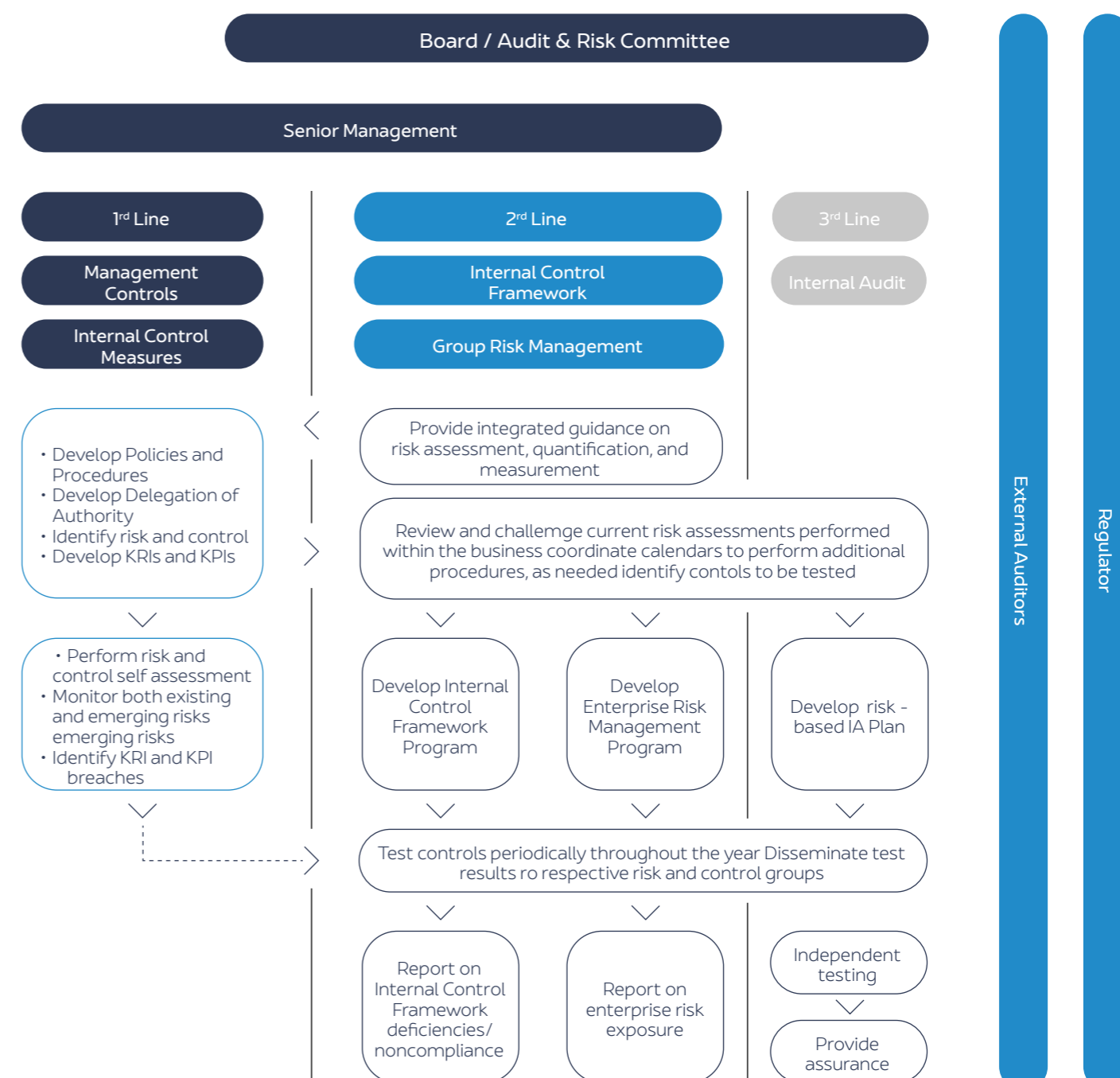
Functions that oversee risks



Functions that provide independent assurance



This has been illustrated as given below:



Mr Ghassan El Chehabi was appointed as the Chief Risk & Compliance Officer at the Group, a position he has held since August 10, 2022. He is a qualified Chief Risk & Compliance Officer and Chief Audit Executive and holds a Master of Science in Ports and Terminal Mgmt. from Lamar University, USA, as well as an MBA In International Business, University of Houston, USA.

AD Ports Group Board had approved the Group level of Risk and Compliance framework that promotes robust governance, risk, and compliance (GRC) roles and responsibilities. Underpinning the framework is a strategy that enables effective oversight of an evolving corporate culture and manages and embraces the idea of turning risks into opportunities. By identifying ways of turning potential risks into new opportunities, the Group sets out to create value for its operations, strategic objectives, initiatives, and related programmes.

Furthermore, based on the GRC operating model adopted across the Group's corporate units and related business clusters and subsidiaries, the GRC Roles are responsible for monitoring compliance with applicable policies, procedures, laws, and regulations; and for developing and ensuring the implementation of controls applied across the group and all its subsidiaries. The adopted GRC operating model enables Management to:

- Develop and maintain Group Corporate governance controls such as frameworks, policies, processes, operating models, Risk Appetite and related mechanisms.
- Coordinate GRC activities across the Group's business clusters and related subsidiaries and maintain the internal key control framework.
- Establish and communicate the Group's Enterprise Risk (ERM) profiles, objectives, and direction, helping Management to integrate them into the strategy development process.
- Identify, develop, and periodically update a comprehensive list of all compliance obligations

and integrate them into the Group's policies and procedures.

The GRC model operates within a continual improvement and enhancement approach aligned with the Group Excellence Maturity Model. This dictates that the department performs a periodic assessment of the current state of the Group's Compliance, Governance, and ERM capabilities, including frameworks and programs. Furthermore, the GRC indices outline the significant elements crucial to preventing, detecting, and responding to governance, risk, and compliance challenges.

Risk Group Risk Management and Internal Control Framework

The Group's ERM and Internal Control Policies define the group's overall GRC governance practices of AD Ports Group and form the foundation for relevant stakeholders to manage day-to-day decision-making and risk management capabilities.

The Group's ERM Policies are also supported by the "Group Risk and Internal Control Management Frameworks", which details the risk management framework, risk governance, risk assessment methodology, and other support capabilities. These policies aim to enable corporate capabilities to drive an effective risk management practice that maximises stakeholders' value.

At the same time, the policies aim to ensure, with the support of the Group Risk & Internal Control Frameworks, that an effective risk management practice is in place to identify, assess, treat, monitor, and report different types of risks, enabling the achievement of AD Ports Group strategic objectives.

The following statements depict the objectives of the

Group's Risk and Internal Control function:

- Implement a comprehensive ERM and Internal Control Framework.
- Establish clear accountability and ownership of risks at the enterprise level.
- Instil increased confidence in the group's corporate governance system and its ability to deliver services.
- Enhance and support the effective achievement of the Group's objectives through appropriate risk mitigation; and
- Provide all employees with an understanding of the Group's position on risk-taking and managing risk while considering the interests of all its stakeholders and shareholders.

Key Achievements and Key Results 2022

During a landmark year of major acquisitions and a listing on the Abu Dhabi Securities Exchange (ADX), the group's risk management framework, particularly its GRC capabilities, evolved significantly in 2022. In particular, the GRC operating model worked to ensure that all controls relating to associated risks were defined and fit for purpose.



AD Ports Group IPO/GRC Capabilities

Supported the Group's IPO/GRC by devising and implementing Group-wide corporate governance, risk, and compliance framework in line with SCA standards. Circulate 30 policies, frameworks, and related SoPs.



AML/Sanctions Screening

Enacted the group's sanctions/KYC screening policy. During the year 2022, we saw around ~4000 due diligence transactions take place at the Group level.



Declaration of Interest (COI/COBC)

The group enacted a series of COI/COBC (code of business conduct) policies and

initiatives in 2022, reaching corporate business units, clusters, and the overall total workforce, including blue-collar employees.



GRC Platform (Muruna)

Successfully implemented a GRC Platform (Muruna) to automate risk, compliance, BCM (business continuity management), audit, and internal controls processes along with reporting mechanisms.



GRC Capability Maturity Assessment

GRC capability maturity assessment took place during 2022 across corporate governance, enterprise risk, and compliance. In addition, an ERM (enterprise risk management) culture survey was carried out to gain a more granular appreciation of employee understanding.



ISO 37201:2021 Compliance Mgmt. Sys.

In 2022 the group attained attestation for Compliance Management Systems against ISO 37301:2021 – the "Provision of compliance management assurance services for corporate units and Clusters of AD Ports Group."



ISO 37001:2016 Anti-Bribery Mgmt. Sys.

In 2022 the group attained attestation for Anti-Bribery Management Systems Against ISO 37001:2016 – the "Provision of Anti-Bribery control assurance services for corporate units and Clusters of AD Ports Group."

Additionally, a series of mitigation strategies were developed in 2022 for anti-corruption, anti-competitive behaviour, and business conduct principles and standards. Amongst the many Group-wide initiatives and programs in 2022 were four core objectives:



Increase Process Efficiency and Effectiveness

With a view to increasing the overall efficiency and effectiveness of the group's risk and compliance capabilities, a root-and-branch analysis and reform agenda took place in 2022. This looked at AML and sanctions policies at the Group and Clusters level, fraud risk control policies, frameworks, risk registers, and a comprehensive compliance risk assessment.

During a year that saw the group move through an extraordinary period of change and development, many programmes were completed, including:

- Implemented Group and cluster-level anti-money laundering (AML), counter-terrorism funding (CTF), and sanctions policies.
- Implemented a new 'Fraud Risk Management (FRM) Control Policy Framework' along with corresponding fraud risk registers and related mitigation measures.
- Developed and implemented a compliance monitoring system across the group and its clusters, including residual state of compliance risk assessment referenced to the Group regulatory compendium and subsidiaries' activities obligations.
- Developed a Group ESG policies final draft and related framework and ESG strategy for ARC endorsement, which were already endorsed by the group management executive committee.
- Maintained oversight, and enhanced existing governance policies and related mechanisms, including the declaration of interest and COBC automation, whistleblowing, anti-bribery, and anti-corruption, among others,
- Established a whistleblowing "Reach Out" platform in August 2022 across the group, its clusters, and third parties.
- Adopted a third-party / vendor risk and due diligence capability utilising World Check "Refinitiv" platform.
- Active participation in the short-listing, interviewing, assessment and selection of candidates to fill the

vacant Group Chief Audit Executive and four Cluster Audit Director roles (almost 25 in 2022 and ongoing for 2023).

- Facilitated the group's corporate governance policies in line with SCA standards - circulated 30 policies, frameworks, and related SoPs.
- Enabled an 'Internal Control Over Financial Reporting' (ICFR) exercise and facilitated an Internal Control Framework Policy (ICF) for ARC endorsement, which was already endorsed by the Group Management Executive Committee.



Group Risks

To support compliance, awareness, and relevance of GRC policies, an annual enterprise risk-control assessment exercise was performed across clusters and corporate units in 2022. GRC also carried out its annual enterprise obligation register review and updated exercise across all clusters and corporate units.

The Group Enterprise Risk Management profile was refreshed and verified, and the residual risk rate was assessed against facts related to group evolution. The review exercise includes the results of Corporate Level (Strategic) - 57; Cross Departmental Level (Tactical) - 248; and Departmental Level (Transactional) - 864.

The 2022 GRC compliance risk assessment exercise added around 850 new compliance risks, including their controls and residual status. It also completed a fraud control policy risk assessment exercise that identified a total of 93 risks in Corporate (46) and Clusters (47). Furthermore, the 2022 'Internal Control Over Financial Reporting' risk assessment identified a total of 186 risks across 20 key mandates across Corporate and Clusters.

The ESG regulatory landscape identification procedure also identified around 112 reporting obligations for the group. Looking ahead to 2023, a more defined regulatory landscape will enable to group to initiate an ESG and Climate Risk Identification Exercise.

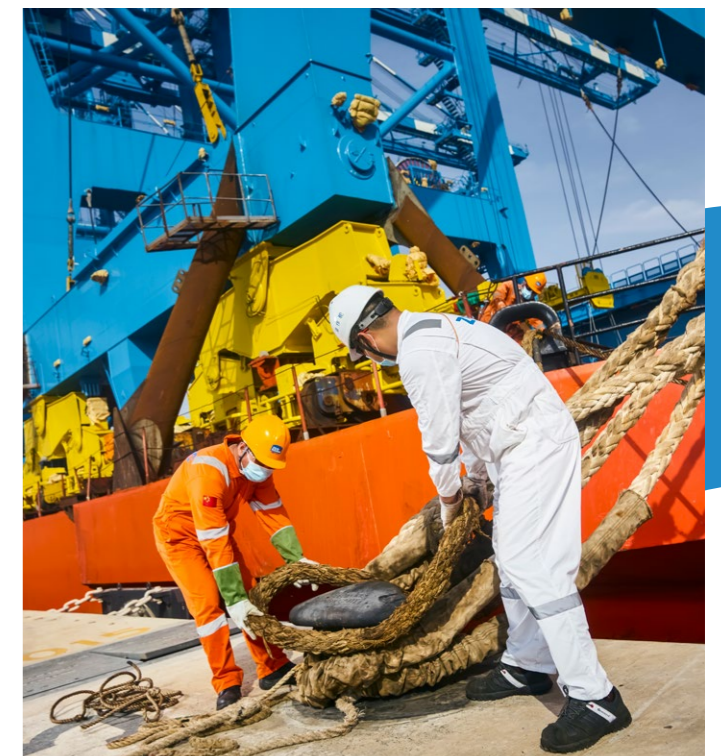
GRC Management Systems Accreditations

In 2022, as in previous years, the Group worked to entrench and enhance its capabilities and reporting readiness through the attainment of globally recognised ISO standards and guidelines. In 2022 they included:

- ISO 31000:2018, Risk management — Guidelines - Accreditations Granted Successfully by Lloyd's

Register, with No Major observations/non-conformities.

- ISO 37301:2021 – Compliance Management Framework Certification - Accreditations Granted Successfully by Lloyd's Register, with No Major observations/non-conformities.
- ISO 37001:2018 – Anti Bribery Management - Accreditations Granted Successfully by Lloyd's Register, with No Major observations/non-conformities.
- ISO 37301:2021 – Compliance Management Framework.
- ISO 37000 – Governance of Organizations Gap Assessments



Enhance Customer Satisfaction

With customer satisfaction, a core factor in sustainability, the Group's risk and compliance department worked across the business and its clusters to integrate a series of new customer-related corporate governance frameworks in 2022.

In terms of lines of communication, all governance, risk management and compliance, ESG, and ICFR-related queries were reported to the Management Executive Committee and the Management Executive Leadership monthly in 2022. In addition, regulator queries were addressed in a timely fashion, including all reporting requirements, and the Group achieved ISO certifications in ISO 37001:2016 and ISO 37301:2021 – standards that give requirements and guidelines for establishing, developing, implementing, evaluating, maintaining, and improving an effective compliance management system within an organisation.

Furthermore, as part of its work in preventing Sanctions or Money Laundering litigation against group counterparties, due diligence in 2022 witnessed around 4,000 due diligence transactions taking place at a group level. Moreover, multiple related corporate governance policy inquiries were answered, including the following:

- Whistle Blowing channel "Reach Out" issues have resolved several inquiries and feedback.
- Conflict of interest and Code of Business Conduct were witnessed during several results and inquiries.
- Monitoring the Gift Disclosures and Exemption. In addition to several other disclosures.
- GRC capability maturity assessment missions were also boosted in 2022 across corporate governance, enterprise risk, and compliance. Furthermore, a series of high-quality GRC Reports were created for the Management and executive committees so that senior managers and structures can gain a better appreciation of risk and compliance.



Enhance the Group GRC Culture

To ensure that the Group's innovation culture is maintained and enriched, all employees and key stakeholders receive periodic training and guidance on GRC frameworks and culture. In 2022, more than 50 strategic risk assessment sessions were conducted, while a series of specialist training sessions were held on multiple GRC aspects. They include sessions on compliance, fraud, AML, sanctions, and other related elements. In 2022 more than 300 stakeholders from across the entire group participated.



Maintain our Understanding of Key Stakeholders

As part of this core objective, Risk and Compliance support the Investor Relations role for the Group enabling Group market and transparency disclosure. Risk and Compliance also carried out an Internal Control Framework (ICFR) project and an ESG gap analysis, framework, and strategy programme across the Group.

To further understand the impact of the Group's activities on key stakeholders, the Risk and Compliance team carried out a comprehensive fraud risk assessment, a compliance risk assessment, a review of the AML/Sanctions regulatory landscape, and an assessment of cluster governance frameworks.

- Support Clusters and subsidiaries to develop GRC function capabilities in line with the Group's Subsidiaries Governance Guidelines in order to mitigate critical risks and monitor materialised risks.
- Monitor market and trading risks such as

AML, Sanctions KYC, and 3rd party Risk Management related measures taken by the different concerned Stakeholders at both the Group level and cluster level.

- Develop Group Fraud Control Risk Policy.
- Document additional policies and procedures required under SCA prior to listing.
- Establish Group Internal control framework, including financial reporting controls, compliance, and operational inline with ADAA Resolution no. 1.

For 2022, **No Significant Issues** were identified with respect to our compliance and control systems. Reporting packages were integrated as per the Board and the ARC Committee agendas. For further information, please refer to the ARC section above.

Evidence: A copy of all periodic reports issued to the Group Board and a statement of other reports issued by the department, along with the summary of the content of those reports.





VIOLATIONS NO VIOLATIONS WERE COMMITTED BY AD PORTS GROUP IN 2022

ENVIRONMENTAL STEWARDSHIP, SOCIAL RESPONSIBILITY AND GOVERN RESPONSIBLE BUSINESS PRACTICES (ESG)

Our ESG Context

Through its new ESG framework, the group seeks to accelerate its ESG transformation journey and gain a relevant level of exposure to global investors by ensuring that its ESG context reflects regional and international best practices. The framework also aligns with global reporting and ESG rating frameworks and the requirements of regulators, investors, and the UAE's national agendas.

Group and related subsidiaries' ESG maturity capabilities and assessments are mapped against the dimensions of a standardised ESG Maturity Model to ensure the group's activities are globally aligned. The Group clusters' Peers for benchmarks and improvement opportunities were also identified accordingly.

ESG Corporate Capabilities

The Group has established Board roles that oversee its ESG risks, related opportunities, and sustainability initiatives. Furthermore, the Group's Corporate Authority – Sustainability, is mandated to drive its sustainable development agenda. Under this framework, the mandate gains additional support and oversight of ESG risks by the Group's Chief Risk and Compliance team. Both appointments report directly on the administration of ESG risks and execution of the Group's ESG initiatives to the Group Executive Management. Also, they will monitor the compliance and integration of the Group's Responsible Investment Policy.

The Responsible Investment Committee will oversee the integration of ESG criteria into the investment and acquisition decisions of the group. Furthermore, the committee will report directly to the Executive Committee on the different initiatives of the sustainability task forces.

Sustainability champions will support clusters' GRC representatives on the theme within their Cluster. Additionally, theme specific ESG taskforces will have representatives from each Cluster under Subsidiary Governance Guideline requirements. The task force will guide all the clusters in engaging in initiatives and procedures that support the Management of the Group's ESG risks and opportunities and support coordinating the reporting of different clusters' key focus areas and pillars.

2022 ESG Profile

As part of the group's periodic ESG assessment and reporting protocols, the mentioned ESG capabilities were assessed against ADQ's overall ESG performance, including an overview of ESG performance criteria, which enable investors to integrate ESG factors into their investment decisions.

The ESG assessment programme has been developed based on international and national standards, including the GRI, International Financial Reporting Standards (IFRS) General Requirements for Disclosure of Sustainability-related Financial Information, Sustainability Accounting and Standards Board (SASB) and the Abu Dhabi Stock Exchange (ADX) ESG Disclosure Guidance. They are also based on the United Nations Responsible Investment (PRI) principles.*

Developing the Local Community and Preserving the Environment

AD Ports Group, being a global organisation with strong connections to its neighbouring communities, has a CSR strategy designed in alignment with the requirements and anticipations of both internal and external stakeholders. Our CSR approach is grounded on the core principle of "Enriching Lives."

[*] For further details, please refer to Annex. 2 - ADQ ESG, GRI and ADX ESG and AD Ports Group Sustainability Report 2022.



Key facts and figures:

We are delighted to share that 2022 has been an exceptional year for us in terms of social impact metrics. Over 377,676 lives were positively impacted due to the implementation of more than 120 CSR initiatives across various clusters of AD Ports group.

89+ CSR initiatives executed

377,676+ Lives touched

2.47 Million Invested in community

95% Community satisfaction rate

13 Donations and sponsorships

95 Employee volunteers

362 Hours invested in volunteering

CSR focus area weightage

We have prioritised six CSR focus areas that guide our agenda for positive impact.

This way, we are able to focus on the areas where we have the most capacity to create change and faster community.

6% Equal opportunities

13% Philanthropy

10% Employee welfare & development

17% Environment activities

37% Health

48% Supporting our community



In 2022, 48% of our CSR initiatives focused on the pillar of supporting our community, while 37% focused on health.

GROUP SHARE PRICE 2022

Trading of AD Ports Group shares on the ADX started on February 8, 2022, under the symbol AD Ports. The share price on December 31, 2022, was **AED 5.74**. AD Ports Group's market capitalisation on December 31,

2022, was **AED 34 billion**. The following table sets forth the closing price and the high and low share prices of our shares at the end of each month during 2022.

Month	Closing price	Highest price	Lowest price
Feb-22	3.27	3.62	3.20
Mar-22	3.34	3.42	3.28
Apr-22	5.25	5.25	3.28
May-22	4.86	5.56	4.60
Jun-22	5.51	5.51	4.88
Jul-22	5.40	5.55	5.02
Aug-22	5.06	5.49	4.83
Oct-22	5.15	5.98	4.95
Nov-22	5.68	5.85	5.18
DEC-22	5.74	6.04	5.49

Index	Since 08/02/22	Since 01/01/22
AD Ports Group	79%	79%
ADX General Index	16%	21%

Shareholders classifications	Percentage of owned shares	Shareholders classifications	Percentage of owned shares
Local	95.02%	Individuals	3.7%
Arab	1.42%	Companies	20.1%
Foreign	3.56%	Government	76.2%

No special decisions were presented in the Group General Assemblies held during 2022.

Ser.	Name	Number of shareholders	Percentage of owned shares of the group's capital
1	ADQ	3,838,752,000	75.4%
2	Al Seer Marine	375,110,475	7.4%

Ser.	Share (s) ownership	Number of shareholders	Number of owned shares	Percentage of owned shares of the capital
1	Less than 50,000	1,711	12,455,977	0.2%
2	From 50,000 to less than 500,000	376	64,117,064	1.3%
3	From 500,000 to less than 5,000,000	140	187,993,766	3.7%
4	More than 5,000,000	38	4,825,433,193	94.8%

Name of the investor relationships officer	Mr. Marc Hammoud
Email	marc.hammoud@adports.ae
Phone	971 2 695 2790
Mobile	971 50 4502376
Investor Relations Website	Investor Relations in the Trade & Maritime Sector AD Ports Group

GROUP MAJOR EVENTS AND IMPORTANT DISCLOSURES 2022

Transmar and Trans Cargo International (TCI) Acquisition

The value-accretive acquisitions of the two Egypt-based maritime companies – the first international acquisitions by the Group – provide AD Ports Group with a market-leading platform for further growth in container, cargo and port operations in Egypt, North Africa, and Gulf regions, and along the entire Red Sea.

AD Ports Group Holds Stakes in Aramex and NMDC

Two leading companies provide a strong strategic fit with AD Ports Group's vision to develop the maritime and logistics industries across the region and globally. Given the international scope of both Aramex's and NMDC's operations, we are confident that there will be significant opportunities for collaboration and growth when aligned with AD Ports Group's diverse, integrated business model.

Noatum Propels Acquisition

Recognising Noatum's high growth potential and capacity to scale, AD Ports Group created a market-leading international logistics brand, merging its existing logistics business with Noatum to create a significant presence in the region and enhancing services across the group's global footprint. Moving forward, Noatum will lead AD Ports Group's Logistics Cluster, consolidating the company's existing logistics offering into its operations.

Global Feeder Shipping Acquisition

AD Ports Group integrated Global Feeder Shipping (GFS) into the Maritime Cluster, adding to the comprehensive portfolio of shipping, transshipment, offshore and subsea services. Aligning GFS services with AD Ports Group companies SAFEEN Feeders and Transmar will make

AD Ports Group the region's largest independent feeder company by vessels owned, with an owned fleet of 35 vessels, and the third largest globally by volumes carried with a total container capacity of 100,000 TEUs.

Listing of Group Shares Completed

Ahead of the listing, AD Ports Group raised new capital through a primary issuance. The AED 4 billion of cash proceeds from this primary issuance, will be used to fund the company's organic and inorganic growth plans, allowing the group to accelerate its local and international expansion plans.

AD Ports Group - Invictus Consortium

A consortium led by AD Ports Group and Invictus Investment signed a Heads of Terms agreement with the Government of the Republic of Sudan that provides them with the right to develop, manage, and operate port and economic zone assets in Sudan. Under the terms of the agreement, the consortium will have the sole right to directly develop, manage, and operate specified port and economic zones assets and to create joint ventures, partnerships, or other business agreements to support the financing, development, construction, management, and operation of the projects.

Kazakh National Oil Company Subsidiary Agreement

AD Ports Group signed a shareholder agreement with KMTF (Kazmortransflot), a fully owned offshore logistics and services subsidiary of the Kazakh National Oil Company (KazMunayGas), to launch an exclusive joint venture, 51 per cent owned by AD Ports Group and 49 per cent owned by KMTF, to provide offshore and shipping services for energy companies in the Caspian Sea.

Merger of KEZAD Communities with Al Eskan Al Jamae

KEZAD Communities will be the largest staff accommodation company in Abu Dhabi with owned and managed capacity following the merger. The combined entity will enable KEZAD Group to provide customers with integrated staff accommodation solutions comprising amenities and facilities (medical centres, gardens, sports areas, dining halls, and mosques) and services (supermarket and laundry).

Establishment of a 450,000 sqm Metal Park in KEZAD

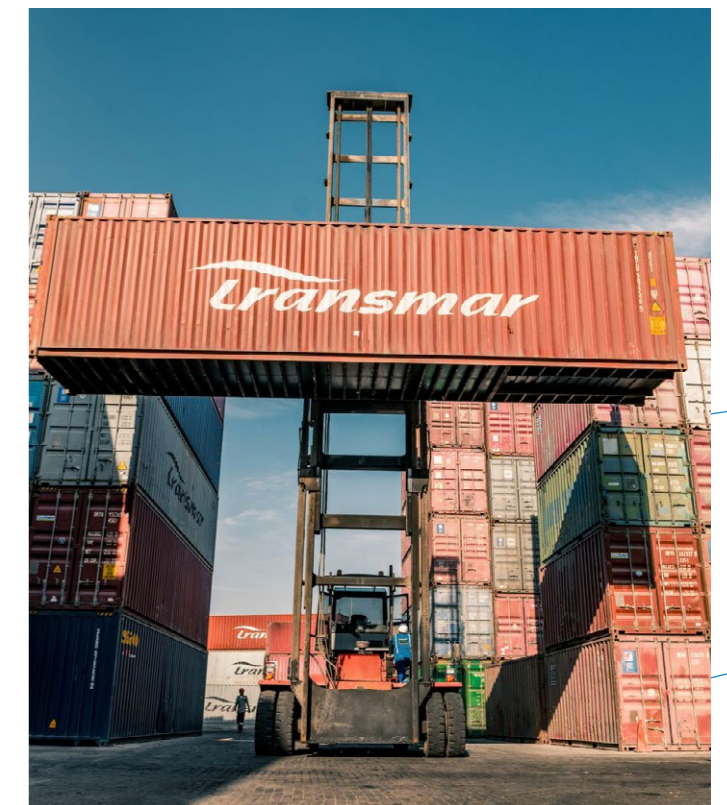
AD Ports Group has signed an agreement with Metal Park Investment ME LTD to establish an integrated metal hub in KEZAD that will cater to all industry verticals and offer flexibilities of scale to metal vendors, processors, and fabricators in the UAE.

Saif Powertec Fujairah – Bangladesh Cargo Services Agreement

AD Ports Group feeder service, SAFEEN Feeders, signed a long-term trade facilitation and shipping agreement with Saif Powertec Limited, a listed firm in Bangladesh that is active in ports, logistics, civil engineering, and power sectors. Under the terms of the agreement, the two companies will work closely together to facilitate trade and cargo services from Fujairah to Bangladesh over a period of 15 years. As part of the collaboration, SAFEEN Feeders is expected to provide eight Supramax bulk carriers with 55,000 Deadweight Tonnage (DWT) capacity to Saif Powertec.

Divetech Marine Engineering Services Acquisition

AD Ports Group acquired Divetech Marine Engineering Services, a UAE-based topside-subsea solutions provider that offers a range of services, including installation, inspection, repair and maintenance for ports and other maritime organisations. The acquisition and integration of the company into AD Ports Group extends the range of services offered by the group's maritime Cluster, placing it in a strong position to generate significant commercial, operational, and financial synergies.





INNOVATION REIMAGINING THE FUTURE OF TRADE

Innovation, research, and data-backed decisions are the key driving forces behind the phenomenal growth of AD Ports Group. We support our leadership's vision to diversify the economy and advance innovation in the UAE.

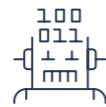
Re-inventing the way of doing business while looking out for new and more efficient ways has been a constant and continuous exercise for AD Ports Group. We develop and harness the power of emerging technologies to reimagine the future of trade, stay competitive and achieve sustainable growth.

12,800
Innovation Ideas

5,400
Hours of
Innovation Training

35
Innovation
Campaigns

To foster innovation across our group, we launched an idea management programme (IBTIKAR) in 2012. We set up a Research & Development (R&D) committee and integrated several innovative initiatives and programmes, to establish an infrastructure that supports innovative ideas, such as the "Innovation Lab", "Knowledge Corner", and "3D Printing Lab", and implement them according to actual business scenarios, as follows:



Technological Advancements

Innovation Hackathon

The first innovation hackathon was launched in 2022 under the theme 'Think, Learn, Innovate'. This event challenges AD Ports Group's young and talented employees to creatively collaborate to ideate solutions for business challenges and opportunities, such as sustainability and SMART ports in the Logistics and Maritime industries.

Industry 4.0 Abu Dhabi Open Innovation Platform

AD Ports Group Innovation became the founding partner of the industry 4.0 Abu Dhabi Open Innovation Platform, accelerating the group's innovation capabilities and attracting highcalibre start-ups.

Training and Development

Over 5,400 hours of innovation training sessions and workshops were delivered in 2022, highlighting key topics, including business model innovation, the internet of things, and the potential of the Metaverse and its use in our industry.



Excellence and Up Skilling

IBTIKAR

AD Ports Group celebrated the 10th anniversary of IBTIKAR, the ideation management programme, which has, enabled the generation of over 12,800 inspiring ideas from staff and stakeholders. To date, over 700 innovators have been recognised and rewarded for their contributions.

ideasUK

AD Ports Group has maintained the ideasUK Platinum accreditation for the sixth year in a row, achieving a 100% perfect score for the second year in a row, as well as attaining the 'Idea of the Year Award' and the 'Continuous Improvement Award'.

Research & Development

The global supply chain environment is highly competitive, dynamic, and fluid. As a result, the maritime and trade industry continuously demands new innovative ways of doing business.

With a progressive and sustainable intent in mind, we founded our R&D Committee. The goal was to build on infrastructure to conceive, foster and execute innovative ideas in real-time business scenarios.

Our R&D committee also raises awareness about the importance of technical and scientific research, publishing research papers, and organising workshops to explain the ongoing research and developments.

23.3 Million AED
Saved Through Innovative Ideas

728
Innovative Ideas Implemented

15
Proof of Concepts and
R&D Projects Executed



Sustainable Development

Energy-Saving Coating

AD Ports Group facilitated onsite research and development exercises for energy-saving coatings. The second phase of research enabled the development of an AI application that effectively measures the internal temperature of containers and calculates the savings achieved when using the coating.

Manhat

AD Ports Group provided Manhat, a UAE-based start-up, with an operational environment to test their patented prototypes that produce clean water using zero electricity, resulting in zero carbon emissions.





ANNEX-1: SCA REFERENCE TABLE

Sr. No (a reference to the SCA's prescribed report template)	Disclosure	AD Ports Group Report reference (Section no.)
1	Actions are taken by the Group to accomplish the corporate governance requirements in 2022 and methods of implementation	01; 02
2	Ownership and transactions of members of the Board, their spouses, and children in the Group's securities during 2022	03
3/a to 3/c	Composition of Board of directors; Female representation on the Board in 2022 and reasons thereof	04 (i)
3/d/1	Total Board of directors remuneration paid in 2022	04 (iv)
3/d/2	Total proposed remunerations of the Board of directors for 2022	04 (iv)
3/d/3	Details of allowances for attending meetings of Board committees which were paid to Board members for the fiscal year 2022	04 (iv)
3/d/4	Detail the allowances, salaries or additional fees received by the Board of directors other than the committee attendance allowances, together with the reasons therefor approval	04 (iv)
3/e	Board meetings held during 2022, their dates and attendance by members of the Board	04 (v)
3/f	Resolutions of the Board by circulation in 2022	04 (ix)
3/d/1	Board Committee Performance	04 (x)
3/g	Tasks and functions of the Executive Management authorised by the Board of directors	04 (v)
3/h	Detail the dealings with the Related Parties during 2022	08 (iv)
3/i	The organisational structure of the company	08 (i)
3/j	A detailed statement of senior executive staff, their positions and appointment dates, total salaries, allowances, and benefits paid thereto	08 (iv)

Sr. No (a reference to the SCA's prescribed report template)	Disclosure	AD Ports Group Report reference (Section no.)
3/j	Management Committees	08 (iv)
4/a to 4/c	External Auditor	09
5/a to 5/c	Audit Committee	05
6/a to 6/c	Nomination and Remuneration Committee	06
7/a to 7/c	Insider Trading Supervision Committee	2 (viii)
8/a to 8/c	Any other committee(s) approved by the Board	na
9/a to 9/d	Internal Control systems	10
10	Details of the violations committed during the year 2022 and a statement of reasons thereof, how they were addressed and how they will be avoided in the future	11
11	Cash and in-kind contributions made by the company during the year 2022 towards the local community development and environmental conservation	12
12/a to 12/g	Group Share Price 2022	15
12/h	Board Secretary	04 (vii)
12/i	Group's significant company events that took place in 2022	16
12/j	List the deals made by the Group with related parties during 2022 equivalent to 5% or more of the company's capital	16
12/k	Emiratization percentage by the end of 2020, 2021 and 2022	8 (ii)
12/l	Innovative projects and initiatives implemented by the Group, or which were under development during 2022	17

ANNEX-2: ESG CRITERIA METRICS

Environmental Stewardship, Social Responsibility and Governance Practices - ESG Criteria Reference Metrics				
Section #	ADQ Framework Criteria	GRI	ADX	SDG
Section 1.	Environmental Management and Eco-design	GRI 2: General Disclosures 2021 GRI 302: Energy 2016	E7. Environmental Operations E10. Climate Risk Mitigation	
Section 2.	Atmospheric Emissions Related to Energy Consumption	GRI 305: Emissions 2016	E1. GHG Emissions E2. Emissions Intensity	
Section 3.	Energy Consumption	GRI 302: Energy 2016	E3. Energy Usage E4. Energy Intensity E5. Energy Mix E10. Climate Risk Mitigation	
Section 4.	Water Management	GRI 303: Water and Effluents 2018	E6. Water Usage	
Section 5.	Waste Management	GRI 306: Waste 2020	N/A	
Section 6.	Biodiversity Management	GRI 304: Biodiversity 2016	N/A	
Section 7.	Prevention of Corruption	GRI 205: Anti-corruption 2016	G5. Ethics & Prevention of Corruption	
Section 8.	Prevention of Anti-competitive Practices	GRI 206: Anticompetitive Behavior 2016	G5. Ethics & Prevention of Corruption	
Section 9.	Board of Directors	GRI 2: General Disclosures 2021	E9. Environmental Oversight G1. Board Diversity G2. Board Independence	
Section 10.	Prevention of Human Rights Violations	GRI 406: Non-discrimination 2016 GRI 409: Forced or Compulsary Labor 2016	S6. Non-Discrimination S9. Child & Forced Labor S10. Human Rights	

Environmental Stewardship, Social Responsibility and Governance Practices - ESG Criteria Reference Metrics				
	ADQ Framework Criteria	GRI	ADX	SDG
Section 11.	Audit and Internal Control	N/A	N/A	
Section 12.	Equal Opportunity	GRI 405: Diversity and Equal Opportunity 2016	S4. Gender Diversity	
Section 13.	Workforce Composition and Employee Training and Development	GRI 401: Employment 2016 GRI 404: Training and Education 2016	S3. Employee Turnover S4. Gender Diversity S5. Temporary Worker Ratio	
Section 14.	Nationalisation	N/A	S11. Nationalization	
Section 15.	Health and Safety	GRI 403: Occupational Health and Safety 2018	S7. Injury Rate S8. Global Health & Safety	
Section 16.	Supply Chain Management	GRI 204: Procurement Practices 2016	G4. Supplier Code of Conduct	
Section 17.	Community Initiatives	GRI 413: Local Communities 2016	S12. Community Investment	
Section 18.	Products and Services Impact on the Community	N/A	E10. Climate Risk Mitigation	
Section 19.	Responsible Customer Relationships	N/A	N/A	
Section 20.	Privacy and Data Security	GRI 416: Customer Privacy 2016	G6. Data Privacy	

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