



EXPO 2020 DUBAI

SUSTAINABILITY REPORT 2020
CONNECTING MINDS, CREATING THE FUTURE



“We pay the utmost care and attention to our environment for it is an integral part of the country, our history and our heritage. Our forefathers and our ancestors lived in this land and coexisted with its environment, on land and sea, and instinctively realised the need to preserve it.”

LATE SHEIKH ZAYED BIN SULTAN AL NAHYAN

FOUNDER OF THE UNITED ARAB EMIRATES



“Protection of the environment and achievement of sustainable development in the UAE is a national duty; it has its own institutional structures, integrated legislature and advanced systems.”

HIS HIGHNESS SHEIKH KHALIFA BIN ZAYED AL NAHYAN

PRESIDENT OF THE UNITED ARAB EMIRATES



“We are building a new reality for our people, a new future for our children,
and a new model of development.”

HIS HIGHNESS SHEIKH MOHAMMED BIN RASHID AL MAKTOUM

**VICE-PRESIDENT AND PRIME MINISTER OF THE UNITED ARAB EMIRATES
AND RULER OF DUBAI**



“The civilised, advanced nation we seek to build and the sustainable development we are keen to achieve both require concerted efforts from all sectors of the community and from all public and private entities and organisations. They require consistent and harmonious work in order to achieve our goals and promote and underpin our nation’s status with its distinct role regionally and internationally.”

HIS HIGHNESS SHEIKH MOHAMED BIN ZAYED AL NAHYAN

**CROWN PRINCE OF ABU DHABI
AND DEPUTY SUPREME COMMANDER OF UAE ARMED FORCES**



HIS EXCELLENCY SHEIKH NAHAYAN BIN MABARAK AL NAHAYAN

MINISTER OF TOLERANCE AND COEXISTENCE, UNITED ARAB EMIRATES
COMMISSIONER GENERAL, EXPO 2020 DUBAI

Given the many challenges that have defined the past 18 months, I feel enormously privileged and proud to introduce the third annual Expo 2020 Dubai Sustainability Report. The report contains our collective sustainability results prior to opening our doors to the world on 1 October 2021. It represents the upmost thought and sensitivity that has gone into our preparations during these times of unprecedented challenges.

The decision to delay the World Expo by one year, made collectively alongside the majority of BIE Member States, has proven to be wise. All participants should now be able to safely navigate the impact of COVID-19 and allow us to focus on a collective desire for new thinking to identify solutions to some of the greatest challenges of our time.

The report delivers a holistic account of how Expo 2020 has defined and implemented its progressive and deep-rooted commitment to sustainability. It incorporates feedback from a wide pool of internal and external stakeholders, including our International Participants, Official Partners and Official Providers. It reflects the UAE's efforts – as a champion of sustainable development – to help build cleaner, safer, and healthier communities.

Applying key performance indicators (KPIs) and targets, the report extends and improves on findings from previous years to include emerging issues facing us all, such as the

COVID-19 pandemic. It illustrates our efforts to integrate, impact and inspire – to establish a legacy of sustainable design and construction, while generating new ideas and perspectives on key environmental challenges. The report maps a clear path forward for immediate action. For example, we developed the 'RISE Guidelines for Sustainable Operations' to be practical, achievable and aspirational. The guidelines contain numerous sustainability-related responsibilities across a variety of functional areas at Expo 2020 – the first of their kind anywhere in the region.

In the unfolding reality of the COVID-19 pandemic, our theme and purpose of "*Connecting Minds, Creating the Future*" is more relevant than ever. Indeed, as we celebrate *The Year of 50*, marking 50 years since the birth of the United Arab Emirates, we look forward to the First of October with immense pride for Dubai and the UAE. Expo 2020 will help to unite the planet with a renewed appreciation for innovation, empathy and international collaboration thereby helping to build a better, more sustainable, world for all.





HER EXCELLENCY REEM AL HASHIMY

CABINET MEMBER, UAE MINISTER OF STATE FOR INTERNATIONAL COOPERATION DIRECTOR GENERAL, EXPO 2020 DUBAI BUREAU

I am delighted to welcome you to our third annual Sustainability Report, compiled in accordance with GRI Sustainability Reporting Standards, and intended to capture an essential element not just of our journey to Expo 2020 Dubai, but of the arc of history of the United Arab Emirates. For after all, our embrace of this hallowed principle did not begin with our identification of Sustainability as one of our three Expo subthemes. It can be traced back centuries, through an understanding innate to Emirati and Bedouin culture: that it is our profound responsibility to manage and preserve the precious natural resources with which we have been blessed.

This duty of stewardship has gained even greater resonance, and urgency, in the wake of the COVID-19 pandemic and in anticipation of our opening in October 2021. It is my hope that, as a species, we have acquired a deeper appreciation for individual and collective action towards building long-term solutions to the benefit of all of humanity. It is my expectation that as an Expo, we will fulfil our promise of *'Connecting Minds, Creating the Future'*, through the manifestation of international cooperation to design and deliver a safe, clean and healthy tomorrow; one in which we might live in beneficial harmony with the natural world.

The connecting of minds from around the world, and the subsequent free exchange of ideas and innovations, has already come to

life in the build-up to our World Expo. October last year saw the launch of our Expo Talks series, online gatherings clustered around the 10 thematic weeks that anchor Expo 2020 Dubai's Programme for People and Planet. The series catalysed contributions from more than 120 participants, official partners and other members of the Expo family. Moreover, our Climate and Biodiversity and Global Goals weeks, each of which are of particular relevance to our sustainability ambitions, garnered similarly tremendous interest from all six continents.

But our impact hasn't been constrained to the virtual realm: even in this COVID era, we have safely and successfully welcomed more than 100,000 visitors to our site and to the limited preview of our Sustainability Pavilion, known as Terra. Much has already been written about this iconic structure and its place in the storied history of sustainable buildings worldwide. The story that has not yet been told, is of its contents and their contribution to our role as a pioneer and changemaker.

The programming within Terra is designed for impact, the reverberations of which are already rippling through the UAE community: 95 per cent of visitors to Terra said they would make a sustainable lifestyle change as a consequence of their experience. They pledged to save water, avoid single-use plastics, reduce energy use, grow a plant, avoid waste, and/or contribute to environment conservation.

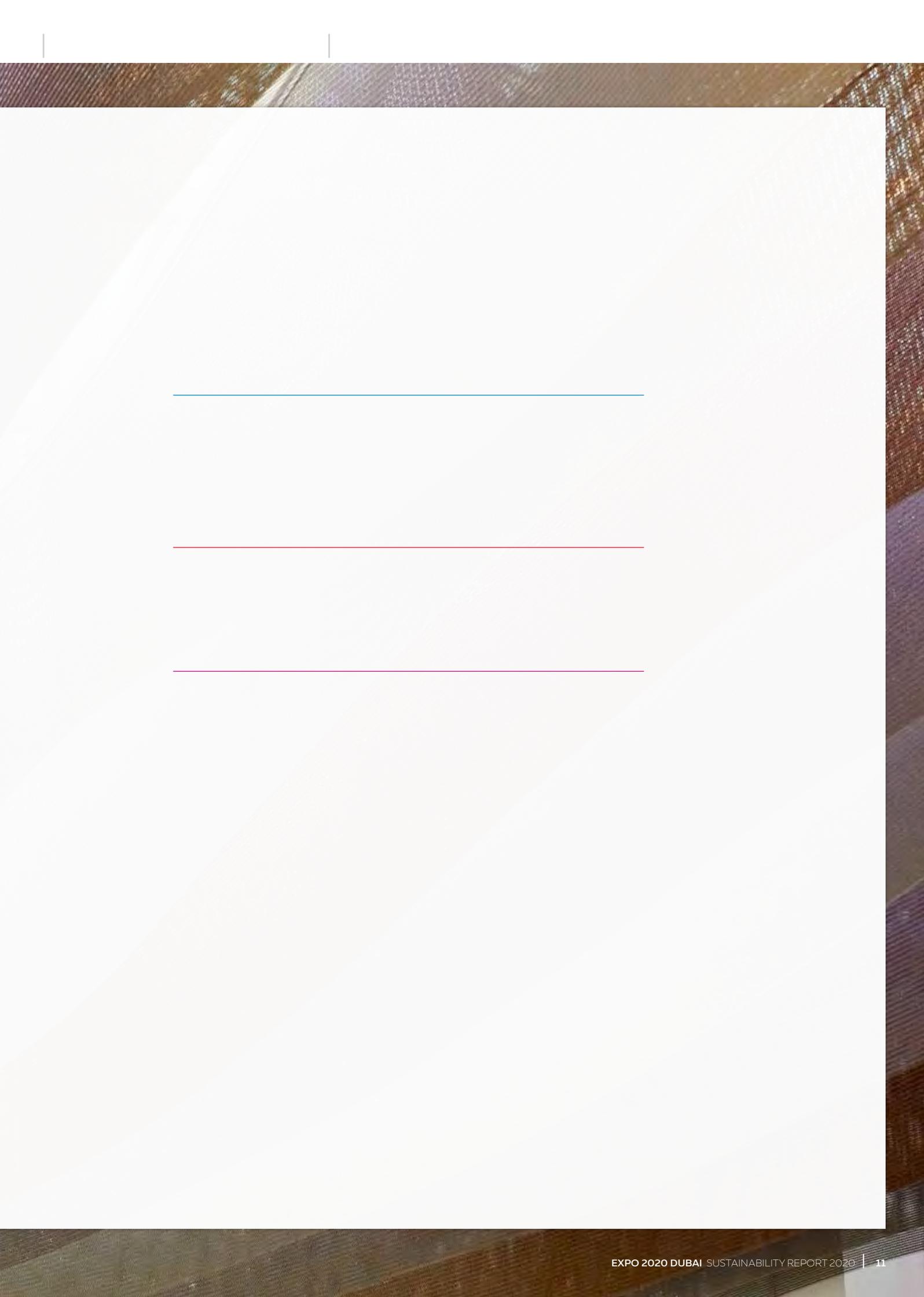
Furthermore, approximately 70 per cent of parents said they believed their children will think and behave more sustainably after visiting Terra. This is impact in action: for today, and for tomorrow.

In this, our final pre-event report, we look to track our progress towards our previously stated goals, as well as address new areas of consideration for Expo and its myriad of stakeholders. Expo 2020 Dubai has evolved its sustainability targets and metrics to address a wider spectrum of initiatives and programmes that aim to deliver the greatest positive impact, reflected in the 2030 Agenda for Sustainable Development, as well as key national strategies and initiatives, such as UAE Vision 2021. Examining our performance across a total of 21 topic areas, including innovation, biodiversity, and occupational health and safety, we seek to provide readers with a comprehensive perspective on how we entrench sustainability across all our functions. Future editions, meanwhile, will naturally evolve to encompass event-time and post-event periods, illustrating the wider and longer-term impacts of our efforts here at Expo.

We would like to take this opportunity to express our gratitude towards the Bureau International des Expositions (BIE), and our key stakeholders, including the Expo leadership and our Expo family, participants, partners and providers, as well as contractors, consultants, volunteers and the local Dubai and UAE

community for their unstinting and ongoing support during these challenging times. Together, we will mount a World Expo that is among the most sustainable in history, the legacy of which will be a tangible benefit for generations to come.

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ABOUT EXPO 2020 DUBAI





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ABOUT THIS REPORT

Expo 2020 Dubai is immensely proud to introduce its Sustainability Report 2020, marking the organisation's third annual sustainability report and representing our continued commitment to disclose in accordance with the **Global Reporting Initiative (GRI) Sustainability Reporting Standards** Core option.

The GRI Standards are a globally recognised sustainability reporting mechanism that provides a common language and platform for organisations and their stakeholders to communicate their economic, environmental and social impacts.

This report provides insights into the impact of Expo 2020 Dubai within the United Arab Emirates (UAE) from 1st January 2020 until 31st March 2021.

1. SCOPE

The sustainability performance data provided in this report covers a 15-month period between 1 January 2020 and 31 March 2021, representing the pre-event phase – the final stage before Expo 2020 opens its doors to the world on 1 October 2021. Through this reporting cycle, Expo 2020 is more able to accurately reflect the impact of the pandemic over the past year.

Data collection efforts for this report are segmented between (1) 1 January 2020 and 31 December 2020, and (2) 1 January 2021 to 31 March 2021.

However, where applicable, data and initiatives from other years have also been included to illustrate trends and progress over time.

2. CONTENT

Expo 2020 seizes this opportunity to introspect on our sustainability performance, bringing along on this exciting journey our valued stakeholders, including International Participants, partners and members of the supply chain. Guided by transparency and accountability, the organisation looks to enhance their measures of responsible practices and commitments towards delivering one of the most sustainable World Expos ever held – to equip readers with a complete perspective of the contributions and impacts created by Expo 2020.

The World Expo's sustainability strategy is structured to **Integrate, Impact and Inspire**. The strategy aims to **integrate** sustainability throughout the entire framework of Expo 2020; create a thorough, meaningful **impact** that extends beyond the site and the six months of the event; and **inspire** those who visit to become part of the journey towards a more sustainable future.

With a purpose rooted deeply in legacy, Expo 2020 seeks to leverage this report as a poignant tool to welcome those inspired by our mission to help build cleaner, safer and healthier communities for all.

3. GRI SERVICES

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

The services were performed on the English version of the report.

4. CONTACT

Expo 2020 values and engages with its many stakeholders, especially in relation to the organisation's approach and delivery to their sustainability commitments. To help improve performance and ensure better sustainability performance during and after the event, Expo 2020 welcomes any comments, queries or recommendations related to this final report.

These can be initiated via the following email address: sustainability@expo2020.ae

A digital version of this report can be downloaded at: expo2020dubai.com

Expo 2020 is all about **innovation, collaboration and inspiration**, and is representative of the **UAE's commitment to building a cleaner, safer, healthier future for everyone.**

B

EXPO 2020: AT A GLANCE

Expo 2020's key values of excellence, collaboration, humility, integrity and respect have anchored its response to the unprecedented, pandemic-related challenges faced by the world during recent times.

The following chapter outlines the celebrated legacy of World Expos and how Expo 2020 Dubai will add to the UAE's historic participation – educating the public, promoting progress and fostering cooperation in a new world.

1. THE ROLE OF THE BUREAU INTERNATIONAL DES EXPOSITIONS

The Bureau International des Expositions (BIE) is an intergovernmental organisation that has encouraged education, innovation and cooperation through the administration and regulation of World Expos since 1931.

With a commitment to education, teamwork, and development, the BIE's organisational structure includes the General Assembly, Committees, the Secretariat and 169 member states. Since its inception, the BIE has organised more than 50 Expos globally: World Expos, Specialised Expos, Horticultural Exhibitions and the Design Triennale of Milan.

With the BIE's unwavering support, Expo 2020 will continue, and build upon, this proud World Expo tradition by delivering one of most inclusive and sustainable World Expos in history – a festival of wonder and imagination, where visitors can experience, explore, discover and have fun, while sharing ideas and working together.



**Bureau
International
des Expositions**

2. 50 YEARS OF THE UAE: CELEBRATING THE NATION'S GOLDEN JUBILEE

While 2020 was slated to be a hugely momentous year for the Expo, a two-thirds majority of BIE Member States voted in May 2020 to postpone the World Expo by one year – a delay to allow all participants to safely navigate the impact of COVID-19, and allow Expo 2020 to focus on a collective desire for new thinking to identify solutions to some of the greatest challenges of our time.

With its revised 1 October 2021 start date, Expo 2020 considers it a privilege to host the world at Expo 2020 during the UAE's Golden Jubilee year.

Declared as 'The Year of 50' by His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, 2021 marks half a century since the formation of the United Arab Emirates in 1971.

Reflecting on the excellence and potential displayed by the UAE during its relatively short 50-year history, Expo 2020 is proud to be a forefront contributor in this year of national celebration. By leveraging our sustainability strategy and commitments to inspire the world to act with creativity and inclusivity, Expo 2020's efforts align with national and international drivers, such as the UAE Centennial 2071 Plan, UAE Vision 2050 and the 2030 Agenda for Sustainable Development.

It is imperative to recognise the many instances of human and community-led excellence, with the country's national history highlighting the dynamic role of its citizens in driving positive change over its near 50-year history.



1971

Formation
of the UAE



Image Credit - National Archives

On 2 December 1971, six Gulf Sheikdoms came together to form a federation that would soon become a leading nation in almost every respect. As the seventh Sheikdom joined in the following months, the UAE was recognised as a sovereign nation – a prime example of the value in cooperation. The consolidation of the region’s key strengths allowed it to enjoy the advantages of its natural resources, evolving and diversifying its interests to encompass trade, transport, tourism, finance, and more.

1981

Inaugural **Gulf Cooperation Council (GCC) Summit** held in Abu Dhabi

Six Gulf leaders convened in Abu Dhabi on the 25th of May, 1981 to form the Gulf Cooperation Council (GCC) and ascribe to a common economic agreement. The momentous occasion was marked by rulers from the UAE, Saudi Arabia, Bahrain, Qatar, Kuwait, and Oman, coming together to give the region a governing and collaborative union. With his opening remarks at the summit, the late Sheikh Zayed bin Sultan Al Nahyan put forth the significance of the meeting in establishing “security, development, and solidarity” within the region. Decades after the group’s creation, citizens in the region benefit from a single market that provides access rights for employment, healthcare, retirement, education, and more. The Gulf identity is now associated with prosperity and social cohesion, and is a distinguishing factor that continues to define and enhance national priorities pertaining to cooperation and loyalty.



1989

UAE national football team qualifies for the **World Cup**



With a significant role in nation-building, unity and social development, sports have long been encouraged in the UAE. The UAE was proud to support the talent and determination of its national football team as it earned the coveted privilege of competing at the 1990 FIFA World Cup in Italy. As football became one of the most popular sports in the UAE, this momentous occasion placed the nation’s skilled athletes in one of the most competitive tournaments in the world, playing among international sporting greats.

2004

UAE wins nation's first **Olympic gold** at the **Summer Olympics**

Further exhibiting the varied strengths and capabilities of its people, the UAE remains an active participant at the Olympic Games. The United Arab Emirates National Olympic Committee sent a total of four Emiratis to the 2004 Summer Olympics in Athens, Greece. The delegation returned with the nation's first Olympic accolade – a gold medal in shooting earned by Sheikh Ahmad bin Mohammad bin Hasher Al Maktoum. The win galvanised interest in supporting youth involvement in recreational activities.



2009

Launch of **Dubai Metro**



Inaugurated at 9:09:09 pm on 9 September 2009, Dubai Metro became the first urban train network in the Arabian Peninsula. Fully automated and driverless, the Metro exemplified the nation's ongoing efforts to deliver value to society through highly integrated management systems. Gradually extending lines across Dubai to streamline transport, Dubai Metro has expanded, linking Expo 2020 with key transit points in the city.

2010

Burj Khalifa – the tallest building in the world – opens its doors

A symbol of immense national pride, the Burj Khalifa was unveiled in 2010 as the tallest freestanding structure in the world. Since its inauguration, the building has become one on the most visited attractions in the world, widely considered a defining feature of Dubai's cityscape. The 828-metre-tall tower is a potent reminder of the power of international cooperation, cutting-edge technology, grand inspiration and the exceptional growth of Dubai.





Launching the **Hope Probe** as part of the **Emirates Mars Mission**



Image Credit - Emirates Mars Mission

The Emirates Mars Mission, known as the Hope Probe, was launched aboard a Japanese H-IIA rocket in July 2020 to assist scientific understanding of the Martian atmosphere. The Hope Probe was designed to be the first probe to provide a complete picture of the red planet's intricate atmosphere and layers. Making enormous strides in its exploration of space, the UAE views this interplanetary milestone as a way to develop its science and technology sectors. The mission was intended to encourage the region to embrace ambitious opportunities of innovation and employed a total of 150 Emirati engineers in making the journey to Mars' orbit a possibility.



Hazza Al Mansouri becomes the first **Emirati in space**

On 25 September 2019, Hazza Al Mansouri boarded the Soyuz MS-15 spacecraft, bound for the International Space Station (ISS), where he stayed for eight days – making him the first person from the UAE to visit space. His mission was broadcast live all around the world, igniting growing interest in space and space exploration among young Arabs. Filming Q&A sessions with students during his stay on the ISS, Hazza Al Mansouri paved the way for the nation's youth to look to space, among other science-related fields, for future careers and areas of study.



Image Credit - National Archives



Expo 2020 Dubai welcomes the world



After a year-long postponement, as agreed to by a two-thirds majority of BIE Member States in May 2020, Expo 2020 will welcome the world in one place – a global platform built on innovation, collaboration and inspiration, and the UAE's commitment to building a cleaner, safer, healthier future for everyone. Bringing together people, communities and nations, Expo 2020 enthusiastically prepared for its launch this year by uniting global best practices and national principles to address our three key subthemes of Opportunity, Mobility and Sustainability.

Expo 2020 is proud to be at the forefront of the nation's 50th anniversary commemorations and looks forward to honouring the country's heritage through the World Expo. While the UAE has cemented its legacy as a land of unification, tolerance and progress, Expo 2020 – the first World Expo in the Middle East, Africa and South Asia (MEASA) region – will showcase these uniquely Emirati values and principles on a global stage.

Expo 2020 recognises its unique position as a major contributor to the UAE Golden Jubilee celebrations. 'UAE Next 50' supports a comprehensive national development plan that seeks to equip and improve key sectors, including healthcare, education, housing, transport and food security. Designed to deliver long-term and sustainable value for the UAE, the 'Designing the Next 50 Years' project aligns strongly with the goals of Expo 2020, particularly its commitment to the Sustainable Development Goals – a global blueprint to eradicate poverty, fight inequalities and tackle climate change before the end of this decade.

"Indeed, as we celebrate *The Year of 50*, marking 50 years since the birth of the UAE, we look forward to 1 October with immense pride for Dubai and the UAE – uniting the planet with a renewed appreciation for innovation, empathy and international collaboration in helping to build a better, more sustainable, world for all."

**HIS EXCELLENCY
SHEIKH NAHAYAN BIN MABARAK AL NAHAYAN**

3. EXPO 2020 DUBAI THEME

On 27 November 2013, following a record vote by BIE members, Dubai was selected to host the World Expo in 2020 – becoming the first Arab nation and the first MEASA country to do so. Dubai's winning bid was the result of an inspiring collaboration between the UAE's leadership and Expo 2020 organisers to create an event that will have a sustainable and long-lasting impact for generations to come.

The theme of Expo 2020 Dubai – 'Connecting Minds, Creating the Future' – aims to cultivate new connections, collaborations and partnerships across sectors and geographies, with the event serving as a platform to inspire progressive change that will shape the future.

Within this, Expo 2020 identified three interconnected drivers of progress – Opportunity, Mobility and Sustainability – as subthemes.



OPPORTUNITY



MOBILITY



SUSTAINABILITY

THE EXPO 2020 GLOBAL PLATFORM

Expo 2020 Dubai's theme and subthemes have been developed to capture a vision for the future from the perspective of the UAE leadership (from Vision 2021 through to the 2071 Centennial Plan), linking regional priorities and global challenges – as reflected in the 2030 Agenda for Sustainable Development and the Sustainable Development Goals.

As the world strives to create a sustainable future, within the context of the pandemic, Expo 2020 has sought to integrate sustainability – as one of its three subthemes – into all its activities and create a meaningful impact beyond the six months of the event. It seeks to dive deep into rising global concerns around sustainability and the pressing need to drive change to create a better future.

Terra – The Sustainability Pavilion aims to promote such interactions by enabling new experiences through pioneering technologies and a sustainable infrastructure. Furthermore, Expo 2020 hopes that by hosting people from across the world at a global platform, interactions will open up avenues to find collective solutions to combat global challenges. Expo 2020 will serve as a medium to

breathe life into its main theme and three subthemes. To achieve this, extensive planning is essential to ensure visitors are given the correct framework through which they can consume and immerse themselves in the dynamic, exciting content that will be on display.

Expo 2020 will engage with the international community and visitors from across the world, and will embark on a journey to seek collective solutions to global challenges, in a culmination of innovation and collaboration. Expo 2020 is the UAE's commitment to building a cleaner, safer, healthier future for every person from every community – an event that will bring about partnerships and associations, leading to long-term, sustainable benefits that will permeate people's lives around the world and leave a lasting legacy.

4. THE EXPO 2020 SITE PLAN

The 4.38 sqkm Expo 2020 site incorporates the Opportunity, Mobility and Sustainability Thematic Districts, all of which converge at Al Wasl Plaza – the beating heart of the Expo 2020 site. The site also houses the Dubai Exhibition Centre, Expo 2020 Dubai, the Expo 2020 Metro Station, arrival plazas, parks, permanent buildings, approximately 30,000 car parking spaces and more.

I. AL WASL PLAZA

Al Wasl Plaza is the beating heart of the Expo site, connecting all the Thematic Districts. The domed trellis forms the largest 360-degree projection surface in the world, creating a virtual and truly immersive experience that can be viewed from inside and outside.



II. THEMATIC DISTRICTS

There are three Thematic Districts in the Expo 2020 site, reflecting the mega-event's three subthemes of Opportunity, Mobility and Sustainability. Construction of the districts was completed in May 2019. The three petal-shaped districts are central to the design of the masterplan and are connected to Al Wasl Plaza.

III. UAE PAVILION

Targeting LEED Platinum certification, the building's innovative design was inspired by the wings of a falcon, the UAE's national bird. The longest individual wing section on the roof is 70 metres.



IV. TERRA – THE SUSTAINABILITY PAVILION

Embodying one of Expo 2020 Dubai's key subthemes, Terra – The Sustainability Pavilion is designed to achieve LEED-Platinum certification, while targeting net-zero energy and water in legacy. Sustainable features include 4,912 photovoltaic panels arranged on a 130-metre-wide roof canopy, with a series of 18 Energy Trees in the surrounding landscape.

V. ALIF – THE MOBILITY PAVILION

Alif – The Mobility Pavilion, which is targeting LEED Gold certification, features a dynamic landscape with undulating tracks and demonstration areas for the latest innovations related to the Mobility subtheme.



VI. MISSION POSSIBLE – THE OPPORTUNITY PAVILION

Mission Possible – The Opportunity Pavilion encapsulates the concept that even small actions can make a big impact. The pavilion's facade is enclosed with a natural terracotta, while its ethereal canopy – shaded by layered fabric on metal structures – floats 32 metres above the ground.

VII. PARKS

Two major parks, Al Forsan Park and Jubilee Park, provide space for large outdoor performance areas, plus zones for recreational activities. Facilities include washrooms, prayer rooms and food and beverage outlets.



VIII. DUBAI EXHIBITION CENTRE, EXPO 2020 DUBAI

A 45,000 sqm, world-class multipurpose space, Dubai Exhibition Centre (DEC) will be a major draw for the Meetings, incentives, conferences and exhibitions (MICE) industry during the World Expo and beyond.

IX. ARRIVAL PLAZAS

There are four entrances to the Expo 2020 site – three leading to the welcome plazas for each Thematic District and a fourth entrance concourse running between the Expo 2020 Metro Station and DEC.



X. EXPO 2020 DUBAI METRO STATION

The Expo 2020 Station is the final stop on Route 2020, an extension created by the Roads and Transport Authority (RTA) that connects Jebel Ali Metro station with the Expo 2020 site. With a fleet of 50 trains, it will run every two minutes, capable of carrying up to 22,000 passengers per hour in each direction.

XI. PERMANENT BUILDINGS AND INFRASTRUCTURE

All permanent buildings on the Expo 2020 site are on track to achieve a minimum of LEED Gold and CEEQUAL Excellence, the highest rated infrastructure in the region.



XII. CAR PARKS

Approximately 30,000 car parking spaces will be available during Expo 2020. The roads were built using reclaimed crushed concrete, salvaged from previous buildings as part of our site-wide sustainability commitments.

5. PARTICIPATING COUNTRIES

As of 2021, more than 190 countries had confirmed their participation in Expo 2020 Dubai.

6. CORPORATE GOVERNANCE

As the host of Expo 2020 Dubai, and pursuant to the Convention Relating to International Exhibitions that was signed in Paris on 22 November 1928, and the regulations made for its implementation, the UAE is required to implement a series of legislative and financial measures to facilitate the event's organisation. To

implement these measures, the UAE Government has developed the necessary legal, financial and organisational measures required to organise and host the event successfully. Compliance to laws and regulations are administered by respective departments and monitored by a dedicated internal audit team. The Dubai

Government established the World Expo 2020 Preparatory Committee (the Higher Committee) through Decree 49 of 2013. The Higher Committee was formed to centralise strategic decisions and oversee the overall planning and delivery of Expo 2020's requirements and activities.



THE BUREAU

The Bureau Expo Dubai 2020 (the Bureau) was set up under Decree 30 of 2014, issued on 25 June 2014, while Decree 31 of 2014 appointed Her Excellency Reem Al Hashimy, UAE Minister of State for International Cooperation, as Director General of the Bureau. As a government entity, the Bureau acquires its legal and financial jurisdiction directly from the Government of Dubai and acts as the executive arm of the Higher Committee. For more information on the functions and powers of the Bureau, kindly refer to [Expo 2020 Dubai's Sustainability Report 2018](#).

EXPO 2020 DUBAI LLC

On 12 December 2015, the Bureau incorporated Expo Dubai 2020 LLC in the Department of Economic Development (DED). Once incorporated, the organisation set up the Board of Directors to advise the Director General on operational development and overseeing the Expo, reporting through the Bureau to the Higher Committee. It also set up various Board Committees and a management governance structure to oversee the operational development of the Expo and provide timely reports through the Bureau to the Higher Committee.

HIGHER COMMITTEE

Members of the Higher Committee, who come from a diverse background of expertise and experience.



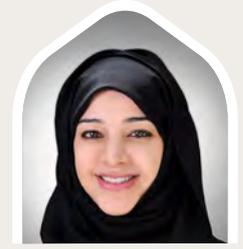
HIS HIGHNESS SHEIKH AHMED BIN SAEED AL MAKTOUM

President of the Dubai Civil Aviation Authority
Chairman of Dubai Airports
Chairman and CEO of Emirates Group
Chairman of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY SHEIKH SULTAN BIN TAHNOON AL NAHYAN

Member of the Executive Council
Member of the Expo 2020 Dubai Higher Committee



HER EXCELLENCY REEM AL HASHIMY

Minister of State for International Cooperation
Director General Expo 2020 Dubai



HIS EXCELLENCY MOHAMMED IBRAHIM AL SHAIBANI

Director General of The Ruler's Court, Government of Dubai
Vice Chairman of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY DR. SULTAN AHMED AL JABER

UAE Minister of Industry and Advanced Technology
Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY LIEUTENANT GENERAL ABDULLAH KHALIFA AL MARRI

Commander-in-Chief of Dubai Police
Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY MATTAR MOHAMMED AL TAYER

Chairman of the Board and Executive Director of Roads and Transport Authority (RTA)
Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY HELAL SAEED ALMARRI

Director General of Dubai's Department of Tourism and Commerce Marketing
Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY ENG. DAWOOD ABDULRAHMAN AL-HAJRI

Director General of Dubai Municipality
Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY KHALIFA AL ZAFFIN

Executive Chairman of Dubai Aviation City Corporation and Dubai South
Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY MOHAMED ALABBAR

Founder and Managing Director of Emaar Properties
Member of the Expo 2020 Dubai Higher Committee

C

OVERCOMING THE PANDEMIC TOGETHER

As the coronavirus spread across the globe, 2020 was a year marked by reflection, resolution and innovation. As we continued to carefully monitor the rapidly evolving situation, the Expo 2020 Dubai Higher Committee made the decision to make a formal request to the BIE to authorise a postponement of the World Expo, taking into account the immense global shifts taking place in the primary phases of the pandemic.

Paramount to its COVID-19 response, the UAE rolled out an ambitious vaccination drive to safely immunise its citizens and residents free of charge. Today, the UAE, which has also become the first Arab country to begin manufacturing a COVID-19 vaccine, has one of most inoculated populations in the world. To further combat the pandemic, the government has allocated a budget of AED 256 billion to support a variety of initiatives and schemes.





SUPPORTING ECONOMIC GROWTH

- Developed an economic support plan from the UAE Central Bank
- Financially supported the federal government
- Provided local government packages
- Instated funds to aid communities



ESTABLISHING RULES AND REGULATIONS

- Created initiatives to support specific sectors including:
- Education
 - Labour
 - Health
 - IT and Communications
 - Youth
 - Tourism
 - Transport
 - Media, Arts, and Culture



INITIATING THE NATIONAL DISINFECTION PROGRAMME, SOCIAL-DISTANCING RULES

- Developed a support plan by the Ministry of Health & Prevention
- Endorsed precautionary measures specific to sectors and entities
- Implemented Social Distancing Rules.



FORTIFYING THE NATION'S FOOD SECURITY STRATEGY

- Strategised on building a robust stockpile of health and food supplies
- Diversified food imports



LAUNCHING HUMANITARIAN INITIATIVES

- Government initiatives to support national and international resilience in light of the pandemic
- Alternative entities delivered charitable pandemic-related solutions

This segment of the report is designed to highlight how Expo 2020 has protected workers, stakeholders and visitors during this period of hardship – paying reverence to those who have exhibited the UAE's spirit of global citizenship during these unprecedented times.

COVID-19 Corporate Management

Expo has worked closely with key stakeholders to implement a range of **comprehensive health and safety measures across the delivery and operations** of the site in response to the COVID-19 pandemic.

1. SITE DELIVERY

Expo 2020 issued 'Health and safety guidance for construction activities during the COVID-19 outbreak', guidelines that incorporate requirements and best practices in line with guidance from Dubai Health Authority (DHA), UAE Ministry of Health & Prevention, and the World Health Organization. Under this guidance, it falls to contractors to develop project-specific COVID-19 risk assessments and implement an action plan detailing precautions. The risk assessment and action plan must be reviewed and approved by the appointed supervision consultant. Since issuing this guidance, Expo 2020 has tracked the submission of risk assessments and action plans across Expo 2020. Expo 2020's Health and Safety team verifies whether organisations are fulfilling their duties through assurance visits, focusing in particular on site welfare arrangements.

Briefing sessions have been delivered to contractors and consultants to raise awareness of COVID-19 precautions. Communication materials have also been shared, including posters in English and Hindi, covering topics such as hand hygiene and respiratory etiquette. Regular programme-wide communications are issued to ensure all organisations are kept up to date with new government directives. Expo 2020 has also provided detailed guidance on the COVID-19 reporting process and a pro-forma to assist with contact tracing.

Significant focus has been given on ensuring contractors adopt a comprehensive approach to COVID-19 so workers can continue to work safely. Expo 2020's guidelines outline various requirements in relation to social distancing at project sites, worker accommodation and

worker transportation. This guidance is supported by specific COVID-19 'Promises' that identify key behaviours that must be followed by front-line workers.

In line with the UAE Government's National Disinfection Programme, the entire Expo 2020 site was subject to an extensive sanitisation programme on 27 and 28 March 2020. The following measures were also implemented at the Expo 2020 offices for essential workers:



Misting of all office and public areas with DM-approved sanitisers



Deep clean and sanitisation of all toilets, canteens, pantries, fridges and office desks



Fresh air unit filters cleaned in all Expo offices



Additional hand sanitiser units positioned in all offices and fleet buses



Temperature screening sensors installed at the main reception



Additional cleaners deployed to assist with ongoing cleaning and sanitisation activities

Expo 2020 also has an on-site Emergency Centre, which is operated 24 hours a day, seven days a week by DHA. This facility supported the initial assessment of workers presenting COVID-19-like symptoms, before transferring them to neighbouring hospitals for further assessment, when required.

2. EXPO 2020 PAVILIONS PREMIERE

From 22 January to 10 April 2021, Expo 2020 demonstrated that it is ready to fully open its doors to the world later this year after safely and successfully welcoming 100,000-plus visitors to experience Terra – The Sustainability Pavilion.

Expo 2020 developed a set of COVID-19 guidelines for this ticketed showcase that detailed the precautionary measures implemented across the site to protect the health, safety and well-being of all visitors, in line with UAE Government requirements and following the latest guidelines from global health, science and medical experts.

Through the online booking process, all visitors were required to complete a health acknowledgement. None were permitted to enter the site if suffering from any COVID-19 symptoms or if they had been in contact with any confirmed or suspected COVID-19 positive case, and/or were under a self-quarantine order.



A number of precautions were implemented, including:



Thermal cameras at arrival points to check the temperature of visitors prior to entry to the site



Appropriate facilities and specialist staff available to manage any medical issues on-site



Requirements for all visitors to wear face masks at all times



A dedicated call centre for visitors to raise any COVID-19 concerns or questions, and enquire about on-site precautionary measures



Regular cleaning sanitisation of all venues and common areas



Proactive COVID-19 testing of workforce



Hand sanitiser stations positioned at regular intervals site-wide



Support and care for confirmed cases within our workforce and close contacts, in line with UAE regulations

Specific attention was given to capacity management and social distancing:



Capacity limits to control the maximum number of people permitted in venues



Social distancing regulations of at least two metres between people



Floor markings to encourage social distancing in areas where visitors could queue or congregate



Signage and posters throughout the site to reinforce the importance of social distancing



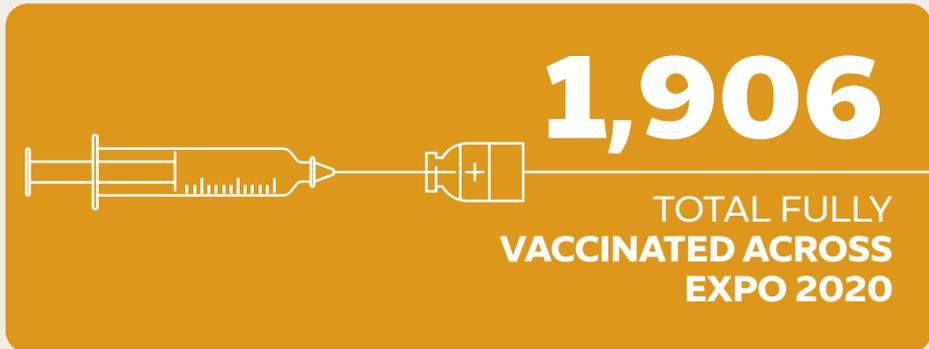
Designated staff responsible for monitoring and regulating social distancing

The Pavilions Premiere was awarded the 'Dubai Assured' stamp, a Government certificate of approval across tourism outlets and attractions that they are compliant with the strictest international health and safety standards.

3. EXPO 2020 DUBAI VACCINATION DRIVE

Expo 2020 rolled out a comprehensive vaccination programme, in which the Sinopharm COVID-19 vaccine – approved by UAE regulators – was offered to all employees and their families, in collaboration with Al Tadawi Medical Centre. The effort was designed to cover all Expo 2020 staff, contractors, consultants and site workers. It was administered at a dedicated hub on the Expo 2020 site.

GROUP	NO OF PEOPLE
 EXPO STAFF	349
 EMBEDDED STAFF	42
 CONTRACTORS	982
 FAMILY OF STAFF AND CONTRACTORS	393
 OTHERS	140



4. SCREENING FOR COVID-19

Expo 2020 has implemented a proactive approach to COVID-19 screening to identify potential positive cases. Dedicated temperature check and thermal screening facilities have been established to check all staff and visitors entering the main office. Expo 2020 has also implemented a programme of rapid testing to protect the workforce who supported the Pavilions Premiere, as well regular PCR tests for staff required to be in the office for operational purposes.

5. COVID-19 TASKFORCE

Expo 2020 created a designated taskforce for the handling of COVID-19 issues internally, along with a COVID-19 hotline to provide support for positive cases and close contacts. The hotline is operated 24 hours a day, seven days a week, and plays a key role in providing aftercare to employees impacted by COVID-19.

6. KEEPING A SAFE DISTANCE

Aligned with UAE legal and other requirements, capacity limits have been established for all venues and spaces used by Expo 2020 staff and consultants, with signage and alternative measures – such as plexiglass dividers and floor decals – to ensure social distancing measures are adhered to.

Expo 2020 has also reconfigured its office layout to ensure appropriate social distancing and reduce office capacities where possible. Dedicated 'well-being wardens' were assigned in the main offices to monitor that capacity limits are not exceeded and compliance with other precautionary measures.

7. PROTECTING EMPLOYEES

Expo 2020 has encouraged employees to work from home unless they need to be in the offices for operational reasons. Before returning to the office, briefings are provided to employees to raise any specific concerns and ensure they are aware of the health and safety precautions in place.

Employees classified as "vulnerable" have been strongly encouraged not to return to the office. These employees include the following groups:



Employees above 60 years old



Pregnant employees



Employees with pre-existing health conditions



People of determination

In addition, Expo 2020 published a 'Stay Safe' guide, detailing the hygiene, disinfection and social distancing measures established in toilets, coffee shops, prayer rooms, the canteen, meeting rooms and pantries on the Expo 2020 premises. It also provides information on employee practices that must be followed while at work, including hand hygiene, safe travel to and from the site, workstation sanitisation, safe movement within elevators and stairways, and the appropriate use of personal protective equipment.

8. STAYING ALERT AND VIGILANT

Expo 2020 provides regular information for employees through a range of different communication programmes, including the Expo 2020 intranet, regular email bulletins and posters.

Posters have been strategically placed around the Expo 2020 workplace to reinforce precautionary measures and behaviours, including social distancing, use of sanitisers, as well as correct hand washing and mask wearing. They also include information on the COVID-19 hotline to support positive cases and close contacts.

To ensure employees and their families are more effectively equipped to deal with the challenges presented by the pandemic, Expo 2020 has also deployed a comprehensive range of health and well-being programmes, including mental health awareness training.

9. MAINTAINING PERSONAL AND PHYSICAL HYGIENE

Comprehensive cleaning and sanitisation programmes have been implemented across all Expo offices. Sanitising wipes are available for employees to use on their own desk spaces and IT equipment, with roaming sanitising teams assigned throughout common areas who focus on high-touch points. As an enhanced precaution, office spaces receive regular misting and deep cleaning. Regularly checked and replenished hand sanitising stations are also positioned at strategic locations.

10. HANDLING HAZARDOUS WASTE

To ensure the appropriate disposal of medical and potentially contaminated waste, Expo 2020 places yellow pedal bins, equipped with an appropriate plastic liner, throughout the offices. Airtight with secure lids, the bins are designated for hazardous waste, which is collected by a Dubai Municipality-approved hazardous waste provider for treatment and disposal as per DM regulations.





CASE STUDY

STAYING ACTIVE AND RESILIENT THROUGH THE PANDEMIC: EXPO 2020 DUBAI

Because of the unprecedented COVID-19 pandemic, employee well-being has been more critical than ever since the start of the pandemic. Expo 2020 ascribes to the belief that **our staff are our greatest asset, with their mental and physical well-being the foremost indicator of our community's welfare and the organisation's overall performance.**

To provide consolidated support on wellness, we equipped our staff members, known as our **Tribe**, with the tools and resources they needed to build resilience, manage anxiety and feel like their best selves throughout these uncertain times. Initiatives launched during the pandemic included:



LEADERSHIP SUPPORT PACKS

Designed to help management oversee their teams while working remotely and as the pandemic unfolded, leadership support packs have helped *Tribe* leaders understand the anxieties faced by employees during the pandemic; learn how to support their team's well-being and hold positive dialogues surrounding mental health; and provide employees with the tools to access emotional support. By giving leaders consolidated assistance to tackle the stresses associated with the pandemic, we successfully equipped our management with the knowledge and skills to continue leading a productive team.



VIRTUAL WELL-BEING SESSIONS

During the lockdown, we wanted to ensure the *Tribe* was still looking after its physical, emotional and mental health. To endow staff members with the practical tools and knowledge to create positivity and endurance, Expo invited a variety of wellness experts to discuss well-being and answer employee questions on a weekly basis. Topics included financial well-being, nutritional well-being, emotional resilience during uncertain times, the importance of sleep, mindfulness, managing stress and anxiety, and more. Each session was recorded and shared internally.



SHARING SKILLS

We also sought assistance from the *Tribe* to collectively create a supportive and distanced working atmosphere. We were pleased to see several members from the community step forward to teach their peers and colleagues new health practices and skills. Giving employees a sense of purpose and belonging, team sessions included:

- YOGA
- MEDITATION
- EXCEL TIPS AND TRICKS
- PROJECT MANAGEMENT
- CIRCUIT TRAINING
- POSITIVE AFFIRMATIONS



STEPPI

With the lockdown in Dubai limiting physical activity, we took the opportunity post-lockdown to introduce *Steppi* to our staff. A fun fitness app that counts your daily steps, *Steppi* fostered a sense of friendly competition and accountability, with employees able to track team steps and workout activities. Additionally, we launched monthly competitions where teams could work together towards a common fitness goal.



WELLNESS WEDNESDAY NEWSLETTER

With our weekly *Wellness Wednesday Newsletter*, the *Tribe* received wellness tips and awareness on nourishing practices – inspiring action and highlighting resources on important welfare topics such as mental health.



WELLNESS GUIDES

Throughout the height of the pandemic in the UAE, Expo 2020 shared a wellness guide with *Tribe* members every week, covering topics such as gratitude, stress management, sleep, nutrition, keeping physically active during lockdown, and more.



SPOTLIGHT ON THE TRIBE

Emerging from 2020, Expo 2020 chose to leverage the new year with a renewed appreciation for the growth and varied experience that *Tribe* members had endured in the past year. To let staff know they were not alone in either their struggles or achievements, we established a platform for our employees to talk about any tips and tricks they had learned throughout the pandemic, as well as share their passions and plans for the future. The organisation accomplished this by introducing weekly spotlight interviews with *Tribe* members as part of the circulated wellness newsletters.



HIKING CLUB

When the UAE's hot weather allowed, Expo 2020's hiking club began encouraging employees to move, connect with nature and interact with one another. The activity has proven to be very impactful, with more than 130 participants expressing an interest – leading to organised trips every two to three weeks.





MASS HIGH INTENSITY INTERVAL TRAINING SESSION FOR ONE YEAR TO GO EVENT

'One Year to Go' was one of Expo 2020's first major milestones since the postponement was announced in May 2020. While the pandemic continued to dominate global conversation, 'One Year to Go' was an opportunity to re-engage the *Tribe* with the renewed importance and relevance of Expo 2020 – redefining also the roles of *Tribe* members during event time.

Expo 2020 also invited a well-known fitness superstar for a High Intensity Interval Training virtual session, where members of the *Tribe* and their families could join remotely and enjoy a challenging workout!



WELLNESS MASTERCLASS

March 2021 also saw the introduction of a monthly Wellness Masterclass, where Marjan Faraidooni, Chief Human Resources and Visitor Experience Officer at Expo 2020, interviews various wellness experts. The series is designed to educate and empower, while encouraging the *Tribe* to break the stigma around mental health, check-in with themselves, learn coping strategies and know when and where to seek help. Before and during sessions, employees are encouraged to submit questions so their concerns, queries and comments are heard and addressed in a safe and welcoming communal space.





02

THE FOUNDATIONS OF A SUSTAINABLE EXPO

SUSTAINABILITY AT EXPO 2020 DUBAI

A

DELIVERING A SUSTAINABLE EXPO

Sustainability at Expo 2020 has evolved during the past 18 months, placing significant importance on the organisation's ability to manage and mitigate major disruptions to the environment, economy and society in general.

Expo 2020's efforts to deliver one of the most sustainable World Expos in history align with national and international drivers, such as the UAE Centennial 2071 Plan, UAE Vision 2050 and the United Nations' 2030 Agenda for Sustainable Development, and reflects the UAE's commitments as showcased by the national initiative 'A green economy for sustainable development'. Launched in 2012 by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, the plan of action seeks to establish the UAE as a global hub and a successful model of the new green economy – enhancing the country's competitiveness and sustainability,

while preserving its environment for future generations.

Embodying the principles of sustainable development, respecting ecological limits and natural resource constraints, encouraging prosperity and well-being, while optimising conditions for human development, Expo 2020 will focus on critical sustainability target areas, supported by various key performance indicators (KPIs).

EXPO 2020 DUBAI'S FOUR KEY SUSTAINABILITY OBJECTIVES

1

Leaving a legacy of sustainable infrastructure and future-oriented sustainable practices



2

Catalysing sustainability efforts in Dubai and the UAE



3

Increasing public awareness by engaging society on sustainability principles and sustainable living



4

Developing sustainability solutions that are scalable, extending their benefits to the wider economy



EXPO 2020 ALIGNMENT WITH REGIONAL AND GLOBAL ASPIRATIONS

In order to achieve its sustainability targets, Expo 2020 has implemented a well-integrated, strategically consistent approach that aligns with national and international drivers.



GLOBAL POLICY 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

UAE VISION 2021



DUBAI PLAN 2021



YEAR OF THE FIFTIETH



Expo 2020's programme-wide sustainability strategy ensures the integration of a number of processes and methodologies across a wide range of environmental, social and

governance (ESG) areas, including planning, design, construction and operations, and responsible outcome deliveries across our stakeholder value chain. This provides the following:



Programme-wide approach to sustainability, prioritising the delivery of passive, active and technological solutions



Programme-wide approach to integrated sustainable design, optimising synergies between project systems and components



Key sustainability areas of approach, aligned with national and international drivers to assist regional movement towards a sustainable future

To deliver one of the most sustainable World Expos in history, Expo 2020 Dubai's Sustainability Policy sets the foundation to ensure the event respects and protects the environment, societal challenges and cultural differences – engaging the global community, participants and visitors to become part of the solutions that address various sustainability challenges across the world.



TO ACHIEVE THIS POLICY, EXPO 2020 DUBAI IS COMMITTED TO:



- **Ensuring Expo 2020 Dubai's four key sustainability objectives are met**
 - Creating a legacy of sustainable infrastructure and future oriented sustainable practices.
 - Catalysing sustainability efforts in Dubai and the UAE toward Vision 2021.
 - Increasing public awareness by engaging society about sustainable principles toward living.
 - Developing sustainability solutions that are scalable, extending benefits to the wider economy.



- **Advancing, aligning and promoting the UAE's sustainability commitments to the Paris Climate Accord and the United Nations Sustainable Development Goals (SDGs).**



- **Providing visible leadership by implementing sustainable standards, best practices and innovations, before, during and after the event.**



- **Effectively communicating this policy to all personnel involved with Expo 2020 Dubai ensuring adequate sustainability related information, guidelines and training are provided.**



- **Advocating sustainably through an internally focused culture, where sustainable practices are embraced by employees, stakeholders and visitors alike.**



- **Ensuring stakeholders are accountable for measuring and maintaining Expo 2020 Dubai's sustainability standards.**

Expo 2020's sustainability strategy seeks to create a lasting positive environmental, social and economic impact on a national, regional and global scale.

It encompasses a sustainable scope for several disciplines, such as:

- Sustainable construction and materials
- Sustainable event management and operations
- Sustainability certifications
- Responsible procurement, production and consumption of resources
- Accessibility and inclusion
- Sustainable partnerships

EXPO 2020 SUSTAINABILITY KEY AREAS, KPIS, AND 2020 PERFORMANCE

TRANSPORT

SUSTAINABILITY OBJECTIVES

Encourage the use of sustainable, low-carbon transport by providing alternative transport options, i.e. Dubai Metro and the Expo Rider bus service



KPIs

Encourage significant shift from private vehicles to alternative transport options

2020 PERFORMANCE

51% Reduction from private to alternative vehicles

ENERGY

SUSTAINABILITY OBJECTIVES

Ensure efficient energy use and sustainable energy production across Expo 2020 by applying (1) passive design solutions and appropriate 'active' industry standard solutions and (2) innovative technological solutions and renewable energy systems



KPIs

Reduce energy demand in buildings by **20%** in comparison to international standards

2020 PERFORMANCE

33% Reduction when compared to international standards

PUBLIC REALM

SUSTAINABILITY OBJECTIVES

Create people-centric, comfortable and walkable spaces, supporting Expo 2020's sustainable legacy



KPIs

Provide shading for **75%** of primary walkways in Thematic Districts at the midday peak

2020 PERFORMANCE

80% Shading provided for primary walkways in thematic districts at the midday peak

Provide shading for **60%** of hard landscaping areas and public open spaces at the midday peak

58% Shading provided for hard landscaping areas and public open spaces at the midday peak



ECOLOGY

SUSTAINABILITY OBJECTIVES

Enhance the ecological value of the site, protecting and promoting biodiversity and local species

2020 PERFORMANCE

90% of landscape plants (during Expo 2020) are native and adaptive species

90% of landscape area is managed without the use of chemical pesticides, herbicides or fertilisers

KPIs

Ensure **50%** of landscape plants (during Expo 2020) and **95%** of landscape plants (post-Expo 2020) are native and adaptive species

Ensure **95%** of landscape area is managed without the use of chemical pesticides, herbicides, or fertilisers



WATER

SUSTAINABILITY OBJECTIVES

Reduce the demand of potable water systems by applying a water-efficiency hierarchy, followed by the substitution of potable water with non-potable supplies

2020 PERFORMANCE

53% Reduced water demand in buildings as compared to local standards

94% of non-potable exterior water uses to be met by treated sewage effluent (TSE)

82% of condensate water recovered from buildings

KPIs

Reduce water demand in buildings by **40%** in comparison to local standards

Recycled water is used for **100%** of non-potable applications (e.g. irrigation, cooling)

Collect and use **95%** of condensate water recovered from buildings

MATERIALS

SUSTAINABILITY OBJECTIVES

Minimise depletion of natural resources through design for reuse and legacy

Expo 2020 Dubai's Sustainable Materials Guidelines and the RISE Guidelines for Sustainable Operations provide guidance on the selection of appropriate materials



KPIs

90% of materials used in permanent construction to be retained for the legacy phase, District 2020

90% of selected materials are procured in accordance with Sustainable Materials Guidelines

2020 PERFORMANCE

98% of materials used in permanent construction retained for legacy

98% of selected materials procured were in accordance with Sustainable Materials Guidelines

WASTE

SUSTAINABILITY OBJECTIVES

Minimise the amount of waste produced throughout all stages of design, construction, and operation; minimise the amount of waste that goes to landfill by incorporating a circular economy approach; reduce the use of single-use products and packaging; and plan for a sustainable legacy transition



KPIs

A minimum of **85%** (by weight) of waste segregated into different waste streams during construction, operation and decommissioning to allow for diversion from landfill

2020 PERFORMANCE

91% of waste was diverted from landfill



SUSTAINABILITY CERTIFICATION

SUSTAINABILITY OBJECTIVES

Demonstrate global leadership, innovation, environmental stewardship, and social responsibility by achieving high levels of third-party green building and site certification

2020 PERFORMANCE

On track for all permanent Expo buildings

As of September 2021, a total of 119 out of 123 buildings are covered by LEED Certification:

- 6 Buildings - Platinum
- 103 Buildings - Gold
- 8 Buildings - Silver
- 2 Buildings - Certified

8 infrastructure and public realm projects achieved CEEQUAL Excellent.

KPIs

Achieve 'LEED Gold' certification for all permanent buildings at Expo 2020

Achieve CEEQUAL 'Excellent' certification for permanent Expo infrastructure projects



SUSTAINABILITY OPERATIONS AND REPORTING

SUSTAINABILITY OBJECTIVES

Communicate sustainability progress and achievements in a transparent and stakeholder-responsive way

2020 PERFORMANCE

On track for event time

Publication of Sustainability Report 2019

KPIs

Achieve ISO 20121 Sustainable Event Management certification

Publish four Sustainability Reports in accordance with the GRI Sustainability Reporting Standards

CARBON

SUSTAINABILITY OBJECTIVES

Ensure carbon emissions at Expo 2020 are accurately measured and minimised, with unavoidable emissions managed in responsible manner through appropriate offsetting programmes

KPIs

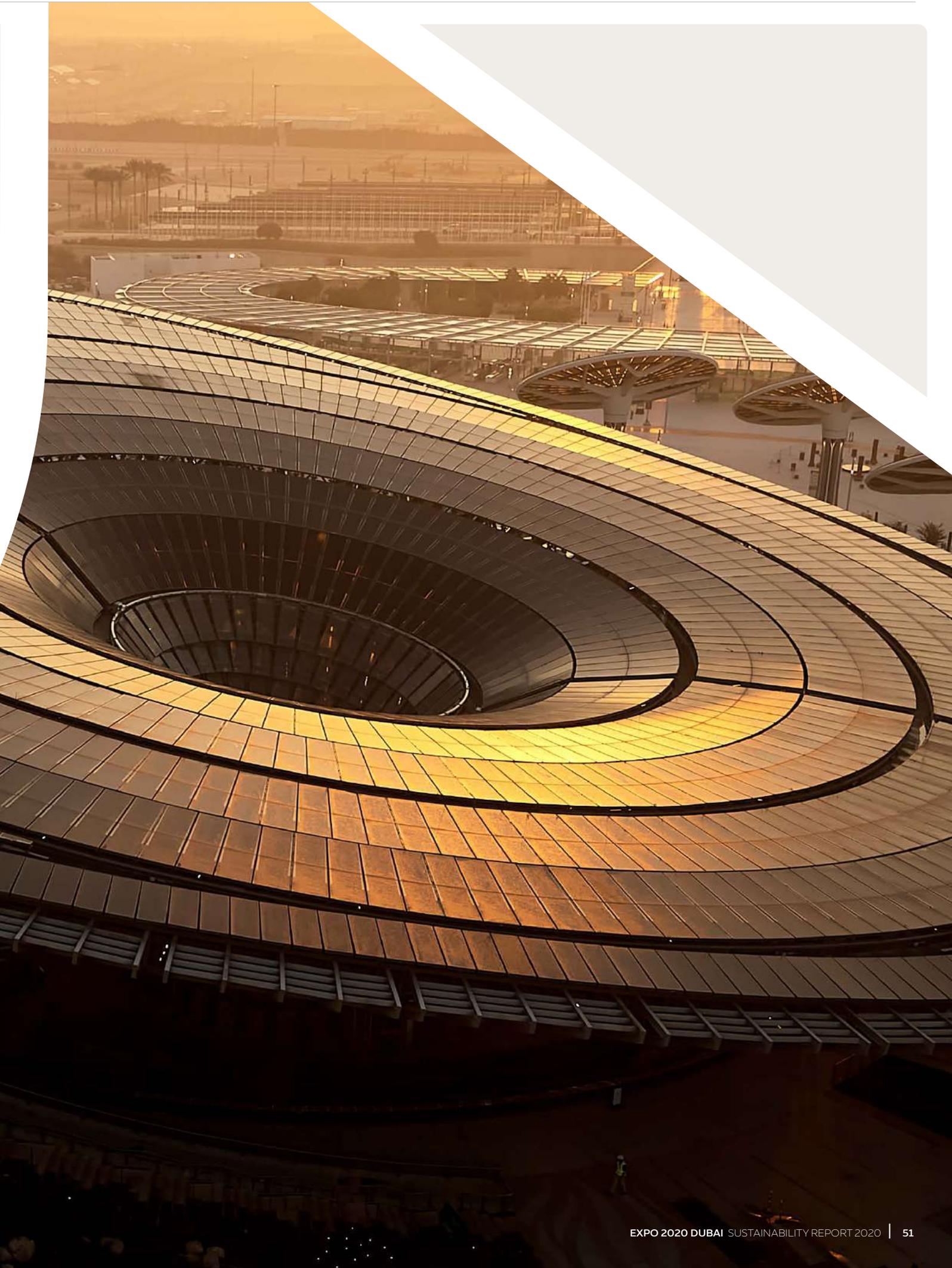
Fully implement a greenhouse gas (GHG) mitigation and off-setting strategy



2020 PERFORMANCE

On track to implement the greenhouse gas (GHG) mitigation and off-setting strategy

Second greenhouse gas (GHG) inventory report was issued 18 December 2020



B

RISE GUIDELINES FOR SUSTAINABLE OPERATIONS

1. RISE GUIDELINES: AN OVERVIEW

Aiming to be one of the most sustainable World Expos in history, Expo 2020 has embedded sustainability into the physical site, the pavilion designs and event operations. These commitments culminate in Expo 2020's eventual transition into its legacy project District 2020. Expo 2020's commitment to setting the foundations for a sustainable social, economic and environmental legacy involves the implementation of Expo 2020's RISE Guidelines for Sustainable Operations across all phases of the event.

Aligned with ISO 20121 Sustainable Event Management System and commitments stipulated to the BIE, these Expo 2020-developed operational guidelines help suppliers integrate sustainability into the products and services that they supply to Expo 2020.

Aligned with the belief that Expo 2020's sustainability goals can only be achieved through internal and external stakeholder engagement, the RISE Guidelines are designed to be practical, achievable and aspirational – helping to leave a lasting positive legacy for our community and the environment.



2. OBJECTIVES OF THE RISE GUIDELINES FOR SUSTAINABLE OPERATIONS

1. Enable and drive Expo 2020 Dubai's sustainability commitment through mandatory and voluntary requirements and guidelines. Throughout the document, two criteria for compliance – **Controls** and **Guides** – have been established. Controls address firm Expo 2020 requirements that must be followed, while Guides are recommended, optional requirements for suppliers to follow where possible to help Expo 2020 and its stakeholders maximise positive impact.

2. Use the RISE methodology to challenge and motivate the market, driving positive change at the local, regional and international level. Each criterion is defined as follows:



RESPECT

Criterion covers areas such as child labour, worker welfare, fair trade – where requirements are aimed at guarding the conditions for local and overseas workers – and the importance of making facilities physically accessible for all, including people of determination.



SAFETY

Criterion sets expectations for suppliers to commit to Expo 2020's Health & Safety (H&S) requirements. Suppliers are reminded to comply with national and Expo 2020 food hygiene standards. There are also requirements associated with the management and control of the potential health impacts of cleaning and retail products.



IMPACT

Requirements in this area support the wider uptake of sustainable behaviours to influence positive social development. This criterion concerns corporate social responsibility (CSR), recognising the opportunity for organisations to actively and positively engage the communities in which they operate. Traceability through the supply chain is also included, with requirements for local and responsible sourcing. Suppliers are also requested to raise awareness of their sustainability initiatives to visitors.



ENVIRONMENT

Requirements cover the natural and built environment, recognising the need for good stewardship and accountability. For example, guidelines on the use of single-use plastics and the recycling of packaging materials are clearly set out within the RISE Guidelines, supporting Expo 2020's target of diverting 85 per cent of waste from landfill. The sustainable procurement of materials such as paper is also reinforced under the RISE Guidelines, alongside requirements for the reduction of green-house gas emissions, water consumption and pollutants.

3. Provide a detailed description of the mandatory and voluntary standards using the RISE methodology for Expo 2020's sustainability operations requirements. Each chapter is dedicated to a specific supplier category:



FOOD AND BEVERAGE

Encourage suppliers to question the sourcing of their products, eliminating any risks to unsustainable environmental practices.



LANDSCAPING

Support the reduction of chemical pesticides, herbicides and fertilisers, and encourage the use of eco-friendly cleaning products. The RISE Guidelines also support the use of green waste for composting, as opposed to landfill, and seek to reduce the use of peat-based compost.



FURNITURE, FITTINGS, AND EQUIPMENT

Support suppliers in ensuring all furniture, fittings and equipment used within the Expo 2020 site are designed, procured and installed to perform sustainably.



LOGISTICS

Advocate minimising vehicle fuel consumption, greenhouse gas emissions, water consumption, vehicle journeys, packaging, waste and air pollution.



RETAIL

Health, Safety and Environmental caution is required and encouraged throughout the product supply chain and life cycle, emphasising ethical sourcing.



CLEANING SERVICES

Encourage cleaning-product/services suppliers to opt for environment friendly products which adhere to relevant global environmental certifications for cleaning products.



PACKAGING AND SINGLE-USE MATERIALS

Support suppliers to consider strategies that each, and their supply chains, can adopt to reduce packaging and single-use materials.



LEGACY OF THE RISE GUIDELINES FOR SUSTAINABLE OPERATIONS



SPREAD BEST PRACTICE AND LEAVE A SUSTAINABLE LEGACY

By championing new behaviours and showcasing sustainable innovations across Expo 2020, stakeholders can play a major role in promoting best practice at the local regional and international level.



PROVIDE STAKEHOLDERS WITH A POSITIVE REPUTATIONAL ADVANTAGE

Stakeholders within Expo 2020's supply chain will benefit from greater visibility as champions of positive change and responsible decision making. This will benefit their positive influencing power regionally and provide them with global visibility through the platform of Expo 2020.



POSITION EXPO 2020 AS A CATALYST FOR SUSTAINABILITY ACROSS THE REGION

As a future model for sustainability across the region, the Expo 2020 RISE Guidelines for Sustainable Operations can be used by individuals and organisations long after Expo 2020 ends – exemplifying a lasting key performance indicator that will benefit society for generations to come.



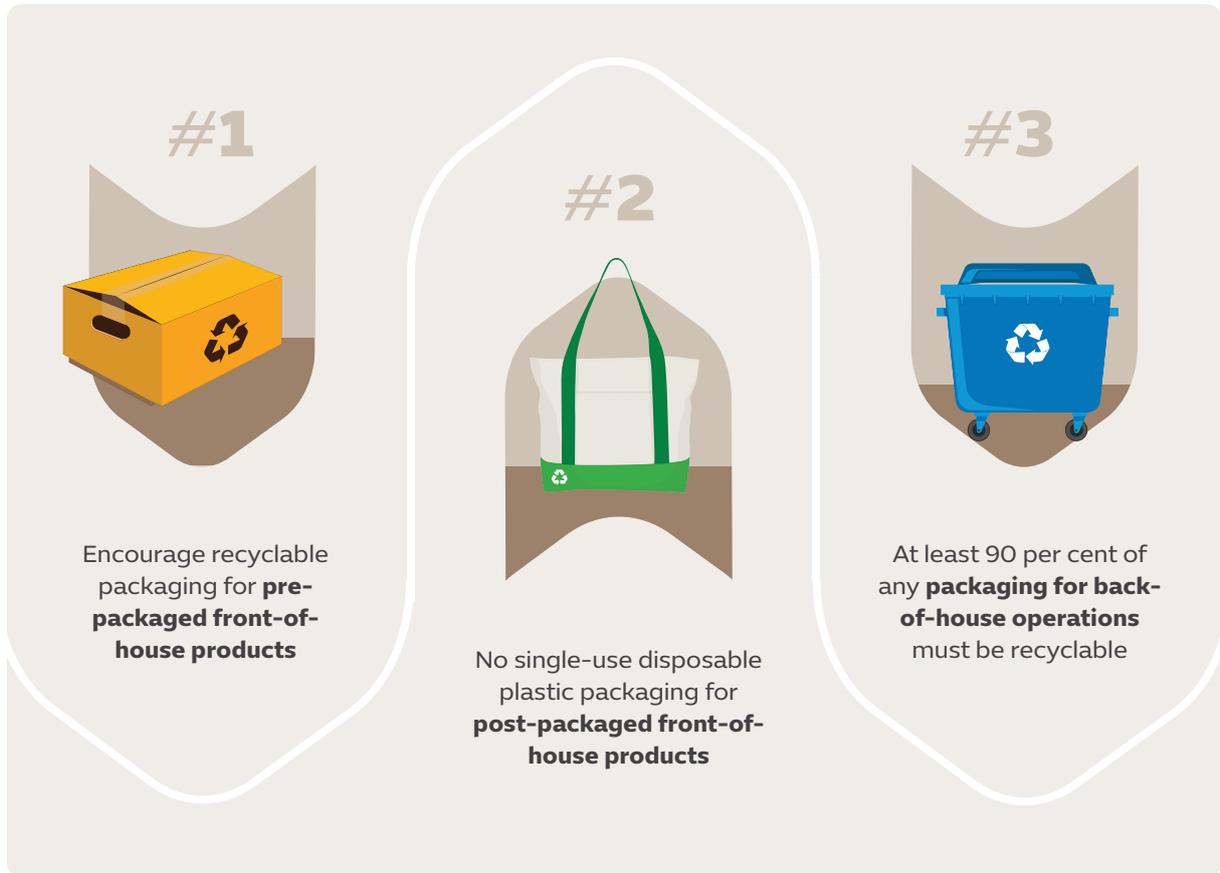
EXPO 2020 PLASTIC PLEDGE: PLANET OVER PLASTIC

According to the UN Environment Programme (UNEP), 50 per cent of all plastics produced are categorised as single-use, typically sourced from fossil-fuels and part of the 'throwaway' problem, where products are produced, used once and then thrown away forever. This disposal process degrades plastic material into microplastics, which in turn affects human welfare and ecosystems. Present estimates indicate the volume of plastic in our oceans will outweigh that of fish by 2050, with plastic production patterns set to push greenhouse gas emission figures to roughly 1.34 gigatons per year by 2030.

Particularly concerned with the growing prevalence of single-use plastic waste and its negative impacts on the environment, Expo 2020 has put in place an overall target to divert 85 per cent of all waste from landfill – supported by Dulsco, Expo 2020's Official Waste Management Partner. In an effort to contribute to waste reduction, Expo 2020 has also developed the 'Plastic Pledge', which encourages its stakeholders to minimise single-use plastics at their pavilions during the event.



The Plastic Pledge covers single-use plastics for packaging and single-use disposables at Expo 2020:



#1

Encourage recyclable packaging for **pre-packaged front-of-house products**

#2

No single-use disposable plastic packaging for **post-packaged front-of-house products**

#3

At least 90 per cent of any **packaging for back-of-house operations** must be recyclable

Through the Plastic Pledge, Expo 2020 looks to create a platform to create responsible community commitments, meet its 85 per cent waste diversion target and increase awareness among stakeholders that this can be achieved at an event of this scale.



CASE STUDY

EXPERIENCING EXPO: EXPO 2020 DUBAI PAVILIONS PREMIERE

In January 2021, Expo 2020 made the decision to open Terra – The Sustainability Pavilion to the public in a limited three-month showcase.

Running from 22 January until 10 April, the Expo Pavilions Premiere was an opportunity for the UAE community to preview one of Expo 2020's signature visitor experiences, providing a glimpse of what is to come when the first World Expo to be held in the Middle East, Africa and South Asia (MEASA) region welcomes visitors from around the world from 1 October 2021 to 31 March 2022.

Terra's emotive visitor experience uncovers the hidden harmful impacts of our personal choices and seeks to empower all who visit to become agents of change, consider how their behaviour impacts the environment and break the cycle of consumerism.

EMBARKING ON IMMERSIVE JOURNEYS

The Terra pavilion invites visitors to venture through a 'forest bed' or into the depths of the 'ocean'. In the 'Under the Ocean' pathway, attendees will experience the Deep Infinity Room, filled with informative and visual displays of marine life, along with other interactive stations to highlight the importance of water ecosystems. Conversely, the 'Under the Forest' route will take visitors through the roots of a forest, where every footstep affects the 'wood-wide-web', highlighting the significance of land's symbiotic network of living and valuable organisms.



MOTIVATING YOUNG 'RESCUERS'

At the Pavilions Premiere, young visitors from Pirates Surf Rescue Dubai, a diverse programme that teaches children crucial life skills, learnt more about how they could do their part to save the planet. The group enjoyed taking in Terra's futuristic design and its interactive displays that engage and enlightened these budding eco-warriors.

A DAY TO REMEMBER AT TERRA

In the spirit of Valentine's Day 2021, Expo 2020 was proud to be a part of a unique marriage proposal, featuring Terra as a stunning backdrop. Expo 2020 was eager to mobilise its team in preparation for the memorable day and took special steps to ensure that the newly engaged couple and their loved ones were able to experience the unique moment safely.

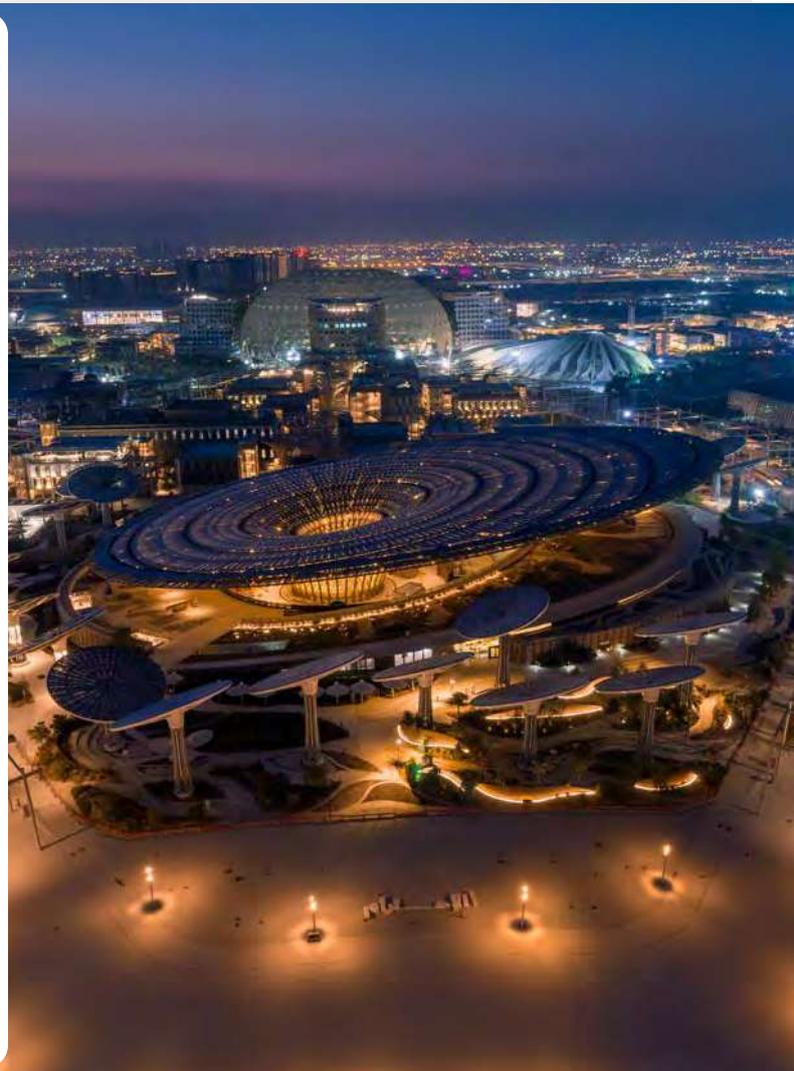


TERRA – THE SUSTAINABILITY PAVILION

Terra – The Sustainability Pavilion at Expo 2020 was designed by Grimshaw Architects as an innovative environmentally-conscious building that pushes the boundaries of sustainable design. The steel central canopy supports 8,705 m² of photovoltaic panels that work towards achieving net zero energy usage. Around the landscape of Terra, 18 Energy Trees rotate to follow the path of the sun throughout the day capturing additional power through their 2,160 bifacial solar panels.

Terra was designed and built around the LEED framework to identify and implement practical and measurable green solutions throughout the lifecycle of the building. Keeping this in mind, aside from the net zero energy target, Terra also aims to achieve the net zero water usage through efficient use of groundwater desalination and the reuse of blackwater and greywater to irrigate the surrounding native landscape.

Tiles and panels made of eco-friendly terracotta line Terra's lobby, bathrooms and café while sustainable, renewable and 100% biodegradable wool felt bring life to our café and retail shop ceilings. Terrazzo and glasscrete floorings sparkle thanks to the inclusion of waste materials such as recycled glass chips, recycled rubber and cement from construction projects highlighting that an environmentally sound approach to construction need not be anything short of fabulous.



According to Expo 2020's Pavilions Premiere Satisfaction Survey, guests ranked on-site health and safety precautions above eight on a scale of one to nine, highlighting Expo's readiness to safely host the world when it opens its doors on 1 October. Visitors were similarly impressed with the service and cleanliness of Expo Rider, a dedicated, free of charge, public bus service that ferried visitors between Dubai Mall and Expo 2020 every 30 minutes. Following their visit to Terra, more than 90 per cent of those surveyed also said they were

inspired to change their behaviour, from saving water to making a conscious effort to use less plastic.

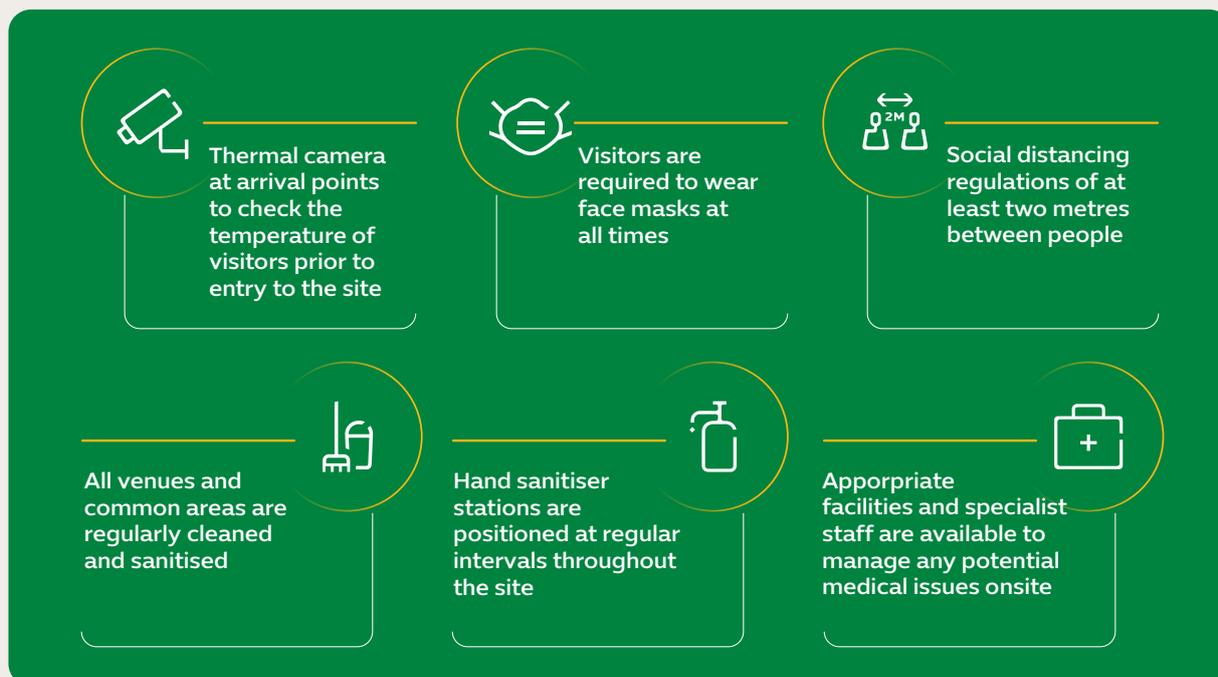
Expo 2020 Dubai's 'Visitor Experience Principles' guided Pavilions Premiere, with guests invited to explore, provide feedback on their experiences, and gain from a practical learning experience.

1. The UAE's value system will live and breathe across the entire site
2. Expo embraces the spirit of collaboration and partnership

3. Expo is multinational, multicultural and inclusive
4. Technology is an agent of change
5. Expo is and inspirational call to action
6. The Expo experience is customisable and authentic
7. The theme and subthemes imbue every part of the site
8. Expo is fun and surprising



ESTABLISHED HEALTH AND SAFETY PRECAUTIONS DURING THE EXPO PAVILIONS PREMIERE



The Pavilions Premiere demonstrated **Expo's commitment to the safety and well-being of visitors** while also delivering a one-of-a-kind experience.

Outcomes of the Expo Pavilions Premiere have led the Expo 2020 Dubai team to appreciate the impact of generating a dynamic environment that evolves to respond to the changing global climate and expectations of the average visitor. Integration and engagement were revealed as the most instrumental tools that hold an inherent capacity to evoke each of Expo 2020 Dubai's subthemes. Training Expo 2020 Dubai's staff and volunteers to cater to the varying queries and needs of visitors was identified as a key undertaking to focus on in the months leading up to the event's October launch.

As the Premiere drew to a close, Expo 2020 Dubai consolidated visitor insights and surveyed opinions to determine where changes and adaptations must

occur. This consolidation revealed key observations of strengths and needed modifications for the event. This paved the way for Expo 2020 Dubai to develop recommendations to better match and exceed visitor expectations. The Expo Pavilions Premiere acted as an opportunity to test and gauge audiences' reactions and feedback to inform how components can operate more efficiently and how the organisation's theme and promises can be most suitably presented and relayed. The Premiere was instrumental in helping Expo 2020 Dubai develop an integrated approach to the site and understand how they can use the Expo brand to communicate different messages and distinct experiences when the event launches in October 2021.

INTEGRATE

A STAKEHOLDERS AND MATERIALITY

Since Expo 2020's inaugural report in 2018, stakeholder mapping has guided the event's materiality efforts, which have involved close cooperation among various Heads of Department and other members of management. To identify all relevant stakeholders, Expo 2020 has categorised its vast stakeholder ecosystem within the following parameters:

Benchmarking Expo 2020 against previous mega-events:

This allowed organisers to identify relevant stakeholders at similar mega-events and help to understand how such stakeholders have the potential to influence Expo 2020

Essential recipients of Expo 2020's relevance:

This includes prominent governing bodies such as the BIE, UAE governmental organisations and Expo 2020 employees

ISO 20121:

At a minimum, this framework outlines the parties that are:

1. expected to be affected by Expo 2020's activities and services, and
2. reasonably affected by the organisation's strategies and objectives



Based on this mapping, Expo 2020's stakeholders have been mapped into the following categories:



Stakeholder categories were adopted largely under the **ISO 20121:2012 framework**. However, workers' trade union organisations were not included in the materiality exercise because **expatriate workers under UAE law** are directed to take recourse with the **Ministry of Labour for all work-related grievances**.

Additionally, to prevent a complete exclusion of this category, material topic discussions with internal and external stakeholders were designed to be inclusive of all employee levels.

1. STAKEHOLDER ENGAGEMENT AND MATERIALITY

In light of the pandemic, Expo 2020 elected a different format of conducting materiality workshops, previously undertaken in person, in order to be safe yet engaging. Taking learning cues from previous Expo 2020 materiality workshops, the organisation was able to host two virtual internal stakeholder materiality workshops: one for senior management and employees, and the other for external stakeholders.

All sessions were carried out online to educate management personnel, Expo 2020 employees and external stakeholders on how sustainability is integrated across the entirety of Expo 2020. Attendees were guided through an interactive voting process to measure their perspectives of sustainability topics related to Expo 2020. The workshops were formatted to allow participants to vote on 36 topics, which included three GRI sector-specific topics (Event Economics, Event Product Responsibility, and Event Sourcing) and five non-GRI topics (Innovation, Accessibility, COVID-19, Business Resilience, and Alignment with Local and National Mandates). The topics of Innovation and Accessibility, deemed material in 2019, were maintained to compare Expo 2020's sustainability performance year-on-year, while COVID-19, Business Resilience, and Alignment with Local and National Mandates were added because of their unique global relevance over the past 18 months.

2020 MATERIALITY WORKSHOPS

INTERNAL	EXTERNAL
3 March 2021 Workshop 1 (Expo 2020 employees): 26 participants	4 March 2021 Workshop 2 (Expo 2020 external stakeholders): 70 participants, including representatives from government entities and Expo 2020's commercial partners
7 March 2021 Workshop 3 (Expo 2020 senior management): 15 participants	

INTERNAL DEPARTMENTS AND EXTERNAL STAKEHOLDERS WHO ATTENDED THE MATERIALITY WORKSHOPS:

INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS
Accessibility and Inclusion	Control Risks
Commercial	Department of Economic Development (Dubai)
Commissioner General Office	DP World
Contracts and Procurement	Dubai Chamber
Director General Office	Dubai Health Authority
Emiratisation	Dubai Municipality
Expo Live	Dubai Tourism
Expo Pavilions & Exhibitions	Dulsco
Expo School Programme	Emirates
Health and Safety, and Environment	Emrill
Human Resources	Esharah
Innovation and Future Technologies	Expo 2020 Volunteer Representative
Integrated Delivery Office	Jacobs Mace
International Participants	Kier International – Middle East
Moment Makers	Ministry of Community Development
Operations Support Services	Ministry of Energy & Infrastructure
Overlay	Mohammed bin Rashid Aerospace Hub (MBRAH)
Protocol and Guest Services	Orient Insurance
Sales, Marketing and Communications	PepsiCo
Sustainability-Real Estate	SAP
Worker Welfare	

2. METHODOLOGY

The virtual workshops were conducted using Mentimeter, an online voting application that allows users to cast their votes, in real time, through their smartphones or laptops. After each topic was introduced, the floor was then opened to questions and discussion. Following this, session participants ranked each topic using a scale between 1 and 10. To avoid any response bias, results were not shown until after all participants had finished casting their votes. The ranking of topics was based on the significance of each topic from the point of view of stakeholders. The scale ranged between 1 (least significant) and 10 (most significant).

3. RESULTS AND FINDINGS

Of the 36 sustainability topics that were discussed with stakeholders, 21 of them were ranked as material topics in 2020, based on a set scoring threshold. Accessibility and Innovation were ranked as key concerns for stakeholders, while the newly added issue of COVID-19 earned the top spot in the exercise, reflecting broad stakeholder interest in this timely and impactful topic.

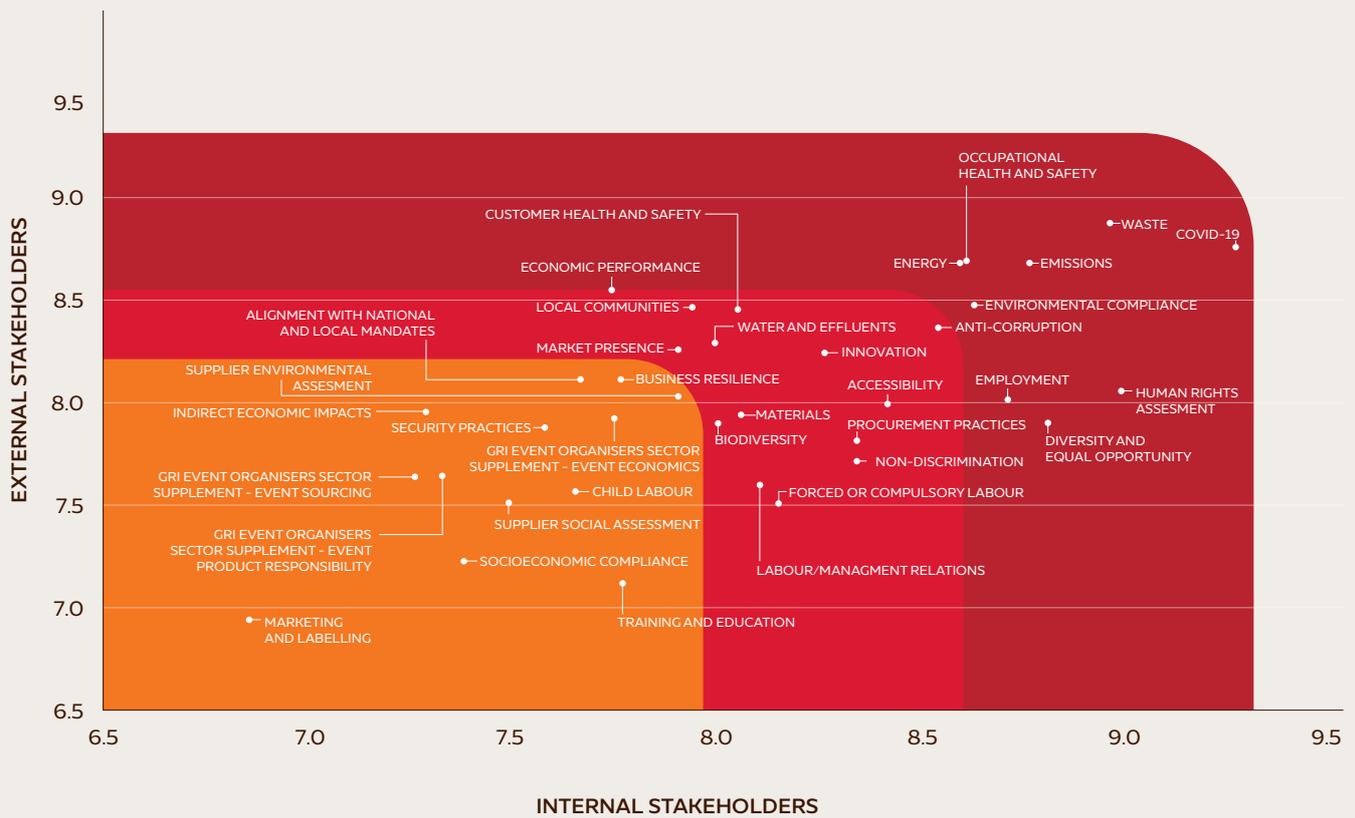
COMBINED RANKING FROM INTERNAL AND EXTERNAL WORKSHOP RESULTS



GRI STANDARD	TOPIC
Non-GRI Standard	COVID-19
306	Waste
305	Emissions
412	Human Rights Assessment
403	Occupational Health and Safety
302	Energy
307	Environmental Compliance
405	Diversity and Equal Opportunity
401	Employment
205	Anti-corruption
Non-GRI Standard	Accessibility
Non-GRI Standard	Innovation
416	Customer Health and Safety
204	Procurement Practices
406	Non-discrimination
413	Local Communities
303	Water and Effluents
202	Market Presence
301	Materials
201	Economic Performance
304	Biodiversity

4. MATERIALITY MATRIX

Results from the 2020 Materiality Assessment are displayed in the figure below. The graph's vertical axis represents results from Expo 2020's external stakeholder materiality workshop, while the horizontal axis depicts findings from the two internal stakeholder sessions.





B

SUSTAINABLE SUPPLY CHAIN

Guided by its procurement principles of simplicity, transparency, and inclusivity, Expo 2020 has established a streamlined supply chain that is designed to be transparent, as well as geographically and demographically inclusive. Retaining these principles is imperative as part of Expo 2020's ambition to extend its sustainability vision across its supply chain.

COVID-19 has had an inevitable impact on Expo 2020's supply chain. Through robust business resilience practices, the organisation was able to proactively manage the impacts of the pandemic, ensuring the quality of the event will not be compromised. With this in mind, Expo 2020 sought value-driven alliances with incumbent suppliers to develop solutions for the diverse demands of the mega event.

As per Expo 2020's tender process, review teams were established to evaluate submitted tenders for technical and commercial aspects. Ensuring only approved members are part of the evaluation process, the tender review is supported by methodical procedures. Abiding by an agreed timescale and a predetermined scoring matrix, the Tender Review Team, if required, consults with bidders for further clarifications to base awarding decisions on complete and accurate information.

EXPO 2020 DUBAI'S SUSTAINABLE SUPPLY CHAIN IN NUMBERS

Total number of awards to SMEs to date:

7,493

(~50% OF ALL OUR AWARDS)

Total indirect SME spend to date (via main construction contractors):

AED 3.05

BILLION

Total RFx (opportunities) published through online procurement portals:

>1,700

Total number of countries represented on supplier registration portal:

174

Total direct Expo spend with SMEs to date:

AED 2.1

BILLION

Total spread of awards:

93

COUNTRIES

Total number of supplier registrations across procurement portals:

30,000+

1. SUSTAINABLE MATERIALS

The Expo Higher Committee has instituted a specialised Contracts and Tender Committee, responsible for supervising the procurement and tendering process in relation to work undertaken for Expo 2020. The Committee works extensively with all contractors, suppliers, third-party delivery agents, developers, and participants to increase their awareness around sustainability issues, and it has embedded critical Key Performance Indicators (KPIs) into their contracts.

Expo 2020 is committed to vetting its sustainable material selection by implementing measures such as:

Guidelines that account for embedded carbon:



Balancing performance-based and compliance-based carbon footprints, emissions shall be calculated for key construction materials

Policies to promote reused materials, those with a high recycled content:

Assessments shall consider the possibility and desirability of using a mixture of materials that support sustainable procurement



Strategies to encourage responsible and regional sourcing of materials:



As a minimum, responsible sourcing shall align with Expo 2020 Dubai's Vendor Code of Conduct

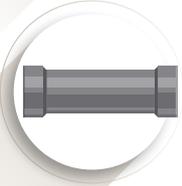
Selecting materials that do not harm indoor environmental quality:

Lists have been developed to highlight construction materials of unacceptable risk and promote the selection of lower-risk materials



Adopting material KPIs and sustainability certification criteria, such as LEED, helps Expo 2020 measure its progress towards integrating a sustainable supply chain at various stages. A project team has been designated to establish these requirements in the project-specific Sustainability Management Plan, ensuring that materials for built assets are selected for their low environmental impact.

OVERVIEW OF COMPLIANCE REQUIREMENTS FOR KEY MATERIALS

PRODUCT	CERTIFICATION	SUBMISSION REQUIREMENT
STEEL 	<ul style="list-style-type: none"> World Steel Association Climate Action Programme (CAP) membership CARES Sustainability Standard, BES 6001 or equivalent 	<ul style="list-style-type: none"> Environmental Product Declaration (EPD) Evidence of membership
CONCRETE 	<ul style="list-style-type: none"> EPD to EN 15804 Certified to the WBCSD Cement Sustainability Initiative Responsible Sourcing Scheme Replacement of Portland Cement with Fly Ash, Silica Fume and/or GGBS 	<ul style="list-style-type: none"> Environmental Product Declaration (EPD) Certificate Evidence of membership
TIMBER 	<ul style="list-style-type: none"> Forestry Stewardship Council (FSC) certification Programme for the Endorsement of Forest Certification (PEFC) 	<ul style="list-style-type: none"> Chain of Custody (CoC) certificate with codes or serial numbers Copy of certificate
AGGREGATE 	<ul style="list-style-type: none"> BES 6001 certification Crushed Concrete Aggregate (CCA) in concrete production conforms to BS 8500 requirements ACI 555R in conjunction with corresponding ASTM standards Reuse based on ASTM and AASHTO standards 	<ul style="list-style-type: none"> Copy of certificate Lab test results
PVC 	<ul style="list-style-type: none"> ECVM Industry Charter for the Production of VCM and PVC 	<ul style="list-style-type: none"> Certificate Product data sheet
ALL MATERIALS 	<p>For suppliers with more than 250 employees:</p> <ul style="list-style-type: none"> BS EN ISO 14001 accreditation EMAS accreditation Employer Approved Environmental Management System BS EN ISO 9001 accreditation BS OHAS 18001 accreditation 	<ul style="list-style-type: none"> Copy of certificate and/or management system Document demonstrating compliance

2. PROMOTING LOCAL PROCUREMENT

Seeking to innovate every aspect of its value chain, Expo 2020 Dubai extends its responsibility of administering sustainability throughout its operations by way of a responsible procurement strategy.

Embedding features of accountability and transparency, the organisation has embraced digitalisation within its vending practices by establishing an entirely automated eSourcing platform. Through this integration, Expo 2020 Dubai can offer efficiency and oversight to the tendering process, while enforcing thorough governance and fair competition.

In the spirit of fairness and opportunity, the procurement portal is designed to be welcoming to all potential vendors and collaborators.

In its aspiration to generate local and national value, the organisation’s procurement facilities are made accessible and user-friendly for a medley of businesses, spanning regional to international, and corporations to small and medium enterprises (SMEs). Expo 2020 Dubai has facilitated the development of an SME-friendly registration process with a built-in system of validation that integrates all SME members through Expo’s official procurement portal. Through workshops for awareness purposes and networking events organised by the Procurement Department, Expo 2020 Dubai actively looks to bolster local SMEs through practical support and generating equitable opportunities to enhance visibility.

Because of the postponement, the postponement, Expo 2020 Dubai’s logistics network saw slight disruptions that were steadied by quick procurement planning and response to embedding safety precautions in service contracting, and mobilising procurement to suit the needs of the delayed launch of the mega event. By ensuring close cooperation and correspondence with supporting business functions, procurement managed to retain a strong performance given the unpredictability posed by 2020. Over 2,300 UAE-based companies won tenders with the organisation in 2020, while SMEs comprised of over half of all the vendor contracts entered by Expo 2020 Dubai. While these statistics are slightly lower than the previous year, extenuating circumstances were deemed a crucial factor to explain the metric.

2020 REPORT FIGURES	AWARDS TO END OF 2020	AWARDS IN 2020 ONLY
Total awards	13,000+	3,200+
% award to SMEs	52%	51%
% award to UAE companies	74%	74%

AWARDS TO END OF MARCH 2021	
Total awards	14,000+
% award to SMEs	52%
% award to UAE companies	74%

As the organisation continues to operate a supply chain built upon fairness, quality, and opportunity, it is evident that the coming phases of the mega event will have substantial and positive ramifications in the UAE’s logistics network.

CASE STUDY

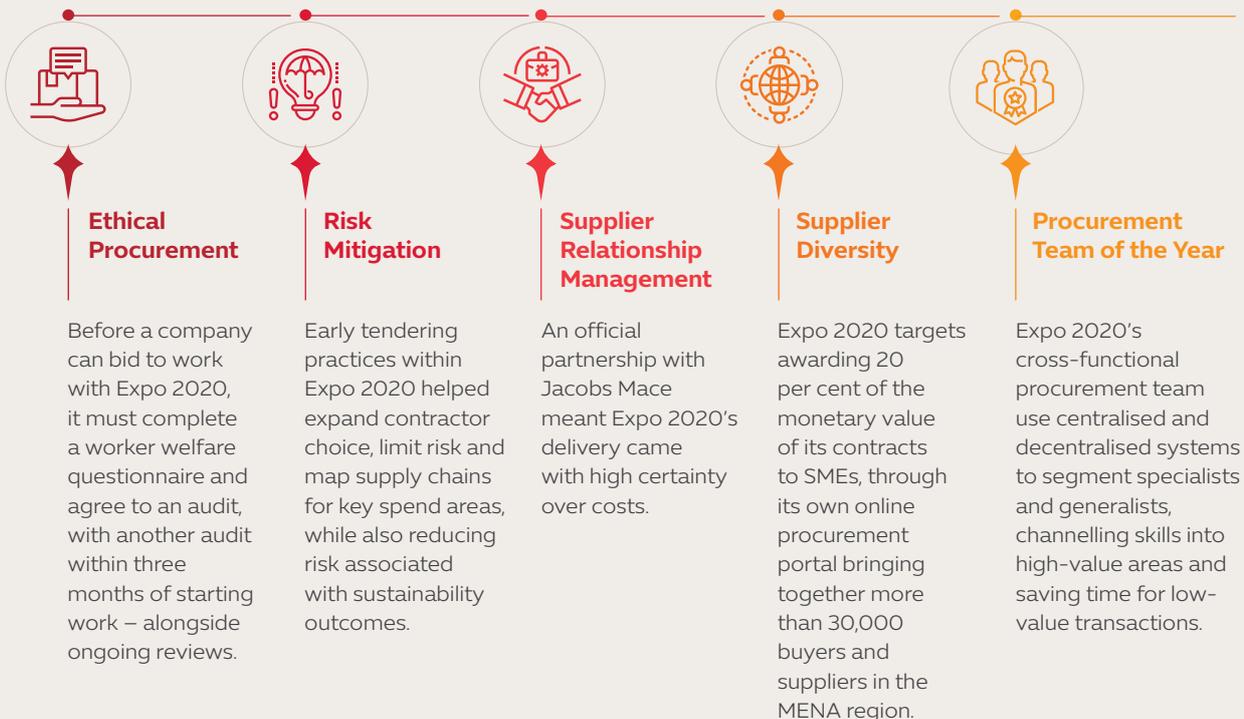
PRACTICING ETHICAL PROCUREMENT: EXPO 2020 DUBAI

During the past year, global supply chains were tested on their ability to withstand the disruptions and obstacles caused by the pandemic. Expo 2020 focused its procurement objectives on navigating this unprecedented period of disruption by leveraging its existing collaborative vendor systems to achieve operational continuity. The organisation's competitive advantage came from an immensely capable cross-functional team that held strong business ties with Expo

2020's International Participants, alongside a successful automated platform to assimilate information on UAE procurement facilities for participating nations. While borders and travel were significantly impacted by the pandemic, Expo 2020's long-standing and consistent approach to digitalisation and accessibility – with the relationships it cultivated with its suppliers – was a differentiating factor in its success. The CIPS Middle East Conference and Supply Management Awards

took place on 9 February 2021, where Expo 2020 was awarded top honours in a total of six categories, including Overall Winner. Winning accolades in the fields of Ethical Procurement, Risk Mitigation, Supplier Relationship Management, Supplier Diversity, and Procurement Team of the Year, the organisation was proud to be recognised for its process-oriented approach in securing and enhancing its ambitious value chain.

EXPO 2020'S AWARD-WINNING ACHIEVEMENTS



3. SUSTAINABLE PARTNERSHIPS

The true value of partnerships have taken on a multidimensional form in the past year, as collaboration – representing Expo 2020’s theme of *‘Connecting Minds, Creating the Future’* – grows ever more important. Expo 2020’s network of partners have displayed confidence and innovation in helping the

region’s largest ever event prepare to deliver a one-of-a-kind experience.

Expo 2020 views its partnerships as a driving force for innovation, significantly directing how it will deliver a wholly unique visitor experience and legacy. The event sees its Official Partnerships as an

opportunity to spread smart growth principles, not only in the UAE but also on a regional and global scale. Recognising their invaluable ongoing support, Expo 2020 is proud to recognise its 12 Official Premier Partners, eight Official Partners and eight Official Providers.

COMPANY NAME	ACCENTURE
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Digital Services Partner (jointly with Etisalat Digital)



DESCRIPTION

Alongside Etisalat Digital, Accenture will ensure world-class integration of various ICT systems and innovative solutions to meet the digital needs of visitors, organisers and participants. Accenture will also design, build and run solutions in areas such as virtual assistance, business intelligence, analytics, mobile applications and guest relations.

COMPANY NAME	AL AIN FARMS
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Dairy Provider



DESCRIPTION

Founded in 1891, Al Ain Farms is a celebrated dairy brand, known for its milk, laban and yoghurt. Through a collaboration based on the shared principles of sustainability and innovation, Al Ain Farms will help take Expo 2020 into millions of homes across the country and welcome visitors from all over the world with its quality local products.

COMPANY NAME	CANON
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Printing and Imaging Provider



DESCRIPTION

The first company to support a World Expo’s entire printing and imaging needs, Canon will leverage its 80 years of expertise to support on-site activities to capture Expo 2020 – including printing services for all participants, businesses and visitors, accreditation services and back-office operations. Canon Professional Services will also offer camera and lens loads, expertise, and maintenance for media on-site.

COMPANY NAME	CHRISTIE DIGITAL
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Projection and Display Partner



DESCRIPTION

A global leader in visual technologies, Christie will showcase its state-of-the-art digital solutions that help create the world’s best shared experiences and enable Expo 2020 Dubai to realise its objective of being one of the most advanced and technologically memorable World Expos. Christie will exhibit its breakthrough RGB pure laser projection technology, designed and built using the highest environmental standards and processes. More than 250 of its D4K40-RGB projectors will create life-evolving scenes on Al Wasl dome’s giant 130-metre-wide projection surface.

COMPANY NAME	CISCO
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Digital Network Partner



DESCRIPTION

Cisco is the worldwide leader in technology that powers the internet. Cisco inspires new possibilities by reimagining applications, securing data, transforming infrastructure, and empowering teams for a global and inclusive future. As the Official Digital Network Partner for Expo 2020, Cisco will provide the secure, intelligent foundation for connectivity through its intent-based networking solution. Its network will also help enable visitors, exhibitors and organisers connect anywhere, on any device – securely, reliably and seamlessly.

COMPANY NAME	DEWA
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Sustainable Energy Partner



DESCRIPTION

As the Official Sustainable Energy Partner of Expo 2020 Dubai, DEWA will deliver renewable energy, electricity and water projects in collaboration with Expo 2020. Through Shams Dubai, DEWA is contributing towards energy generation from solar arrays installed at the Expo site. DEWA has also built three 132/11kV substations with 45 kilometres of high voltage 132kV cables. The Expo site will also be provided with electric vehicle charging stations from the Green Charger initiative to support the growing electric vehicle industry in Dubai. A collaboration between DEWA, Siemens Energy and Expo 2020 Dubai, the Green Hydrogen Project – the first of its kind in the MENA region – at the Mohammed bin Rashid Al Maktoum Solar Park aims to demonstrate the production of green hydrogen from solar power, as well as the storage and re-electrification of hydrogen, turning hydrogen back into electricity.

COMPANY NAME	DIGITAL14
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Cyber Security Provider



DESCRIPTION

As Expo 2020's Official Cyber Security Provider, Digital14 will safeguard the digital experience of millions of visitors using Expo 2020's digital platform, as well as the data and applications that run on it. This UAE-based trusted advisor in cyber resilience will provide a range of cutting-edge cyber security services before, during and after the event, including cyber security management, monitoring, risk assessment, incident response and technical forensics.

COMPANY NAME	DOMINO'S PIZZA
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Pizza Provider



DESCRIPTION

Founded in 1960 and selling more than 500 million pizzas worldwide annually, Domino's has a long history of innovation. The first company to promise delivery within 30 minutes, it pioneered technology that allows customers to track the progress of their order online and is currently in the process of creating a self-driving delivery car. Visitors seeking a great value meal will find several Domino's outlets across Expo 2020, each serving delicious handcrafted pizzas, as well as a selection of sides and desserts.

COMPANY NAME	DP WORLD
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Premier Global Trade Partner



DESCRIPTION

DP World is one of the world's leading logistics solutions providers. It owns and operates 80 terminals globally, including Jebel Ali Port, less than 10km from the Expo 2020 site. An active supporter of innovation and start-up organisations, both locally and internationally, DP World is playing a vital role in the supply chain of Expo 2020, providing logistical support for the participating countries, while DP World's FLOW Pavilion will demonstrate the connectivity and movement of cargo across the world and highlight the vital role of smarter trade in the global economy.

COMPANY NAME	DUBAI CHAMBER
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Business Integration Partner



DESCRIPTION

As the Official Business Integration Partner of Expo 2020 Dubai, Dubai Chamber will play a pivotal role in creating new connections and fostering cross-border collaboration. The Chamber will provide an ideal platform for UAE companies and their international counterparts to network at its dedicated on-site facility at Expo 2020. In addition, it will host and support several high-profile events during the mega event, including the Global Business Forum Africa (GBF Africa), GBF Latin America, GBF ASEAN, the 12th World Chambers Congress and the 5th edition of the Global Islamic Economy Summit.

COMPANY NAME	DULSCO
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Waste Management Partner



DESCRIPTION

As the Official Waste Management Partner of Expo 2020 Dubai, DulSCO will help Expo achieve the target of diverting 85 per cent of waste from landfill as it aspires to deliver one of the most sustainable World Expos ever. DulSCO's purpose built Waste2Resource facilities will support Expo's mission to reduce, reuse, repurpose, and recycle the waste generated from the event. This involves initiatives such as recycling paper, cardboard and plastic to produce useful items like coffee cup holders and t-shirts; and upcycling glass to create sustainable mementos.

COMPANY NAME	EMAAR HOSPITALITY GROUP
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Hotel, Hospitality and Catering Partner



HOSPITALITY

DESCRIPTION

Emaar Hospitality Group, the home-grown hospitality brand will manage 2020 Club by Emaar, a dedicated hospitality tower enviably located at the very heart of the Expo 2020 site, with direct views of the stunning Al Wasl Plaza and the UAE Pavilion. Featuring several floors of premium lounges, event spaces, a rooftop bar and Emaar Hospitality catering, Emaar Hospitality Group is committed to offering the highest standards of service and hospitality, from award-winning cuisine to world-class events. 2020 Club by Emaar is the ultimate destination for distinctive hospitality experiences at Expo 2020.

COMPANY NAME	EMIRATES
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Airline Partner



DESCRIPTION

Emirates, an award-winning international airline with a global footprint across six continents, will play a key role in helping attract and bring visitors to Expo 2020. The Emirates Pavilion will offer visitors a glimpse into the future of commercial aviation, exploring the boundaries of innovation and emerging aviation technologies. The Cleaner Skies installation at the Emirates Pavilion will highlight key sustainability issues in the context of passenger growth, technological advancements, and promising innovations to ensure cleaner and quieter skies.

COMPANY NAME	EMIRATED NBD
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Banking Partner



DESCRIPTION

Discover a world of financial services with Emirates NBD Group. With Emirates NBD, Emirates Islamic and Liv, the group's partnership with Expo 2020 Dubai brings a unique opportunity to showcase innovations in smart technology, digital banking and global best practice through Emirates NBD's site-wide presence and its Bank of the Future.

COMPANY NAME	ENOC
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Integrated Energy Partner



DESCRIPTION

As the Official Integrated Energy Partner for Expo 2020 Dubai, ENOC's participation comprises a state-of-the-art ENOC Pavilion, designed to challenge the conventional understanding of energy; the Service Station of the Future, the world's first LEED platinum certified service station; ZOOM convenience stores located in prime locations across Expo 2020 site; and an array of services and offerings for visitors. ENOC is also an Official Ticket Reseller for Expo 2020 through ZOOM convenience stores across the UAE.

COMPANY NAME	ESHARAH ETISALAT SECURITY SOLUTIONS LLC
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Secure Systems Provider



DESCRIPTION

Esharah Etisalat Security Solutions was established in 2015 as a system integrator, providing state-of-the-art-smart solutions. The group offers technology solutions that help its clients overcome practical challenges and achieve the highest aspirations by facilitating reliable, sustained communications. As a provider of secure communications for security staff and first responders at Expo 2020, Esharah will help to ensure the safety of millions of visitors. As the Official Secure Systems Provider, Esharah will provide a secure mobile telecommunications network for all handheld communications devices used at Expo 2020.

COMPANY NAME	ETISALAT
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Telecommunications Partner Official Digital Services Partner (jointly with Accenture)



DESCRIPTION

Etisalat Group, one of the world's leading telecom groups, provides innovative solutions and services to 154 million subscribers in 16 countries across the Middle East, North Africa and South Asia (MENASA) region. Ranked strongest brand across all categories in MEA by Brand Finance, Etisalat is also recognised as the fastest mobile network globally by Ooklas Speedtest in 2020. As the Official Telecommunications Partner and Official Digital Services Partner of Expo 2020, the latter jointly with Accenture, Etisalat will empower Expo 2020 as one of the fastest, smartest and most connected sites on earth – offering visitors advanced digital and telecom services to create unforgettable memories.

COMPANY NAME +	JACOBS MACE
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Programme Delivery Management Provider



DESCRIPTION

Jacobs Mace is an unincorporated joint venture between Jacobs, a global professional services and technical solutions provider, and Mace, an international consultancy and construction company, shaping the built environment. Jacobs Mace is the official Programme Delivery Management Partner for Expo 2020 Dubai, supporting the delivery of the entire infrastructure on the Expo site. Working together since 2014, Jacobs Mace and Expo 2020 have transformed the 4.38 sqkm site in Dubai South. Bringing international and local expertise in programme and project management, Jacobs Mace is leading the delivery programme for more than 30 individual projects at Expo 2020, creating a lasting legacy for the UAE.

COMPANY NAME	L'ORÉAL
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Beauty Products and Services Partner



DESCRIPTION

L'Oréal has devoted itself to beauty for more than 100 years. As the world's leading beauty company, it employs 88,000 people worldwide and is present across all distribution networks: mass market, department stores, pharmacies, hair salons, travel retail, branded retail and e-commerce. With research and innovation at the core of its group strategy, L'Oréal sets out ambitious sustainable development goals for 2030 and aims to empower its ecosystem to create a more inclusive and sustainable society. By partnering with Expo 2020 Dubai, L'Oréal aspires to share its vision of sustainable beauty, tailor-made and powered by new technologies – to make beauty products and services even more accessible, adapted and inspiring to all.

COMPANY NAME +	MASTERCARD
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Payment Technology Partner



DESCRIPTION

As the Official Payment Technology Partner of Expo 2020, Mastercard will harness the power of innovation to demonstrate how it can create a seamless, borderless world and connect people in simple, secure and smart ways. Mastercard is committed to making Expo 2020 Dubai truly priceless, offering unforgettable experiences, extraordinary surprises and exclusive access to visitors and residents throughout their journey.

COMPANY NAME	NISSAN
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Automotive Partner

**DESCRIPTION**

Nissan will showcase the future of mobility at Expo 2020 Dubai with next-generation cars and advanced technologies, all powered by Nissan Intelligent Mobility. In addition to the regional debut of Ariya, Nissan's revolutionary crossover EV, Nissan will also provide a fleet of over 600 operational vehicles to Expo 2020 Dubai.

COMPANY NAME	ORIENT
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Insurance Provider

**DESCRIPTION**

Orient Insurance will provide property insurance for Expo's iconic architecture, plus liability coverage for operations. It will also offer services to participants, including businesses, multilateral organisations, non-government organisations, educational institutions and 191 participating nations.

COMPANY NAME	PEPSICO
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Beverage and Snack Partner

**DESCRIPTION**

Expo 2020 and PepsiCo have joined forces with a shared vision to work together towards a healthier and more sustainable future in the lead up to, during and beyond the World Expo. Expo 2020 and PepsiCo are working together to inspire and educate millions on areas of critical importance including water stewardship, sustainable packaging, agriculture and nutrition. PepsiCo will also bring its portfolio of brands, activation and entertainment expertise.

COMPANY NAME	SAP
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Innovative Enterprise Software Partner

**DESCRIPTION**

SAP envisions unprecedented opportunities by putting purpose and sustainability at the core of its business, making sustainability profitable and profitability sustainable. SAP's expanding portfolio leveraging a green cloud, business networks, and business technology platform to enable business transformation while embedding sustainability as a critical measure of success.

As the Official Innovative Enterprise Software Partner of Expo 2020, SAP provides real-time solutions to help optimise processes for organisers, pavilions and retailers, while reducing the environmental footprint and delivering personalised experiences for millions of visitors from around the world.

COMPANY NAME	SIEMENS
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Infrastructure Digitalisation Partner

SIEMENS

DESCRIPTION

Siemens is a global technology powerhouse that has stood for engineering excellence, innovation, quality, reliability and internationality for more than 170 years. Active around the world, the company focuses on intelligent infrastructure for buildings and distributed energy systems, and on automation and digitalisation in the process and manufacturing industries. Siemens brings together the digital and physical worlds to benefit customers and society. As the Official Infrastructure Digitalisation Partner for Expo 2020, Siemens is using technology to co-create interconnected environments to develop a blueprint for future smart cities at Expo 2020 – a city that is safe, secure, comfortable and ready for future generations.

COMPANY NAME +	SWATCH
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Timing Provider

swatch®

DESCRIPTION

Swatch is a leading Swiss watchmaker and the proud Official Timing Provider of Expo 2020. The brand's four on-site stores will invite visitors to learn more about its journey of innovation with purpose – exploring the responsible mindset of Swatch, ranging from the innovative headquarters – designed by award-winning architect Shigeru Ban – to its bio-innovative materials.

COMPANY NAME	TERMINUS GROUP
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Robotics Partner

TERMINUS 特斯联

DESCRIPTION

As one of the leading smart service providers to shape the next generation technology, Terminus Group will deploy more than 150 programmable robots to interact with visitors during Expo 2020. These robots, with features such as 5G network capability, and AI-driven object mapping and object detection, will greet visitors and provide hospitality services. These robots include Opti, one of the Expo 2020's three Official Mascots.

COMPANY NAME +	UPS
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Logistics Partner



DESCRIPTION

Global logistics leader UPS provides a broad range of integrated logistics solutions for customers in more than 220 countries and territories. With 543,000 employees executing its strategy (Customer first, People led, Innovation driven), UPS moves three per cent of the world's GDP daily, connecting the planet with a commitment to quality service and environmental sustainability. As the Official Logistics Partner of Expo 2020 Dubai, UPS will continue to deliver what matters to Expo 2020's mission, helping to continue moving the world forward.

IMPACT

A

ECONOMIC IMPACT

As Expo 2020 Dubai prepares to open its doors to 191 participating nations, each with its own country pavilion, it is important for the organisation to recognise its role, not only as the Arab world's largest event ever held and the first World Expo held in the Middle East, Africa and South Asia (MEASA) region, but also as a long-term investment for the UAE.

The six-month event represents an unprecedented opportunity for individuals, businesses of all sizes, international organisations and government entities from across the world to come together and form new partnerships and discover new business opportunities, that will enable robust business connectivity and sustainable economic growth. This will become a significant part of Expo's long-term legacy, delivering meaningful impact across the region and beyond, and catalysing a more diversified and resilient global economy.

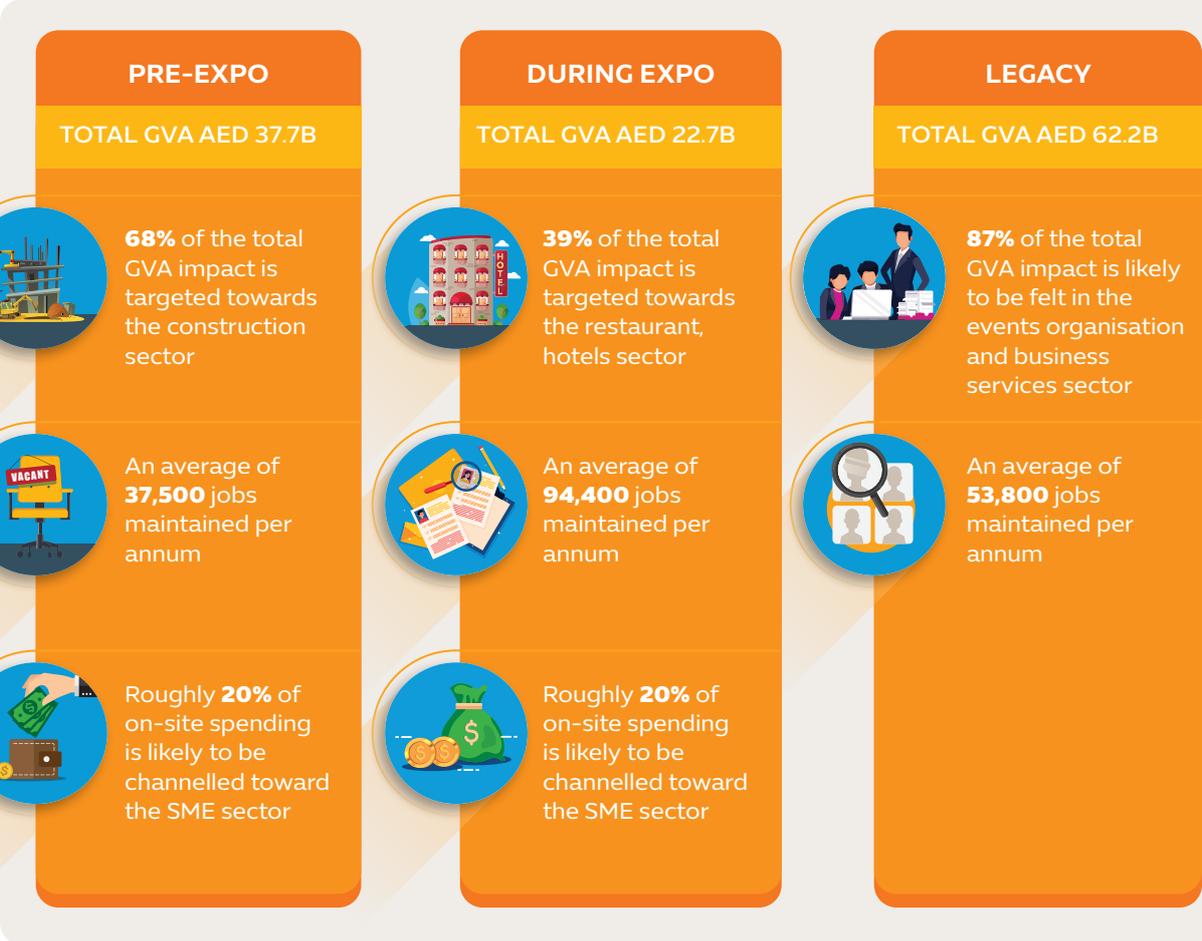
The economic impact of the event is judged on a Direct, Indirect, and Induced basis, with key outputs being Gross Value Added (GVA) and Job Years. It has been evaluated using external, independent consultants, with

results made publicly available for review and analysis. The impact report findings have been used to estimate the event's likely impact on the economy, in terms of time period and sector, as well as total value. Using this data, Expo and other interested parties can evaluate where the economy may need support and assistance, as well as areas that can be enhanced through event activities.

The findings illustrate that the mega event is likely to contribute AED 122.6 billion GVA to the UAE economy from 2013-2031 – equivalent to 1.5 per cent of the country's annual Gross Domestic Product (GDP) at its peak, during the event. Expo 2020 and its legacy are also expected to guarantee 49,700 full-time equivalent (FTE) jobs per year in the UAE between 2013-2031.

Because of the fluctuations in the local economy caused by COVID-19, alongside the challenges in accurately forecasting both a hypothetical non-Expo baseline and the predicted reality when Expo 2020 takes place, the report will be updated with actual event figures and post-event analysis. These statistics will then be considered against a derived baseline post-COVID economy to update the impact of Expo 2020 on the economy of the UAE.

KEY DRIVERS OF IMPACT



KEY SECTORS IMPACTED BY EXPO 2020 DUBAI

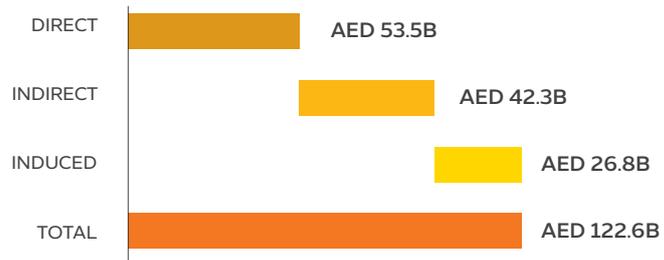


Expo 2020's permanent infrastructure, 80 per cent of which will be reused and repurposed at District 2020, contribute to an estimated value of more than AED 40.1 billion during the event. Alongside infrastructure, transportation is a key sector that will gain significantly from Expo 2020, with airports and metro lines seeing improvements and expansions to cater to the event. Housing accommodations and utilities will also see growth.

Following close assessment, local events and the business services sector will also undergo consistent development through each phase, because of their close alignment with the event's workings. This link will be most pronounced in Expo 2020's legacy phase, given that these sectors will be closely engaged in delivering the targets and offerings stipulated under the World Expo's legacy planning.

GVA of AED 122.6B

is likely to be supported in the UAE by Expo-related activity from 2013-2031.



The legacy period describes a post-event provision of Expo 2020, when more than 80 per cent of Expo 2020's permanent built environment is repurposed to District 2020, a sustainable mixed-use community spanning more than four million square metres. District 2020 is designed to serve as the model global community for the future, using state-of-the-art innovation, science and sustainability for a cleaner, safer and healthier environment to live, work and play. It will be promoted to ensure its economic value is boosted by capital activities, operational spending and visitor expenditure for years to come.

Some examples of the long-term financial value of Expo 2020 include:

- Fostering innovation by supporting SMEs through Expo Live and other key initiatives in the UAE
- Improved bilateral trade relations from connections developed during Expo 2020
- Improved business-business relations from connections developed during Expo 2020
- Increased international profile of Dubai and the UAE as a place to do business, work and invest
- Increased international profile and attractiveness of Dubai and the UAE as a tourist destination

CASE STUDY

EXPO 2020 DUBAI: POSITIONING THE UAE AS A SUSTAINABLE TOURISM DESTINATION

The first World Expo to be held in the Middle East, Africa, and South Asia (MEASA) region, Expo 2020 is prepared to welcome millions of visitors from across the world. To examine how the World Expo can develop the UAE as a sustainable tourism destination, the Expo 2020's Sustainability department collaborated with the Centre for Sustainability through Research and Education (CSRE) to conduct longitudinal research on theorising visitors' motivations, sustainability interests and perceptions relating to sustainable tourism and the UAE.

The study engaged a total of 3,100 respondents across 110 countries to gain insights on tourists' sustainability awareness, lifestyles and values, as well as how travellers view Dubai's and Expo 2020's sustainability efforts.

Findings on Media

Survey results indicated that most visitors to Dubai seek guidance from friends and family, travel agencies, tourism fairs, and social media to plan their trip to the city. Many of these visitors are invested in health and well-being practices, orienting their trip around such activities.

Findings on Responsible Travel Behaviours

Twenty-two per cent of visitors surveyed identify themselves as responsible, sustainability-minded travellers who will reuse room linens, use public transport, consume water sensibly, and are willing to pay more for eco-certified products and services.

Findings on Sustainability Perceptions

Most respondents see Dubai as a sustainable tourism destination, indicating that sustainable practices do have a strong impact on their tourism decisions. Visitors to Dubai show significant concern for global warming, water quality and air pollution, with more than 44 per cent of those surveyed considering sustainability in dictating their lifestyle patterns.



RESPONSIBLE TOURISM PRACTICES



50% of Dubai visitors consider themselves as responsible, sustainability-minded travelers to a differing extents

They are oriented towards experiences and will choose to travel more sustainably

Majority of Dubai visitors would pay at least **5%** more for responsible travel

37% would pay **20%** more for eco-friendly accommodation and if the money goes to a local charity

The marketing of sustainable attributes can enhance destination competitiveness and make destinations more attractive (Fjelstul, 2014). Destinations enjoy many benefits from attracting responsible tourists, who not only contribute to the local economy, but also take care of the environment and help safeguard local culture.

Consumers are concerned about the local environments of their travel destinations and are willing to spend more on their holidays if they are assured that workers in the sector are guaranteed ethical labour conditions.

Through the study, it was found that sustainability marketing could have a greater economic impact if branding and promotional messaging was more focused on generating an enhanced consumer experience. The financial gains of attracting sustainable travellers has been purported to be significant. Research points towards 'Genuine responsible tourists' - who presently comprise of 22 per cent of Dubai's tourist population - spending more money, across all spending segments, while in their travel destination compared to 'Occasional responsible tourists' and 'Conventional tourists'.

Summarising guests' pro-sustainability interests and behaviour

PRO-SUSTAINABILITY BEHAVIOURS	
NEVER OR RARELY	VERY OFTEN
Ask for hybrid taxi	Use public transport (bus, metro, tram)
Ask for eco-certified excursion and activity providers in Dubai	Willing to pay more for eco-certified products or services
	Reuse room towels

The study reveals that promoting Dubai as a sustainable tourism destination is key in attracting first-time visitors to the city. As ecotourism grows increasingly popular, spotlighting the region's unique sustainability-related events will appeal to a range of international travellers. Expo 2020 serves as a prime example

of an occasion capable of catering to this trend by creating and sustaining global interest in responsible principles and development.

CASE STUDY

DELIVERING FOOD SECURITY: PEPSICO

Since the onset of the pandemic, **the PepsiCo Foundation has invested USD 71 million in COVID-19 relief efforts worldwide, working with more than 250 of its partners to help those who need it the most.** PepsiCo, the Official Beverage and Snack Partner of Expo 2020 Dubai, has also provided funding for personal protective equipment (PPE) for medical workers, testing and screening services, vaccines, and the distribution of millions of nutritious meals to vulnerable populations.

PepsiCo's 'Millions of Meals' programme has supported more than 1,000 communities and distributed more than 145 million meals worldwide. Almost 60 million meals have been distributed in markets across Africa, the Middle East and South Asia. This programme earned PepsiCo the International Philanthropy Award from CAF America.

PepsiCo and the PepsiCo Foundation in the Middle East and North Africa (MENA) region provided 10 million nutritious meals to vulnerable communities in Jordan, Morocco, Saudi Arabia and the UAE. This has been achieved through partnerships with food banks to distribute nutritious meals and food boxes to labour camps, quarantined communities, vulnerable families and groups at risk. In Egypt, PepsiCo was able to provide a total of 2.3 million meals to families of day labourers during the holy month of Ramadan 2020, in cooperation with the Egyptian Food Bank. This was done in the governorates of Egypt to ensure families that rely on day labourers receive nutritious food. In Sub-Saharan Africa, PepsiCo enabled the distribution of more than 19.2 million meals to vulnerable citizens in South Africa, Nigeria, Uganda and Ethiopia.

SOUTH AFRICA:

PepsiCo partnered with FoodForward South Africa and Red Cross South Africa to provide 17.6 million meals to vulnerable citizens across the country

NIGERIA:

The company partnered with Food Clique and managed to distribute 1.1 million food cartons

ETHIOPIA:

12,000 meals were distributed in partnership with Mekedonia

UGANDA:

The Ugandan Red Cross helped PepsiCo deliver 438,000 meals

INDIA:

The team partnered with the Confederation of Indian Industries (CII) Foundation and NGOs, such as the Smile Foundation and the Akshaya Patra Foundation, to provide more than 10 million meals in 13 Indian states

PAKISTAN:

PepsiCo Pakistan distributed 13 million meals across the country with the help of nine of the country's most respected charities. PepsiCo also partnered with the Pakistani government as part of the Prime Minister Ehsaas programme aimed at supporting marginalised people. This programme is truly national in scope, spanning all four provinces of Pakistan and reaching the most remote communities, be they minorities, or people with disabilities



B

ENVIRONMENTAL IMPACT

Expo 2020 views its environmental priorities as a route to create meaningful and positive change, inspiring millions of visitors and its International Participants to be mindful of the natural environment and their impact upon it.

1. MANAGEMENT APPROACH

Shortly after Expo 2020 Dubai won its bid in 2013 to host the World Expo in 2020, a thorough environmental impact assessment (EIA) took place, the results of which formed the organisation's environmental approach. The Expo 2020 Health, Safety, Quality and Environment (HSQE) Policy defined the minimum ecological standards expected of Expo 2020's third-party associates – namely delivery agents, developers, consultants and contractors.

To establish a consolidated approach to the event's environmental management, Expo 2020 implements the Programme Construction Environmental Management Plan (CEMP). Including waste-handling directives, the CEMP is regularly revised to ensure environmental performance protocols are frequently updated based on frequently conducted EIAs and applicable legislature and guidelines. The CEMP ensures compliance throughout Expo 2020 on environmental laws and requirements, providing an overarching framework to dictate the management of potential environmental impacts. The plan outlines roles and responsibilities for relevant personnel, creating a common awareness on environmental issues, including a monitoring regime to guarantee adherence.

Covering the entire physical scope of the site, the plan details each location, their scheduled works, subsequent environmental permits mandated, and procedures to manage environmental risks and opportunities. Expo 2020 is able to embed the requirements of the CEMP across the organisation, allowing all those working at Expo 2020 to move productively towards holistic environmental outcomes.

Incorporating CEMP decrees at the very start of Expo 2020's many value chains, the organisation ensures that all awarded contracts are obliged to communicate a complete project-specific environmental plan (EP) to the internal supervision consultant for their review and confirmation. Placing responsibility on the organisation's associates as well, contractors and consultants are required to submit monthly environmental and sustainability data logs. These are recorded and reported by designated Construction Supervision Consultants (CSCs) and are reviewed against a range of pertinent KPIs.

Through this process, the Expo 2020 environmental team verifies and collates data before communicating the same to regulatory authorities. The organisation takes special care to ensure data accuracy meets the expectations of the highest standard of environmental compliance.

Supporting CEMP and related internal doctrines, the 'Environmental Assurance Standards' provides guidance on the following:



2. SUSTAINABILITY CERTIFICATIONS

Expo 2020 demonstrates its commitment to environmental performance by seeking globally recognised sustainability certifications and accreditations.

SUSTAINABILITY ACKNOWLEDGEMENTS

LEED Certification

Expo 2020 is working towards obtaining LEED certifications for 123 of its permanent buildings. While most of its buildings are targeting LEED-Gold certification, Terra – The Sustainability Pavilion is designed to gain the highest level of LEED certification, Platinum. As Expo 2020 awaits the results of the U.S. Green Building Council's (USGBC) review, its partners have taken major steps towards receiving LEED certifications for their establishments within the boundary of the Expo 2020 site.

CEEQUAL Certification

During the reporting cycle, Expo 2020 was progressing towards recognition from the CEEQUAL awards. In April 2021, it became the first project in the Middle East to earn an 'Excellent' CEEQUAL rating, the highest industry recognition for sustainable civil engineering. All eight 'Excellent' certificates awarded to Expo 2020 highlight how the World Expo has incorporated sustainable design principles across its buildings, infrastructure and landscaping.

Al Sa'fat

Introduced by Dubai Municipality (DM), Al Sa'fat is a green building rating agency tasked with improving the sustainability of new establishments in Dubai. Aligned with the objectives of Vision 2021, Al Sa'fat urges sustainable infrastructure as the new local norm. In accordance, Expo 2020 ensures all its buildings are constructed and operated in complete compliance with the system.



3. CLIMATE CHANGE

The UAE has an established Ministry of Climate Change and Environment (MOCCA) to enact measures to fight climate change and promote the nation's sustainability and growth as per the Paris Accord and the United Nations Sustainable Development Goals (SDGs). This entity is supported by the UAE Council for Climate Change and Environment, which fosters international partnerships and cooperation towards climate solutions. To further

support these aims, the UAE has launched an ambitious bid to host the Council of Parties (COP28) global climate summit in Abu Dhabi in November 2023. As COP28's host, the UAE would leverage its experience as a regional and global mediator to incite all parties to achieve the goals set out in the Paris Agreement. Submitting its first Nationally Determined Contribution (NDC) in 2015, the UAE became one of eight nations to engage in this activity to reflect its ambition

to achieve an economy-wide emissions reduction target. Through the UAE's second NDC, submitted in December 2020, the country built upon its clean energy targets within the wider spectrum of its economy and emissions profile. This task entailed addressing Expo 2020 Dubai's role as a sustainable mega-event, committed to sourcing clean energy, conserving water, managing waste effectively, and using sustainable building materials responsibly.

EXPO'S CARBON MANAGEMENT PROGRAMME

Based on the organisation's sustainability strategy and commitments to the BIE, Expo 2020 Dubai uses a design-based approach to mitigate their carbon emissions and an offsetting strategy to offset unavoidable emissions. This is supported by a focus on offering sustainable transportation, implementing

energy reduction mechanisms, water reuse solutions, reducing carbon emissions from waste collection, and more. Expo 2020 Dubai will look to identify carbon impacts in line with internal strategies, such as the Sustainable Materials Guidelines, and will:



- Estimate the GHG emissions of the event
- Implement design and construction practices to minimise GHG emissions
- Offset unavoidable emissions

a. Approach:

The primary objective of the Expo Carbon Management Programme is to document the progress towards achieving a reduction in carbon emissions from the Expo. The project accounting approach taken in line with GHG accounting standards covers five principles: **relevance, completeness, consistency, transparency, and accuracy.**

Although published and widely accepted GHG accounting standards from several international bodies exist for many aspects of GHG management, none are currently a perfect fit for the assessment of limited duration events involving GHG emission sources owned and controlled by others, such as those related to Expo 2020 Dubai, the Olympics and other mega events. Some precedent does exist, such as the carbon footprint assessments from the 2012 London Olympics, Milan Expo 2015, 2020 Tokyo Olympics, and South Africa FIFA World Cup™, however, there are substantial differences in the approaches taken by those events. As a result, Expo 2020

Dubai developed a standardised methodology to accurately and transparently estimate its footprint by adapting the relevant portions from the standards and guidance included in the following list:

- The Greenhouse Gas (GHG) Protocol initiative, led by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD).
- The International Organization for Standardization (ISO).
- The Climate Registry.
- Clean Development Mechanism.
- The British Standards Institution (PAS 2080 Carbon

Management standard for infrastructure construction and operation).

- Royal Institution of Chartered Surveyors Standards (standards for consideration of GHG from various aspects of infrastructure).

The WRI and ISO Project Accounting Standards provide a solid basis for analysing the overall footprint of the Expo. The standards direct project developers to estimate all primary and secondary impacts associated with a defined activity, regardless of whether impacts are associated with sources or sinks of emissions; and regardless of who owns or controls the facilities, vehicles, or land in question.

The goal is to estimate the emissions and sequestration of all affected sources and sinks both within the “project” and in the absence of the “project”, and to compare the two to estimate the associated increase or decrease in emissions. This is the fundamental basis of the Expo 2020 GHG inventory.

Expo 2020 Dubai has designed the inventory to capture changes in emissions from all sources

irrespective of ownership or control. However, in order to retain validity and relevance within the data recorded, scope of the carbon inventory eliminates sources and emission areas that are distantly connected to Expo 2020 Dubai’s operations, as well as circumstances where identification of emission change is challenging to report.

Unlike corporate, municipal, or national GHG emission inventories,

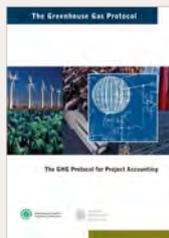
which involve annual assessments of total emissions of the entity for the prior year, the Expo assessment accounts for the following multi-year impacts:

- Construction of Expo venues and associated infrastructure
- Hosting of the Expo
- Movement of people and goods to and from the Expo
- Legacy impacts directly attributable to the Expo

Periodic updates of the inventory are performed, not to conduct a comparison of year-on-year performance, but rather to refine the carbon inventory as new information becomes available, and to track progress against carbon reduction commitments.

GHG PROTOCOL PROJECT ACCOUNTING

- Fundamental basis of the inventory
- Compare Expo emissions to baseline:
 - Independent of ownership
 - Baseline may be zero for some projects



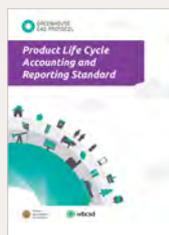
GHG PROTOCOL CORPORATE ACCOUNTING

- Calculation approach:
 - Impacts from electricity and passenger travel
- Emission Factors (EF) from a gallon of diesel
- Aspects not used: Boundaries and Scope 1, 2, and 3



PRODUCT LIFE CYCLE ACCOUNTING AND REPORTING STANDARD

- Embodied carbon in materials
- BAU and reduced cases



INFRASTRUCTURE PROTOCOLS: PAS 2080 AND RICS

- Scope
 - Which building materials to account for
- Legacy use
 - How to account for re-use of buildings and infrastructure



b. Boundaries of Emission Sources:

GHG Emissions Inventory sources are organised into distinct categories for consistency with the overall Expo programme, as follows:

- **Expo Site:** includes operational use of Expo 2020 Dubai venues and associated infrastructure.
- **Accommodations:** includes energy and water use for visitors, volunteers, and accommodations for non-UAE residing workers and staff.
- **Transportation:** includes transportation of Expo 2020 Dubai's goods and people.
- **Waste:** includes waste streams and wastewater generated during the pre-event, event and post-event phases.
- **Temporal Boundary:** includes impacts from 2013 to 2022 to capture construction and all major planning activities, preparation and delivery of the Expo, and certain post-event impacts as the site is converted to legacy use.

c. Temporal Boundary:

In addition to the establishment of GHG emission source boundaries, the GHG inventory is evaluated to establish a temporal boundary. While the Expo itself is a six-month long event, the planning, construction, and pre-Expo activities commenced years before the event, beginning in 2013. Furthermore, the GHG emitting activities that occur within these time periods can be different from the GHG emitting activities during the Expo. The temporal boundary is intended to capture all impacts prior to, during and after the event.

The Expo GHG inventory considers the GHG emissions and reductions from the initial phase of planning, starting with Dubai's win of the hosting rights in 2013, through the post-event phase (which will omit all of the temporary construction and overlay, and hand over the site to the legacy development organisation at the end of 2022).



d. Scenario Analysis

In accordance with accepted GHG accounting practices, the resulting footprint of the Expo can be quantified as the difference of total GHG emissions or emission increases from sources within the Expo boundary, and the GHG benefits created with external offsets or investments.

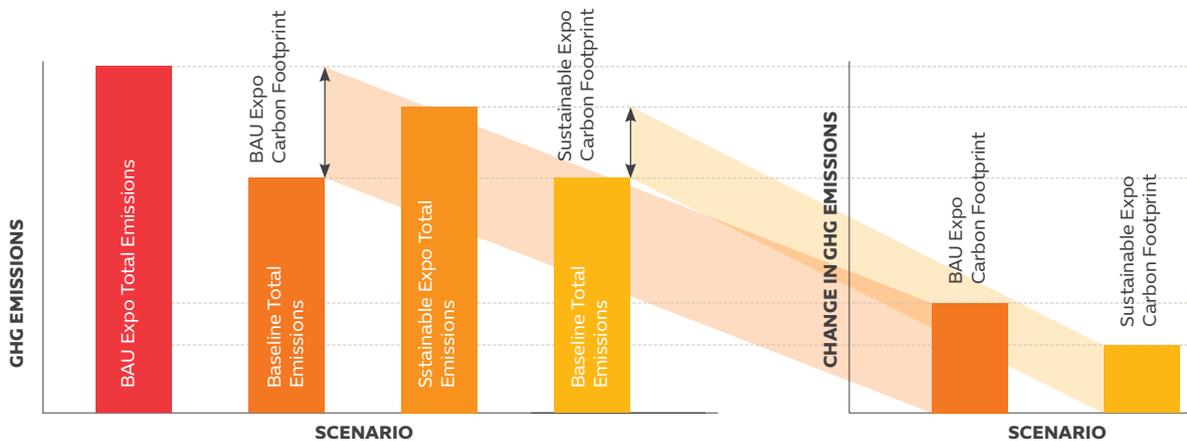
Three Expo carbon footprints are quantified:

- **Business As Usual (BAU) Expo Carbon Footprint** – this is the estimated GHG emission increases from sources of concern with the preparations for and hosting of the Expo, assuming commitments and efforts to minimise energy use, construction materials, and other sustainability programs are not implemented.
- **Sustainable Expo Carbon Footprint** – these are the estimated GHG emission increases (with the estimate eventually being based in part on actual measured parameters) from sources of

concern with preparations for and hosting of the Expo under the umbrella of a world-class energy and sustainability program, which is underpinned by a range of mandatory sustainability requirements and standards such as CEEQUAL and LEED.

- **Net Expo Carbon Footprint** – these are the estimated GHG emission increases (with the estimate eventually being based in part on actual measured parameters) from the Sustainable Expo Carbon Footprint and including the GHG emission reductions resulting from external projects and carbon offset purchases.

The BAU Expo Carbon Footprint and Sustainable Expo Carbon Footprint are both the differences between emissions from all impacted sources with and without the Expo, as illustrated in below.



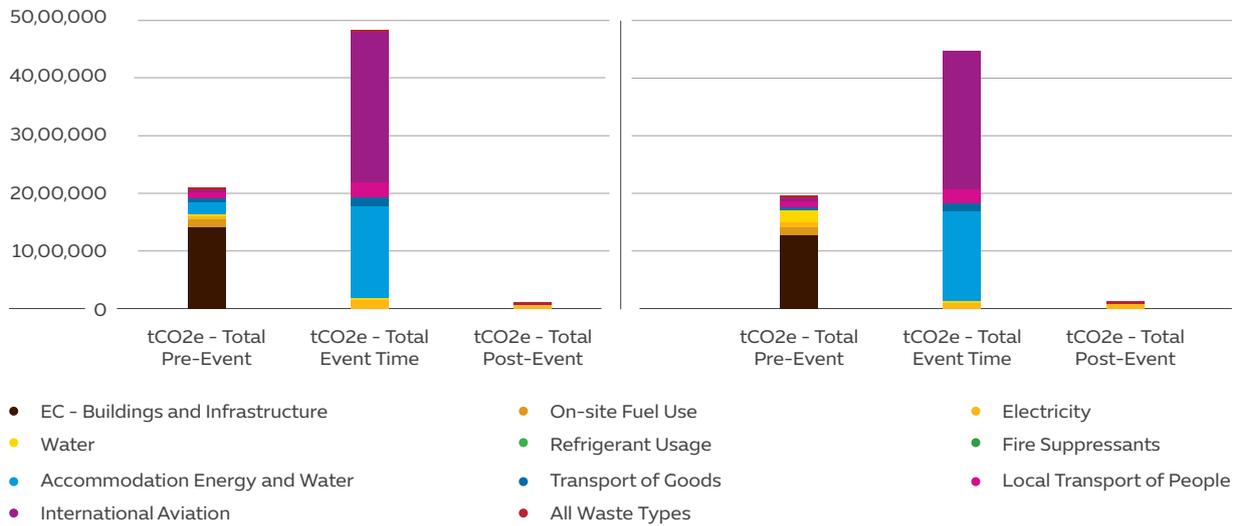
Based on the aforementioned approach, Expo 2020’s GHG Inventory was calculated in late 2018, and updated in December 2020, and is anticipated to be updated an additional four times. An update immediately before the start of the event (in September 2021) will incorporate final data from construction of venues and planning of the event. Updates at the mid-point (December 2021) and end of the event (March 2022) will incorporate data on visitor counts and monitoring of on-site fuel and electricity use. A final update in September 2022 will incorporate final event-time data and impacts of decommissioning and legacy conversion activities.

Current Inventory Calculation Results:

Based on an assessment of Expo, the estimated total GHG footprint for the BAU scenario is approximately 7.0 million metric tonnes of carbon dioxide equivalent (tCO₂e) and for the Sustainable Expo scenario is approximately 6.7 million tCO₂e. The BAU scenario is a best estimate of what the footprint would be without specific elements of the sustainability programme, and the Sustainable Expo scenario is based on estimated actual programme elements. The scenario segmented diagrams illustrate the estimated GHG emissions by event phase for the BAU scenario and for the Sustainable scenario, respectively.

BAU = 7,015,489 tCO₂e

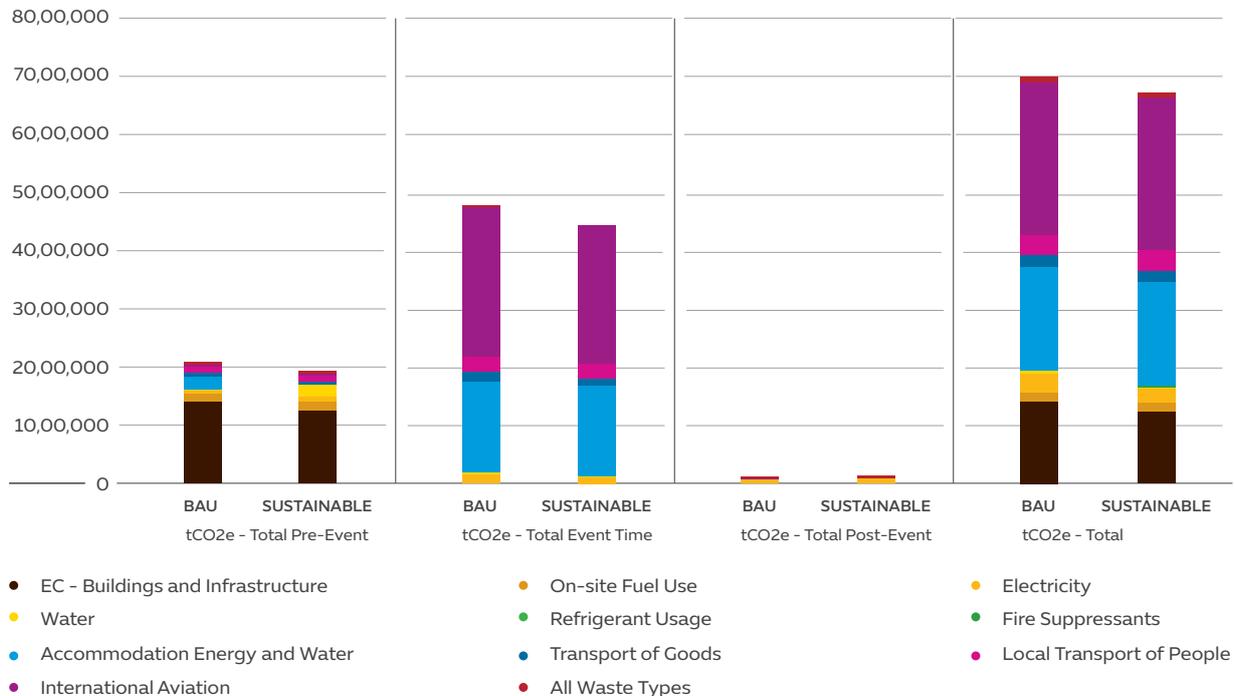
SUSTAINABLE = 6,734,419 tCO₂e



Temporal boundaries comprehensively consider impacts from 2013 to 2022 to capture construction and all major planning activities, preparation, and delivery of the Expo, and certain post-event impacts as the site is converted to legacy use in three phases: Pre-event, Event, and Post-event.

The graph below provides the temporal split of emissions by source.

GREENHOUSE GAS INVENTORY SUMMARY - BAU EXPO VS. SUSTAINABLE EXPO



COVID-19 Delay Emissions Impact:

In May 2020, due to the global COVID-19 pandemic, the Bureau of International Expositions (BIE) ratified a decision to postpone Expo 2020 Dubai by one year. The impact of the postponement on the carbon footprint is approximately 145,000 tCO₂e, primarily due to an additional year of electricity, fuels, and water consumption, and waste disposal, in addition to worker transport.

CASE STUDY

INNOVATIVE TECHNOLOGY TO DELIVER A GREENER WORLD: UPS

Communities around the world rely on logistics to deliver various items globally which leads to the global transportation sector emitting eight billion tons of greenhouse gas (GHG) per year.

UPS's pledge to be carbon neutral in all of its operations by 2050 is a demonstration that the connections that its smart global logistics network facilitates must not be at the expense of the communities it serves. To address the matter, 540,000 UPS employees pursue a strategy that is simply formulated and powerfully implemented:

- Customer First
- People Led
- Innovation Driven

UPS, Expo's Official Logistics Partner, is committed to lead the fight against climate change in the transportation sector and innovating quickly to develop and deploy solutions that protect the future. The Middle East is one of the regions predicted to be deeply affected by the effects of climate change, and UPS proudly uses its expertise to help Middle Eastern governments address the challenge head-on. UPS proudly partners with the UAE at Expo 2020 Dubai to drive climate innovations that align with current government investments.

The UPS innovations showcased at Expo 2020 are the result of dedicated UPS work around the world. UPS is creating robust, carbon-neutral solutions for every step of the supply chain to revolutionise delivery. One of the sustainable projects at UPS is the worldwide 'rolling laboratory' comprising of more than 12,000 cutting-edge low-carbon vehicles which embodies UPS's innovative spirit.

UPS's carbon-neutral efforts often entail creating solutions that previously did not exist. UPS refined and developed a UPS pick-up and delivery vehicle - in cooperation with the UK start-up Arrival - and are now working on 10,000 vehicles to bring to the market in the years to come. UPS worked with partners at Fernhay to develop their powered-assisted course called eQuad, which can navigate the narrow streets of cities and deliver without emitting GHG and excess traffic. It is these cutting-edge innovations that UPS proudly highlights as their role as Official Logistics Partner of Expo 2020 to show how sustainable logistics services can benefit businesses, governments, people, and the planet.

UPS recently demonstrated that blue skies thinking is the path to carbon-neutral innovation by taking their rolling lab to the clouds. With their new electric vertical take-off and landing (eVTOL) test aircraft, developed in conjunction with BETA technologies, UPS can replace short flights of carbon-heavy aircrafts with carbon-free eVTOL flights delivering what matters in a safe, robust and sustainable way. These machines can land in compact spaces on buildings, making them ideal for reaching remote areas. eVTOL's charging systems will be compatible with those of UPS's access vehicles, creating an electrical ecosystem that can grow exponentially as UPS addresses the climate crisis.

UPS knows that no single solution can tackle the existential crisis of climate change. Therefore, their case study is not limited to one innovation. Instead, they want to highlight their entire carbon-neutral fleet, working together at every stage of the supply chain to eliminate emissions and deliver what matters: a better world.



CASE STUDY

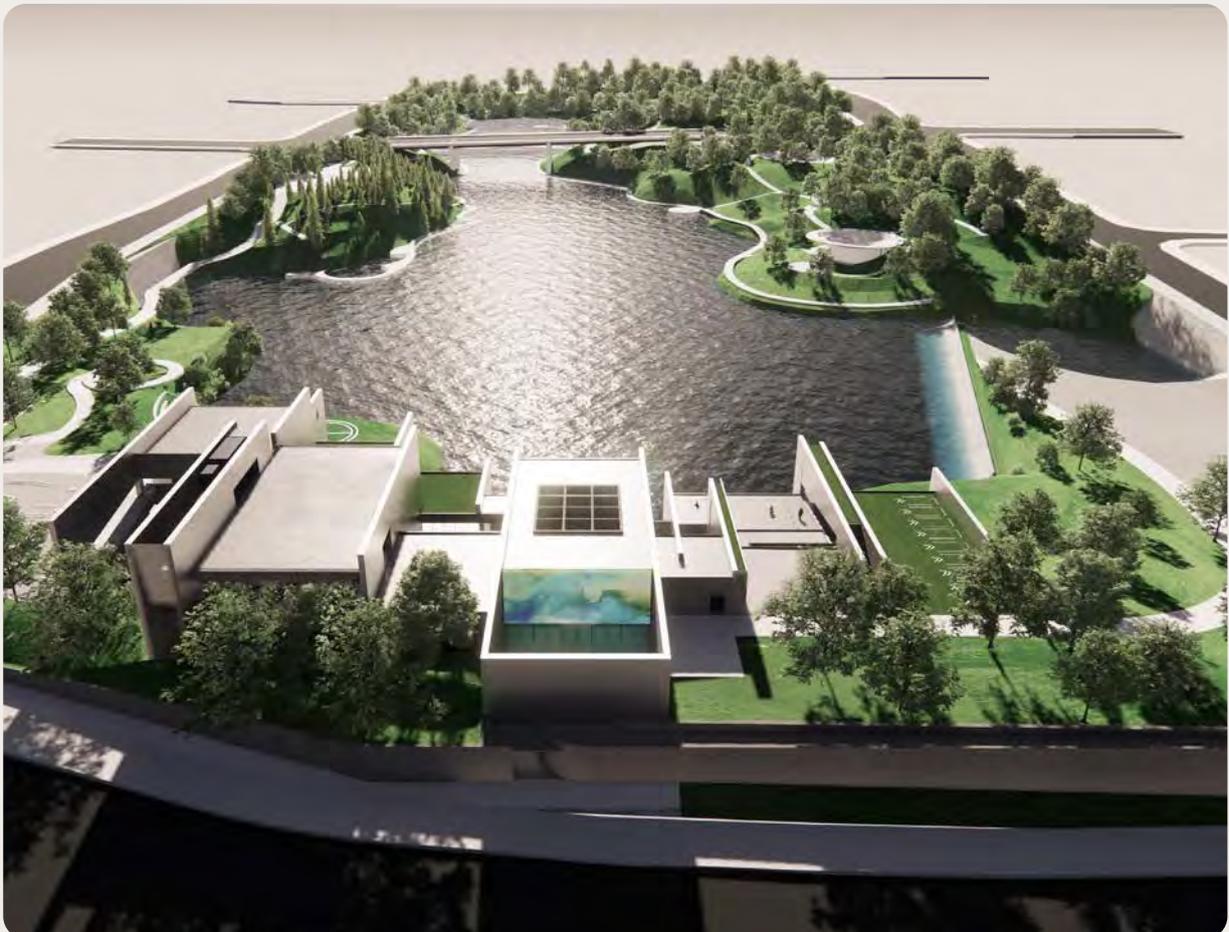
THE ECO-FRIENDLY TERMINUS AI PARK TO BE LAUNCHED

Terminus Group, the Official Robotics Partner of Expo 2020 Dubai and leading AIoT (Artificial Intelligence and the Internet of Things) tech company, is to launch the first AI PARK, a miniature of AI CITY in Chongqing, Southwest China.

Terminus AI PARK will serve as the first phase “pilot facility” for the entire AI CITY “Cloud Valley” development project based in Chongqing. The park area is equipped with various ICT features, 360-degree robotic services, as well as AIoT-driven management centers. Various smart solutions including smart communities, smart fire protection, smart energy services, smart finance, and smart e-commerce are deployed onto the digital layers operating on the AI PARK digital platform to support its functional operations.

TERMINUS AI PARK

AI PARK is built to showcase what Terminus AI CITY will look like and to demonstrate the AI CITY eco-friendly operations. It features Terminus-designed buildings with display rooms, office facilities, tech demonstration area, riverside area, and other amenities showcasing the actual structure and functions of the future AI CITY.



CASE STUDY

NISSAN CARBON NEUTRALITY GOAL

Nissan Motor Co Ltd, Expo's Official Automotive Partner, has set itself the goal of achieving CO2 neutrality over the entire operation of the company and the life cycle of its products by 2050. The 'life cycle' includes the extraction of raw materials, manufacture, use, and recycling or ultimately the reuse of life vehicles. As part of this effort, all brand-new Nissan cars in key markets - Japan, China, the United States, and Europe - will be electrified by the early 2030s.

Nissan will continue to innovate in electrical and manufacturing technology to advance the company's carbon-neutral goal in the following strategic areas:

- Battery innovations, including solid-state and related technologies, to develop more efficient and less expensive electric vehicles.
- Further development of the Nissan Electric Powertrains (e-POWER) to achieve higher energy efficiency.
- Development of a battery ecosystem to support decentralised electricity generation on-site for buildings with renewable energy sources. Nissan Expects Increased Cooperation with Energy Sector to Support Decarbonisation of Power Grids.



Innovations in the manufacturing process to support higher productivity in vehicle assembly, starting with the Nissan Intelligent Factory initiative. The company will also strive to increase energy and material efficiency to support its long-term climate-neutral ambitions. The company's efforts to reduce electricity and emissions support the goals of the United Nations Paris Agreement on Climate Change and global progress towards carbon neutrality by 2050.

Nissan's ambition also extends previous initiatives under the Nissan Green Program and the company's ongoing work to

reduce the carbon footprint of its products and operations. The company introduced the world's first electric vehicle, the Nissan Leaf, and has sold more than 500,000 zero-emission vehicles to date.

The company continues to work with coalitions and industry agencies to develop infrastructure and raise public awareness of the benefits of electric vehicles.



CASE STUDY

MASTERCARD LAUNCHES THE PRICELESS PLANET COALITION

Tapping into the power of partnerships, Mastercard, the Official Payment Technology Partner of Expo 2020 Dubai, launched the Priceless Planet Coalition, uniting global efforts to restore 100 million trees by 2025

Uniting efforts through the Priceless Planet Coalition

In 2020, Mastercard formed the [Priceless Planet Coalition](#), which unites the efforts of consumers, financial institutions, merchants and cities to fight climate change. The Coalition continues to gain momentum globally, with more than 50 members joining hands to secure a greener future.

Restoring 100 million trees to mitigate climate change

Collectively, the Priceless Planet Coalition has committed to the restoration of 100 million trees by 2025. It aims to reinforce a restoration model that is not only focused on planting trees, but on re-growing forests in geographies with the greatest need and most potential for a positive climate, community and biodiversity impact. Guided by climate science and forest restoration experts, Conservation International (CI) and World Resources Institute (WRI), the coalition has identified initial restoration locations in Kenya, Brazil and Australia.

Collaborating with Expo 2020 Dubai

Expo 2020 Dubai has joined the Priceless Planet Coalition, building on its commitment to sustainability. As the Official Payment Technology Partner of Expo 2020, Mastercard also welcomed to the coalition Expo 2020's Official Banking Partner and regional sustainability champion Emirates NBD. Together with other partners, including payments leader Network International, the Priceless

Planet Coalition is empowering consumers to take action for the environment and support these reforestation efforts.

" We created the Priceless Planet Coalition to not only inspire change, but to also pursue innovation, rebuilding a better world that's more inclusive and more sustainable - together. "

KRISTINA KLOBERDANZ
CHIEF SUSTAINABILITY OFFICER,
MASTERCARD

Equipping its global network to be a positive force for the environment

Mastercard continues to support its customers and partners in offering more sustainable options to environmentally-conscious consumers through a range of products and programmes, such as cards made from [sustainable materials](#) to reduce plastic waste.

Supporting sustainability across the business

Mastercard has pledged to reach net-zero emissions by 2050, building on existing commitments to reduce greenhouse gas emissions aligned with 1.5°C. In addition, Mastercard has issued a USD 600 million sustainability bond and announced changes to its executive compensation model to help accelerate progress around three global Environmental, Social and Governance (ESG) goals: carbon neutrality, financial inclusion and gender pay parity.

Building a sustainable and inclusive digital economy

Mastercard believes in “doing well by doing good”, and has embedded inclusion, sustainability, and decency into the heart of its business – blending purpose and profit. By bringing innovation, insights, and ingenuity to the table, along with philanthropy, the payment technology company is leading efforts to advance financial inclusion and inclusive growth around the world. To this extent, Mastercard has expanded its

global pledge to connect one billion people to the digital economy by 2025, including 50 million small businesses, with a direct focus on 25 million female entrepreneurs.

Learn more at <https://www.mastercard.us/en-us/vision/corp-responsibility/priceless-planet.html> and join the conversation on social media [here](#).



CASE STUDY

FIGHTING CLIMATE CHANGE THROUGH A GLOBAL STRATEGY: L'ORÉAL

For more than 20 years, L'Oréal, Expo 2020 Dubai's Official Beauty Products and Services Partner, has worked to reduce the carbon dioxide emissions associated with its industrial activity. To achieve this, **L'Oréal has improved the energy efficiency of all of its systems (buildings, devices, etc.), increased the use of local renewable energies where possible and achieved site-specific goals without climate protection projects.**

L'Oréal has developed its renewable energy strategy according to the local potential of industrial sites in the different countries in which L'Oréal operates: in most of their CO₂ reduction projects, L'Oréal has used locally generated renewable energy or has its renewable energy directly generated.

In 2017, L'Oréal was among the first 100 companies to set Approved Science Based Targets (SBT). Its overarching climate protection goal for 2030 is to adjust greenhouse gas emissions to the + 1.5°C scenario, which means that L'Oréal will reduce all greenhouse gas emissions (bands 1, 2, and 3) by 50 per cent for each end-product. To achieve this, L'Oréal has set itself digital goals for every aspect of its activities, which encompass not only its production and sales locations, but also the raw material supply chain and the spill over associated with the use of its products by the end consumer.

L'ORÉAL'S TARGETS

By 2025, all its locations will have achieved carbon neutrality by improving energy efficiency and using 100 per cent renewable energy.

By 2030, L'Oréal will be innovative to enable its consumers to reduce the CO₂ emissions from the use of its products by 25 per cent on average and per product compared to 2016.

By 2030, L'Oréal will reduce the greenhouse gas emissions associated with the transport of its products by an average of 50 per cent per finished product compared to 2016.

By 2030, its strategic suppliers will reduce its direct emissions (volume 1 and 2) by 50 per cent in absolute terms compared to 2016.

WHAT L'ORÉAL HAS ACHIEVED SO FAR

Since 2005, L'Oréal has reduced the CO₂ emissions of its factories and distribution centres by 78 per cent in absolute terms compared to 2005, increasing production by 37 per cent over the same period.

At the end of 2019, L'Oréal had 51 carbon-neutral sites (i.e. using 100 per cent renewable energy), including 14 factories.

To reduce its carbon footprint, L'Oréal is taking a two-pronged approach. First, by reducing greenhouse gas emissions in its factories and distribution centres, using renewable energies and improving energy efficiencies, the group reduced emissions at its industrial sites by 78 per cent compared to 2005. During the same period, production volume increased by 37 per cent, confirming L'Oréal's ability to combine commercial success with its commitment to ambitious climate action.

With major projects using technologies adapted to the geographical location of the sites (biomass, bioconversion, solar panels, etc.) and renewable gas

and electricity purchases, 69 per cent of the needs of L'Oréal's factories and distribution centres are now powered by energy supplied from renewable sources. By the end of 2019, 35 L'Oréal industrial sites were carbon neutral, including 14 factories.

In addition, L'Oréal is committed to offsetting the remaining emissions related to its industrial and logistics activities by 2020 by saving carbon from sustainable delivery activities. In cooperation with its suppliers, NGOs or local experts, the group develops projects that improve the lives of producers, preserve biodiversity and intercept or avoid CO₂ emissions in three ways:

- Improving energy efficiency
- Promote low-carbon farming practices, including agroforestry
- Managing forests sustainably

This innovative programme, called Carbon Balanced, was launched in 2015 and covers the Scope 1 and Scope 2 emissions of L'Oréal locations (i.e. emissions of all its locations), as well as the Scope 3 emissions in connection with the final transport of its products (about carbon dioxide annually). The eight energy and forestry projects implemented since 2015 have generated CO₂ gains of up to 116,720 tonnes of carbon dioxide equivalent.



4. ENERGY

Expo 2020 Dubai's strategic objective with respect to energy aims to promote energy reduction, renewable energy, and infrastructural design to support energy efficient technologies and systems. By retaining an approach that prioritises and maximises passive design solutions as critical tools to achieve energy efficiency, Expo 2020 Dubai boasts effective environmental outcomes that are realised through comprehensive energy savings.

PRESENTING AN ENERGY EFFICIENT EXPO 2020 DUBAI IS ACHIEVED BY:

Measuring the energy consumption associated with hosting the Event

Taking actions to reduce the energy consumption to the extent practicable by using proven and commercially available technologies and processes

Implementing off-site and on-site renewable energy solutions

ENERGY CONSUMPTION

During 2020 and Q1 of 2021, Expo 2020 Dubai's key source of energy consumption was grid-powered electricity via the Dubai Electricity and Water Authority (DEWA) as an increasing proportion of the site was gradually connected to the Dubai central electricity grid.

The majority of diesel and biodiesel was used in power generation by on-site generators. The proportion of their contribution to the energy mix steadily decreased as more of the site was gradually connected to the central electricity grid.

The table below provides total energy consumption data in kilowatt-hours (kWh). Diesel and biodiesel energy density factors are based on commonly used conversion factors.

TOTAL ENERGY CONSUMPTION BY TYPE (KWH)				
Year	Diesel	Biodiesel	DEWA	Total
2019	20,830,141	993,852	32,557,671	54,381,664
2020	17,057,649	660,918	72,128,631	89,847,197
2021 (Q1)	1,979,326	64,730	19,100,484	21,144,540

Petrol was primarily used for on-site vehicles and is a relatively small proportion of the energy mix. Consumption is relatively steady in 2020 and 2021, but may fluctuate as event time nears. Moreover, with the increase of Electric Vehicle (EV) use at the Expo site, a total of 68 EV charging stations were installed across the site. These include 8 charging points at the main office, 20 charging points in the Opportunity car park, 20 charging points in the Sustainability car park and 20 charging points in the Mobility car park.

Year	Petrol Consumed (Litres)
2019	128,313
2020	141,458
2021 -Q1	18,521

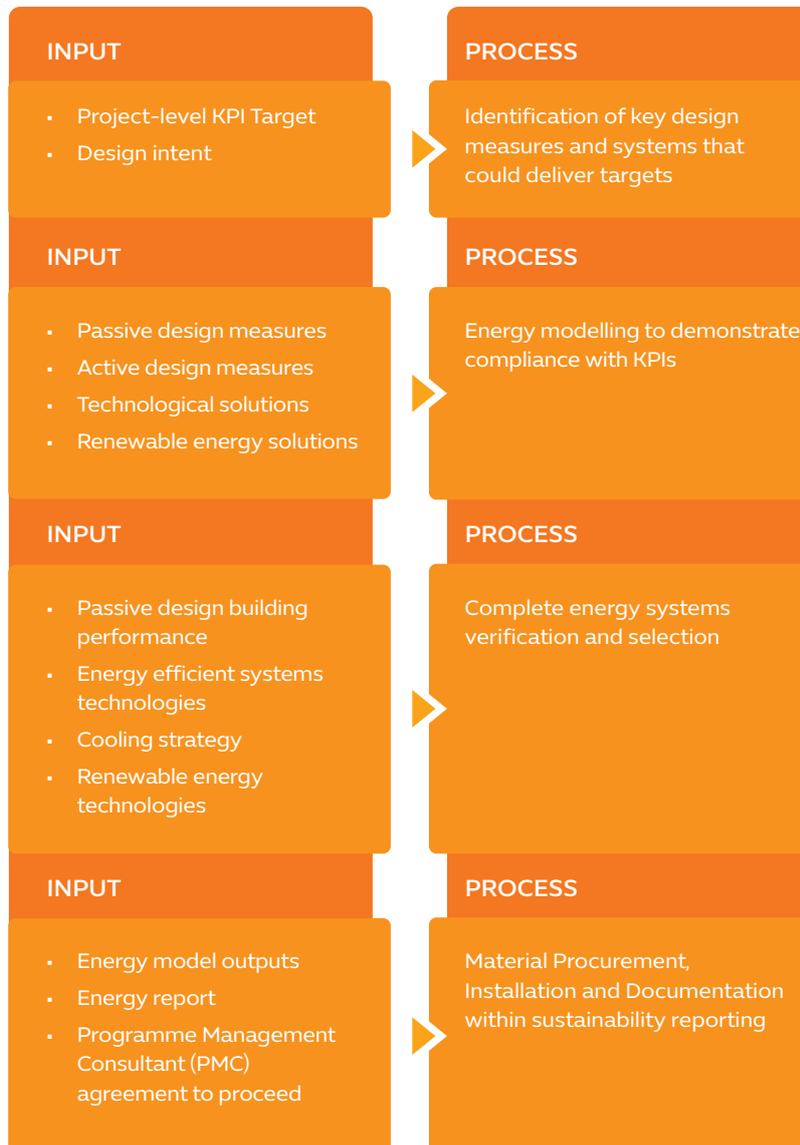
ENERGY REDUCTION

Expo 2020 Dubai models its energy management with the assistance of ASHRAE 90.1, an internationally recognised standard for building efficiency, used to measure performance against energy KPIs and to support

the requirements for LEED-Gold Certification, a requirement for all permanent buildings at Expo 2020 Dubai. The standard lends to the organisation's energy-reduction design planning, to ensure that annual site-wide

energy consumption is reduced. The graphic below illustrates the methodology pertaining to the organisation's energy reduction design's inputs and the corresponding processes elected for their management.

ENERGY REDUCTION DESIGN PROCESS



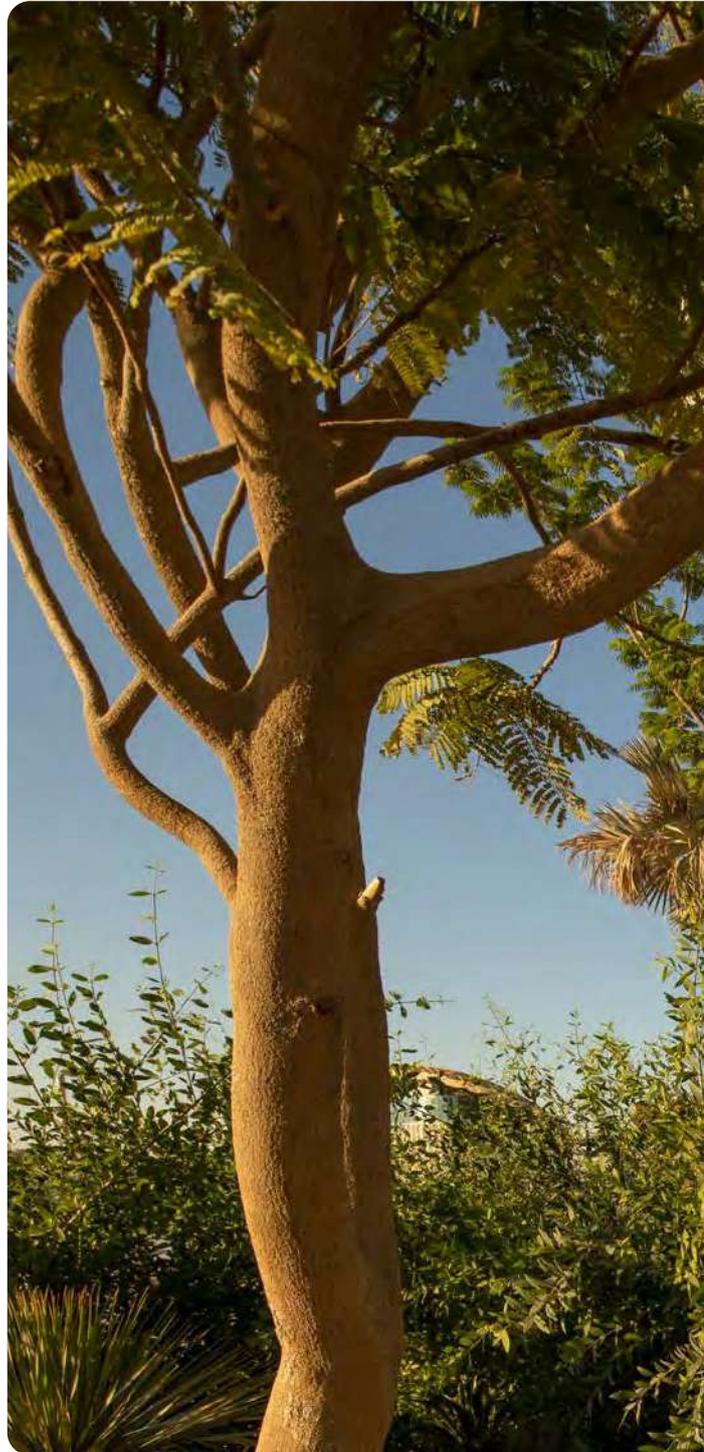
Based on modelled energy usage, Expo 2020 Dubai was able to reduce annual site-wide energy consumption by **33%**

RENEWABLE ENERGY

Expo 2020 Dubai aims to address the future of responsible energy generation by introducing renewable solutions and processes to enhance economic diversity and to promote the long-term vision of the UAE, as identified in mandates such as the UAE Vision 2021, 2030 Dubai Integrated Energy Strategy, and the National Renewable Energy Programme. By establishing on-site renewable energy capacities, the organisation will offset a portion of the operational energy demand during the Event and its Legacy phase. In the interest of long-term energy value, all permanent buildings within the main Expo 2020 Dubai site will contain renewable energy systems to support the on-site generation of renewable energy sources. Expo 2020 generates a combined total capacity of 5.5 Megawatts, that's enough energy to go approximately 180,000 round trips from Downtown Dubai to the Corniche in Abu Dhabi. Renewable. Renewable energy installations at Expo 2020 Dubai, include:

- 12,000 sqm of photovoltaic (PV) surfaces across the Sustainability Pavilion's roof and solar trees, resulting in a "net-zero" energy building in the Legacy phase
- Rooftop solar PV panels on permanent buildings, providing approximately 22% of the energy required to operate the buildings in the Legacy phase.
- The installation of renewable energy assets, including educational elements in two schools in Dubai and in Abu Dhabi that were selected through the Expo 2020's Sustainability Champions programme.

"All permanent buildings within the main Expo site have renewable energy systems to support the on-site generation of renewable energy sources"





CASE STUDY

REIMAGINING ENERGY: ENOC

Emirates National Oil Company Limited (ENOC), Expo 2020 Dubai's Official Integrated Energy Partner, is a leading integrated global oil and gas company, operating throughout the energy sector value chain. Wholly owned by the Government of Dubai, ENOC was established in 1993.

For more than two decades, ENOC has been working steadily to meet the nation's energy requirements and transform the energy sector through integrated operations and innovative service delivery. **The ENOC Pavilion at Expo 2020 Dubai showcases an immersive experience that not only challenges traditional understanding of energy, but also demonstrates the group's commitment to sustainability.**

Under the slogan 'Reimagine Energy', the ENOC Pavilion covers a plot of 2,060 square metres and is built using 700 tonnes of steel to reduce waste and environmental impacts and promote sustainability. The use of steel will also allow the pavilion buildings to be reused and return the site to its original condition when the exhibition is over.

Other sustainability features of the ENOC Pavilion include the installation of a Hybrid Functional HVAC design that reduces its energy consumption by 20.1 per cent below the ASHRAE 90.1 standard assessment. In addition, the pavilion achieved a 30 per cent reduction in the demand for drinking water in accordance with DEWA guidelines. Keeping sustainability at the core of its practice, ENOC recently unveiled its Service Station of the Future on the Expo 2020 site. The station will support the logistical needs of the Expo 2020 fleet and serve the general public in District 2020 as a stepping stone into a new era of fuel retailing.

ENOC's Service Station of the Future is one of the few stations to be LEED-Platinum certified. It is also the first stations in the region to incorporate grid-connected wind turbines to generate electricity and carbon fibre to construct its canopy.

More than 43,000 square metres (37 tonnes) of carbon fibre – a lightweight and easy-to-use material three times stronger

and five times lighter than steel – was used to build the 133 multi-layered canopy structure. The frame structure has a transparent ethylene tetrafluoroethylene (ETFE) canopy.

To integrate renewable energy for electricity generation and enable the plant to be energy efficient, 283 photovoltaic solar panels were installed to generate 143 megawatt-hour (MWh) of solar



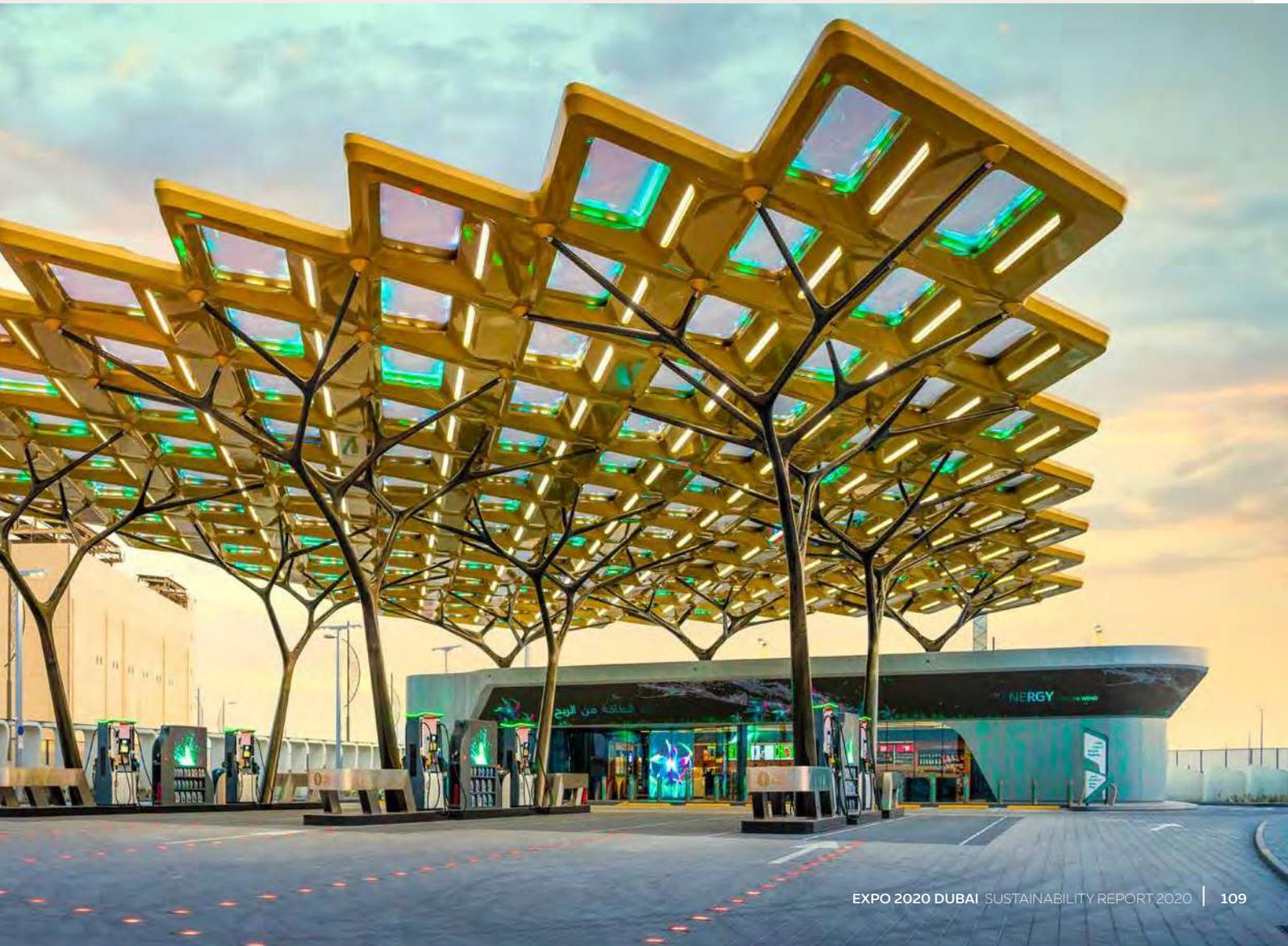
energy per year and a 25-metre wind turbine will generate 12.7 MWh of clean energy annually.

Service station systems have been deployed to promote energy conservation, such as the use of carbon filtration technologies to reuse and recycle grey water for irrigation, significantly reducing outdoor water consumption. The plant

is also equipped with heated air units that use ozone technologies to convert water molecules from moisture in the air to potable water for personnel on-site.

As the Official Energy Partner of Expo 2020 Dubai, ENOC is determined to represent the energy industry and the UAE on the global stage. Incorporating sustainability into every aspect of

its pavilion and gas station at Expo 2020, ENOC strives to inspire the world to reimagine energy.



CASE STUDY

GREEN HYDROGEN: CORNERSTONE OF A SUSTAINABLE ENERGY FUTURE GREEN HYDROGEN PROJECT, DUBAI

In the coming decades, the world faces the complex challenge of maintaining economic growth while simultaneously reducing and mitigating the effects of CO₂ and other greenhouse gas emissions. To avoid a climate catastrophe, the global economy can only emit approximately another 700 GtCO₂ until 2100, which effectively means we need to achieve “net zero” emissions by 2050. The transition to a sustainable energy system will need to be achieved amid the twin challenges of a rising global population and an expanding middle class in emerging markets adding to energy consumption.

A number of countries have already embarked on a path towards a full-scale energy transition by creating market incentives for renewable energy, fostering research and development, and adopting other measures and policies aimed at increasing the share of clean energy in their energy mixes. Investment in renewables is now driven mostly by private capital, and stands at about USD 330 billion per year. However, the full potential of renewables has yet to be unleashed by creating more storage capacity, reducing reliance on fossil fuels and making distributed energy systems more flexible and resilient.

Faced with these challenges, engineers and policymakers are increasingly looking to the use of hydrogen as a potential game-changing technology. Hydrogen is a highly efficient energy carrier, and upon combustion, the only by-product of this zero-emissions fuel is water. This makes it an ideal medium for electrification and the substitution of fossil fuels in industrial processes and other applications. As a means of high-capacity energy storage, it facilitates fast response for primary frequency reserve service, opening up new avenues for sector coupling (curtailment, peak shaving in countries where this may be needed, etc.). As such, the opportunities offered by synthetic H₂ produced with renewable energy, also known as “green hydrogen”, could help overcome

several obstacles on the path toward a full-fledged revolution of energy systems.

The UAE, similar to other nations around the world, has embarked on a path towards a more sustainable energy system. The decision to chart a new course was prompted by several globally prevalent dynamics, including a steady increase of energy consumption, together with high population growth. The UAE Energy Strategy 2050 aims to increase the contribution of clean energy in the total energy mix from 25 per cent to 50 per cent by 2050.

In line with Dubai and the UAE’s efforts to build a greener, more sustainable economy, DEWA, Expo 2020 and Siemens Energy cooperated to develop the Green Hydrogen Project in Dubai, the first industrial-scale, solar-powered green hydrogen-producing facility in the Middle East and North Africa region.

An integrated megawatt-scale plant, the facility is designed to produce hydrogen using solar panels, store the gas and then deploy it for re-electrification. The Green Hydrogen Project has been built to accommodate future applications beyond the re-electrification scheme as new options for producing, storing, distributing and deploying H₂ are implemented across diverse sectors including power, mobility and industry.

5. WATER AND EFFLUENTS

To ensure Expo 2020's sustainability approach is implemented across its buildings and infrastructure, the organisation applies a water efficiency hierarchy for the selection of functional landscapes to lower water demand by applying. Through design and construction, there is the opportunity to deliver water-sensitive sustainable solutions across the event's operations.



By electing approaches to tackle water demand and to establish measures for water conservation, Expo 2020 Dubai is engaging in the following actions:



DEMAND REDUCTION

For indoor water, consumption is managed through:

- Low-flush toilets
- Low-flow or waterless urinals
- Flow restrictors, infra-red sensors or percussion style mechanisms that automatically turn off after use
- Low-flow showers
- Water efficient appliances

For outdoor water, consumption is limited through design considerations for:

- Local rainfall patterns
- Plant selection
- Soil water-retention properties
- Irrigation equipment and scheduling technologies, such as incorporating underground drip irrigation systems to minimise water loss through evapotranspiration
- Planting schedules and establishment periods



DEMAND SUBSTITUTION

Expo 2020 identifies more sustainable sources of water for:

- Irrigation
- Water features
- Cooling equipment including district cooling distribution
- Toilet flushing

A water balance model must be prepared for each project to consider the benefits of the capture, treatment and reuse of Expo 2020's many water streams. Solutions are determined by a designated project management team that conducts in-depth examination of each option's feasibility and comprehensive lifecycle.



WATER RESOURCE PROTECTION

Protection of water resources is critical to the delivery of a sustainable construction project. To this end, Expo 2020:

- Manages storm water and groundwater drainage
- Considers seasonal and permanent surface water flows in its designs
- Prevents pollution
- Controls construction water

During construction, water demands can be high and highly variable. Managing water demand through construction, Expo 2020 applies its learnings to plan present and forthcoming phases of the event – embedding procedures at strategic and task-specific levels.

To create an aesthetic environment within the site, planning for Expo 2020’s legacy considers efforts to ensure all on-site watercourses remain clean from waste and storm-water remnants. Similarly, micro-climatic variables in the form of water features will be placed within the organisation’s site for temperature modification, as well as appearance.

Through an integrative systems approach, Expo 2020 conducts a water balance audit and implements a water efficiency programme that addresses watering needs, irrigation methods to minimise water loss, and collection of water run-off.

WATER CONSUMPTION

Expo 2020 Dubai categorises its water consumption into three types:

- **GROUNDWATER:** Sourced from external dewatering activities and groundwater supplying agencies, groundwater is transported to the Expo 2020 Dubai site by third-party service providers and is used for dust suppression, road levelling, soil levelling and on-site construction work. It is also extracted from on-site bore wells, after obtaining the necessary permits, and is used for construction work.
- **POTABLE WATER:** Obtained from the Dubai Electricity and Water Authority (DEWA).
- **TREATED SEWERAGE:** Obtained from external sources, on-site sewage treatment units and contractor facilities, such as worker accommodation facilities.

TOTAL WATER CONSUMPTION BY TYPE (LITRES)				
Year	Groundwater	Potable Water	Treated Sewage Effluents (TSE)	TOTAL
2019	335,685	360,821	261,305	957,811
2020	66,669	302,605	364,640	733,914
2021 (Q1)	17,186	40,497	61,853	119,535

Relative to 2019, this reporting cycle, encompassing of 2020 and Q1 of 2021, noted an approximate decrease of 11% in total water consumption. The most significant change in reported metrics is seen in groundwater, which is a result of Expo 2020 Dubai’s focus on replacing the use of groundwater, as well as potable water, in favour of Treated Sewage Effluents (TSE). The reduced groundwater figures noted in 2020 and Q1 of 2021 are also explained by the decommissioning of on-site borewells in Q4 of 2019, further

inhibiting groundwater usage. Expo 2020 Dubai aims to continue this trajectory as it enacts a variety of water monitoring technologies and water replacement solutions.



6. MATERIALS

Expo 2020 Dubai developed its Sustainable Materials Guidelines to focus on reducing the negative environmental, social and economic impacts of all materials procured as part of the programme. Per these guidelines, 90% of materials procured must adhere to a robust and comprehensive set of sustainability criteria.

These include parameters surrounding embodied carbon content, recycling content, responsible sourcing, regional procurement and health impact guidelines. This has been a major achievement to date, particularly considering

the large number of built assets created for the event site.

The designers involved in developing buildings and infrastructure have been required to identify the key materials on their projects, and demonstrate their environmental impact reduction. Efforts have been focused on using the most sustainable materials.

Similarly, contractors have been required to carefully follow through the designers' sustainability specifications in materials procurement and installation. The achievement of

the sustainability criteria has to be evidenced through a formal Material Approval Request process, with each selected material requiring approval from Expo Dubai 2020.

Each project has been required to submit monthly materials data logs which state the overall compliance of the materials used against a set of Key Performance Indicators (KPIs). This has enabled Expo Dubai 2020 to progressively track sustainable materials performance on the programme.

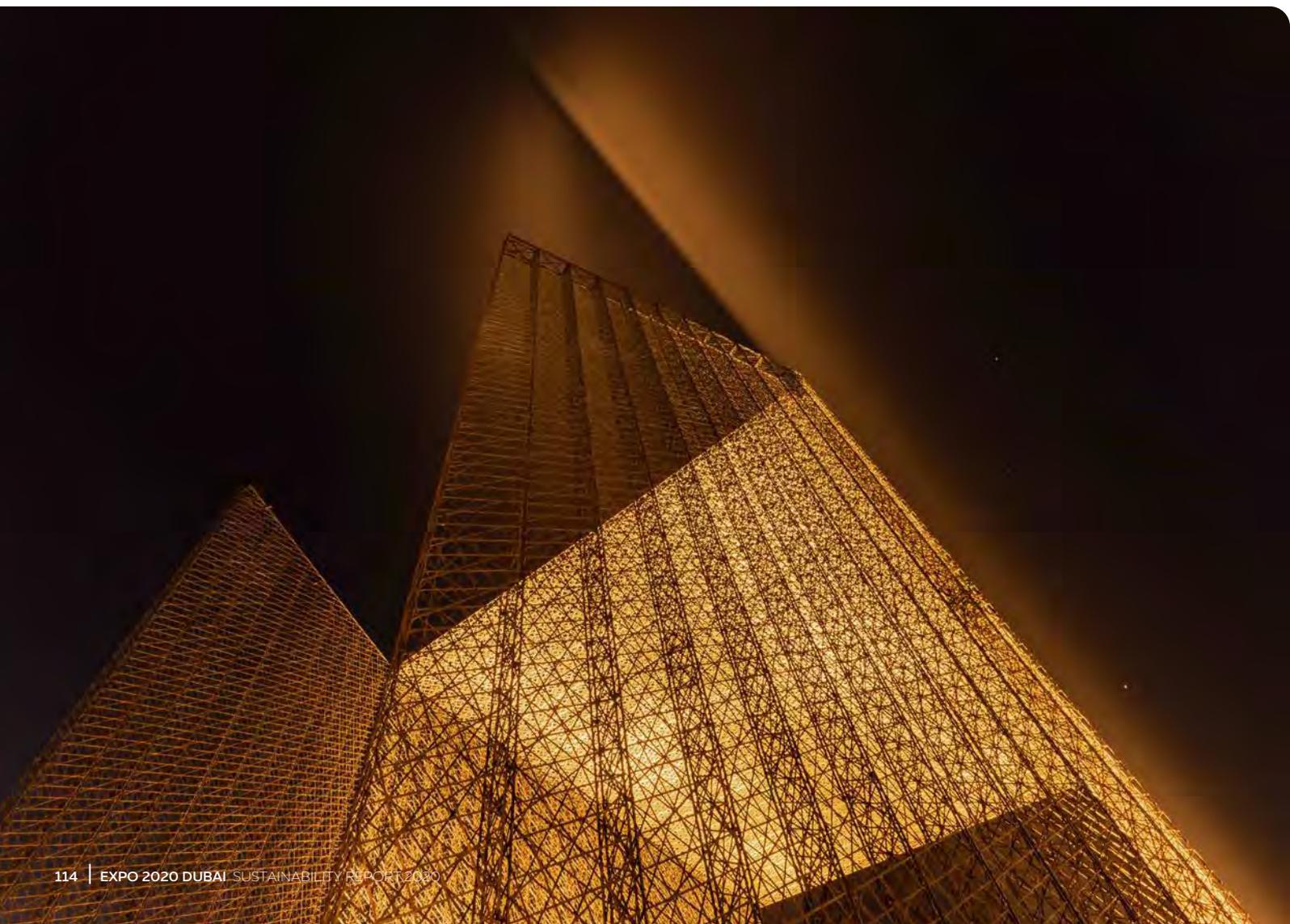
Examples of criteria for sustainable materials selection in the programme

- **Embodied CO2**
The Sustainable Materials Guidelines provide established methodologies for carbon footprint measurement. Projects are required to select materials with reduced embodied carbon. The designers must adhere to these guidelines and provide quantitative metrics to demonstrate the carbon footprint of their chosen materials.
- **Concrete, Steel and Aggregate**
Specific technical criteria must be met for these three high volume materials. For concrete and steel, the demonstration of sustainability compliance comes from independently verified Environmental Performance Declarations, which are now well established in the construction industry for quantifying the Global Warming Potential of materials. For the sustainable use of construction aggregates, several well recognised technical performance specifications are listed to encourage the use of recycled aggregates in both bound and unbound construction applications.
- **Timber**
All timber used on site is required to carry sustainable forestry certification. Accepted certifications are the Forestry Stewardship Council (FSC) certification and the Programme for the Endorsement of Forestry Certification (PEFC).
- **Polyvinyl Chloride (PVC)**
Where Polyvinyl Chloride (PVC) is required for performance-based reasons, the supplier must demonstrate that any PVC supplied has been manufactured in accordance with the European Council of Vinyl Manufacturers (ECVM) Industry Charter.
- **Reused and Recycled Materials**
The project teams are required to identify opportunities to use recycled content or products. A range of supporting information is provided within the Sustainable Materials Guidelines.
- **Low Emissions Materials**
Expo Dubai 2020 sets quantitative limits on the quantity of Volatile Organic Chemicals used in the manufacture of materials. For composite wood there is a particular requirement to select products with low formaldehyde content.

MATERIALS USED BY TYPE (TONNES)				
Year	Concrete	Steel	Timber / Wood	TOTAL
2019	1,235,387	100,369	3,434	1,339,190
2020	1,116,419	96,288	4,321	1,217,028
2021 – Q1	372,140	32,096	1,440	405,676

Expo 2020 Dubai has experienced a 21 per cent increase in total materials used between 2019 and the first quarter of 2021. This increase in materials used is attributed to the increase of material requirements as we

approach the event opening date in October 2021. Additionally, the twelve-month reporting period of 2019 is being compared to the longer fifteen-month reporting period of 2020 – 2021 Q1.





7. WASTE

Expo 2020 requires that a minimum of 85 per cent of all waste is diverted from landfill. This covers all waste streams arising from construction activities and during the operation of the event. A Key Performance Indicator (KPI) has been set to drive the segregation and recycling of both construction and operational waste to enable its diversion from landfill.

For both pre-event and event phases, programme level Construction Waste Management Plans (CWMPs) were developed. These contain sustainable waste management objectives and standards for the collection, segregation, transportation, recycling and disposal of wastes. Record keeping and waste tracking processes are also defined. The CWMPs apply to all entities working at the

Expo 2020 site, including employers, design consultants, supervision consultants, contractors and subcontractors.

Expo 2020 adopts the following waste management hierarchy to minimise waste production during the design, construction and operational phases:

- **REDUCE**
strategies for the minimisation of waste production across all phases of the work from design through construction, and into operational decisions
- **REUSE**
guidance on material reuse throughout event planning and construction processes, including the innovative use of demolition materials where technical specifications allow

- **RECYCLE**
approaches to recycling including segregation facilities and storage spaces for recyclable materials
- **RECOVER**
the use of a state of the art Materials Recovery Facility in Dubai, in collaboration with Expo 2020's waste management partner Dulsco

Waste management practices throughout the organisation are directed by the RISE Guidelines for Sustainable Operations. The Guidelines play a fundamental role in highlighting obligations and responsibilities of stakeholders, such as suppliers in avoiding single-use plastics, considering biodegradable products, reduction of food waste, and mitigation of packaging materials. Through this mechanism, Expo 2020 is able to characterise waste streams and monitor their complete lifecycles.

NON-HAZARDOUS WASTE

During this reporting period, Expo 2020's waste was largely comprised of construction waste, such as concrete, steel and metals, timber and asphalt. Other waste types such as plastic, food waste, paper and cardboard, as well as general waste, constituted for a small percentage of the overall waste. However, as the operational event phase gears up, the waste composition will change accordingly. In order to understand and predict waste types and quantities, a Material Flow Model (MFM) was developed, allowing Expo 2020 the ability to analyse different waste scenarios, predict operational risks and mitigate issues that may arise during the event.

In terms of the current accounting period, Expo 2020 is currently tracking at a cumulative performance rate of 91 per cent waste diversion from landfill.

This includes processed and stockpiled excavation waste that will be used post-event. Waste that was recycled/reused is approximately 70 per cent. This is due to the transition towards fit-out activities in the latter stages of the construction programme.

Approximately 95 per cent of the concrete waste was recycled, while all asphalt waste generated was used on-site by contractors for the construction of temporary access roads and pavements.

Recyclable waste was either reused on-site or sent to a registered recycling facility – such as timber (97%), plastic (99%), paper and cardboard (97%), steel & metal (99.8%), glass (100%). E-waste comprising mainly of printer cartridges was collected and taken to the integrated facility management company Imdaad.

TOTAL WASTE GENERATED FOR WASTE STREAMS DURING CONSTRUCTION AND FIT-OUT AT THE EXPO SITE IN 2020 AND 2021 Q1

	TYPE	GENERATED (T)	RECYCLED/ REUSED (T)	DISPOSED AT LANDFILL (T)	STORED AT AL BAYADA (T)
	CONCRETE	51,232	48,697	251	2,370
	STEEL & METALS	2,406	2,403	2	0
	GLASS	43	43	0	0
	TIMBER	5,042	4,896	145	0
	PAPER & CARDBOARD	270	246	24	0
	ASPHALT	6,491	5,664	827	0
	ORGANIC	3,091	0	3,091	0
	PLASTIC	441	440	1	0
	GENERAL	19,659	0	19,659	0
	FIT-OUT	456	31	424	0
TOTAL 2021 (TONNES)		89,131	62,420	24,424	2,370
DISPOSAL PERCENTAGE			70.00%	27.40%	3%

HAZARDOUS WASTE

Expo 2020 Dubai deals with the following four categories of hazardous waste:

Oil-based

This is sent for recycling to Cyclo Oil, a Dubai based company that owns and operates a lube oil refining plant.

Water-based

This is disposed of at the Jebel Ali Hazardous Waste Treatment Facility (JAHWTF).

Solid Hazardous

This is either disposed of at JAHWTF via a Dubai Municipality registered service providers or sent to Emirates Environmental Group (EEG) and Ecyclex International Recycling LLC company for recycling.

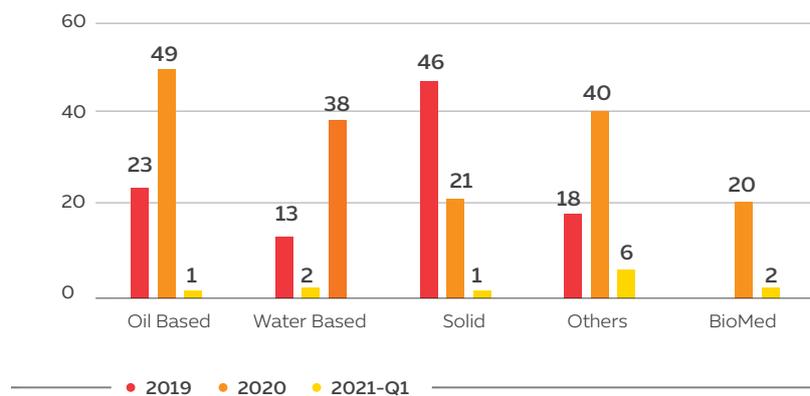
Other

Hazardous waste that does not fall under the above three categories, such as medical waste, is disposed of at JAHWTF via Dubai Municipality-registered service providers.

Hazardous waste generation increased by 79 per cent compared to the previous GRI report. The reasons for this increase include:

- A longer reporting cycle
- International Participants were included in reporting for the first time
- Biomedical hazardous waste increased as a result of the COVID-19 pandemic

TOTAL HAZARDOUS WASTE GENERATED (TONNES)



WASTEWATER MANAGEMENT

Expo 2020 Dubai classifies generated wastewater into three main categories, handled in the following ways:

- **BLACKWATER:** Wastewater from bathrooms, generated from contractors' premises, is stored in the septic tanks of toilet cabins in various rest areas on the Expo site; it is transported by Dubai Municipality to Sewage Treatment Plants (STPs) in Jebel Ali, Dubai Sports City and Al Aweer.
- **GREYWATER:** Wastewater from sinks and washing utilities is stored and transported by the same method.
- **CONDENSATE:** Water that originates from air washers, air-cooling coils, condensing appliances, overflow from evaporative coolers and similar water-supplied equipment or air-conditioning equipment; in the reporting cycle maintained in this report, no condensate was produced by Expo's operations or activities.

A notable development within this report's reporting cycle, with respect to wastewater management, is the updated treatment practice associated with wastewater, influenced by changing treatment practices enforced by Expo 2020 Dubai. Within the reporting cycle, the organisation updated its protocols to treat wastewater off-site in accordance with best-practices and established standards.

TOTAL WASTEWATER GENERATION BY TYPE (M3)				
Year	Sewage/ Black Water	Grey Water	Condensate	TOTAL
2019	227,858	36	0	227,894
2020	330,794	95	0	330,888
2021 – Q1	48,955	0	0	48,955

Although the methodology elected in the previous year excludes International Participants from tabulations due to their minimal impacts, this reporting cycle includes impacts from all International Participants, thus substantiating an increase in total wastewater generated. In addition, Expo 2020 Dubai considers its total wastewater generation increase as a result of operational disruptions caused by COVID-19 as well as continued construction activities in preparation for the event's launch.

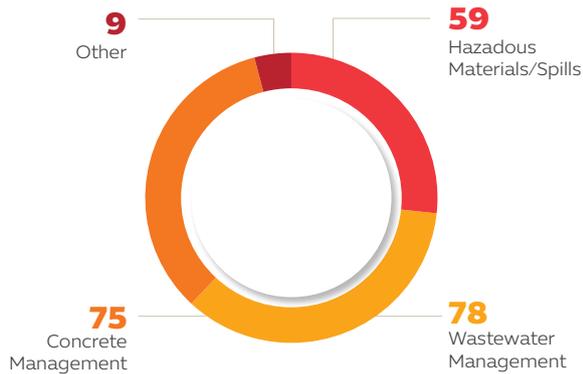
SPILLAGE

Expo 2020 Dubai mandates that all site contractors develop a Spill Response Procedure to be included in their Environment Plan, inclusive of all methods of monitoring, prevention, and mitigation in the event of an on-ground spill. Examples of controls include:

- Training all site personnel on contamination and spills
- Taking inventory of onsite spill response equipment
- Evaluating and reporting all incidents related to the spillage of hazardous chemicals
- Review of any follow-up preventative action
- Storage of hazardous chemicals used on-site in well-ventilated and illuminated chemical storage areas or rooms; all storage areas are provided with an impervious floor surface, a secondary containment with 110% capacity, Material Safety Data Sheet (MSDS), and fire extinguishers and spill response equipment in the immediate vicinity

To foster diligence in managing waste streams, Expo 2020 Dubai equips all areas where dangerous goods are stored, used, and handled, with spill kits and other forms of emergency controls and conducts frequent emergency response drills. During this reporting cycle, 221 environmental incidents have been recorded, with 12 classified as serious and 209 deemed minor.

**ENVIRONMENTAL INCIDENTS BY TYPE
(CUMULATIVE UNTIL THE END OF Q1-2021)**



Expo 2020 Dubai continues to categorise these incidents based on four categories:

- Hazardous materials/ spills
- Wastewater management
- Concrete management
- Other, including potable water pipe leakage and incidents related to smoke emissions from generators or vehicles

As shown, wastewater-related incidents comprise of the largest portion of all environmental incidents, making up 35 per cent of the total cumulative environmental incidents during the reporting cycle. Concrete-related incidents are the second most significant source of environmental incidents at 34 per cent, resulting in Expo 2020 Dubai taking steps to ensure that all contractors minimise, if not entirely prevent, incident recurrences.

A high-level summary of the significant spills that have been recorded in 2020 and Q1 of 2021 and mitigation measures taken

DATE	SPILL DETAILS	RESPONSE	PREVENTATIVE ACTIONS
18 February 2020	An unauthorised concrete washout was reported on-site. The initial investigation revealed that the driver of the concrete mixer cleaned the chute on an undesignated area.	Immediate containment and removal of the concrete spill using backhoe loader. The contaminated soil was removed and stored in heavy duty hazardous waste bags for further disposal.	A non-conformance report was issued to the concrete batching plant. Awareness/ refresher training provided to all concrete truck drivers to ensure strict compliance with the on-site requirements and facilities provided for concrete washing.
7 January 2020	A major sewage overflow was reported from a septic tank bunding facility. The initial investigation revealed delay in arrival of the sewage tanker which led to the overflow of sewage from the bund into the ground.	The waste service provider was called immediately. The contaminated areas were covered with loose soil and the soil was shoveled to clear the contamination and the contaminated soil was stored in the designated waste storage area for further disposal.	Regular inspection of bunds for any leakages to be conducted. The contaminated soil, around the tank, will be excavated, removed, and disposed of and an additional tank is to be placed to contain the overflowing water.
15 November 2020	A major sewage overflow was reported from a toilet facility. The initial investigation revealed that the pipe connected to the inlet of a sewage tank got disconnected.	The loose pipe connection was repaired and the leak was immediately stopped. The contaminated area was cleaned and the contaminated soil was collected and stored in the hazardous waste bin for further disposal at a landfill facility by an approved waste service provider.	Leak tests of septic tanks to be conducted whenever new fittings or connections are made. Regular inspection and proper repairing will supplement.

CASE STUDY

TRANSFORMING WASTE: DULSCO

As one of the most experienced UAE companies, with a history dating back 86 years, DulSCO's focused efforts to adopt and apply appropriate technologies to reduce, reuse and recycle resources over the years have made it one of the leading solution providers in environmental sustainability.

Last year, despite the pandemic causing global disruptions in numerous industries, DulSCO, Expo 2020 Dubai's Official Waste Management Partner, successfully launched a Paper Pulp Moulding Facility, the first of its kind in the region. This initiative was realised after a thorough market study of the waste cycle and in line with the need for such a solution to meet the sustainability goals of the UAE.

Commencing its waste transportation and disposal operations more than two decades ago, DulSCO is a trusted local partner in waste management. But its role does not stop at waste collection and management. In line with UAE's Circular Economy Policy, DulSCO is consciously investing in several waste-to-resource projects in the UAE. The recycled paper pulp moulding facility is yet another addition to the line of such investments by DulSCO.

The recyclables collected from across the UAE are transported to DulSCO's Material Recovery Facility (MRF) for further segregation. One of the streams recovered is paper and cardboard, which is sent to the Paper Pulp Moulding Facility in Dubai Industrial City for upcycling into various durable materials and value-added products.

Products manufactured in this facility include, but are not limited to:

- Cup holders for the hospitality industry
- Meat trays for the food industry
- Egg trays for the poultry sector
- Bed pans and kidney trays for the medical sector
- Seed pots for the agricultural sector

Food packaging products are tested as per international standards and meet the food contact requirements. Biodegradable medical products also meet the BS standards. By reducing the use of plastics currently used in market, while offering an environmentally friendly and biodegradable alternative.

With these products, organisations can drive end-users and communities to switch from plastic products to more durable, biodegradable products that are proudly manufactured in the UAE.

The 'Paper Pulp' initiative generates local value in helping to achieve the UAE's vision of sustainability, while contributing to the Sustainable Development Goals and efforts to grow the circular economy.

This project will also contribute to DulSCO's commitment to Expo 2020 to deliver a sustainable, efficient waste management agenda, with some of its products, such as coffee cup holders, food trays and seed pots, to feature on the Expo 2020 site.



CASE STUDY

LEVERAGING THE VALUE OF WASTE: SAP

Waste to wages: technology is a game changer in Ghana's fight against plastic pollution

Drains, illegal dumps and beaches are choked with discarded bottles and plastic packaging, but waste pickers are making an impact. A new multistakeholder pilot aims to increase visibility within the supply chain and bring benefits to people, companies and the environment.

The impact.

The race to recycle is gaining momentum in Ghana.

Throughout the West African country, informal workers known as waste pickers clean up communities and natural areas. Their work is vital, but the country has big plans to improve conditions in the industry and modernise. A pilot project between the World Economic Forum, the Global Plastic Action Partnership and technology giant SAP, Expo 2020 Dubai's Official Innovative Enterprise Software Partner, is creating a cohesive group of more than 2,000 waste pickers and measuring the quantities and types of plastic that they collect. This data is then analysed alongside the prices that are paid throughout the value chain by buyers in Ghana and internationally.

By bringing transparency to the value chain, the project will benefit all stakeholders. Socially responsible companies will pay a premium for social plastics, which will benefit the end consumer and protect communities and the environment. Waste pickers themselves will also benefit by earning fairer wages. Policy-makers will also use this data to decide where to build recycling plants.

What's the challenge?

A total of 8 million tonnes of plastic waste leaks into the ocean each year. By 2050 there will be more plastic than fish in the ocean if we do not take urgent, collective action.

Ghana generates approximately 1.1 million tonnes of plastic waste per year and approximately 5% of that is collected for recycling.

The system of waste pickers operates "below the radar" without formalised standards and processes. This puts stakeholders throughout the value chain at risk and also limits the way in which larger institutions can engage.

Our approach.

The Global Plastic Action Partnership (GPAP) harnesses the convening power of the World Economic Forum to bring together government, business and civil society to translate commitments into meaningful action at global and national levels. Public-private partnerships to advance national efforts to fight plastic pollution are now active in Indonesia, Ghana, Nigeria and Viet Nam.

The Forum played an instrumental role in bringing SAP and Ghana NPAP together. This relationship led to further connections throughout the plastics chain, including local waste picker organisations in Ghana; micro, small and medium-sized enterprises; multinational companies and local authorities. Together, this group is co-designing a software solution that connects waste pickers with potential buyers and recyclers.

Source: World Economic Forum



CASE STUDY

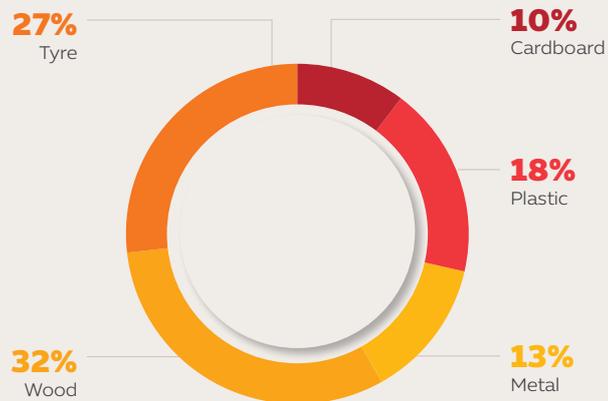
**#ANHOURWITHTHECLEANER:
EXPO 2020 DUBAI**

The desert is home to a number of native flora and fauna that represent Emirati heritage and bountiful lands. As it becomes an increasingly popular destination for people to flock to in the pleasant seasons, the desert incurs some ‘wear and tear’.

To do its part to protect and preserve the natural beauty of the nation’s landscape, an Expo 2020 Dubai team of employee volunteers contributed their time to a desert clean-up at Al Qudra, held by the DM. The programme, called #AnHourWithTheCleaner, invited conscious members of society to give back to the environment. As a prime example of how Expo 2020 imbues the truest qualities of conservation and community action, departments worked together, alongside DM and Dulsco, to foster tangible change.

With Dulsco’s support, Expo has calculated a breakdown of waste collected, categorised as per the following:

BREAKDOWN OF WASTE COLLECTED (T)



Within an area of 100,000 square metres, 299 kilograms of total waste was collected. Thirty-three kilograms of this material will be repurposed for an art project showcased during Expo 2020’s launch and operation. The outcomes of the clean-up amounted to a total of 269 kilograms of mixed recyclable waste, with 30.4 kilograms materials going to landfill – a 90 per cent diversion rate from landfill.



8. BIODIVERSITY

Expo 2020 orients its biodiversity strategy towards meeting the following objectives:

- Ensure Expo 2020's development will enhance ecosystem management and the natural environment through the preservation of existing resources and the creation of new urban and non-urban natural areas.
- Protect all existing areas of ecological value in and outside of the Expo 2020 site by maximising landscaping with native/adaptive species and minimising the planting of invasive species.

- Ensure 95 per cent of the landscape area is managed without the use of chemical pesticides, herbicides, or fertilisers.

The event site will include Arab-style vistas, including palm groves, jasmine trees, wadi figs and desert scenery. Aiming to keep visitors cool, shaded canopies will be provided by the national tree of the UAE, the ghaf tree. The megaproject's 4.38 sqkm site includes 22ha for a nursery, in cooperation with Dubai Municipality, that will cultivate 12,157 trees, including palm trees, more than 256,000 shrubs and thousands of flowering plants and herbs.

The organisation reflects on its ecological performance through documents, such as the Terrestrial Ecology Drive Report, the Expo 2020 Tree Preservation Report, and the Reptile and Small Mammal Relocation Project Report. The results of these efforts illustrate that sightings of animals occur sporadically on Expo 2020 Dubai's sites due to the movement of reported species between neighbouring premises. The CEMP lays out protocols to best manage terrestrial flora and fauna, which Expo 2020 and its third-party agencies are required to adhere to.

In the reporting cycle, several incidents of biodiversity interactions were noted, some of which are highlighted below:



In February 2020, a falcon was found stuck on a balcony in Expo Village, unable to fly due to tied feet. Dubai Municipality (DM) wildlife experts promptly responded to the rescue and reunited the falcon with its owner.

In collaboration with DM-Veterinary Section and through its appointed service provider, Expo adopts the Trap-Neuter-Return (TNR) technique whereby any feral cat spotted on-site is humanely contained, neutered and returned to the same location where it was found.





Upon spotting a wild dog on the Expo 2020 site, the Expo 2020 team immediately took the canine to the veterinary for a check-up. In early 2021, the dog has successfully been placed in a new home.

Several beehives were spotted on-site throughout the year, the majority of which are formed by Dwarf Arabian Honeybees. Great effort has ensured all nests on Expo 2020 site are protected with installed warning signs and increasing awareness among the workforce. Based on necessity, the nests are relocated to a safer part of the site by an Expo-appointed service provider that is trained in the relocation of bees' nests.



In March 2021, two young Arabian Gazelles (*Gazella arabica*) were found running on site. Upon inspection, one of them was found to be injured. Immediate action was taken to transfer the Gazelles to a DM conservation site.





CASE STUDY

OCEAN CONSERVATION AND CLEAN-UP PROGRAMME: EMIRATES NBD

Emirates NBD, Expo 2020 Dubai's official banking partner, highlights its commitment to protecting marine and coastal ecosystems from pollution under its 'Keep the Creek Clean' marine conservation programme. The programme aligns with the Group's Social Investment Strategy, under the Environment pillar, the Exchanger Employee Volunteer Programme and Sustainable Development Goal (SDG) 14, 'Life Below Water'.

Introduced by the Private Banking and CSR teams in 2018, the programme aims to help preserve and clean up the UAE's waterways, specifically the Dubai Creek, through education, awareness and action.

Since inception, the programme has trained more than 50 Emirates NBD Group employees to obtain their PADI Open Water Dive license – joining 66 already-trained scuba divers at Emirates NBD to participate in scuba diving clean-ups. The programme has removed and responsibly disposed of 11,899 kilograms of waste from marine and coastal areas, in collaboration with several government and private sector partners, through scuba diving, kayak and beach clean-ups.

In addition to scuba diving clean-ups, the programme also aims to educate volunteers on the importance of protecting our marine environment. In collaboration with PADI's Project AWARE's flagship citizen science programme 'Dive Against Debris', volunteers are taught to safely remove marine debris from the ocean and report data back to PADI on the quantity, location and materials collected.

The new Private Banking welcome pack is also made from 100 per cent recycled plastic bottles and paper.

FROM OCTOBER 2018 - MARCH 2020



GO PAPERLESS PROGRAMME

In the wake of the COVID-19 pandemic, Emirates NBD used technology to upgrade our products and services to be fully digital. In February 2020, Emirates NBD launched the Go Paperless Sustainability Programme. The first initiative under the programme was 'Identification and implementation of policies and processes to reduce paper consumption', an initiative focused on using paper responsibly, saving trees and reducing our carbon footprint. Since February, the Group has:

- Implemented 78 initiatives
- Saved 23 million sheets of paper
- Saved 2,875 trees
- CO2 reduction of 575 metric tonnes (MT)

The bank's top five initiatives:

Digital Authentication & Archival

Employees at the bank's Deira Branch no longer need to print End-of-Day Reports. They can download, check, sign and archive.

Streamlining Printers

The bank reduced the number of printers to discourage employees from printing; 70-plus printers were removed.

Discontinuing Printing of Documents from Docsafe

Printing access for approximately 910 users has been removed.

Discontinuing Printing of Denomination Pages

Denomination details are generated using a menu option in Finacle, meaning employees do not need to print them.

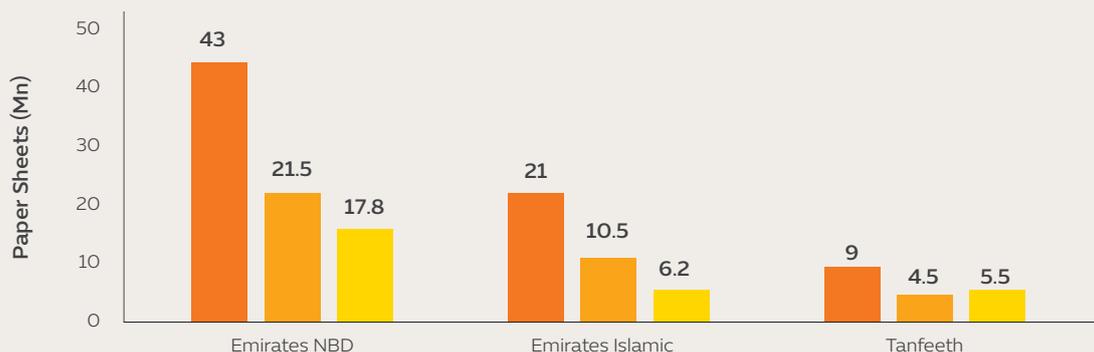
Work-from-Home Initiatives

Employees working from home developed approximately 130 new paperless processes, such as creating shared folders or approvals being given via email.

Through the use of digital and online platforms for banking products and services, the bank's carbon emissions drastically reduced.

	Total Open or Processed	Open Through Tablets	Penetration	Sheets of Paper Saved Approximately
Accounts	65,889	37,813	57%	302,504
Credit Cards	60,498	15,623	26%	124,984
Personal Loan	17,046	15,373	90%	245,968

2020 BASELINE VS. SAVINGS (PAPER SHEETS IN MILLIONS)



● 2019 Baseline ● 2020 Target ● 2020 Savings

CASE STUDY

HARVESTING HONEY: EXPO 2020 DUBAI

Expo 2020 Dubai takes great care to preserve gentle ecosystems it interacts with.

In 2019, the organisation came across a colony of honeybees present on the event's site. The Expo Sustainability team acted quickly to relocate the hive safely and productively in collaboration with the Beekeepers Association. Given that honeybees are crucial pollinators, holding a central role in agricultural production globally, this joint effort contributed to an initiative called 'Adopt a Beehive'. The colony was ethically moved to the Beekeepers Association's Bee Garden at The Sustainability City in Dubai.

In early 2021, a small group from Expo 2020 Dubai's Sustainability team visited the garden for the second year in a row. Like previous annual trips, it was commemorated by helping to harvest and bottle the honey into 100 specially designed Expo 2020 Dubai jars. The hive's rescue and relocation depict the range of considerations that Expo 2020 Dubai takes to protect biodiversity across the 4.38 sqkm site.

As bee populations continue to disappear, their conservation has become a global priority to ensure the safety of the environment, food supplies and human life.

Through directed policies and a robust sustainability strategy, Expo 2020 ensures all biodiversity targets are tracked, monitored and transparently reported. All workers are also advised to alert Expo 2020's environmental team when they find any animals on-site, helping to ensure Expo 2020 will be one of the most sustainable World Expos in history.



ENVIRONMENTAL COMPLIANCE

Electing a precautionary principle of its environmental disclosure, Expo 2020 looks to reflect its environmental performance through an institutional framework and applicable environmental legislation. Abiding by the Dubai Municipality Environment Department (DMED), Expo 2020 ensures compliance with all set environmental regulations, approvals and guidance.

Responsibility is placed on the organisation to liaise with Dubai Municipality and other stakeholders regarding its priorities and expectations for environmental compliance and applicable permits,

guidelines, standards etc., as applicable for Dubai and the event's operations. Securing support from senior management allows the organisation to manage environmental compliance risks, issues and obligations.

Expo 2020 complies with all relevant environmental regulations as set forth by the UAE Federal Government and Dubai Municipality. To date, the organisation has not been in violation of any environmental regulations, nor has it received any complaints relating to environmental matters.



CASE STUDY

THE ENVIRONMENTAL IMPACT OF TRAVEL: EMIRATES

As Expo 2020 Dubai's Official Airline Partner, Emirates' environmental framework and strategy focuses resources on three key areas: emissions reduction, responsible consumption, and wildlife and habitat conservation.

REDUCING EMISSIONS

Emirates continually explores and implements initiatives to improve fuel efficiency and reduce emissions across its operations. Some of its most significant initiatives in this field include:

- Its long-standing operation of flexible routings in partnership with air navigation service providers to create the most efficient flight plan for each flight
- The use of advanced data analytics, machine learning and AI in its fuel monitoring and aircraft weight management programmes.

Emirates received its first A380 powered by sustainable aviation fuel (SAF) in December 2020, after uplifting 32 tonnes of SAF for its flights from Stockholm in August with the support of Swedavia's Biofuel Incentive Programme. Flights from Oslo also began operating on SAF under the Norwegian government SAF mandate policy shortly after.

Emirates is also a member of the World Economic Forum's Clean Skies for Tomorrow coalition, which is supporting a transition to SAF as part of a pathway towards carbon-neutral flying.

The airline believes that a well-maintained aircraft contributes to efficient flight operations. Emirates uses a dry-wash technique to clean its aircraft, a method that saves 11 million litres of water annually and keeps its aircraft cleaner for longer – thus reducing

fuel consumption and the number of times the aircraft has to be washed annually.

Emirates is one of the first airlines to utilise GE's 360 Foam Wash system for its engines. Since 2017, more than 200 engines have been washed with this innovative system, delivering fuel savings and an estimated reduction of CO₂ emissions by 61,400 tonnes.

Having completed its first audited annual emissions report for the Carbon Offsetting and Reduction Scheme for International Aviation (CORSA), covering all its international emissions for the year 2019, Emirates is finalising the audited report for 2020. CORSA is an integral part of the aviation industry's global approach to reducing emissions, alongside technology, sustainable aviation fuel, infrastructure enhancements, and operational efficiency.

Emirates complies with all regulatory obligations, including CORSA, the European Union Emissions Trading System (EU ETS), Swiss ETS, and UK ETS. However, Emirates strongly advocates that there should be no overlap between these and other schemes or charges addressing emissions from international aviation.

Consuming responsibly

Efforts to reduce single-use plastics across Emirates' operations remains an area of focus for the medium to longer term.

In 2020, COVID-19 accelerated the digitisation of processes at customer touchpoints and reducing paper consumption and waste within the business. Significant investments were made in new technology, including Emirates Flight Catering's latest food waste management system, which leverages artificial intelligence and machine learning to monitor and control food waste and meet its target of reducing food waste by 35 per cent.

Wildlife and habitat conservation

Aiming to protect our planet's biodiversity for future generations, Emirates is a long-standing supporter and partner in the conservation of wildlife and habitats.

The airline has funded and supported the Dubai Desert Conservation Reserve (DDCR) since 2003, and heritage and conservation programmes at the Wolgan Valley in Australia's Blue Mountains since 2009. Emirates is also an active participant in global anti-wildlife trafficking initiatives, including with The Royal Foundation on the United for Wildlife initiative since 2016.



CASE STUDY

CHAMPIONING SUSTAINABILITY:
DUBAI CHAMBER

A recently published report from the Centre for Responsible Business of the Dubai Chamber, Expo 2020 Dubai's official business integration partner, revealed that the Chamber attained a number of milestones in its sustainability mission in 2020, as it served as a leading model for the business community in Dubai. As part of its efforts to promote responsible business practices, the Dubai Chamber continues to improve its sustainability performance while encouraging like-minded changes among its members and suppliers in four key areas: namely community, the environment, the workplace, and the marketplace.

ENVIRONMENTAL ACHIEVEMENTS



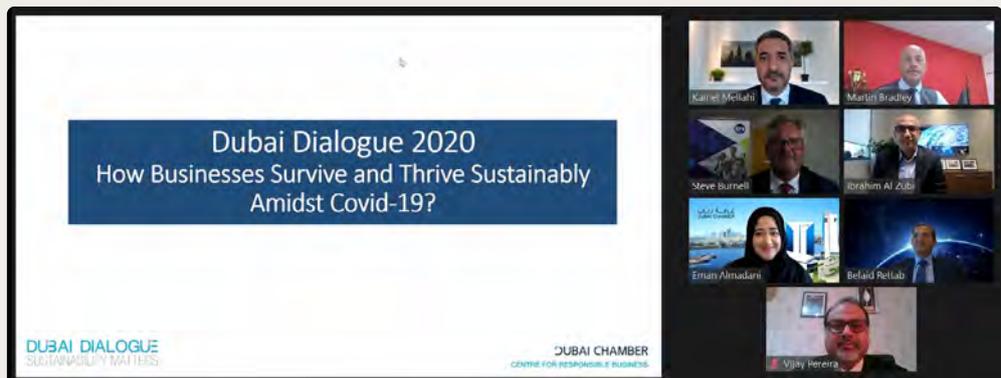
In 2020, the Chamber retained LEED Platinum certification for its headquarters and University of Dubai campus.

To support eco-awareness, the organisation organised six environmental workshops for companies, authorities, and universities.



The Chamber has reduced 91% of its potable water consumption and 63% of its energy consumption since 1998, saving more than 27.7 million dirhams as a result of these efforts.

Facilitating green infrastructure is an utmost priority, therefore the organisation has recently completed a sustainable parking project and has published three publications focusing on the modernisation of buildings, best practices, and case studies in green buildings.



SOCIAL MILESTONES



In the past year, the Dubai Chamber conducted 53 awareness and internal trainings on corporate social responsibility and well-being for Dubai Chamber employees, covering a wide range of topics such as work environment, support for people with determination and fitness.

Free annual health checks and discounted health club membership packages are offered to all Dubai Chamber employees. More than 220 participants from 153 companies participated in public webinars on business resilience under COVID-19.



The Dubai Chamber Sustainability Week 2020 campaign on employee health and well-being attracted more than 57,500 participants from 272 organisations and included more than 400 projects, activities and events. The campaign, entitled Let's Create a Healthy and Happy Workplace, raised awareness of employee health and happiness, and emphasised the need for senior management to advocate for employee health and well-being and to lead with compassion and empathy during the pandemic.

In 2020, a total of 18 companies joined the Dubai Chamber Sustainability Network, bringing the number of members to 69. The network was founded in 2010 as a platform for the business world to identify, share and provide solutions for CSR and sustainability challenges. It has initiated several initiatives to promote the introduction of sustainable practices in the local business world.



The Dubai Chamber Sustainability Network organised 19 knowledge sharing events in 2020, including virtual seminars and campaigns on topics affecting businesses, responding to the challenges of Covid-19 and adapting to the new normal. These events attracted more than 10,000 attendees from a variety of industries and addressed key issues such as employee health, wellbeing and safety, engagement of young talent, resilience of the supply chain, safe disposal of PPE and e-waste, green building, localisation, and remote participation of determined people through assistive technology.

The Dubai Chamber Sustainability Network, founded by the Chamber's Centre for Responsible Business (CRB), offers local companies the opportunity to network, learn, share experiences, and shape CSR leaders.



The Centre for Responsible Business, for its part, plays a very important role in guiding companies to understand the commercial, social, and environmental value of sustainable practices and how to apply them.

CASE STUDY

DELIVERING A HOLISTIC SUSTAINABILITY PERFORMANCE: CANON

Following half a century of operations, Canon, Expo 2020 Dubai's official printing and imaging provider, adopted 'kyosei' as its corporate philosophy in 1988, as a clear expression of the company's firm commitment towards working with stakeholders across the globe, while it pursues the development of a sustainable global society based on the philosophy. 'Kyosei' dictates the aspiration to create a society in which all people, regardless of race, language, or culture, live and work together in perfect harmony.

ENVIRONMENTAL CONTRIBUTION:

Canon focuses its circular economy within its internal corporate processes, seeking to make a purposeful change at a personal level. Along with recycling and refurbishing its IT assets, for example the EQ80 series at factories in Giessen, Germany, Canon operates a toner cartridge recycling program in Canon Brittany, France, and an inkjet cartridge recycling program in Germany.

- Since 2008, they have extracted 37,917 tons of plastic from products used for recycling as raw materials, and another 30,690 tons of products and parts directly reused.
- Canon operates its range of used toner cartridges in 23 countries and regions (total collection volume of about 424,000 tons at the end of 2019) for recycling in four plants, in Japan, USA, France and China (US recycling area where the product is located).
- Due to recycling initiatives, Canon has achieved a cumulative reduction in new resource use of around 296,000 tons since 2019.
- Canon has been collecting and recycling used toner cartridges since 1996. At the end of 2019, Canon's collection program was active in 35 countries and regions around the world, with 2,395 tons of toner cartridges collected by the end of 2019.

SOCIAL CONTRIBUTION:

To help build a sustainable community, Canon EMEA developed the Canon Young People Program (YPP). Building on the foundations of the United Nations Sustainable Development Goals and in collaboration with local partners, the program gives disadvantaged youth a voice to help create a better and more sustainable future for all. Through the power of positive visual narratives, Canon EMEA helps disadvantaged young people understand and overcome the challenges that affect their lives, with confidence and a solution-oriented disposition.

The program is enacted in the form of workshops focusing on three main themes - inspiration, education, and empowerment. Since its launch in 2015, the YPP has supported more than 4,750 young people through creative workshops in over 18 different countries. In 2020, as many educational facilities were forced to close due to the COVID-19 pandemic, YPP held online and in-person workshops in many countries, including the UK, Spain, Poland, and South Africa.

As an example of the impact of YPP in Africa, Canon South Africa provided equipment and training support to Wild Shots Outreach (WSO) a non-profit organisation that aims to raise awareness of nature conservation and educate young people about wildlife preservation. To date, over 600 young people have participated in the WSO Project. Outcomes have shown that participating youth are empowered with knowledge of their natural heritage, as they seek occupations within conservation and encourage positive change in impoverished rural communities.

Graduates are given the opportunity to secure jobs, grants, and awards, including the “Best Environmental Photographer of the Year 2019” prize given to Neville Ngoman.

2021 provides new opportunities to deliver hybrid workshops with unique partnerships and activities across Europe, Middle East, and Africa. Canon is proud to be exhibiting its innovation at this year’s Dubai World Expo and joining in with the spirit of teamwork.



C

SOCIAL IMPACT

Expo 2020 has always been committed to making a positive, long-lasting impact on its stakeholders and surroundings. Although the pandemic has presented many hurdles, especially with respect to pushing the social agenda through human interactions, Expo 2020 has been able to adapt – tailoring its social-impact models and methods to changing circumstances. By embracing novel tools and instruments to drive innovation during these unprecedented times, Expo 2020 has enhanced its strategies to deliver more resilient solutions for the community, during and after the event.

CASE STUDY



EDUCATING FUTURE VISIONARIES: THE EXPO SCHOOL PROGRAMME

To provide students with meaningful learning experiences, the Expo School Programme looks to reinvent traditional teaching to explore global sustainability and leadership, in and out of the classroom. Offering a variety of opportunities to study and interact

with the communities within which the UAE's youth inhabit, the programme urges students and educators to make use of several diverse teaching resources, valuable excursions and cultural experiences to enhance Expo 2020's commitment to bettering

education in the UAE. Providing online and in-person facilities, Expo 2020 will continue to develop its initiatives under this banner by collaborating with schools across the country to build a lasting legacy for generations to come.

SOME OF ITS EXISTING ACTIVITIES AND EFFORTS ARE HIGHLIGHTED BELOW:

EXPO CHAMPIONS RE-LAUNCH

500+ CHALLENGES

Downloaded

Expo 2020 Dubai Champions programme is an excellent opportunity for students to be involved in the journey to Expo 2020. The initiative aims to empower students to build leadership skills, to communicate their vision for Expo 2020 and be inspired by the UAE's efforts to build a better future for everyone.

The organisation levelled up with new and exciting challenges for students, with the re-launched **Expo Champions** initiative welcoming students from across the UAE to promote Expo 2020 within their schools, while inspiring and educating young minds. Every month until the opening of Expo 2020 on 1 October, a new challenge will be unlocked. Participating students are encouraged to complete the challenge and share their submission to move ahead on the "Road to Expo".

<https://schools.expo2020dubai.com/en/initiatives-for-schools/expo-2020-dubai-champions>

SUMMER EXPLORERS

3,000+
STUDENTS RSVP'd from
across the UAE and Internationally.

During summer 2020, Expo wanted to ensure children are meaningfully engaged and entertained from the comfort of their own homes. The organisation introduced Expo 2020 Summer Explorers, an online camp made for children between the ages of 7 and 16. Between 26 July to 6 August, it welcomed more than 3,000 children to six diverse workshops, each jam-packed with interactive lessons, fun activities and DIY tutorials.

This initiative provided families with an online fun and educational event during the lockdown and school holidays.

LEARNING RESOURCES

10,000+
DOWNLOADS

As the pandemic forced schools to move to distanced learning, Expo 2020 developed learning resources that engage young minds and spark curiosity. These resources were extremely useful for school teachers, as they provided ready materials, such as a presentation, lesson plan, and handouts, for their students.

Resources can be accessed on Expo 2020's website <https://schools.expo2020dubai.com>

EXPO PAVILIONS PREMIERE VISIT

JAN 20

2,000+
REGISTRATIONS
registered to attend the
Expo Pavilions Premiere

More than **250 VISITORS**
ACROSS 88
DIFFERENT SCHOOLS

Over five weeks, the Expo School Programme invited educational government authorities, including the Knowledge and Human Development Authority (KHDA), Ministry of Education (MOE), and the Sharjah Private Education Authority (SPEA) to experience Terra – The Sustainability Pavilion during the Expo Pavilions Premiere.

This visit allowed government authorities and principals to get a glimpse of the educational experience at Expo 2020, and what a students' journey would look like with COVID-19 prevention measures in place.

EXPO SCHOOL PROGRAMME ONLINE WORKSHOPS

276 SCHOOLS

**3,037
REGISTRATIONS**

161 SCHOOLS

**1,174
REGISTRATIONS**

235 SCHOOLS

**3,251
REGISTRATIONS**

In light of distance learning, the Expo School Programme no longer had the option of presenting classroom workshops or conducting the sessions in Expo 2020's Visitor Centre. Therefore, the organisation brought important topics and learning objectives to students through virtual workshops, where themes related to academics and the Expo 2020 experience were discussed.

Space Week

Expo 2020 looked to the stars as it hosted Expo Space Week on 5 and 6 October 2020, asking the question: "How do we safely and productively explore new frontiers?"

The virtual event, aligned with World Space Week, featured experts pondering cutting-edge topics, such as space tourism, international cooperation between nations and Mars exploration.

The Expo School Programme hosted a 30-minute session on 5 October 2020, sharing details of its schools journeys, specifically 'The Universe in Motion' journey, among other space-related subjects with Expo family and partners.

Hayyakum Online Workshop

Students took a sneak peek into Expo 2020 Dubai, discovering its wonderful themes and sub-themes through interactive games, virtual tours and more. It served as an introduction and overview of what to expect at Expo 2020.

Music to My World Workshop

The online session explored music as humanity's shared language – how it can bring people of different cultures together, help celebrate similarities and differences, and inspire individuals and communities to change for the better.

The workshop also highlighted special Expo School Programme musical initiatives that students can enjoy during Expo 2020, alongside popular musical instruments showcased and introduced at previous World Expos.



ONLINE PARTNERS WORKSHOPS

(G4T) More than
236 SCHOOLS
from across the UAE participated

(DEWA) One of our most successful
workshops to date, with over
260 SCHOOLS
participating

(CANON) More than
**170 DIFFERENT
SCHOOLS**
participating in this very
successful session

TEACHER WORKSHOPS

More than
1,500
REGISTRATIONS;
all sessions were fully booked

180 SCHOOLS
schools from across all seven emirates
engaged with these workshops

To deliver on its promise to bring learning outside of the classroom, Expo 2020 provided students the opportunity to participate in their partner workshops. The sessions revolved around popular topics that resonate with the student community, allowing students to experience them from the comfort of their classrooms or home. These workshops included:

Mastercard Girls4Tech (G4T) Workshop

Young girls uncovered science, technology, engineering and math (STEM) principles through inquiry-based activities and real-world challenges. They had the opportunity to play the roles of several Mastercard STEM professionals.

DEWA Robotics Workshop

Hosted during the Spring Break, the workshop taught the students about the innovative world of robots as they explored various types that exist, to understand how they work and to discover some programming skills along the way. DEWA also introduced students to its advanced robot called Spot.

Canon Juniors Academy – Expo Young Storytellers Workshop

Conducted during the Spring Break, the academy encouraged students to develop their photography skills as they learnt how to bring their stories to life through mood, composition, and lighting.

Because of the sudden distance-learning requirements, many teachers found themselves looking for resources online. Expo 2020's learning resources provided them with a lesson plan and ready-to-go PowerPoint presentations and activities. This allowed schools and teachers to attend an Expo session without travelling or missing class.

RAMADAN 2020 CAMPAIGN

1 MILLION
unique reach

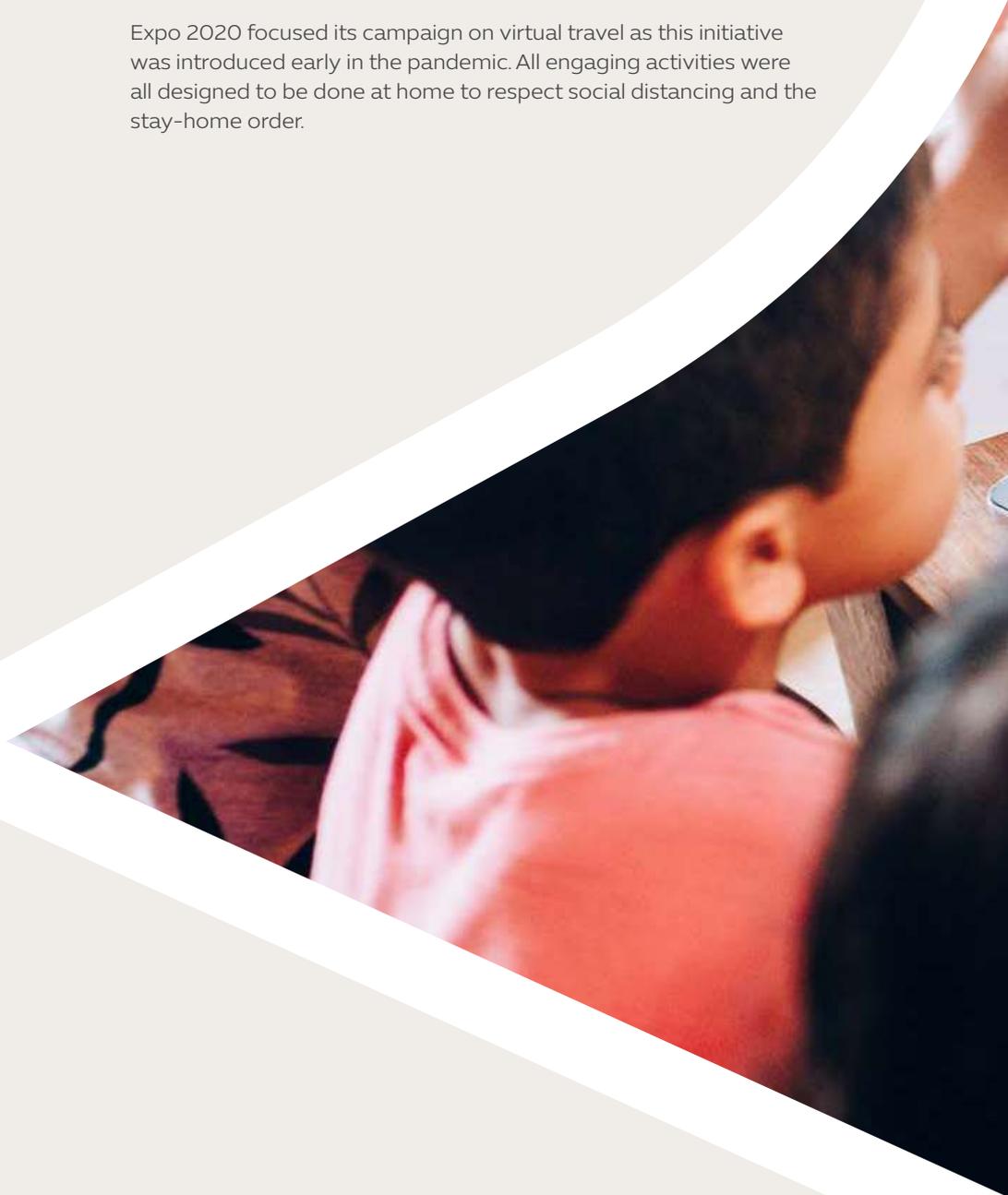
158,000
VIDEO VIEWS

2,000+
ENGAGEMENTS

As part of a month-long initiative, Expo 2020 mascots Rashid and Latifa travelled virtually to different countries, showing students their unique Ramadan traditions. This was followed by an activity where students were asked to create something inspired by the visited country's Ramadan tradition.

Additionally, Expo 2020 launched a 30-day calendar where students were encouraged to carry out a 'daily good deed' and record the same on social media.

Expo 2020 focused its campaign on virtual travel as this initiative was introduced early in the pandemic. All engaging activities were all designed to be done at home to respect social distancing and the stay-home order.





CASE STUDY

EXPO TALKS: EXPO 2020 DUBAI

Expo 2020 recognises the need for online social events amid the pandemic to ensure the safety of its communities, while continuing to engage and inform the public on building a better present and future.

As part of its pre-event programme, Expo 2020 launched its virtual initiative 'Expo Talks'. Comprised of a series of panel discussions and dialogues, Expo Talks were structured to encourage the exchange of thought-provoking and new perspectives on spotlighted global trends. Inspiring audiences to contemplate topics ranging from sustainable finance to space exploration, the programme brought together Expo 2020's capable minds, valued partners and industry experts to shed light on some of the world's most pressing issues and challenges.



10 EVENTS



90 HOURS OF CONTENT



16 DAYS OVER 6 MONTHS



REPRESENTATIVES FROM
120+ PARTICIPANTS,
PARTNERS AND OTHER MEMBERS
OF THE EXPO FAMILY

This inspiring series of talks had a worldwide reach with thousands of views and over a million impressions.



715K
VIDEO VIEWS



5.6M
IMPRESSIONS



156K
ENGAGEMENT

5.9K
MENTIONS



69K
LIVE STREAMS



Each session was broadcasted through live streaming platforms, bringing each forum to audiences in real-time. Panels were tasked with addressing key questions relevant to the topic at hand, while considering complementing trends that serve to enhance

international sustainability, such as the problem-solving potential of digitalisation and the role of the regulatory frameworks to foster positive change. Expo Talks invited more than 200 subject matter specialists, International Participants, Official Partners

and more to offer a plethora of thoughts and ideas on a global, public platform. To extend ideas beyond Expo 2020's existing network, many International Participants also hosted their own 'talks' on their own channels.



HIS EXCELLENCY HUSSAIN BIN IBRAHIM AL HAMMADI

Minister of Education



HER EXCELLENCY SARAH AL AMIRI

Minister of State for Advanced Technology

Chairwoman, UAE Space Agency



HER EXCELLENCY MARIAM ALMHEIRI

Minister of State for Food and Water Security



HIS EXCELLENCY ABDULLA NASSER LOOTAH

Director General, Prime Minister's Office
Vice Chair, National Committee on the SDGs



HER EXCELLENCY RAZAN AL MUBARAK

Managing Director, Mohamed bin Zayed Species Conservation Fund



HIS EXCELLENCY SULTAN AHMED BIN SULAYEM

Group Chairman and CEO, DP World



HIS EXCELLENCY ENG. DAWOOD ABDULRAHMAN AL-HAJRI

Director General of Dubai Municipality
Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY DR. TARIQ AL GURG

CEO and Member of Board of Directors, Dubai Cares



DAME JANE GOODALL

Primatologist, Anthropologist, Founder, Jane Goodall Institute



DR. SYLVIA EARLE

Oceanographer, Ocean Elder, Founder, Mission Blue



DR. JAMES L. GREEN

Chief Scientist, NASA



**HIS SERENE HIGHNESS
PRINCE ALBERT II**

Head of State, Principality of Monaco, Ocean Elder



**HER EXCELLENCY
KERSTI KALJULAI**

President of Estonia



DAVID BEASLEY

Executive Director, World Food Programme



RICHARD CURTIS

Writer, Director and SDG Advocate



MAIMUNAH MOHD SHARIF

Executive Director, UN-Habitat



10 TALKS ON DIFFERENT TOPICS WERE CONDUCTED WITH MORE THAN 90 HOURS OF CONTENT, INCLUDING 120-PLUS INDUSTRY REPRESENTATIVES, PRACTITIONERS AND THOUGHT LEADERS.

Details on these talks are mentioned below:

EXPO TALKS	BRIEF
 <p>SPACE</p>	<p>Expo 2020 looked at how the Emirates Mars Missions is helping to create a better understanding of space and our universe – using the exploration of space to understand Earth and its finite resources.</p>
 <p>CLIMATE AND BIODIVERSITY</p>	<p>Expo 2020 showcased how communities and the global population can work together to better manage climate change and protect biodiversity – offering glimpses and insight of current and future Expo 2020 projects that highlight the importance of biodiversity.</p>
 <p>HEALTH AND WELLNESS</p>	<p>Expo 2020 shone a light on the importance of health and wellness, especially amid a pandemic, and explained how it will ensure the safety of all participants, while preserving an extraordinary visitor experience. The event also touched on how governments, subnational actors and international organisations can transform the way communities access healthcare and avert and mitigate outbreaks of disease.</p>
 <p>TRAVEL AND CONNECTIVITY</p>	<p>Expo 2020 examined both physical and digital connectivity, asking the best way to balance the impact of the expansion of our digital world into our physical reality – escaping the limits of today to embrace the opportunities of tomorrow. Expo looked at the importance of being more efficient and more effective in energy consumption, and travelling safer, smarter, and more responsibly.</p>
 <p>URBAN AND RURAL DEVELOPMENT</p>	<p>Expo 2020 expanded on the way habitats, whether urban or rural, formal or informal, are designed and managed – to draft a blueprint that will ensure access to safe and affordable living conditions is a fundamental right. Speakers stressed the need to balance the building of the infrastructure of the nation, both physical and human, with the need to preserve and respect the inhabited land.</p>
 <p>TOLERANCE AND INCLUSIVITY</p>	<p>Expo 2020 speakers reflected on the importance of tolerance and inclusivity in the UAE and how it has been the foundation of success and advancements through its inclusivity of all genders, cultures and religions.</p>
 <p>FOOD, AGRICULTURE, AND LIVELIHOODS</p>	<p>Expo 2020 dove into how the growing global population can be fed in a way that is clean, healthy, and sustainable. The event brought together a variety of stakeholders, including producers, facilitators, and consumers, to 'learn global and practice local', overcoming shared challenges through intelligent and transferable solutions.</p>

TALK NAME	BRIEF
 <p>GLOBAL GOALS</p>	<p>Expo 2020 investigated what we need to do today to achieve a better, more prosperous world for us all in 2030. With COVID-19 currently presenting challenges, Expo 2020 strives to highlight the possibilities of building a better world, offering hope, and spotlighting the efforts of extraordinary change-makers.</p>
 <p>KNOWLEDGE AND LEARNING</p>	<p>Education is the cornerstone of the development strategy of the UAE, underpinning policies and institutions that are leading the way in the global development space. This event reflected how communities can use what they know today to change how they learn in the future. Expo 2020 believes that integrating innovation within education is a priority.</p>
 <p>WATER</p>	<p>Expo 2020 described the challenge of protecting water, the planet's most precious resource today, for future generations. The event explained that water is the lifeblood of civilisations and sustenance, shaping economies, cultures, and religious beliefs as demand soars and supply demand slows. Through the discussion, Expo 2020 Dubai reinforced its commitment to exploring the different ways that the global water crisis can be tackled.</p>

'Expo Talks' acts as one of the many elements of Expo 2020's framework in its contribution to the development of humanity. During Expo 2020, the Programme for People and Planet will take the place of Expo Talks, galvanising collective action through five tracks – each of which explore a distinct feature of culture, society, economy, futurism, and the environment.

Through this targeted series of events, products, and experiences, Expo 2020 will operate 10 themed weeks designed to encourage public participation within the respective track – spanning the launch of new apps, international days and business forums, among many other offerings.

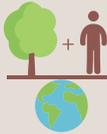
EXPO 2020 DUBAI'S PROGRAMME FOR PEOPLE AND PLANET



BUILD BRIDGES
CULTURAL TRACK



LEAVE NO ONE BEHIND
SOCIAL DEVELOPMENT TRACK



LIVE IN BALANCE
SUSTAINABILITY TRACK



THRIVE TOGETHER
BUSINESS TRACK



UAE VISION 2071
CENTENNIAL TRACK



INSPIRE

A

EXPO'S COMMITMENT TO PEOPLE

Honouring its theme, *'Connecting Minds, Creating the Future'*, Expo 2020 builds on its purpose through its commitment to its workforce. Taking precautions to safeguard the rights of its stakeholders and empowering them to contribute to the event, Expo 2020 seizes every opportunity to deliver value to its people.

RESPECTING PEOPLE'S RIGHTS

To fulfil its commitments to its stakeholders, Expo 2020 has developed an integrated framework for its outreach that aligns with the event's key subthemes of Opportunity, Mobility and Sustainability.

As per the framework, Expo 2020 has developed a Worker Welfare Policy that applies to any organisation that supports the delivery of Expo 2020 throughout the event's lifecycle and phases. The requirements, supported by the Worker Welfare Assurance Standards, are available on the Expo Portal. The policy and standards have been structured to improve the working, living conditions and general welfare of workers, while stressing on

the preservation of the rights of workers in a variety of capacities, including recruitment, mobilisation, working and living conditions.

The Worker Welfare Policy is based on the following fundamental principles. Employers must:

- Ensure fair and free recruitment.
- Ensure employees understand the terms and conditions of their employment.
- Treat employees equally and without discrimination.
- Protect and preserve the dignity of employees and not tolerate harassment or abuse of any kind.

- Respect the right of employees to retain their documents, including workpapers and passports.
- Pay employees' wages and benefits on time and in full.
- Allow employees the freedom to exercise their in-country legal rights without fear of reprisal.
- Provide a safe and healthy working and living environment.
- Provide access to grievance mechanisms and remediation.
- Ensure bonded, indentured, forced or child labour is not employed.

By providing an agreed-upon framework to ensure their compliance, Expo 2020 expects the highest level of adherence to the policy from all participants and their contractors. This can be achieved by ensuring compliance to the following:

- Contractually binding their supply chain into the Worker Welfare Policy and Assurance Standards.

- Appointing a Worker Welfare representative/monitor to ensure the Expo 2020 Dubai Worker Welfare Policy and Assurance Standards are met.
- Auditing their contractors/manpower providers to ensure the compliance regulations are in place; on a monthly basis, they are expected to monitor and disclose their performance in a report that is to be shared with Expo 2020.
- Providing the Expo 2020 Dubai Worker Welfare team with access to monitoring activities at any given time.
- Compiling a Worker Welfare Management plan that is event specific.
- Establishing a Worker Welfare committee with their pavilion staff and workers.
- Maintaining a Worker Outreach programme for any contractor and/or workers.
- Attending Expo 2020 Dubai's Worker Welfare sessions, forums, and auditor training.

HUMAN RIGHTS ASSESSMENT PROCEDURES CONDUCTED AMONG EXPO 2020'S CONTRACTORS, CONSULTANT, AND SERVICE PROVIDERS	2020	Q1 2021
No. of compliance audits, prequalification audits, risk assessment audits	170	50
No. of attendees for auditor training	154	16
No. of attendees for worker welfare forums	356	40
No. of new companies	9	1

Expo 2020 has had no negative impact to the local community as a result of its event planning or construction activities. There were no incidents of human rights violations reported in 2020.

Employee and worker welfare are further managed through Expo 2020's Code of Conduct, which emphasises treating co-workers with respect and in a non-discriminatory manner.

NON-DISCRIMINATION

Expo 2020 Dubai is proud of its host nation's principles of multiculturalism and inclusivity. When these principles are achieved, it allows for the recognition and respect of common human values, alongside the appreciation of differences and the wonderful diversity of its peoples, cultures, and the natural environment. Expo 2020 has pledged to create a positive social impact on all its stakeholders, starting from within its own ranks. For its workforce, it wants people with talent, exceptional skills and a strong drive. Expo 2020 does not tolerate any sort of discrimination, recognising the advantages of a diverse team and the need to attract such capabilities from across the world.

According to the Organisation for Economic Co-operation and Development (OECD), gender discrimination costs the MENA region roughly USD 575 billion per year. Expo 2020, as the first World Expo ever held in the MEASA region, helps foster a positive environment for gender equality, prioritising women's leadership and working to guarantee equal opportunities for participation, regardless of gender. During the reporting cycle, there were no reported incidents of discrimination at Expo 2020 Dubai.

Expo 2020 works with federal entities to advance worker welfare standards and is committed to the health, safety, welfare and dignity of all workers – continuously reviewing the policies, procedures and standards that were put in place from the start of its journey. Directing the organisation to treat its employees equally and without discrimination, its Worker Welfare Policy applies to all organisations working to deliver the World Expo.

ANTI-CORRUPTION

Expo 2020 adopts a zero-tolerance approach to any malpractice or fraudulent act that could affect the integrity of the organisation. Through internal directives and compliance regulations, the organisation provides its management and employees with adequate responsibility to observe high standards of business and personal ethics when conducting their tasks.

The Expo 2020 Dubai Employee Conflict of Interest Policy guides all employees to report observed or perceived interests that can adversely impact the organisation and its operations; it also lays forth that all recorded cases of non-compliance will be subject to disciplinary action. Applicable to all Expo 2020

Dubai vendors, the Supplier Conflict of Interest Policy specifies suppliers' responsibilities, such as avoiding engaging in business relationships or situations that can compromise their contractual commitments towards Expo 2020 Dubai.

Expo 2020 Dubai's Whistleblowing Policy, which applies to all employees (including seconded and outsourced employees), volunteers, consultants and other people working within Expo, encourages the reporting of any malpractice or fraudulent activities across the supply chain. This policy empowers the reporting of all violations and illegal practices and prohibits intimidation or retaliation towards the whistle-blower – providing multiple avenues of possible reporting, such as direct meetings, phone calls or emails. Expo 2020 is committed to investigating all reported violations, while maintaining the strictest confidence to protect the rights of any party subject to investigation.

During the reporting cycle, Expo 2020 noted zero incidents of corruption, cases of disciplinary action towards employees due to corruption, or confirmed situations when contracts with businesses were terminated or not renewed due to corruption-related breaches.

ACCESSIBILITY

For Expo 2020 Dubai to truly be an 'Expo for Everyone', the organisation understands that its experiences, facilities and premises must be wholly available to all visitors, irrespective of age or physical/sensory, and/or psychological impairments. Ensuring people of determination can enjoy all facets of Expo 2020 is one of the event's foremost priorities – one that the organisation expects to be incorporated within the actions and strategies of its partners.

Guided by the UAE's National Policy for Empowering People with Special Needs, the American Disability Act (ADA), and the Dubai Universal Design Code (DUDC), Expo 2020 embeds the principles of equity, dignity, functionality and independence through every stage of development, concept, design, build and operations. It seeks to match its innovation and attention towards collaboration with the vision of Dubai's visionary leadership. In doing so, Expo 2020 serves to contribute to a longstanding legacy of infrastructure that can be used and enjoyed by everyone.

Following these guidelines, Expo 2020 has planned and implemented a variety of provisions to assist people of determination. Some examples of these are detailed below:

COMMUNITY ENGAGEMENT



The UAE aims to create an inclusive, barrier-free, rights-based society that instils in its people the importance of promoting, protecting and empowering people of determination and their families. Following in the nation's footsteps, the organisation looks to embed values of acceptance, aptitude, and awareness amongst society. By endorsing artistic programmes to allow people of determination to unleash their creativity, Expo 2020 takes active steps to promote platforms to allow people of determination to express themselves in a safe, welcoming space. In addition, members of the Expo 2020 team have delivered talks on the importance of accessibility and inclusion, communicating Expo 2020's sentiment to a wider audience. Partnering with academic institutions and SMEs, the organisation has engaged in accessibility forums and disability awareness campaigns to draw attention to the need for comprehensive solutions and a deeper understanding of people of determination.

TRAINING



Through focused teaching, Expo 2020 empowers its workforce with practical skills to help them deliver high-quality services for people of determination whatever their individual needs may be i.e. visual, mobility, sensory, hearing etc. With training teams to ensure its website is made accessible, Expo 2020 is committed to making sure all factors of its operations are made universally user-friendly. To cultivate a personal touch when serving people of determination, Expo 2020 operated several awareness trainings, covering topics such as accessibility at Expo 2020 and interactive assistance to help people of determination navigate their way around the Expo 2020 site.

STAKEHOLDER ENGAGEMENT



With the support of its partners, suppliers, International Participants and other key stakeholders, Expo 2020 has been able to extend the potential and reach of its offerings for people of determination. From delivering inclusive playgrounds to designing specific pavilion events for people of determination and participating in global meets to discuss COVID-19's impact on people of determination, Expo 2020 makes use of its varied allies to deliver targeted impact across a wide spectrum of areas. As talks continue to implement and integrate additional efforts, the organisation will lean on the support of its peers to support and enhance these efforts.

DELIVERABLES



Conducting accessibility site audits, enforcing an accessibility and inclusion policy, and authorising the construction of infrastructure to support people of determination, Expo 2020 looks inwards to examine how it can make a lasting change – dedicating resources towards designing and constructing Quiet Rooms for de-stimulation, service dog relief areas, first-aid posts, hearing enhancement systems, accessible restrooms and Changing Places to ensure the Expo 2020 experience is as comfortable as possible.

As Expo 2020 prepares to welcome the world, it invites people of determination to visit the World Expo free of charge, while providing a 50 per cent discount for one companion. By continuing to participate in

various awareness programs, Expo 2020 aims to actively engage with people of determination to ensure an inclusive Expo 2020 experience for all attendees.

CASE STUDY

EMBRACING DIFFERENCES: EXPO 2020 DUBAI

Expo 2020 provisions for accessibility combine infrastructural enhancements with digitalised solutions, an approach further complemented by services that ensure people of determination are appropriately guided through experiences at Expo 2020. The organisation aims to cultivate its initiatives related to accessibility as a lever to enforce accessible spaces and a culture of empathy. Notable initiatives that have been put in place include:

QUIET ROOMS

Expo 2020 supports visitors with autism or sensory inhibitions through the installation of four Quiet Rooms, which feature innovative equipment such as a sensory pod, sensory corner, and a projection machine for each room. These rooms aim to provide a safe refuge for those experiencing sensory or emotional challenges while visiting Expo 2020.

Additionally, headphones and sunglasses can be borrowed from the information centres to reduce sound and visual impacts. The Sunflower Lanyard, which is increasingly being used in airports and in other public venues across North America, the UK, Europe and Australia, will be made available at Expo 2020. The lanyard is a discreet way for visitors to indicate to Expo 2020 staff that they have a hidden impairment and might require some assistance.

To raise further awareness of the needs of the autism community, an Autism Awareness and Sensory Accessibility module and First Responder Toolkit have been developed. Furthermore, staff at Expo 2020 are undergoing training on supporting visitors with sensory needs and how to proceed if an autistic visitor is reported missing on site. Social narratives have also been developed to provide information about the visitor journey experiences of Expo 2020's flagship pavilions and attractions.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

To engage with people of determination, the Accessibility and Inclusion team has organised virtual accessibility forums intended to understand the community's expectations and recommendations to feel supported at Expo 2020. The forums are also intended for the Accessibility and Inclusion team to share information on various provisions and features that will be in place to support people of determination. Several organisations participate in these forums, including the Emirates Association for the Visually Impaired, Zayed University Student Accessibility Services, along with their students of determination and families.

To understand what COVID-19 responses are required to support people of determination, senior citizens and other at-risk communities, the Accessibility and Inclusion team has also participated in events organised by various community and international stakeholders. These include visiting the Dubai Autism Centre, attending several webinars on accessibility hosted by Zayed University, visiting Zayed Higher Organisation in Abu Dhabi, and participating in several webinars hosted and supported by World Enabled, Cities4All and the UN.

In February 2020, the team also attended the World Urban Forum in Abu Dhabi. Presentations by UN-Habitat, the UN Special Envoy for People with Disabilities, United Cities Local Governments (UCLG), World Blind Union, World Enabled and Cities4All were part of the sessions.

Furthermore, collaboration with Dubai Airports and Emirates allowed the Accessibility and Inclusion team to share their provisions, recommending projects at airports and within the airline that support a seamless journey for people of determination on arrival and departure from Dubai.

Finally, the team hosted and moderated a panel of international experts on accessibility and inclusion during Expo Talks: Tolerance and Inclusivity, which included a panellist from Israel and the CEO of The Valuable 500. As an outcome of the panel, Expo 2020 was invited to join The Valuable 500, committing to the further inclusion of people of determination within its workforce and volunteers' team – now and during the 182 days of the event.

SUSTAINABLE PROCUREMENT

In alignment with Sustainable Development Goal #8 'Decent Work and Economic Growth', the Accessibility and Inclusion team strives to align its procurement needs with organisations that employ people of determination. To date, this includes:

- the procurement of hearing induction loops and Frequency Modulation (FM) systems from a UK-based company whose workforce comprises 90 per cent of people of determination, including its owner;
- the procurement of the Sunflower Lanyards, which are sold as not-for-profit resources to organisations that are required to issue them free of charge to people of determination.

CHANGING PLACES TOILETS

As an essential provision for visitors with limited mobility, four Changing Places toilets have been installed on site. This is not just a first for any World Expo, but the Middle East more generally (outside of hospitals).



CASE STUDY

EMPLOYING A SMART SUSTAINABILITY STRATEGY: DP WORLD

DP World, Expo's official premier global trade partner, enables smarter trade to bring about economic prosperity and create a better world for everyone. Guiding its every step is its 'Our World, Our Future' sustainability and impact strategy. This strategy helps DP World act responsibly, enabling them to prioritise sustainable and inclusive economic growth while leaving a positive impact on the people, communities, and the environments in which the company operates.

HIGHLIGHTS AND MAJOR ACHIEVEMENTS IN 2020



Publication of their first Human Rights Policy and Statement.



Developed a long-term decarbonisation strategy with the aim of reaching stated goals by 2050.



Established new partnerships with key organisations, including the Zoological Society of London (ZSL) and The Earthshot Prize with Expo 2020 Dubai.



Invested over \$1.6 million to support communities during the COVID-19 pandemic.

HUMAN RIGHTS POLICY

In July 2020, DP World issued their Group Human Rights Policy and Human Rights Statement, endorsed by Group Chairman and CEO, Sultan Ahmed Bin Sulayem. The policy applies to all entities under the operational control of the DP World Group and to all its employees. Additionally, DP World expects its suppliers and contractors to uphold the policy's key principles and adopt similar policies of their own. It also provides a framework for actions that DP World will implement through its commitment to human rights, set out its position on the subject for its stakeholders, and defines the business practices that support these principles. DP World believes that human rights are inherent to all human beings.

DECARBONISATION STRATEGY

DP World is committed to a net zero carbon future by 2050. Developing a long-term carbon and energy strategy has enabled them to set ambitious goals and define action plans to decarbonise their operations through workable reduction measures driven by technical, economic, and regulatory feasibility. This includes carbon compensation through blue carbon initiatives as part of DP World's Ocean Restoration Programme, as well as tailor-made reduction measures for each division.

EXPO PARTNERSHIPS

In 2020, DP World established two new partnerships in addition to Expo 2020 Dubai:



The Zoological Society of London (ZSL) to drive meaningful global action that has a tangible impact on the conservation of animals and habitats to protect the planet.

Becoming a founding partner of The Earthshot Prize to help His Royal Highness Prince William catalyse worldwide change through a decade of action to repair our planet.



COMMUNITY SUPPORT DURING THE PANDEMIC

During the COVID-19 pandemic, DP World's business units helped government agencies and charities distribute medical supplies and food aid. They provided students with tools to help them continue studying from home and equipped hospitals and patients with medical provisions and equipment. The organisation also ran COVID-19 awareness campaigns in rural communities. DP World spent more than \$1.6 million across their 30 business units in 2020, helping more than 350,000 people during the pandemic.



WOMEN'S PAVILION

On 9 March 2021, Expo 2020 announced the Women's Pavilion, in collaboration with Cartier, is to be built within Expo 2020's Sustainability District.

A space designed to commemorate Expo 2020's commitment to gender equality and women's empowerment, the pavilion will honour the achievements and milestones of women throughout history.

Through varied programming and exhibits, the Women's Pavilion is geared to showcase the following during Expo 2020:

- **The New Perspectives Exhibition:** An installation focused on deconstructing misconceptions and inequalities of women's roles in society and highlighting efforts that contribute to gender empowerment and equity.
- **A multi-sensory artistic journey:** The pavilion will invite a diverse community of creators and artists contributing both to its design and curation, including Lebanese actress and Oscar-nominated director Nadine Labaki; French actress, filmmaker, singer and pianist Mélanie Laurent; French interior architect Laura Gonzalez; Dubai-born artist Kholoud Sharafi; French light designer Pauline David; and international multi-disciplinary artist eL Seed.
- **The Women's World Majlis:** This dialogue will spotlight the role of women in fostering a clean and healthy future for humanity.
- **The Women in Arabia Series:** The programmes will discuss true stories of female pioneers to inspire audiences to reach new heights.
- **A global forum:** Expo 2020 and Cartier will convene to celebrate International Women's Day on 8 March 2022 by hosting a global forum under the theme of 'Creating New Perspectives'.

The Women's Pavilion will feature five structures with different narratives located on the ground floor to offer a comprehensive experience:

- Introduction – expressing the purpose of the pavilion
- Achievements – shining a light on women's impact on the world
- Challenges – acknowledging what is holding women back
- Solutions – highlighting the initiatives enabling women to thrive
- Tribute – encouraging women to become champions of gender equality and women's empowerment and take the journey forward

جنّاح المرأة WOMEN'S PAVILION



IN COLLABORATION

WITH *Cartier*





B

PEOPLE OF EXPO

Expo 2020 considers its people to be its greatest asset and is committed to developing a highly skilled world-class workforce with a strong sense of responsibility and commitment built on a performance-driven culture.

EMPLOYEE DIVERSITY

Expo 2020 welcomes talented professionals with exceptional skills into the workforce. Presently, the organisation's labour force is represented by over 30,000 people from more than 40 countries. The Employee Integration Programme inducts all Expo 2020 Dubai employees into the organisation, by virtual means.

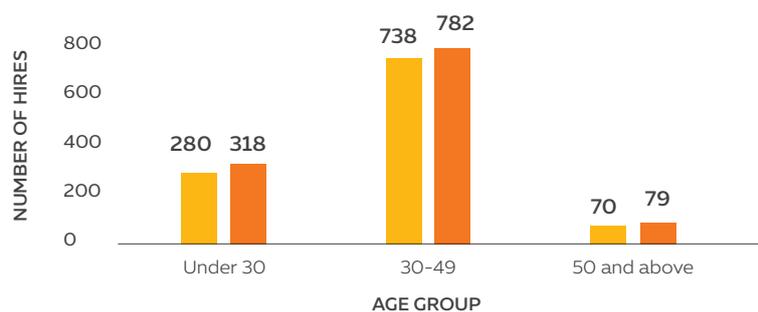
	GENDER	2020	Q1 2021
Total number of female employees in the workforce		580	635
Total number of male employees in the workforce		510	547
Total number of employees in the workforce		1,090	1,182

The year 2020 allowed Expo 2020 to re-evaluate its hiring policies to reflect the gender diversity and Emiratisation they wanted to achieve. As such, 2020 showed a ratio of 580 female employees to 510 male employees, and the present reporting cycle observed a further increase to 634 female employees and 547 male employees.

	DATA POINTS	2020	Q1 2021
% of women in the workforce		53	53
% of women in senior management positions		7.70	7.36
% of women in middle management positions		29	29

Expo 2020 Dubai is committed to increasing female representation across its workforce and increasing the percentage of women in middle and senior management positions.

HIRE BY AGE GROUP



NATIONALITY	2020	Q1 2021
Countries of origin (diversity by nationality)	71	73

PEOPLE OF DETERMINATION	2020	Q1 2021
Employees with special needs	4	4

EMIRATISATION	2020	Q1 2021
% of Emiratisation	29	30.50
Number of employed Emirati women	221	250

Expo 2020 is proud to employ a team made up of professionals from various nationalities and backgrounds. With a team of individuals from over 40 countries, the organisation saw a 7 per cent increase in the nationalities reflected in its workforce during the past year and retained four staff members with special needs.

Emiratisation at Expo 2020 Dubai has been progressing positively with a 2.5 per cent increase, inclusive of 250 Emirati female team members by the end of the reporting cycle.

CONTRACT TYPE	2020	Q1 2021
Full time contract employees	1,082	1,165
Part time contract employees	0	0
Temporary contract employees	8	17
Total	1,090	1,182

The organisation is gradually growing its human capital, with more than 90 new hires totalling to 1,182 total employees. This includes 17 employees under

temporary contracts. With the Expo 2020 team growing, the organisation will continuously focus on diversification and inclusivity.

CASE STUDY

EMIRATISATION PROGRAMME

Expo 2020 seeks to cement its position as a central source of progress, added value and innovation. One of the primary objectives of 182 days of Expo is to showcase its host city Dubai as a pillar of futurism, sustainability, and teamwork, achieved by incorporating local minds and talent into the event. Its Emiratisation strategy is open to UAE Nationals of all ages, focusing particularly on youth. It is intended to ensure UAE citizens play a key part in delivering an outstanding World Expo, while securing Expo 2020's legacy by building a world-class pool of national talent for future generations. The Emiratisation strategy is backed by several programmes introduced by Expo 2020.

THE EXPO GENERATION PROGRAMME

Formerly known as the 'Expo 2020 Academy', the Expo Generation Programme is tasked with recruiting, training and mobilising more than 300 English-speaking Emirati high-school graduates, diploma or Bachelor's degree holders aged 18 to 35. Although in a reduced recruitment environment because of COVID-19, Expo 2020 continues to operate the programme, targeting a total of 102 participating UAE Nationals.

SITE CONNECT PROGRAMME

This programme has provided opportunities for UAE Nationals under its previous Expo Generation Programme to get practical experience in a training programme, focused on operational delivery and attended by 50 UAE Nationals.

LEADERSHIP TRAINING PROGRAMME

Expo 2020 has enhanced its skills development programme for UAE Nationals with the Leadership Training Programme, attended by more than 25 UAE Nationals. This aims to identify UAE Nationals for leadership roles within the operations functions.

EVENT-TIME TRAINING

This training ensures all staff with operational roles receive general event training, role-specific training and operational-specific training to ensure their preparedness for Expo 2020's 1 October 2021 opening date.

EXPO 2020 DUBAI OUTPLACEMENT PROGRAMME

This programme will assist all Expo 2020 employees in securing future career opportunities. Within this programme, there is a UAE National-specific stream that is focused on leveraging their close relationships with UAE Government partners, sponsors, and affiliated organisations to maximise the career potential of their UAE staff.

MEYDAF

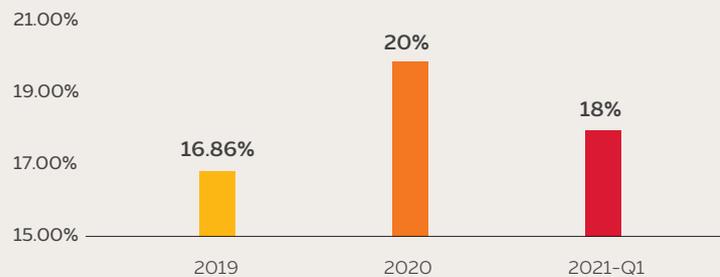
Expo 2020 is working to introduce its outsourced manpower providers in an initiative called 'Meydaf', which aims to encourage UAE Nationals to participate in Dubai's tourism industry. These efforts reflect Expo 2020's commitment to leveraging existing UAE talent.

Expo 2020 acknowledges its responsibility to ensure its senior management includes the Emirati demographic to foster a positive market presence and deliver meaning and benefit to the national community.

Having local representation in leadership roles, a key component of Expo 2020's Emiratisation strategy, also forms parts of the event's legacy, helping to build a world-class pool of national talent for generations to come.

Expo 2020 welcomed an 18 per cent increase in Emirati representation in senior management positions throughout 2020. While this figure has dipped slightly in Q1 of 2021, the organisation continues on an upward trajectory of providing ample job opportunities to citizens within senior management operations, while embracing its

PERCENTAGE OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY



ability to deliver on the event's promises. Expo 2020 looks forward to developing professional learning and development programmes to support Emirati occupational needs throughout the organisation. To this end, Expo 2020's Chief Human Resources Officer presently holds regular meetings with UAE Nationals to monitor their progress and issues.

The focus on developing UAE Nationals in senior event management positions has resulted in the targeted appointment of UAE Nationals in senior positions within Expo 2020's Operations division. The following table depicts the targeted number of appointments across different levels of work experience.

	TOTAL HEADCOUNT	UAE NATIONALS	% UAE NATIONALS
All roles	408	171	42%
Manager and above	228	67	29%
Lead Manager and above	107	37	35%
Deputy Zone/Operations Manager and above*	42	14	33%

*Appointments are not yet complete for these roles

Another initiative introduced during 2020 by Expo 2020 was the development of a reporting dashboard that records details pertaining to employed UAE Nationals within the organisation. This dashboard will enable Expo 2020 leaders to more effectively access trending information that can ultimately assist them in the day-to-day management of their teams.

As with many organisations across the globe, COVID-19 has impacted recruitment volumes at Expo 2020. However, the organisation's latest initiative confirms an interview opportunity for every UAE National candidate who meets the skill requirements for any vacancy within the organisation.

CASE STUDY

EXPO 2020
VOLUNTEERSEXPO
VOLUNTEERS

Expo 2020 has held various events to engage the global community in the build-up to the event, taking steps to allow the participation of local volunteers in a World Expo. Achievements under the Expo 2020 Volunteers Programme include:

- Received more than 170,000 volunteer applications.
- Registered more than 30,000 successful volunteers.
- Celebrated the House of Volunteers' second anniversary.
- Announced application closure on 31 March 2021.
- Engaged with Government entities and partners to show their support and participation towards the programme.
- Integrated with universities across the UAE.
- Promoted diversity by providing an opportunity for roughly 1,200 Community Volunteers to extend their volunteering experience to six weeks.
- More than 170 volunteers featured across the three months of the Expo 2020 Pavilions Premiere in the following Functional Areas:
 - Site Operations
 - Workforce
 - Protocol
 - Guest Services
 - Pavilions
 - Exhibitions Operations

The Expo 2020 Volunteers Programme had great success with the recruitment of volunteers from across the UAE:

Successful volunteers include more than **135** nationalities

85% are younger than 40, with **15%** either 40 or above

53% female

47% male

46% are UAE Nationals

54% are other nationalities



During the pandemic, event restrictions made it difficult to engage and connect volunteers with Expo 2020. Nonetheless, the programme conducted House of Volunteers (HOV) interviewer nights virtually to stay connected with volunteers. Both nights succeeded in creating an avenue for interviewers to connect with volunteers and engage collectively on a variety of topics, such as well-being during the pandemic. To recognise the achievements of volunteer interviewers and enhance a sense of community, the events named and awarded top performers for their efforts – honouring their continued, persistent commitment in conducting frequent and productive interviews through the week.

Volunteers also assisted across the site during Expo Pavilions Premiere (EPP), which welcomed more than 100,000 local guests to preview Terra – The Sustainability Pavilion under a limited three-month ticketed showcase. Volunteer roles under the event were mainly on-ground support, such as guiding visitors, explaining key facts and figures related to the exhibitions and checking-in guests.

During these engagements, the Expo 2020 team ensured that if volunteers were ever needed on-site for any requests, such as filming or taking part in events such as the EPP, they were placed in a safe environment that followed all COVID-19 safety measures.

EVENTS THAT VOLUNTEERS TOOK PART IN INCLUDE:

THE WORLD'S GREATEST SHOW IN THE MAKING TOUR – 2ND EDITION

85 VOLUNTEERS

"The World's Greatest Show in the Making Tour" is a community engagement activity fostering excitement, national pride and education about Expo 2020.

WORLD FUTURE ENERGY SUMMIT

32 VOLUNTEERS

The World Future Energy Summit (WFES) is an annual event, dedicated to advancing future energy, energy efficiency and clean technologies. It is a global industry platform connecting business and innovation in energy, clean technology and efficiency for a sustainable future. Expo 2020 will have a stand at the summit during the World Expo's 182-day run, managed, and supported by Expo volunteers.

SOCIAL IMPACT ASSESSMENT – SCHOOLS SURVEY

2 VOLUNTEERS

Expo 2020 conducted an assessment to understand the social impact of the Expo School Programme, an initiative that invites schools from across the UAE to come to the Expo 2020 offices to learn more about the event, its subthemes and key messages. On behalf of Expo 2020, Ernst & Young (EY) has developed a short survey that was conducted with students who visit Expo 2020 through its Visitor Centre.

MEET THE BUYER

2 VOLUNTEERS

Local SME suppliers were invited to present upcoming projects with Expo 2020. This was followed by a networking session titled "Meet the Buyer" conducted in the Visitor Centre.

EXPO 2020 CRICKET TOURNAMENT – FINAL MATCH

44 VOLUNTEERS

Held on the 31st of January 2020, the Expo 2020 Dubai Cricket Tournament final at Dubai International Cricket Stadium was attended by roughly 10,000 spectators from Expo 2020's contractor workforce.

NATIONAL SERVICE INTERVIEW WEEK

92 VOLUNTEERS

Involving the UAE National Service Cadets in Expo 2020's activities, the Expo 2020 Volunteers Programme hosted a five-day interview week with a group of recruits. Volunteers assisted the Expo team in conducting interviews, alongside other aspects of event management and operations.

OPERA WORKSHOPS

2 VOLUNTEERS

Visitor Centre Journey and specially designed accessible workshops for primary school students brought the magical world of opera to life for children and teachers across the UAE.

EXPO LIVE INNOVATION IMPACT GRANT PROGRAMME

5 VOLUNTEERS

As part of its selection and evaluation process for its Innovation Impact Grant Programme, Expo Live held the fifth cycle of Expo Live Presentations to allow 34 shortlisted applicants to present their projects and answer an Evaluation Committee's clarification questions. The event saw a combination of presentations, interviews and meetings.

MY URBAN FREEJ: WORKSHOP #5

2 VOLUNTEERS

My Urban Freej is a series of commissioned art installations, recognising the value of public art in enhancing the quality of the built environment and the sense of place within the community. The concept stems from the juxtaposition between the contemporary connotations of 'urban' and the traditional ones of 'freej', which inherently reflect the two facets of the UAE – the developed urban city and the authentic traditional neighbourhood. It also highlights the multiculturalism and bilingualism of the UAE in the use of English (My Urban) and Arabic (Freej).



C

LIFE AT EXPO

In attracting and retaining the best talent, Expo 2020 aspires to provide a memorable experience for all involved in planning the event.

EMPLOYEE BENEFITS

Over the past 18 months, Expo 2020 sought to offer a methodical and communicative approach to employee management. This entailed closely enforcing a robust code of conduct, a professional rating system, comprehensive benefits, and generous leave.

Expo 2020 continued to use present policies and facilities pertaining to employees and employment, including its confidential grievance and complaints committee, disciplinary routes, and Conflict of Interest principles to avoid allegations of impropriety. Through these means, Expo 2020 was able to contribute stability and reliability to its workforce, offering consistency in changing times.

Taking these active steps to protect its people, Expo 2020 adopted new styles of working into its business model – administering a remote working policy to ensure optimal balance between worker safety

and organisational efficiency. The policy considered employee conditions, such as having young children, specific health conditions, pregnancy or residing in an area where movement had been limited because of the pandemic. Similarly, Expo 2020 understood that any employees who do not fit these categories still held roles that could be performed effectively remotely. Upon returning to the workplace, the policy outlined social distancing and quarantining protocols that employees must follow.

In accordance with internal policies, Expo 2020 Dubai offers a variety of benefits to their employees to cover many entitlements and privileges. Established by thorough frameworks, Expo 2020 offers medical benefits to all employees and their dependents, payment for occupational sickness or accident and maternity/paternity leave for expatriates and UAE Nationals. UAE Nationals are given an added benefit of a pension scheme.

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES	2020	Q1 2021
Number of full-time employees provided with life insurance benefits	1,090	1,182
Number of full-time employees provided with healthcare benefits	1,090	1,182
Number of full-time employees provided with disability and invalidity (Workmen's Compensation) benefits	1,090	1,182
Number of full-time employees provided with parental leave benefits	1,090	1,182
Number of full-time employees provided with retirement provisional benefits	321	360

PARENTAL LEAVE

Expo 2020 ensures its staff have adequate paid leave for the birth of their children. While the retention rate for male and female employees taking parental leave stood at 100 per cent and 88.24 per cent respectively in 2019, the total percentage of women and men returning to work in 2020 stood at 91 per cent and 71 per cent respectively. Nonetheless, Q1 in 2021 saw

100 per cent of women and men returning to the organisation after parental leave. Expo 2020 noted higher numbers of male employees taking paternity leave in 2020 and Q1 2021 than in previous years. As Expo 2020 enters its busiest phase of operation, it is committed to making sure 100 per cent return-to-work rate is encouraged internally.

BENEFITS PROVIDED TO FULL-TIME EMPLOYEES	2020	Q1 2021
Total number of employees entitled to parental leave (maternal and paternal)	1,090	1,182
Total number of women who took parental leave – maternity	32	14
Total number of men who took parental leave – paternity	24	4
% of women returning after parental leave	91%	100%
% of men returning after parental leave	71%	100%
Total number of women employed 12 months after returning from maternity leave	29	N/A
Total number of men employed 12 months after returning from paternity leave	17	N/A
Return-to-work rate	82%	100%
Retention rate	82%	N/A



TRAINING AND DEVELOPMENT

Expo 2020 is committed to the learning and development of all its employees. In 2020, the organisation continued with its training plan, with the focus of various sessions shifting to align with the Event-Time Training Strategy – providing more practical learnings to allow employees to succeed in their roles during Expo 2020. The impact of COVID-19

saw the reduction of a number of training courses or their replacement with online training opportunities. Furthermore, all Expo employees have access to an online performance management and development system, where regular performance and career development reviews are conducted.

COURSE NAME	COURSE DESCRIPTION	NO. OF ATTENDEES
General Training	This is an e-learning programme comprising of 10 interactive modules, which provide foundational knowledge for all Expo 2020 staff, volunteers and contractors. Content is designed to give a high-level overview of Expo 2020, with topics including but not limited to the History of World Expos, Visitor Experience, Safety and Security, and Health and Safety.	Ongoing – up to c.100k
Induction	This programme is designed to help new joiners understand the Expo 2020 Dubai organisation as a whole, and how the different departments and functional areas work collectively to achieve the Expo mission of delivering an exceptional event and creating a lasting legacy.	157
Coursera	This is a global online learning platform, where employees can access more than 1,000 online courses and degrees across a wide range of topics from world-class universities. Participants are able to sign up to courses of varying lengths, completing them at their own pace.	198
Fire Safety	This course is designed to provide attendees with simple safety tips that will help prevent fires at home and in the workplace and educate them on the proper usage of fire extinguishers.	39
First Aid	This course will help attendees recognise emergencies and identify hazardous conditions in their environment. It also aims to help people make quick, appropriate decisions that could save lives.	52
Expo Leadership Development Programme	This programme has been designed to efficiently develop the potential, skills and knowledge of Expo employees, through a series of workshops individually focused on a specific set of leadership skills and behaviours, as they continue their Expo 2020 journey and beyond.	31
External Training	Commercial Level RPAS (Remotely Piloted Aircraft System) Training Certification: This was given to members of the Expo Protocol team to receive a commercial license to become a legal drone operator.	3
	Living Lab Course: District 2020 is setting up a 'Living Lab' – aimed to enable multi-stakeholder co-creation and innovation – as part of its innovation ecosystem. Knowledge from this course will help design the living lab and will facilitate networking with other living labs.	1

EMPLOYEE MENTAL HEALTH AND WELL-BEING

Expo 2020 is responsible for and committed to actively promoting and ensuring wellness among our employees, ensuring an engaged and collaborative culture, monitoring our organisational pulse and facilitating a range of initiatives to ensure employees are fully supported during their time at Expo.

Our Wellness Strategy is focused on creating a sense of well-being and community by inspiring positive connections within one's self, and amongst colleagues, family members, and friends. Goals under the strategy include:

Expo 2020's Wellness Strategy focuses on:

- Providing Expo employees with the adequate tools and techniques to manage their mental and physical health. These include health and fitness tips, wellness events, awareness sessions, a dedicated weekly wellness newsletter, professional guest speakers to advise on specific health topics and a wide range of guides to support wellbeing.
- Providing dedicated fitness events on-site and online, including weekly yoga sessions and bi-weekly meditation sessions.
- Increasing awareness of the benefits of staying healthy and well by introducing fitness apps such as *Steppi* and sleep-monitoring technology such as *Whoop*, alongside a range of additional free wellness apps to support positive mental and physical health.
- The provision of awareness sessions to explain the benefits of the Expo 2020 medical insurance policy and how to access services.
- The provision of a dedicated counselling service, free of charge for all employees.
- Providing routine opportunities to feedback via a range of surveys, including an annual Employee Engagement Survey.

In addition, the organisation has provided dedicated, ongoing support to all employees throughout the COVID-19 pandemic, including the provision of an employee COVID-19 hotline; a dedicated vaccination programme; PCR testing centre at the Expo 2020 site; and a wide range of supporting communications to ensure our employees stay safe, healthy and well.

Ahead of 1 October 2021, Expo 2020 will also launch a 'Beyond Expo 2020' outplacement programme, designed to provide employees with the support and tools to help facilitate a smooth career transition at the end of Expo 2020, minimising career stresses during event time.



Educating and empowering employees in six areas of well-being: nutritional, physical, emotional, social, environmental and intellectual.



Providing opportunities for employees to engage in 'intentional activities' that increase happiness



Helping transform Expo 2020 into a *Tribe* by fostering a positive, collaborative culture through team-building and social activities.



Promoting and encouraging an 'Expo Hearts' culture in the lead up to event time, coming together 'as one' to deliver an incredible World Expo.

D

HEALTH AND SAFETY

Expo 2020 is committed to the health and safety of its people and surroundings, a commitment central to its operations. It is expected that **all stakeholders involved in the delivery of Expo 2020 embrace this commitment and ensure that activities are carried out safely**, while not placing its visitors, workforce or others at risk.

HEALTH AND SAFETY STRATEGY AND MANAGEMENT

Expo 2020 has developed and implemented an integrated strategy and policy for Health, Safety, Quality, and Environment (HSQE). The HSQE policy applies to all employees, partners and organisations involved in the delivery of Expo 2020. **Expo 2020's 'Better Together' strategy is based on three core values – Care, Respect and Pride –** linked to the three disciplines of Health and Safety, Environment and Quality.



We care for others, and for ourselves, ensuring we go home in a safe and healthy condition every day. We take worker health and well-being just as seriously as occupational safety.



We respect the environment and promote sustainable practices. We look for opportunities for our work to have a positive impact on the environment.



We take pride in the work that we do and strive for excellence in quality. We focus on getting it right first time, reducing defects and the need for rework.

Expo 2020 adopts an integrated approach to the management of health and safety through the 'Better Together' strategy, which is underpinned by the following six strategic pillars:



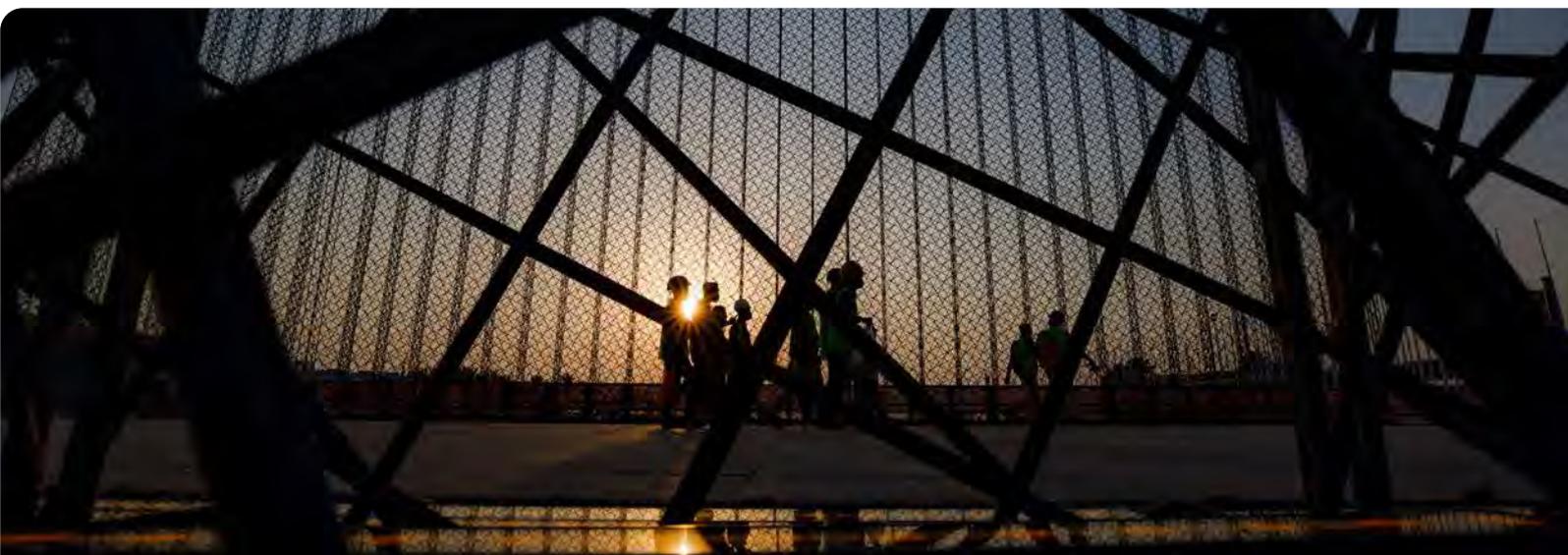
The 'Better Together' strategy includes the following:

- The HSQE Policy is signed by Her Excellency Reem Al Hashimy, UAE Minister of State for International Cooperation and Director General of Expo 2020 Dubai, and is based around six strategic pillars
- The Expo Commitments are aligned to strategic pillars but with a greater focus on measures to be put in place; they encourage a systematic approach to HSQE and Worker Welfare management
- As a means to achieve an outstanding performance, Expo's health and safety goals are based on leading indicators, known as enablers, rather than the traditional lagging indicators
- Health and safety roles and responsibilities are clearly defined in the Expo Assurance Standards
- The number of required health and safety resources for each Project is outlined in the Expo Assurance Standards
- Workers can raise any health and safety concerns or other related issues through a 24/7 worker hotline or through the Worker Connect mobile application

Throughout 2020, and despite the COVID-19 pandemic, Expo 2020 continued to deliver a world class health and safety programme. This has included monthly campaigns, project-wide health and safety stand-downs, the production of visual standards, participation in global health and safety days such as World Mental Health Day, and an annual worker cricket tournament.

In April 2019, a high-level HSQE (and Worker Welfare) Commitments document was published, outlining Expo 2020's 'Better Together' vision and values along with key expectations linked to the six strategic pillars. There is no statutory requirement in Dubai for organisations to implement an occupational health and safety management system. However, Expo 2020 has opted to follow requirements detailed in the Dubai Municipality Code of Construction Practice for Consultants and Contractors to establish and implement health and safety plans. All organisations working on Expo 2020 must comply with local legislation and requirements from Expo 2020. As a minimum, operations must be performed in compliance with:

- Federal laws of the UAE
- Dubai Municipality local laws and ministerial decrees
- Dubai Municipality Codes and Technical Guidelines
- UAE Ministry of Human Resources and Emiratisation requirements
- Expo 2020 HSQE Polices and Assurance Standards
- Contractually specified international standards and codes of practice
- Relevant manufacturer's instructions and guidelines.



RISK ASSESSMENT, HAZARD IDENTIFICATION, AND MITIGATION

To ensure every task has appropriate controls in place, management arrangements must be implemented, including production of risk assessments and method statements. Risk assessments must not be limited to task assessments, but also include area risk assessments, hazardous substance assessments and manual handling assessments. Key controls from risk assessments are incorporated into method statements and an activity briefing must be provided to the workforce in an appropriate format to ensure work methods and controls are known and understood. For high-hazard activities, Expo 2020 requires a permit-to-work system be implemented.

The risk control process is reviewed and approved by Supervision Consultants. Key personnel from these consultants are assessed against a matrix of required qualifications and relevant experience before an interview by Expo 2020's representative and final approval.

Risk assessments are reviewed on a periodic basis, or after an incident, to ensure the risk assessment is suitable and sufficient for the task to be carried out safely.

To develop a 'health and safety-conscious' culture, Expo 2020 has implemented an Observe, Engage, Improve (OEI) process aimed at creating an environment of awareness and openness, while enabling people to have the confidence to challenge unsafe acts and conditions. As part of the daily pre-task briefing, all workers are informed that they have the right to walk away from

any unsafe conditions and are encouraged to use the confidential hotline and the Worker Connect mobile application to report health and safety concerns without fear of reprisal. This is monitored closely by the Assurance team to ensure no inappropriate action is taken against personnel who report unsafe conditions.

Open and transparent reporting of all site incidents, including near misses, is a prerequisite across all projects. Incidents must be reported on Expo 2020's online reporting system, with contractors required to report all events and near misses to the Supervision Consultant as soon as they take place. Serious events must be reported within one hour of their occurrence at the latest. Regular updates are required throughout any incident until the outcomes are known. For serious incidents, an initial report and action plan must be provided within 24 hours of their occurrence with a full report and corrective action plan within five days. For any serious incident, a safety alert and/or lessons learned must be developed for programme-wide distribution and learning.

The Expo 2020 'Significant Hazards' were identified as part of a multi-organisational working group set up in 2018 to identify the 10 most common and serious construction hazards in the region. The working group included health and safety professionals, as well as operations personnel from organisations across the programme, including Expo 2020's Official Programme Delivery Management Provider Jacobs Mace, and Construction Supervision Consultants and Contractors.

Promises books, posters and videos in nine languages were produced to support the campaign, with the Significant Hazard and Promises campaign officially launched in January 2019. The campaign is also supported by the Expo 2020 suite of training courses.

THE FOLLOWING SIGNIFICANT HAZARDS ARE GIVEN ATTENTION:

Work at Height

Mobile Plant and Equipment

Lifting

Breaking Ground and Excavations

Driving

Hot Works

Energised Systems

Confined Spaces

Temporary Works

Working in the Heat

THE ADDITIONAL TWO PROMISES THAT WERE ADDED IN 2020 ARE:

Fire Safety

COVID-19

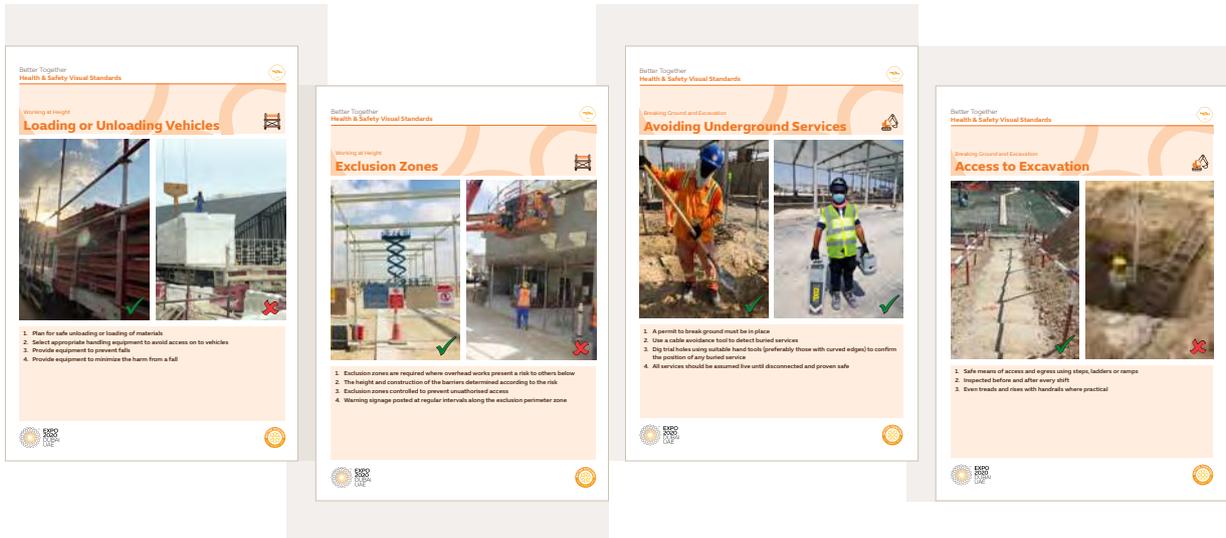
'Work at Height' continues to be a focus area during the final stages of construction and into the event stage. As such, focused audits have been developed to tackle the topic, along with carefully formulated fall-prevention plans and rescue. All similar activities conducted at Expo 2020 must only be undertaken if there is an approved 'safe system of work' in place, which must follow the hierarchy of control. The audit process also covers the implementation and management of related works at sites. Expo 2020 has further developed a set

of key behaviours for front-line workers who work at height. These are known as "Promises", with posters and videos in multiple languages available. They are also made available on the Expo Worker Connect mobile application.

Mobile Plant and Equipment also presents a significant hazard across the Expo 2020 programme. The Expo Assurance Standards require all mobile plant and equipment to be fitted, as a minimum, with flashing amber beacons, reversing alarms and 360-degree vision capability –

allowing the operator to identify a one-metre-high object at a distance of one metre from the vehicle. Furthermore, Expo 2020 has conducted mobile plant training for operators.

Alternative forms of communication used by Expo 2020 include the Visual Standards, produced to help communicate the safe way to carry out construction-related activities. Four Visual Standards have been produced for Excavations and Underground Services, with 14 produced for Working at Height.



Along with the Visual Standards, Expo 2020 uses its success stories and incidents as learning tools; it has created six new knowledge shares that have been distributed programme wide.



Expo 2020 leads call campaigns regarding the safety and welfare of their workers too. These campaigns are issued monthly and help increase awareness for the following topics:

- Driver Safety
- Mobile Plant & Equipment
- Hot Works
- Observing a Safe Ramadan
- Working in the Heat
- Control the Risk
- Finish Better
- Electrical Safety
- Fire Safety
- Working at Height – two campaigns

Expo 2020 uses various communication methods to build upon its safety culture, which includes programme-wide stand-downs. Three stand-downs have been held throughout 2020 – two were Fire Safety-related, with a third highlighting the need to avoid complacency and finish better.



Expo 2020 uses international health and safety days as an opportunity to engage workers and educate them on mental and physical health awareness. World Day for Safety and Health at Work was recognised on 28 April 2020 with the launch of Expo 2020 Dubai’s guidance and visual standards for managing COVID-19. World Mental Health Day took place on 10 October where Expo 2020’s ‘CARE to talk Mental Health Strategy’ was reinforced. A ‘Your Mind Matters’ virtual session was also delivered by Lighthouse Arabia, a leading centre for well-being in Dubai that provides outpatient mental health services.

Expo 2020 made 26 updates from 2019 to enhance their health and safety protocols to build a safer environment for their workers.

Expo 2020 has further set forth communication pillars for contractors and employees to voice any concerns:

- Providing regular information to raise awareness of Expo 2020’s policies, commitments and standards
- Simplifying communication and ensuring information is understood
- Adopting a transparent and open approach
- Utilising a range of mechanisms to communicate requirements
- Holding regular meetings to communicate developments and lessons learned
- Supporting the implementation of Expo 2020’s campaigns and initiatives

Finally, Expo 2020 requires a range of measures to be implemented to mitigate health and safety risks associated with its activities, including:

Fitness to Work:

Contractors are required to carry out basic health checks of their personnel (in addition to those required for visa purposes) at least once a year.

Safety-critical Roles:

Where the ill health of an individual may compromise their ability to undertake a critical safety task, additional checks must be undertaken to manage this risk. Personnel undertaking safety-critical tasks include plant operators, crane operators, mobile

machine drivers, drivers, scaffolders, slingers/signallers, traffic marshals, steel erectors, confined space workers, or those working at height. Additional checks must be identified through risk assessments or with appropriate guidance.

Medical Surveillance:

Occupational health monitoring of operatives exposed to high-risk operations, such as noise, manual handling, and hand-arm vibration, should be performed.

Well-being:

Each contractor must have an ongoing programme of health awareness to educate their workforce.

Hygiene:

Arrangements are required to educate and ensure workers adopt good hygiene practices, such as personal hygiene standards, protection against dermatitis and the correct use of PPE. Contractors are required to ensure appropriate health risks are recognised through risk assessments, and controls are identified and implemented to mitigate these risks.

COMPETENCY

Expo 2020 has defined clear training requirements for (1) leaders, managers and supervisors who are either related to or are involved in construction, and (2) operatives using various equipment, as referenced in Expo's Health and Safety Assurance Standards. These Standards also require management competencies to be extended throughout the supply chain.

The competency pillar commitments to Expo 2020 Dubai are:

- Setting and assessing competency levels.
- Delivering training programmes to enhance competency.
- Shaping attitudes and behaviours to promote a positive culture.
- Appointing competent personnel to assist in complying with Expo's policies, commitments, and standards.
- Delivering induction programmes to raise awareness.
- Attending Expo's training programmes.

All organisations working on the Expo 2020 site must take responsibility to ensure all individuals possess the skills, experience and training mandated, as per Expo 2020 Dubai standards. Every organisation is required to have its own set of training plans that have been approved by the Supervision Consultant. Expo 2020 delivers a range of health and safety training courses on-site, available free of charge to all organisations working on the programme. Expo 2020 encourages the use of these programmes to enhance the abilities of the workers. These courses include:

Health and Safety Leadership:

Senior managers, directors and others in leadership positions at Expo 2020 takes this course which focuses on executing the Expo 2020 Dubai HSQE strategy and behaviours that define transformational leadership in health and safety. This course is four hours long, with 378 people completing the Health and Safety Leadership training module in 2020.

Construction Safety Awareness for Managers (concluded in 2020):

90 people completed Construction Safety Awareness Training in 2020. This training was only for managers and was intended to build the training capability for other construction safety topics.

Significant Hazard Awareness Training (new in 2020):

A four-hour session that involved eight different subject matter experts covering 11 significant hazards, this training superseded the Construction Safety Awareness for Managers. Seven of these sessions were delivered in 2020 with 182 people completing the course.

Supervisors Activity Briefing:

A three-hour course intended for those who are responsible for putting people to work, it introduces the Expo Activity Briefing process that ensures that significant hazards are prioritised and that key safe behaviours are communicated to those who are performing the work. Supervisors that successfully complete the course are awarded an Expo 2020-branded Black Hat. Nine hundred people completed the supervisor training during the reporting period.

Supervisor Activity Briefing “Train the Trainer” (new in 2020):

This training enables consultants and contractors to deliver activity briefing trainings. Four of these sessions were delivered in 2020, creating 20 new trainers for Expo 2020. Forty-three completed Supervisor Activity Briefing “Train the Trainer” Training in 2020.

Visual Impact Training:

This training is delivered in Hindi and is designed for frontline workers that have been given the responsibility to fulfil the Expo 2020 Health and Safety Assurance Standards. The Visual Impact Training is available for the following significant hazards: working at height, lifting, mobile plant and equipment, underground services and excavations, confined spaces, hot works, working in the heat, and energised systems. Each 60-minute session involves the use of theatrical performances to highlight the importance of health and safety and enable workers to visualise unsafe and safe practices; 12,593 people completed Visual Impact Training modules during the reporting period.

ENGAGEMENT

OCCUPATIONAL HEALTH SERVICES

- All Expo 2020 contractors must ensure their workers possess an occupational health card for medical examinations at a Dubai Municipality-approved clinic. Additionally, they must provide free professional counselling services for workers that require treatment for emotional, traumatic, and mental health issues.
- Expo 2020 has a 24/7 medical facility on site; operated by a team of Dubai Health Authority (DHA) doctors and nurses, the clinic offers workers free medical services at all times. Expo 2020 has also facilitated regular health and well-being campaigns in conjunction with DHA.
- Expo 2020 Dubai has also implemented a ‘worker wearable’ solution (Whoop) that monitors the health and well-being of front-line workers. Approximately five thousand units have been deployed across the programme and monitor workers sleep patterns, heart rate, strain levels, respiratory rates, and levels of recovery.

WORKER PARTICIPATION AND CONSULTATION

All Expo 2020 consultants and contractors are encouraged to conduct regular discussions with workers on occupational health and safety. These sessions enable two-way communication between workers, contractors, and consultants, encouraging workers to speak up and raise concerns, or suggest improvements relating to their workplace health and safety. Expo 2020 Dubai Health and Safety Assurance Standards require contractors to conduct monthly meetings to ensure consultations with the workforce on health and safety, as well as worker welfare-related topics.

Expo 2020 has also established various forums where contractors and Supervision Consultants can raise any concerns or queries related to workplace health and safety. Where decisions and guidance are required, health and safety matters can be escalated to existing forums, including the quarterly Executive Leadership Team (ELT) meeting and the Programme Safety Leadership meeting held monthly. Expo 2020 held 12 Health and Safety Leadership meetings, four Site Delivery and Service Providers forums, and seven Health and Safety Practitioner forums in 2020.

Expo 2020 has established a schedule of programme-wide senior leadership health and safety tours to ensure direct engagement between the Expo 2020 leadership, project teams and the workforce. When selected, the contractor and Supervision Consultant are expected to host the tour and actively contribute – as a part of a joint commitment – to the delivery of exceptional health and safety performance across the event’s premises.



REWARDS AND RECOGNITION

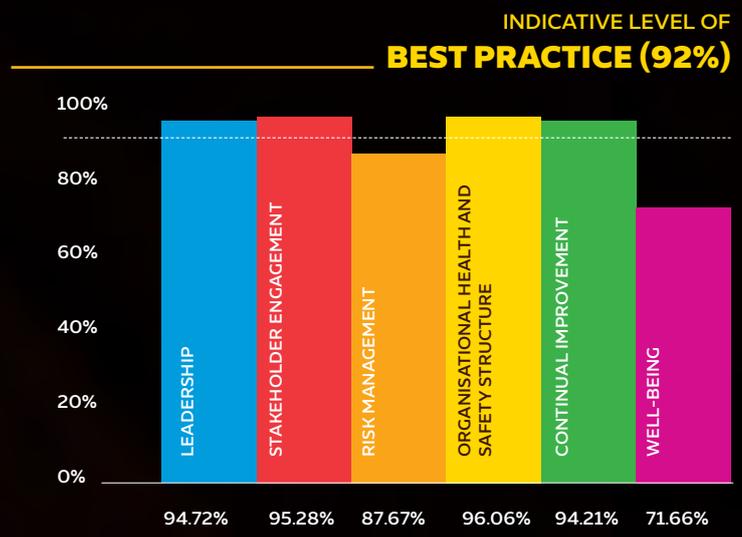
Expo 2020 has issued **23 different awards** for organisational and individual excellence in health and safety in 2020, supporting more than **100 project-level awards and recognition ceremonies**.



The awards aim to:

- Recognise positive behaviour at an organisational and individual level;
- Reward behaviours that exemplify Expo 2020's values;
- Look for opportunities for positive reinforcement and public recognition of behaviours;
- Focus on leading indicators when recognising teams and individuals, nominating individuals for Expo 2020's monthly awards and its annual 'Better Together' awards.

HSE PERFORMANCE WITHIN KEY INDICATORS



CONTINUAL IMPROVEMENT

Continual improvements at Expo 2020 include conducting periodic performance reviews, which takes subcontractors and sub-consultants into consideration, maintaining an effective management system and conducting regular audits to assess its implementation.

Moreover, Expo 2020 has an agreement in place with the UK Health and Safety Executive to conduct regular independent monitoring visits of the Expo programme. Every visit lasts five days and sees three UK HSE Inspectors carry out reviews of potential high-risk activities or

strategic reviews of policies and procedures. One review was carried out in January 2020, with three visits planned for 2021 and 2022.

Key health and safety performance highlights for 2020 include:

	2019	2020	Q1 2021
Employee number and rate of fatalities as a result of work-related injury	0	0	0
Employee number and rate of high-consequence work-related injuries (excluding fatalities)	0	0	0
Employee number and rate of recordable work-related injuries	0	0	0
Employee total number of hours worked	1,710,000 (approximated based on 950 Expo employees over a 45-week period)	N/A due to COVID-19 work-from-home restrictions	831,600
Worker number and rate of fatalities as a result of work-related injury	0	Number 1, Rate = 0.002	Number 0, Rate = 0.00
Worker number and rate of high-consequence work-related injuries (excluding fatalities)	Number 23, Rate = 0.03	Number 21, Rate = 0.03	Number 2, Rate = 0.02
Worker number and rate of recordable work-related injuries	Number 980, Rate = 1.07	Number 476, Rate = 0.72	Number 29, Rate = 0.35
Worker total number of hours worked	90,651,911	66,236,718	8,191,429

*The accident frequency rates have been calculated using 100,000 hours worked.

Between 2019 and 2020, Expo 2020 witnessed a decrease in the number of high-consequence work-related injuries. Recordable work-related injuries in the same time period fell roughly by half.

This can be attributed to continual improvement, enhanced by increased awareness around health and safety because of the pandemic, alongside the implementation of stricter safety

measures. Hand and finger injuries continue to be the main type of work-related injury, mirroring findings from 2019.

VISITOR HEALTH AND SAFETY

Expo 2020 continues its efforts towards ensuring visitor health and safety. In light of the current pandemic, Expo 2020 aims to deliver a safe and responsible event to ensure the risk of contagion is minimal when visitors enter the Expo 2020 site. Expo 2020 is proud to report that no incidents of non-compliance have been observed during this reporting cycle.

EXPO 2020 IS IN THE PROCESS OF DEVELOPING AN EXPO 2020 COVID-19 GUIDE THAT:

Keeps Guests Safe

Takes Care of the Workforce

Maintains Safe Operations

The purpose of this guide is to outline the measures implemented during Expo 2020 to manage the risks from COVID-19. The guide details site-wide arrangements established by Expo 2020 and the responsibilities of event operators, workforce, and visitors to ensure the health, safety and well-being of everyone at Expo 2020.



E

INNOVATION

Expo 2020 will spotlight breakthrough ideas, innovations and technologies that are shaping the future of the planet. A total of 191 participating nations will build on and create new collaborations that could spark the next generation of technology.

As the largest event ever held in the region, Expo 2020 will be one of the world's most connected sites, powered by advanced 5G networks, artificial intelligence and the Internet of Things (IoT) with the help of Expo 2020 Dubai's Premier and Official technology partners, including Accenture, Cisco, Etisalat, Siemens, SAP and Terminus Group.

Expo 2020 will communicate its core themes by immersing visitors in digital experiences, harnessing technologies such as robotics, artificial intelligence, and augmented reality. Cutting-edge digital navigation will help visitors, participants, volunteers, and employees quickly find their way around the site, with hundreds of 4K screens delivering a wide range of multimedia content across the site.

The Expo 2020 site is a showcase of breakthrough design and a celebration of the rich culture and architectural traditions of the region. A selection of the world's top 'starchitects' have designed the buildings and public areas throughout the site.

Examples of cutting-edge technologies that will set the visitor experience apart include:

AL WASL DOME

At the heart of the site stands the iconic Al Wasl dome, the interior of which doubles as a three-dimensional projection surface, equipped with more than 250 projectors and an advanced sound system to create a unique 360-degree fully immersive audio-visual experience inside the dome.

A total of 252 projectors, supplied by Christie, the Official Projection and Display Partner of Expo 2020, are housed in 42 projector pods around the inside perimeter of the dome. Each pod, large enough to hold a compact car, has a glass front and air-conditioning that protect the projectors from weather elements in Dubai, such as heat and dust.

INTERNET OF THINGS (IOT)

Siemens, the Official Infrastructure Digitalisation Partner of Expo 2020, will be demonstrating MindSphere, its cloud-based Internet of Things (IoT) operating system, at Expo 2020 Dubai. The largest installation of its kind globally, MindSphere will be used to monitor services linked to Expo's physical infrastructure, including roughly 130 fully connected buildings across the site. The majority of Expo-built permanent buildings use smart technology and building management systems to meet Expo 2020's sustainability targets, with features including smart metering and sensors that monitor the energy consumption and the efficiencies of power, light, water and climate conditioning systems.

For water management, Expo 2020 is using smart irrigation systems to collect and monitor water usage, while correlating data from weather and soil sensors to optimise water consumption and pump operation. Flow-rate sensors will detect water dispensed, check for any potential leaks in the irrigation loops and notify site operations of a problem that might otherwise go unnoticed.

ROBOTICS

Terminus Group, the Official Robotics Partner of Expo 2020, will deploy more than 150 of its new generation of programmable robots across the site. Designed to be fully operational in a variety of work environments, including outdoor areas such as parks, tourist attractions and other frequently visited outdoor public facilities, these robots will delight visitors by assisting with hospitality and security, taking part in performances and interacting with guests.

Expo 2020 will be home to four categories of robots: service (attendant robots), security (patrol robots), delivery (vending trolley and kiosk robots) and mascot robots. Providing services such as zero-contact delivery, entertainment, display and vending across the 4.38 sqkm site, each machine combines convenience with safety.

The attendant robot, with voice interaction, will be able to provide information to visitors and answer general Expo 2020 enquiries, while the patrol robot – an all-inclusive security solution for outdoor spaces – will offer 360-degree, 24/7 patrols, fire monitoring, and a mobile emergency alarm, among other core competencies.

Some of the robots will be modelled on Opti, one of the Expo 2020 Dubai Mascots. Fitted with features such as a multi-touch display and AI-driven object mapping and object detection, Opti will act as Expo 2020's site-wide goodwill ambassador – greeting visitors, performing in special displays, taking selfies and providing visitor guidance and assistance.

ROBOT MODELS



'AMAL' VISITOR ASSISTANT

AI-powered chatbot 'Amal', developed in collaboration with Smart Dubai, can provide information on shows and attractions and enable visitors to give feedback during Expo 2020. Visitors from around the world will interact with the chatbot in real-time on both the Expo 2020 website and the mobile app and in their mother tongue. Ten languages, including English and Arabic, are available to date, with more planned. Amal can process and analyse large volumes of information in real-time to answer visitors' questions accurately and

quickly. She is also designed to learn and automatically develop and improve the service through natural language processing.

PODWAY

SAP is the Innovative Enterprise Software Partner of Expo 2020 Dubai. Working with SAP's Co-Innovation Lab in the UAE, Expo 2020 is co-developing an interactive technology platform called PODway to help people of determination effectively navigate the Expo 2020 site. The platform optimises experiences for people of determination based

on their accessibility requirements, using analytics and experience management technologies from SAP – coupled with input from Internet of Things (IoT) and mobile tracking technologies.

For example, people with autism, or mobility, visual, hearing or cognitive challenges can select requirements such as motorised wheelchairs, audio headsets or sensory maps to ensure they get the very best experience from their visit to Expo 2020.

CROWD MANAGEMENT

As the largest event ever held in the Arab World, Expo 2020 are collaborating with its partners to encourage a seamless and secure flow of people around the site. This includes the use of advanced software to help forecast, track and manage crowd movements across the site and specialist Wi-Fi positioning technology to track indoor movements. Inside the Expo Operations Centre, an array of projectors distributes content across a multi-use, multi-informational canvas, giving users the ability to construct windows of virtually any size from a multitude of security sources.

In an effort to minimise queuing, Expo 2020 has implemented an intelligent Smart Queue system, similar to the fast-pass schemes found at theme parks, that will offer guests the ability to reserve a specific time slot – optimising their visit to Expo 2020 by visiting the pavilion of their choice at a time convenient to them, without having to wait in potentially lengthy queues.

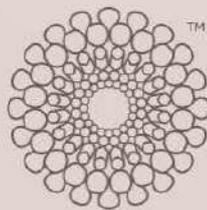
VIRTUAL EXPO

Numerous Virtual Expo offerings will be launched for the first time at a World Expo. Memorable, meaningful Expo experiences will offer a new way to learn, play, interact, and be entertained at Expo 2020 – or from anywhere around the world.

The on-site mobile app contributes a new dimension to visitors' Expo 2020 experience, including stunning augmented reality visualisations and quests that uncover explorable narratives across the event. The Xplorer app allows off-site visitors to experience Expo 2020 in a playable way from around the world. Both apps are linked to Expo 2020's 'Seeds of Change' initiative, allowing visitors to pledge their progress to real-world causes and projects towards creating a better future.

Furthermore, the Virtual Expo provides a look inside the Expo 2020 pavilions and free access to Expo events, performances and ceremonies, as well as podcasts, talks, audio guides and virtual tours. Additionally, a bespoke avatar of an Expo 2020 headline talent performance will be launched on an exclusive digital platform.

Expo 2020 Minecraft is an explorable recreation of more than 200 pavilions, featuring interactive games, educational material about Expo 2020's participants and its themes, and live, synchronous experiences.



EXPO 2020
DUBAI UAE

COMING SOON

CASE STUDY



INNOVATION IN THE PANDEMIC: EXPO LIVE

Launched in 2016, Expo Live is Expo 2020 Dubai's global innovation and partnership program. With a firm belief that **"innovation can come from anywhere, to everyone"**, Expo Live harnesses the convening power of a World Expo to demonstrate how innovations and people from all across the world can advance the pace of progress and inspire a more inclusive and prosperous future.

THE PATH TO ACHIEVING THIS?

Searching for social entrepreneurs from all corners of the world and all walks of life who share a collective vision of a future where human health and well-being are secured, where social opportunity is rife, and where people and the planet live in balance.

Once discovered, the programme evaluates various projects to determine alignment with Expo Live criteria. The innovators whose novel solutions are shown to address the world's most pressing challenges receive funding that will enable their businesses and therefore their impact to develop and scale. These innovators, known as the Expo Live Global Innovators, inspire positive, tangible action around the world and leave a lasting legacy that extends beyond the project. Beyond grant funding, Expo Live also supports the Global Innovators with exposure, guidance and opportunities for collaboration. The programme spans 14 different sectors, including agriculture, education, environment, employment, energy and healthcare, of which many directly feed into the Sustainable Development Goals (SDGs).

In 2020, the world was shaken by the COVID-19 Pandemic; Expo Live's Global Innovators were no exception. With cases soaring and countries imposing strict lockdown measures, some Global Innovators were forced to pause operations indefinitely. International shipments were halted, teams were unable to physically reach project beneficiaries and many individuals contracted the virus itself. As start-ups, all of these variables rendered many social enterprises at risk of shutting down. Under the directive of Expo 2020 Dubai leadership, Expo Live immediately launched the "Emergency Relief Fund" (ERF) to support the most vulnerable social enterprises. Additional funding would act as a buffer for project teams to navigate the uncertain times ahead. Unlike the Innovation Impact Grant Programme (IIGP), the funding was not linked to impact-oriented deliverables. Rather, it was allocated towards sustaining basic operations, while maintaining staff salaries, rental costs and equipment needed to work from home etc. The fund supported 15 organisations from 13 countries.

BY THE END OF 2020, EXPO LIVE:

- Conducted five rounds of call for proposals, receiving more than 11,000 applications from 184 countries (96 per cent of the world). The fifth and final pitch event took place in early 2020, only weeks shy of global travel restrictions.
- Confirmed 140 Expo Live Global Innovators operating in 76 countries, with projects having a direct impact in their communities in the fields of education, environment, among other sectors.
- Launched The Good Place pavilion at Expo 2020, where innovations will be showcased during the event.
- Awarded grants to 46 student teams from 19 universities across the UAE under its University Innovation Programme (UIP). In 2020, despite project funding already concluded, Expo Live continued to support those university teams that transitioned from academic project to enterprise.
- Launched the “Emergency Relief Fund” (ERF) in March 2020 to support Global Innovators who face immediate financial hardship. The relief fund also sought to support any new initiatives grantees propose that provide an immediate and valuable response to the impact of COVID-19 in their communities.

Since its launch, Expo Live has supported, and continues to support, its diverse network of Global Innovators to ensure the positive impacts of their grants extend beyond the UAE and Expo 2020. The programme’s ultimate goal is to transform the lives of beneficiaries and strive for the restoration and preservation of our planet.



EXPO LIVE MAP OF GLOBAL INNOVATORS UNDER THE IIGP (AS OF DECEMBER 2020)



11,000+ APPLICATIONS FROM 184 COUNTRIES

140 GLOBAL INNOVATORS FROM 76 COUNTRIES

UPDATED ON SEPTEMBER 2020

EXAMPLES OF EXPO LIVE GLOBAL INNOVATORS

Marine Innovation (South Korea) - IIGP Cohort 2

Marine Innovation is a South-Korean social enterprise that has pioneered a patented solution to single-use plastic pollution. The source of its innovative plastic alternative is naturally occurring seaweed present in many coastal counties around the world. Unlike existing seaweed-based plastic materials, Marine Innovation uses the by-product of seaweed for their products, a material that would otherwise be discarded. The team has been conducting

research and development on this raw material and its potential for 10 years. It has also developed a methodology that physically separates the components of the algae by-product for use in a range of products, including forms of food packaging. Products produced by Marine Innovation take roughly 90 days to decompose, whereas conventional single-use plastic can take hundreds of years.



INNOVATION CAN COME FROM ANYWHERE, TO EVERYONE

#ExpoLive



SafetyNet Technologies (United Kingdom) - IIGP Cohort 5

SafetyNet Technologies (SNTech) is a UK-based social enterprise with a mission to reduce the issue of bycatch in the fishing industry by developing and deploying a unique light-emitting technology. Current fishing processes and technologies can be very unselective, leading to the capture of non-target species and fish of the wrong age, resulting in wastage. This disrupts delicate marine ecosystems, posing a threat to biodiversity and the surrounding communities whose livelihoods depend on healthy fisheries. SNTech began with "Pisces", a device that reduces bycatch by up to 90 per cent by manipulating different lights to attract or deter certain fish species. They are now expanding their product line to include "Enki", a data software system that provides insights for improved ocean management and responsible fishing.



InvestEd, (Philippines) - Emergency Relief Fund (ERF) recipient

InvestEd is a lending company founded by two female engineers that serves college students from low-income and poor families. The pandemic has drastically changed the education sector and demand for educational loans has decreased. The InvestEd team created new financial products, such as loans for internet access and equipment purchases (e.g. computers and tablets) to address the needs of poor and low-income students who now need to finish their education remotely.

Additionally, 45 per cent of InvestEd's current student borrowers are now unemployed because of COVID-19, with the organisation increasing coaching services to help them find other employment opportunities. Finally, the organisation has changed the credit-scoring model to adapt to new financial realities. These types of activities were supported by Expo Live ERF to support InvestEd as an organisation and vulnerable student borrowers in the Philippines.



CASE STUDY

ACHIEVING SUSTAINABILITY GOALS TOGETHER: ACCENTURE AND SAP

Since 2008, Accenture has been committed to the 10 Principles of the United Nations Global Compact (UNGC), supporting its efforts to advance sustainability, equality, and human rights. As a Global Compact LEAD member, Accenture champions the UN Sustainable Development Goals (SDGs), with a special focus on those that are most relevant for the company.

" The time for increased commitment and action is now, and SDG Ambition is a bold and practical response to this timely and urgent call to action. We are proud to stand with the UN and SAP as partners in unleashing the massive potential for innovation and disruptive technology to help address and solve critical issues at speed and scale across the globe. **"**

JULIE SWEET
ACCENTURE'S CHIEF
EXECUTIVE OFFICER

Accenture is working with the UNGC, SAP and 3M on SDG Ambition, which challenges and supports participating companies of the UNGC in setting ambitious corporate sustainability targets and accelerating the integration of the SDGs into core business management. As part of the SDG Ambition Accelerator, Accenture and SAP are helping to drive adoption among more than 600 companies across 65 countries.



Fireside chat featuring Julie Sweet (Accenture), Christian Klein (SAP SE), Mike Roman (3M) and Sanda Ojiambo (UN Global Compact) to announce launch of integration guidance



CASE STUDY

A VIRTUAL MEET FOR EVENT PREPAREDNESS: INTERNATIONAL PARTICIPANTS MEETING (IPM)

With the pandemic halting travel, Expo 2020 and its 190-plus International Participants conducted their fifth annual Expo 2020 International Participants Meeting (IPM) virtually from 24-27 August 2020. Bringing together organisers, Higher Committee members and the BIE, the IPM served as an online platform for leadership and authorities to convene on the postponement, site operations, facilities management, programming calendar and content related to Expo 2020's 1 October 2021 opening date.

The meeting comprised of tailored sessions for self-build, rented and Thematic District participants. In preparation for the first virtual IPM, Expo 2020 shared information packs and videos with participants ahead of the meeting, equipping them with knowledge on session topics, key messages, process requirements and delivery milestones. As a result of proactive organisation, participants were able to submit queries and concerns ahead of the IPM, ensuring Q&A panels were efficient and informative.

In attendance was His Highness Sheikh Abdullah bin Zayed Al Nahyan, UAE Minister of Foreign Affairs and International Cooperation; His Highness Sheikh Ahmed bin Saeed Al Maktoum, President, Dubai Civil Aviation Authority, Chairman and Chief Executive of Emirates Airline and Group, and Chairman of the Expo 2020 Dubai Higher Committee; His Excellency Sheikh Nahayan Mubarak Al Nahayan, UAE Minister of Tolerance and Coexistence, and Commissioner General of Expo 2020 Dubai; Her Excellency Reem Al Hashimy, UAE Minister of State for International Cooperation and Director General, Expo 2020 Dubai; and His Excellency Dimitri Kerkentzes, Secretary General of the Bureau International des Expositions (BIE), the governing body of World Expos.

Acknowledging the UAE's quick response to the postponement, speeches were made to recognise the continued and dynamic preparation of the event, despite troubling times.

" The agility and responsiveness of Dubai and the UAE has been instrumental in the swift re-opening of the country's tourism sector. Coupled with its infrastructure and facilities, including airlines and hotels, Dubai has emerged quickly from what has been a challenging period for the whole world. Dubai has a deep-rooted history of bringing people together to encourage positive change. The Expo 2020 theme 'Connecting Minds, Creating the Future' that has guided our preparations reflects this and is now more relevant than ever. Expo 2020 and its hundreds of participants will highlight the importance of international collaboration and cooperation to help contribute to global progress. Expo 2020 is aligned with Dubai and the UAE's commitment to building a brighter future and acting in solidarity with countries and communities around the world. We are delighted to join with our participants at the IPM to share updates, experiences and ideas as we continue to move forward together on our journey to Expo 2020. "

HIS HIGHNESS
**SHEIKH AHMED BIN
SAEED AL MAKTUUM**

By ensuring the 2020 IPM took place virtually to abide by social distancing, Expo 2020 was able to leverage its momentum to keep spirits and hopes high as it announced and presented its ongoing efforts to build one of the most unique World Expos to date.



03

THE EXPO LEGACY





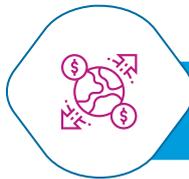
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EXPO LEGACY 2020 CONTRIBUTION

Expo 2020 Dubai is committed to building a meaningful, sustainable legacy. To do so, the organisation strives to create physical, economic, social, environmental and global impact that extends beyond the borders of the UAE and the 182 days of Expo.

EXPO 2020 LEGACY: DIMENSIONS OF PLANNING





ECONOMIC LEGACY

Expo 2020 Dubai will create an economic legacy by contributing to the new business generation, GDP growth and job creation across the region. Expo 2020 Dubai's economic impact will result from its contributions to the UAE's ongoing economic diversification and by supporting the growth of key industries such as travel, tourism, logistics, transport, construction, and real estate. Helping to build a more diversified, resilient, sustainable and knowledge-driven economy, Expo 2020's economic legacy will focus on continual support of non-oil related GDP growth in the UAE, including the advancement of private-sector jobs and SMEs.



SOCIAL LEGACY

Expo 2020 provides an invaluable opportunity to educate, inspire and empower the UAE's youth before, during and after the event. The six months of Expo will encourage cultural exchange, while promoting Expo 2020's key subthemes of Opportunity, Mobility and Sustainability. Rekindling visitors' interest in these key drivers of the future, Expo 2020 will encourage innovation by identifying, showcasing and celebrating some of the greatest innovations from across the world, while developing the next generation's innovative minds, facilitating cultural exchanges and galvanising thought-provoking ideas and inventions.



REPUTATIONAL LEGACY

Expo 2020 will strengthen bilateral and multilateral relations by encouraging the collaboration and cross-pollination of thoughts, cultures and ideas – highlighting the UAE's capacity to bring the world together and promoting the UAE's international reputation. As the first World Expo ever held in the Middle East, Africa and South Asia (MEASA) region, the UAE has the opportunity to showcase the region's potential, ideas and culture to a truly global audience.



ENVIRONMENTAL LEGACY

By leaning on a holistic sustainability strategy, which includes its RISE Guidelines for Sustainable Operations, Expo 2020 aims to position itself as a catalyst for sustainability in the region, serving as a future model for best case practices and innovations in sustainability. By incorporating energy-efficient technology and sustainable design throughout the construction phase, Expo's environmental legacy will be visible through its positive environmental performance and efficient use of natural resources.



PHYSICAL LEGACY

From the start, the Expo 2020 site has been designed with its legacy in mind. After Expo 2020 ends on 31 March 2022, the site will continue to 'Connect Minds' and inspire as it takes the form of District 2020, fulfilling Expo's founding vision to continue as an ecosystem that connects, creates and innovates. More than 80 per cent of Expo 2020's built environment will live on as District 2020, set to be one of the world's most human-centric, smart and sustainable innovation ecosystems, continuing to grow and evolve for decades.

B

DISTRICT 2020 - THE FUTURE OF THE EXPO SITE

DISTRICT 2020



District 2020 is more than the future of the Expo site. It is designed to serve as a model global community for the future, utilising state-of-the-art innovation, science and sustainability for a cleaner, safer, healthier environment to live, work and play. A diverse, inclusive and human-centric urban community in the heart of new Dubai, it will attract large organisations, budding young enterprises and families to live and work.

Located in Dubai South, near Al Maktoum International Airport, District 2020 – combining an innovation district with contemporary residences, education facilities, entertainment venues and a range of social attractions – can be easily accessed from all of the UAE's major

airports and seaports. The site, which will repurpose roughly 80 per cent of Expo 2020's built infrastructure and house LEED Platinum and Gold-certified buildings, will also be served by major highways and a dedicated Dubai Metro Route 2020 station.

TERMINUS GROUP

TERMINUS
特斯联

District 2020 has partnered with Terminus Group in their drive to be innovation leaders. Terminus, a China-based leader in smart technologies, will set up its first international headquarters at District 2020, alongside a research and development centre that focuses on artificial intelligence (AI) and the Internet of Things. The agreement highlights District 2020's ongoing commitment to long-term partnerships with Chinese entities and dedication to strengthening UAE-China relations.

SIEMENS

SIEMENS

As District 2020 develops a rich and diverse ecosystem capable of driving multi-sector innovation, Siemens is one of the community's key anchor tenants and a major contributor. The lease agreement with Siemens outlines the establishment of different divisions of Siemens business group at District 2020, including Siemens Energy.

Siemens' partnership will play a key role in the transition of the site into District 2020, supporting the vision to foster an ecosystem that will enable global organisations to collaborate and share knowledge, ultimately driving their respective industries forward.

CONNECTED PLACES CATAPULT



District 2020 has signed a memorandum of understanding (MoU) with UK-based innovation accelerator Connected Places Catapult, the UK Government's innovation agency for cities, transport and places.

The agreement between Connected Places Catapult and District 2020 will allow mutual areas of interest to develop urban solutions in the areas of smart cities and mobility. As the future of Expo 2020, District 2020 has been designated as the fifth Urban Centre of the city of

Dubai, which will support the city's economic growth, sustainable urban development and the goal of making it the most desirable city in the world to live in.

The alliance with Connected Places Catapult will contribute to the curation of District 2020's innovation ecosystem and strengthen opportunities for cooperation and knowledge exchange between leading global innovation-driven businesses in the transport, smart mobility and autonomous vehicle fields.

Connected Places Catapult will support the running of technology demonstrations and small business accelerators to enable the scaling of new solutions that drive growth and eliminate carbon emissions, while contributing to wider economic growth in the UAE.

SCALE2DUBAI



District 2020 has signed strategic partnerships with Dubai SMEs and the Mohammed bin Rashid Innovation Fund (MBRIF) to support its global entrepreneur programme, Scale2Dubai. In line with Dubai and the UAE's proactive approach to

supporting SMEs and the important role they play in bolstering the country's resilient economy, both organisations will provide District 2020 with a pipeline of high-potential start-ups and small businesses, by helping eligible companies join

Scale2Dubai. Both will also provide start-ups and small businesses with the guidance, connections and funding they need to continue their growth as part of the Scale2Dubai programme.



District 2020 has established several key partnerships that will contribute to the curation of its innovation ecosystem and its start-up community. During Expo 2020, District 2020 is marking its contribution to driving innovation in the UAE and supporting the UAE's aim to be the most future-ready nation in the world.

District 2020 has announced new local and international alliances with start-up enabling entities from several

markets, including the UAE, USA, UK, Namibia, Slovenia, Malaysia and Botswana. District 2020's Scale2Dubai programme has also been designed to give on-ground support for start-ups and small businesses with the greatest potential so they can establish themselves in the UAE within District 2020. This should serve as a launchpad from which to access the Middle East, Africa and South Asia (MEASA) region, along with global markets.

" District 2020's mission and mandate as a human-centric smart city, and future of Expo 2020 Dubai, means forward planning has always been an integral component of its development. It is designed to be adaptable, sustainable and to evolve and respond to our dynamic global environment. This is reflected in its commitment to technological innovation; smarter, more sustainable ways of working and living; and physical spaces that support people and businesses to be more flexible and prioritise wellness – across all levels of its community infrastructure. Despite the global challenges of the past year, District 2020 continued to attract the interest of international partners and expand its portfolio of tenants in this unique urban community and innovation-driven ecosystem. "

NADIMEH MEHRA

VICE PRESIDENT OF DISTRICT 2020, TRANSITION UNIT – EXPO 2020 DUBAI





CASE STUDY

CHILDREN'S TALES FROM THE WORLD

The publication of the third and final edition of *Children's Tales From Around The World* is a collection of 68 traditional children's stories and folktales from countries spanning six continents.

The digital anthology celebrates diversity and inclusion, and reflects Expo's commitment to '*Connecting Minds, Creating the Future*' by bringing together poignant stories and colourful

illustrations contributed by schoolchildren, professional artists and storytellers, as well as eminent cultural voices, from every part of the globe.

Since the publication of its maiden edition in September 2020 with an initial 24 stories, *Children's Tales From Around the World* has grown in volume and stature, capturing the imaginations of Expo 2020's International and Non-Official Participants, and encouraging

them to bring the book's stories to life through their original initiatives. These include children's drawing sessions in countries ranging from Andorra and Brazil to Gabon and Mauritius; a special Portuguese-language version of one of the stories to promote knowledge and cultural exchange; and planned televised storytelling sessions in the Seychelles to engage children who are being home-schooled during the pandemic.





TRANSPORT CHILDREN ON A JOURNEY OF DISCOVERY

Expo 2020 Dubai's Children's Tales From Around the World brings together traditional tales from 68 of Expo's participating countries. The anthology is reflective of the UAE's diversity and enables young readers to immerse themselves in a captivating landscape of storytelling cultures.



FOR EAGER EXPLORERS AND INQUISITIVE YOUNG MINDS

Children's Tales From Around the World has been designed for readers aged 5 to 12 – those who are learning to read and reading to learn. Its goal is to spark children's imaginations and help them discover what makes each of them different, introducing them to diverse cultures and the values shared by all global citizens regardless of which corner of the world they inhabit.



UNIQUE ILLUSTRATIONS FROM AROUND THE WORLD

Many of the tales in the collection have been passed down through time, shaped and crafted by generations of storytellers. To honour the cultural significance of these stories, they have been complemented with illustrations created by local artists and schoolchildren.



LEARNING TO READ, READING TO LEARN

From word searches to number crunches, memory teasers, language lessons and intriguing 'Did you know?' nuggets, educational pieces have been included for the readers to exercise their minds.



C

CORPORATE ARCHIVE

Expo 2020 Dubai is the largest event ever staged in the Arab World.

It has a responsibility to manage the valuable knowledge and resources accumulated in its planning and delivery, during the course of 10-plus years. It is important that records relating to the event are captured to transfer knowledge, expertise, experiences, best practices and lessons learned – **positioning Expo 2020 Dubai as a benchmark for future World Expos and other mega-events.**

One of the initiatives to assist with the successful capture and transfer of knowledge is the Expo 2020 Corporate Archive. Established in April 2019 with the appointment of a professional archivist, the programme is tasked with capturing Expo 2020's significant records and ensuring their availability for beneficiaries. These may range from UAE Government entities such as the UAE National Archives in Abu Dhabi to the BIE, the World Expo Museum in Shanghai, and members of the public and academia.

OUTLINE OF CURRENT INITIATIVES WITHIN THE CORPORATE ARCHIVE

EXPO 2020 DUBAI'S ARCHIVE POLICY

Expo 2020 Dubai's Archive Policy has been developed and will be rolled out across the organisation, helping to drive the successful implementation of the programme.

CORPORATE ARCHIVE LIAISONS (FORMERLY KNOWN AS CORPORATE ARCHIVE CHAMPIONS)

Under the Expo 2020 Dubai Archive Policy, each Head of Department appoints a Liaison to work with the Corporate Archive to identify and transfer department-specific records to the Corporate Archive.

CORPORATE ARCHIVE MANUAL

The Corporate Archive Manual outlines the step-by-step processes involved in identifying, transferring, cataloguing, storing and accessing the records. Access to the policy and manual is available for all Expo 2020 colleagues through the organisation's intranet.

CATALOGUING SOFTWARE

The cataloguing software in use by the Corporate Archive is being continually configured to reflect file types, file sizes and the make-up of the organisation. This ensures the records of each Expo function are accurately catalogued and provided with a suitable location for filing.

TRANSFER OF KNOWLEDGE

The transfer of knowledge has been achieved through a UAE national internship programme. Interns are recruited and engaged regularly, undertaking training and learning the principles of archival management in a practical setting.

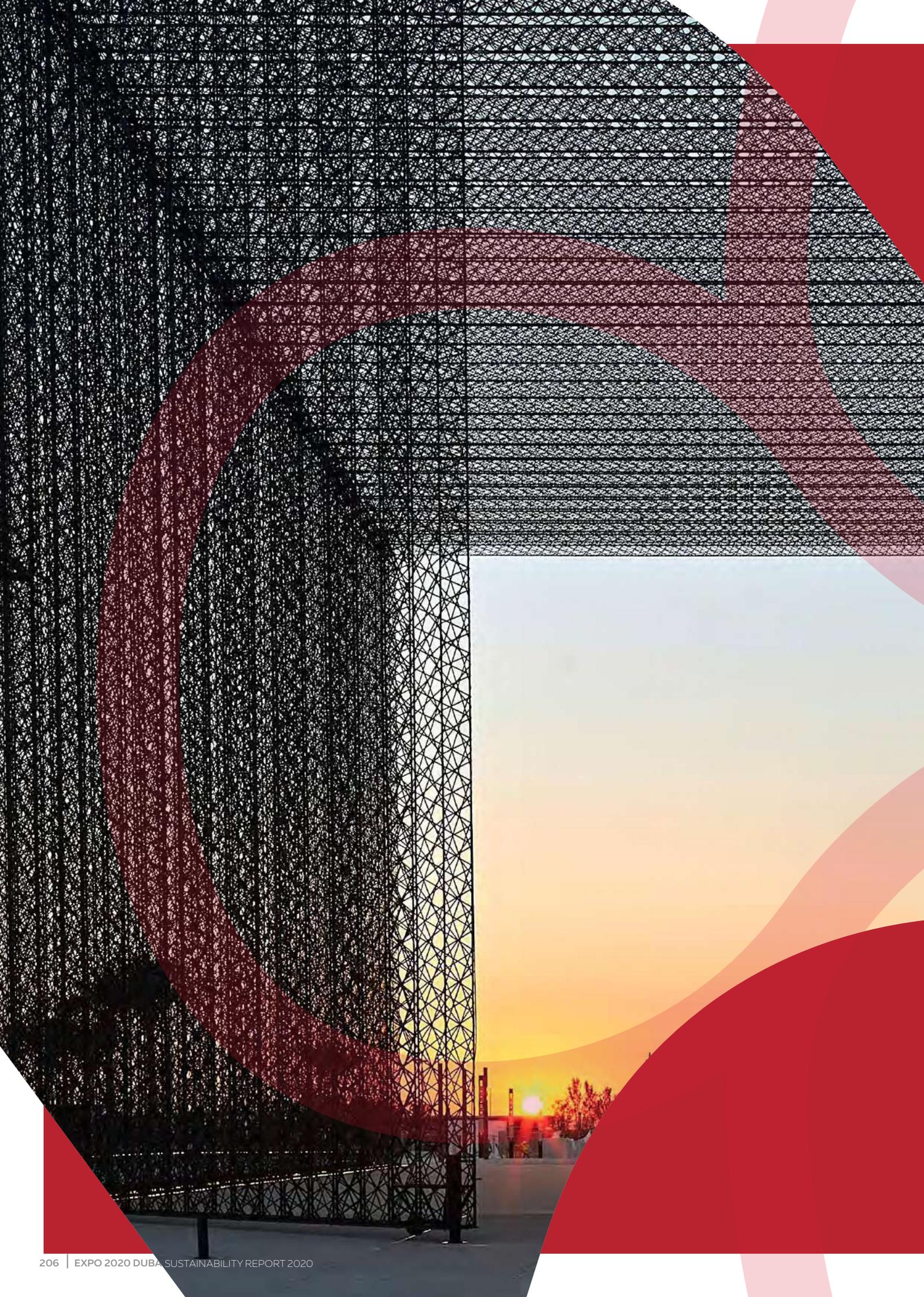
TRANSFER OF PHYSICAL ASSETS

The transfer of physical assets, following the decommissioning of Expo 2020 as it transitions into District 2020, is being considered in conjunction with the Expo 2020 Dissolution Team – ensuring all valuable physical assets are earmarked for eventual transfer to the Corporate Archive.

RAISING AWARENESS

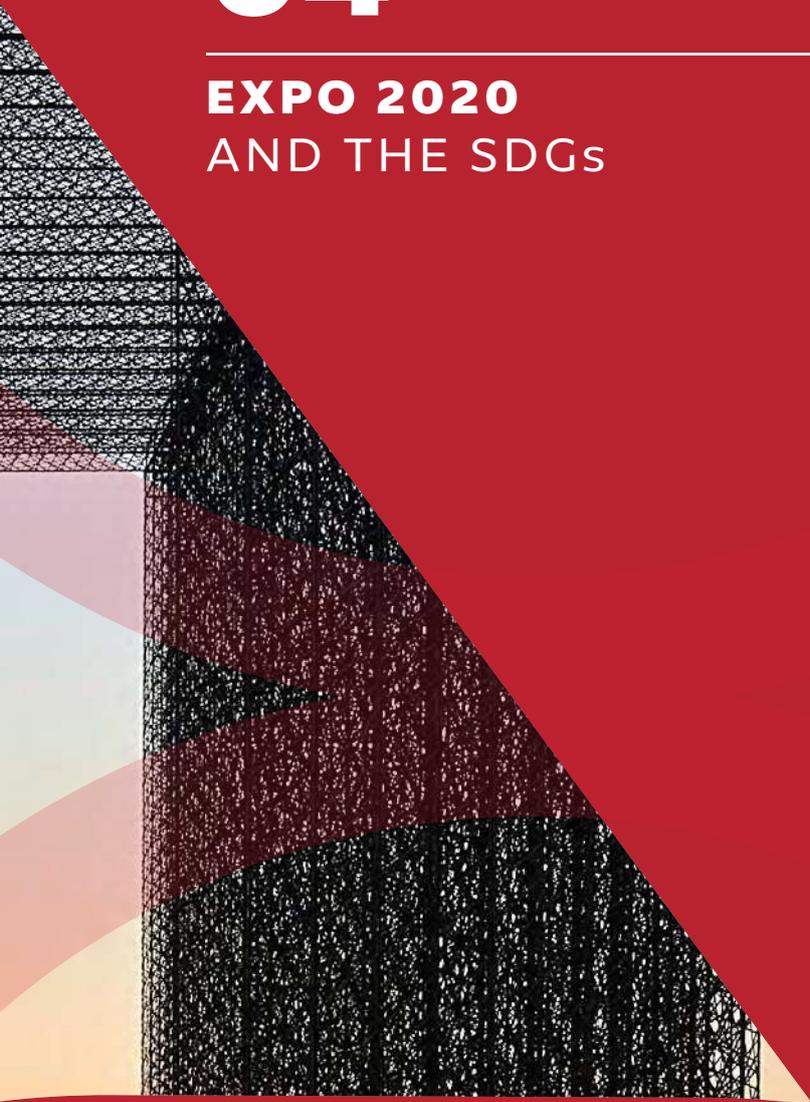
Raising awareness for the ongoing need to capture significant records from Expo 2020 has been accomplished through virtual meetings and email exchanges with a broad range of colleagues from across the organisation.





04

EXPO 2020 AND THE SDGs





A

EXPO 2020 DUBAI'S CONTRIBUTION TO THE UN SDGs

Aimed at addressing global challenges such as climate change, inequality, economic growth, poverty, and global health, the Sustainable Development Goals (SDGs) are a universal call for action launched by the United Nations in 2015, inviting the global community to take action and contribute to 17 development goals, measured by 169 targets.

Expo 2020 Dubai is committed to aligning its sustainability contributions and operations with the SDGs.

Apart from the contributions of its own operations, Expo 2020 Dubai aims to utilise its global outreach platform capabilities to raise awareness about the SDGs and global sustainability issues by maintaining close alignment of their initiatives with corresponding targets. Visitors will be able to experience interactive exhibits at the Sustainability and Opportunity Pavilions that showcase these issues, as well as the various means by which Expo has addressed them. Through other initiatives such as the Expo

Live Innovation Impact Grant Programme and the Expo Global Best Practice Programme, Expo will showcase innovative projects from around the world that are providing solutions to these global problems by supporting the objectives of the SDGs.



EXAMPLES OF EXPO 2020 INITIATIVES THAT ARE ALIGNED TO THE UN SDGS AND THEIR TARGETS.

SDG 3
GOOD HEALTH AND WELL-BEING

- Expo 2020 maintained a coordinated and structured corporate response to the pandemic, where each of its stakeholders were informed of their individual responsibilities in being COVID-19 safe. Through COVID-19 guidelines for the Expo Pavilions Premiere (EPP) and a dedicated task force, the organisation guarded and supported its people and their welfare, putting forth the 'Promises Document' and health declaration checkpoints to ensure attendees are able to experience the premiere safely and responsibly.
- Taking a proactive approach to health in 2020, Expo 2020 engaged its *Tribe* with virtual well-being talks, guides and masterclasses. By viewing fitness as physical, emotional and mental, the organisation equipped its leadership with the tools to ensure their teams remained resilient during the lockdown.
- In alignment with national objectives, Expo 2020 rolled out a comprehensive vaccination programme, where the COVID-19 vaccine was offered to all Expo 2020 Dubai staff, contractors, consultants, and site workers. These were administered at a dedicated hub on the Expo 2020 site.

SDG 4
QUALITY EDUCATION

- As part of Expo 2020's commitment to creating a meaningful, lasting legacy for generations to come, the Expo School Programme empowers students and educators with diverse teaching instruments and opportunities. In 2020, this effort drove several initiatives such as a virtual summer camp and e-learning resources.
- The Expo School Programme's Online Workshops supported distance learning objectives, engaging a total of 672 schools to create awareness about topics such as Expo 2020's themes, music as a shared language and the wonders of space.

SDG 5
GENDER EQUALITY

- In 2020, 53 per cent of the Expo 2020 workforce were female, displaying a gender-balanced workforce.
- In March 2021, Expo 2020 and Cartier announced a collaboration to celebrate female change-makers all over the world through the Women's Pavilion at Expo 2020 Dubai.

SDG 6
CLEAN WATER AND SANITATION

- Terra – The Sustainability Pavilion, designed to be net-zero for energy and water, was designed with integrated smart water technology. Recycling greywater and producing water from the air, Terra ensures regulated production and use of water.
- Expo 2020 continues to use smart irrigation systems to collect and monitor water usage, while correlating data from weather and soil sensors to optimise water consumption and pump operation.

SDG 7

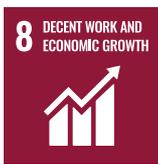
AFFORDABLE AND CLEAN ENERGY



- Terra's canopy comprises more than 12,500 square metres of solar panels (8,705 square metres on the 130-metre-wide canopy and 3,874 square metres atop 18 Energy Trees) that generate roughly 4 GWh of energy per year – enough to power a Nissan Leaf halfway to Mars.
- Expo 2020's permanent buildings are designed and constructed to be 30 per cent more energy efficient when compared to conventional energy management processes.
- In its coming phases, Expo 2020 will aim to deliver on its targets to achieve LEED Gold and Platinum certifications for its permanent buildings.

SDG 8

DECENT WORK AND ECONOMIC GROWTH



- With the majority of procurement contracts awarded to locally registered suppliers, Expo 2020 backs the crucial small and medium-sized enterprise (SME) sector, which accounts for about half of all businesses registered with the organisation. Expo 2020 has given 7,493 awards to SMEs to date, which makes up roughly 50 per cent of all awards, with a direct and indirect spend of AED 2.1 billion and AED 3.05 billion respectively.

SDG 9

INDUSTRY, INNOVATION, AND INFRASTRUCTURE



- Through technological activations and innovative building technology, such as Siemens' MindSphere, Expo 2020's Innovation and Future Technology (IFT) department is working to create a futuristic visitor experience and a sustainable infrastructure as part of Expo 2020's legacy.
- Terminus Group, Official Robotics Partner of Expo 2020, will deploy more than 150 of its new generation of programmable robots across the site, which are designed to be fully operational in a variety of work environments and will delight visitors by assisting with hospitality and security, taking part in performances and interacting with guests.

SDG 10

REDUCED INEQUALITIES



- Expo 2020 ensures free and fair recruitment, a non-discriminatory and tolerant work culture, and a safe and healthy work environment for all employees and contractors through the Worker Welfare policy framework and initiatives.
- For Expo 2020's employees and people of determination, the organisation is working on creating an inclusive and accessible event by incorporating accessible designs into the infrastructure and engagement programmes.

SDG 11

SUSTAINABLE CITIES AND COMMUNITIES



- District 2020 is designed to serve as a model global community for the future, utilising state-of-the-art innovation, science and sustainability for a cleaner, safer, healthier environment to live, work and play.
- As the future of Expo 2020, District 2020 has been designated as the fifth Urban Centre of the city of Dubai, which will support the city's economic growth, sustainable urban development and the goal of making it the most desirable city in the world to live in.



SDG 12

RESPONSIBLE CONSUMPTION AND PRODUCTION

- Since the initiation of Expo 2020 till the end of the reporting cycle applied to this report, the organisation achieved a cumulative waste-to-landfill diversion rate of 91%.
- The RISE Guidelines for Sustainable Operations further enhance Expo 2020's performance in this field and provide the organisation with a verification process that minimises packaging, food and other waste during the event. All retail, food and beverage outlets are currently being verified through the RISE Guidelines.
- The Planet Over Plastic Pledge allows Expo 2020's stakeholders to take part in minimising single-use plastic usage at their pavilions during the event.



SDG 13

CLIMATE ACTION

- Expo 2020 has reported a promising climate action performance over the reporting cycle, extending the positive actions of its third-party associates.
- Some contractors have reported the use of solar power lights, which help projects save 40-45 per cent in fuel consumption and reduce carbon emissions; others have started to employ solar power tower lights and traffic signs to create the same effect.



SDG 14

LIFE BELOW WATER

- Terra looks to take spectators on a vibrant journey through the depths of the ocean, offering interactive learning experiences to teach visitors about aquatic life, marine habitats and the importance of protecting the ocean ecosystems.
- With respect to its internal provisions, Expo 2020 enforces extensive processes to deal with hazardous chemicals to mitigate water contaminants and preserve the UAE's scarce water resources.
- Expo 2020 also has a dedicated Spill Response Procedure.



SDG 15:

LIFE ON LAND

- Using a dedicated ecosystems management process to conserve and protect biodiversity and ecology within the Expo 2020 construction site, the event's ecosystem conservation targets mandate no harm to any fauna or flora.
- One of the journeys that attendees can experience at Terra is a walk through 'Forest Roots'. Providing valuable lessons on sustainability, the 'Under the Forest' exhibit takes visitors through the 'Wood Wide Web' and 'Empathy Net' installations to better understand and appreciate the unique interconnectivity within terrestrial ecology.



SDG 17

PARTNERSHIPS FOR THE GOALS

- The Global Best Practice Programme serves as Expo 2020's platform to showcase projects that provide tangible solutions to some of the world's biggest challenges, in line with the SDGs. The programme highlights simple but effective initiatives, which localise the SDGs and can be adapted, replicated, and scaled for enhanced global impact. Through this, Expo seeks to enhance the visibility of best practices across the following five focus areas, for a better 2030.
- With 191 participating countries, Expo 2020 acts as a melting pot for global innovations and collaborations. Engaging national associations and international authorities, the organisation relies on its many stakeholders to bring novel ways of thinking to a common and approachable platform. Through its many avenues of engagement, Expo 2020, along with its varied and trusted partners, come together to exemplify solidarity and the need for comprehensive solutions.

APPENDIX

SDG	DISCLOSURE	DESCRIPTION
3 GOOD HEALTH AND WELL-BEING 	GRI 305-1	Direct (Scope 1) GHG emissions
	GRI 305-2	Energy indirect (Scope 2) GHG emissions
	GRI 305-3	Other indirect (Scope 3) GHG emissions
	GRI 306-1	Water discharge by quality and destination
	GRI 306-2	Waste by type and disposal method
	GRI 306-3	Significant spills
	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
	GRI 403-2	Hazard identification, risk assessment, and incident investigation
<p>◆ MEDIUM RELEVANCE</p>		
4 QUALITY EDUCATION 	SDG target 4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
	SDG target 4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
	SDG target 4.5	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
	SDG target 4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
<p>◆ HIGH RELEVANCE*</p>		
5 GENDER EQUALITY 	GRI 401-1	New employee hires and employee turnover
	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
	GRI 401-3	Parental leave
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews
	GRI 405-1	Diversity of governance bodies and employees
	GRI 406-1	Incidents of discrimination and corrective actions taken
<p>◆ MEDIUM RELEVANCE</p>		

SDG	DISCLOSURE	DESCRIPTION
6 CLEAN WATER AND SANITATION 	GRI 303-1	Interactions with water as a shared resource
	GRI 303-2	Management of water discharge-related impacts
	GRI 304-2	Significant impacts of activities, products and services on biodiversity
	GRI 306-1	Water discharge by quality and destination
	GRI 306-2	Waste by type and disposal method
	GRI 306-3	Significant spills
 MEDIUM RELEVANCE		
7 AFFORDABLE AND CLEAN ENERGY 	GRI 302-1	Energy consumption within the organisation
	GRI 302-4	Reduction of energy consumption
 HIGH RELEVANCE		
8 DECENT WORK AND ECONOMIC GROWTH 	GRI 201-1	Direct economic value generated and distributed
	GRI 202-2	The proportion of senior management hired from the local community
	GRI 204-1	The proportion of spending on local suppliers
	GRI 301-1	Materials used by weight or volume
	GRI 302-1	Energy consumption within the organisation
	GRI 302-4	Reduction of energy consumption
	GRI 303-3	Water withdrawal
	GRI 401-1	New employee hires and employee turnover
	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
	GRI 401-3	Parental leave
	GRI 403-1	Occupational health and safety management system
	GRI 403-2	Hazard identification, risk assessment and incident investigation
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews
	GRI 405-1	Diversity of governance bodies and employees
	GRI 406-1	Incidents of discrimination and corrective actions taken
	 HIGH RELEVANCE	

SDG	DISCLOSURE	DESCRIPTION
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	GRI 201-1	Direct economic value generated and distributed
	 MEDIUM RELEVANCE	
10 REDUCED INEQUALITY 	GRI 102-8	Information on employees and other workers
	GRI 401-1	New employee hires and employee turnover
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews
 LOW RELEVANCE		
11 SUSTAINABLE CITIES AND COMMUNITIES 	SDG target 11.3	By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
	SDG target 11.4	Strengthen efforts to protect and safeguard the world's cultural and natural heritage
	SDG target 11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
	SDG target 11.7	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
 HIGH RELEVANCE*		
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	GRI 301-1	Materials used by weight or volume
	GRI 302-1	Energy consumption within the organisation
	GRI 302-4	Reduction of energy consumption
	GRI 303-1	Interactions with water as a shared resource
	GRI 303-3	Water withdrawal
	GRI 305-1	Direct (Scope 1) GHG emissions
	GRI 305-2	Energy indirect (Scope 2) GHG emissions
	GRI 305-3	Other indirect (Scope 3) GHG emissions
	GRI 306-2	Waste by type and disposal method
GRI 306-3	Significant spills	
 MEDIUM RELEVANCE		

SDG	DISCLOSURE	DESCRIPTION
	GRI 302-1	Energy consumption within the organisation
	GRI 302-4	Reduction of energy consumption
	GRI 305-1	Direct (Scope 1) GHG emissions
	GRI 305-2	Energy indirect (Scope 2) GHG emissions
	GRI 305-3	Other indirect (Scope 3) GHG emissions
	GRI 305-5	Reduction of GHG emissions
	 MEDIUM RELEVANCE	
	GRI 304-2	Significant impacts of activities, products and services on biodiversity
	GRI 305-1	Direct (Scope 1) GHG emissions
	GRI 305-2	Energy indirect (Scope 2) GHG emissions
	GRI 305-3	Other indirect (Scope 3) GHG emissions
	GRI 305-5	Reduction of GHG emissions
	GRI 306-3	Significant spills
	 MEDIUM RELEVANCE	
	GRI 304-2	Significant impacts of activities, products, and services on biodiversity
	GRI 305-2	Energy indirect (Scope 2) GHG emissions
	GRI 305-3	Other indirect (Scope 3) GHG emissions
	GRI 305-5	Reduction of GHG emissions
	GRI 306-3	Significant spills
	 MEDIUM RELEVANCE	
	GRI 102-16	Values, principles, standards, and norms of behaviour
	GRI 102-21	Consulting stakeholders on economic, environmental, and social topics
	GRI 205-1	Operations assessed for risks related to corruption
	GRI 205-2	Communication and training about anti-corruption policies and procedures
	GRI 205-3	Confirmed incidents of corruption and actions taken
	GRI 307-1	Non-compliance with environmental laws and regulations
	GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services
	 MEDIUM RELEVANCE	

SDG	DISCLOSURE	DESCRIPTION
	SDG target 17.7	Promote the development, transfer, dissemination, and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed
	SDG target 17.16	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
	SDG target 17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
	SDG target 17.19	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

 **HIGH RELEVANCE***

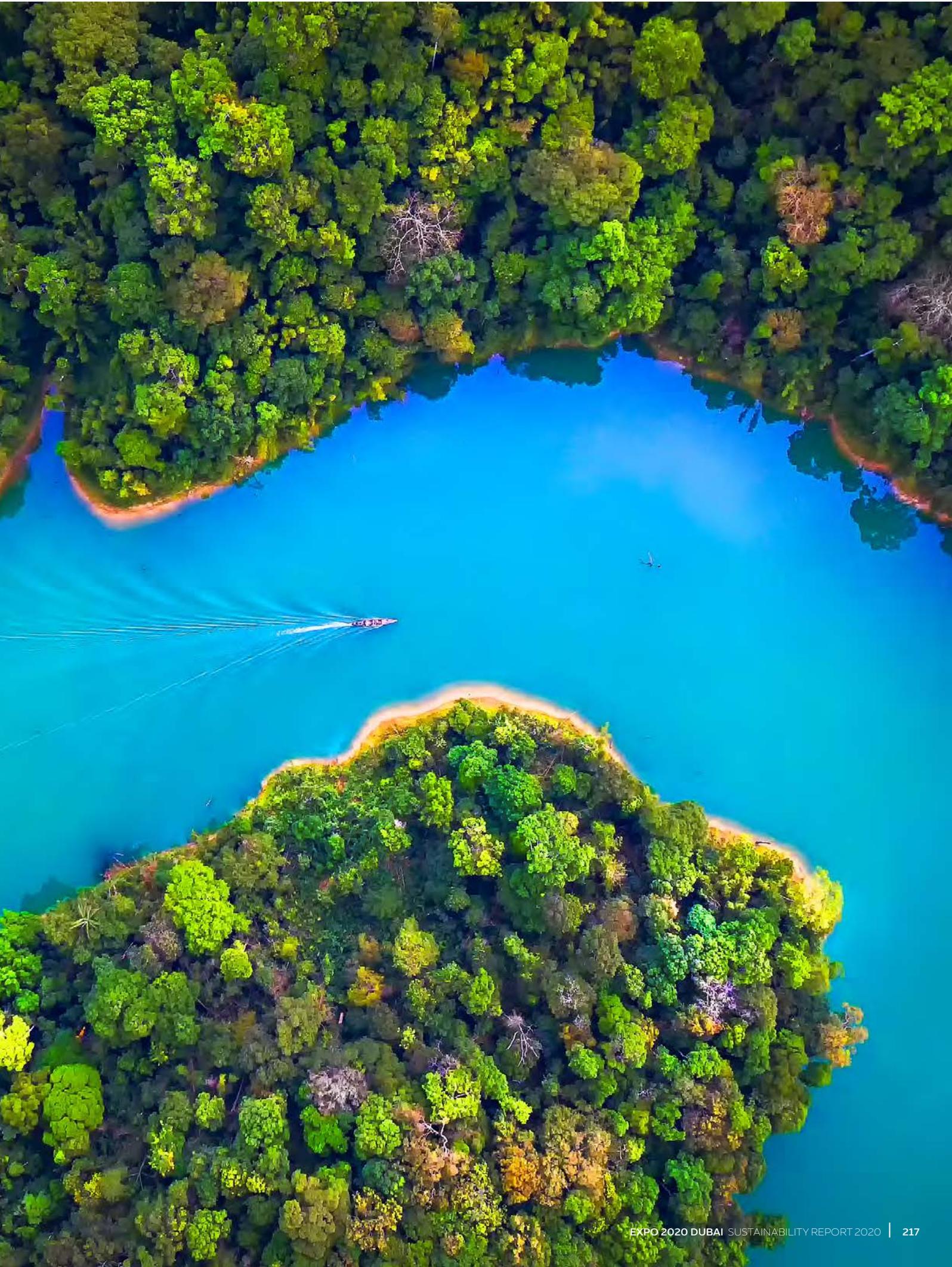
 **LOW RELEVANCE**
 **MEDIUM RELEVANCE**
 **HIGH RELEVANCE**

Relevance ranking methodology: Identifying the relevance rank per goal is done by mapping the material GRI disclosures to the targets associated with each SDG. A percentage is obtained by identifying how many targets are covered by a mapping exercise against the total number of targets within a goal. Low relevance indicates 1-30 per cent alignment, Medium relevance indicates 31-60 per cent alignment, and High relevance indicates more than 61 per cent alignment. For example, SDG five has six targets. The material GRI disclosures align with three targets, thus indicating 50 per cent alignment (Medium).

* In the case of SDGs 4, 11, and 17, the high relevance has been determined subjectively, and not through the methodology mentioned above. In order to highlight the contributions offered to each of these goals, the appendix mapping aligns the specific SDG targets met by Expo 2020 Dubai's programmes, initiatives, and policies. Expo 2020 Dubai will seek to enhance this mapping in the next and final sustainability report to be published in the forthcoming year.

METHODOLOGY

This Sustainability Report showcases the steps in positioning Expo 2020 Dubai's material GRI disclosures to SDG target disclosures. Using the publication developed by GRI and the UN Global Compact, 'An Analysis of the Goals and Targets', the methodology in the publication illustrates how the SDG target disclosures can be associated with the GRI disclosures. By linking Expo 2020 Dubai's material GRI disclosures with the SDG target disclosures, the number of goals has been mapped with the targets they are aligned with. The alignment of the SDGs specifically pertains to the 2020 Sustainability Report and Expo 2020 Dubai's material topics. This mapping exercise is a high-level activity and does not reflect the full extent of Expo 2020 Dubai's overall alignment with the SDGs.



B

GLOBAL BEST PRACTICE PROGRAMME

Honouring a 2010 BIE mandate, the Global Best Practice Programme serves as Expo 2020's platform to showcase projects that provide tangible solutions to some of the world's biggest challenges, in line with the SDGs and 2030 Agenda for Sustainable Development.

Based on the criterion of impact, transference and SDG alignment, selected applicants are invited to showcase cross-sector integrated solutions at a dedicated exhibition at Mission Possible – The Opportunity Pavilion at Expo 2020 Dubai. To promote responsibility within the context of COVID-19, the programme recently called for short and long-term solutions, based on new and innovative approaches to health services, public spaces, technology, education, livelihoods and basic amenities, and services to benefit communities as they tackle the effects of COVID-19.

Submissions to this final stream were reviewed by industry leaders under the programme's key focus areas, including Cisco, Dubai Cares, and UN-Habitat, before being signed off by Chairing Committee members (the BIE and the University of Cambridge Institute for Sustainable Leadership).

Following this, five submissions relevant to COVID-19 solutions were selected to showcase during at Expo 2020 during event time.

They will join 25 projects spanning 23 countries, chosen from a pool of 1,175 proposals, to display their ideas and contributions. In tandem, 20 projects under a second stream were nominated to spotlight their impactful work across the programme's topical priority areas.



DEFINING BEST PRACTICES FOR A BETTER 2030

Building upon consensus on what constitutes a 'best practice', the programme extends its meaning to encompass additional features. Therefore, best practices under the Expo 2020 Global Best Practice Programme must:

- Have a demonstrable and tangible impact on improving people's quality of life
- Highlight the interconnected nature of interventions and how ripple effects play out
- Are the result of effective partnerships between multiple actors on the value chain (public, private and civic sectors of society)
- Can be transferred, adapted and replicated at scale in other places



SOLUTIONS STREAMS FOR BEST PRACTICE 2030

Acknowledging the valuable contributions individuals and groups may pose on the global community, initiatives recognised under the programme are sourced within one of the following five solution streams:

- **Unsung heroes (individuals):** including frontline workers, first responders, teachers, health professionals, and carers.
- **Community in solidarity:** including groups of people coming together as a group to help community members, NGOs, foundations, social enterprises and cooperatives implementing first-hand responses.
- **Campaigns:** relating to raising awareness, marketing, public health advertisements, social media and educational movements.
- **Creative partnerships:** involving international cooperation and collaboration between different actors in action.
- **Government responses:** surrounding agile government-led approaches to ensure pandemic management and recoveries are as sustainable as possible.



TOPICAL PRIORITIES

Solutions could cover any of these five topics:

- **Health and well-being:** Best practices relating to this topic reflect innovative solutions around integrated health care delivery, encompassing measures to safeguard physical and mental well-being.
- **Water, sanitation and hygiene (WASH):** Best practices relating to this topic illustrate WASH as the first line of defence against the virus, ensuring basic sanitation services are accessible, affordable and acceptable.
- **Education and skills development:** Best practices relating to this topic showcase effective approaches to impactful learning experiences for all students.
- **Protecting livelihoods:** Best practices relating to this topic convey solutions that support the creation of new enterprises which offer and promote alternative employment and income opportunities; greater inclusion of women in the workplace; enhanced competitiveness of products and services; and improved market access.
- **Digitalisation:** Best practices relating to this topic promote affordable and scalable technological solutions that accelerate progress towards achieving the SDGs, mobilising communities to build forward.

THE FOLLOWING WERE SELECTED TO JOIN EXPO 2020 GLOBAL BEST PRACTICE PROGRAMME UNDER THE COVID-19 CALL:

PROJECT

**SAFEDISTANCE
LOPOS, BELGIUM**

PROJECT OUTLINE

SafeDistance is a small, light and portable device that measures the distance to other SafeDistance sensors in real time to help ensure sufficient spacing between people. This wearable device immediately warns wearers when social distancing is not being respected through an alarm, flashing lights and vibrations. The device can also assist with track and trace for COVID-19 infections.

FOCUS AREA

DIGITALISATION



FOCUS AREA

EDUCATION AND SKILLS DEVELOPMENT



PROJECT

**'MI CASA, MI CANCHA'
FÚTBOL MÁS, CHILE**

PROJECT OUTLINE

Videoclip series 'Mi Casa, Mi Cancha' (My Home, My Playground) seeks to promote education and physical activity for children and adolescents, ages six to 14, who can only access reduced spaces. The series generates active routines, raising awareness while improving mental and physical health at home without the need for sports equipment. Each 15-minute interactive episode shows activities and purposeful games that allow children to stay active for 30 to 60 minutes, twice a week. To build post-pandemic resilience, the initiative is being adapted from a completely virtual mode to a hybrid one, allowing some classes to be taught face to face.

PROJECT

**SITATBYOOT AND MAKESY
SITATBYOOT, JORDAN**

PROJECT OUTLINE

SitatByoot works directly with vulnerable communities in Jordan, primarily women working from home because of lockdown, to help them enter the labour market and grow their business online. As a result of COVID-19, it developed a new vocational training programme, delivered on and offline, called Tadreeb Live – revolving around sewing, crocheting, embroidery, and home-based business skills. As women progress in the training, they gain skills to accelerate their online home-based business, have opportunities to be employed by local garment factories and/or become a certified ‘Maker’ through SitatByoot’s sister eCommerce website Makesy. Makesy facilitates business opportunities, connecting demand for high quality garments and hand-made goods with the skilled production capacity of its ‘Makers’.

FOCUS AREA

PROTECTING LIVELIHOODS



FOCUS AREA

HEALTH AND WELL-BEING



PROJECT

**REACH52
REACH52, SINGAPORE**

PROJECT OUTLINE

Overcoming misinformation and enabling communities to accurately check their symptoms is critical to a fast, effective COVID-19 response. Delivering healthcare for rural populations, using offline-first mobile apps and low-tech platforms, Singapore-based reach52 responded to COVID-19 by training frontline community health workers through a mobile phone eLearning platform.

FOCUS AREA

WATER, SANITATION AND HYGIENE (WASH)



PROJECT

**MAJI BUCKET,
PROJECT MAJI, UAE / GHANA**

PROJECT OUTLINE

Handwashing with soap and water is a key intervention for reducing the spread of COVID-19. Running a handwashing and soap distribution campaign in rural Ghana, Project Maji trained thousands of people in proper hand hygiene practices and distributed bars of soap across Maji communities. Paired with this hand hygiene campaign, Project Maji devised a safe handwashing facility called the Maji Bucket, a simple low-tech invention designed with a vision to ensure safe handwashing practices among rural communities. The handwashing station is foot-operated, eliminates the need for touch, and successfully curbs the spread of germs. The solution is highly affordable and made of locally available products, allowing for easy replication and bulk production.





05

GRI CONTENT INDEX AND TOPIC BOUNDARIES



For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report.

The service was performed on the English version of the report.



For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

The service was performed on the English version of the report.



A

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
GRI 101: FOUNDATION 2016			
GENERAL DISCLOSURES			
GRI 102: GENERAL DISCLOSURES 2016	ORGANISATIONAL PROFILE		
	102-1 Name of the organisation	14	
	102-2 Activities, brands, products, and services	21-26	
	102-3 Location of headquarters	Content Index	Expo 2020 Dubai, Expo Road, Dubai South, Jebel Ali, Dubai, UAE.
	102-4 Location of operations	Content Index	Expo 2020 Dubai, Expo Road, Dubai South, Jebel Ali, Dubai, UAE.
	102-5 Ownership and legal form	26-27	
	102-6 Markets served	63, 188-189, 212-218	
	102-7 Scale of the organisation	160-166	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
GRI 101: FOUNDATION 2016			
GENERAL DISCLOSURES			
GRI 102: GENERAL DISCLOSURES 2016	ORGANISATIONAL PROFILE		
	102-8 Information on employees and other workers	160-166	
	102-9 Supply chain	68-79	
	102-10 Significant changes to the organisation and its supply chain	Content Index	No significant changes occurred to the organisation and its supply chain in 2020 and Q1 of 2021
	102-11 Precautionary Principle or approach	Content Index	Expo 2020 Dubai is applying the precautionary approach in its environmental activities.
	102-12 External initiatives	43-44, 90, 198-199	
	102-13 Membership of associations	Content Index	Expo 2020 Dubai is not a member of any associations.
	STRATEGY		
	102-14 Statement from senior decision-maker	6-9	
	102-15 Key impacts, risks, and opportunities	28-39, 46-50, 66	
	ETHICS AND INTEGRITY		
	102-16 Values, principles, standards, and norms of behaviour	150-151, 172	
	102-17 Mechanisms for advice and concerns about ethics	152	
	GOVERNANCE		
	102-18 Governance structure	26-27	
	102-21 Consulting stakeholders on economic, environmental, and social topics	62-66	
	STAKEHOLDER ENGAGEMENT		
	102-40 List of stakeholder groups	64	
	102-41 Collective bargaining agreements	Content Index	Collective bargaining agreements are not permitted in the UAE.
	102-42 Identifying and selecting stakeholders	62-63	
102-43 Approach to stakeholder engagement	63-65		
102-44 Key topics and concerns raised	65-66		

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
GRI 101: FOUNDATION 2016			
GENERAL DISCLOSURES			
GRI 102: GENERAL DISCLOSURES 2016	REPORTING PRACTICE		
	102-45 Entities included in the consolidated financial statements	Content Index	No entities are included.
	102-46 Defining report content and topic boundaries	236-237	
	102-47 List of material topics	65	
	102-48 Restatements of information	Content Index	No restatement of information from the previous report.
	102-49 Changes in reporting	63-65	
	102-50 Reporting period	14	
	102-51 Date of most recent report	Content Index	Expo 2020 Dubai Sustainability Report 2019 released in 2020.
	102-52 Reporting cycle	14	
	102-53 Contact point for questions regarding the report	15	
	102-54 Claims of reporting in accordance with the GRI Standards	Content Index	This report has been prepared in accordance with the GRI Standards: Core option.
	102-55 GRI content index	226-234	
102-56 External assurance	Content Index	This report is not externally assured. We aim to gain external assurance of our sustainability report in the upcoming years to enhance our reporting efforts.	
MATERIAL TOPICS			
200 ECONOMIC STANDARD SERIES			
REPORTING PRACTICE			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	80-82	
	103-2 The management approach and its components	80-82	
	103-3 Evaluation of the management approach	80-82	
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	83	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
MATERIAL TOPICS			
200 ECONOMIC STANDARD SERIES			
MARKET PRESENCE			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	160-163	
	103-2 The management approach and its components	160-163	
	103-3 Evaluation of the management approach	160-163	
GRI 202: MARKET PRESENCE 2016	202-2 Proportion of senior management hired from the local community	163	
PROCUREMENT PRACTICES			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its Boundary	71	
	103-2 The management approach and its components	71	
	103-3 Evaluation of the management approach	71	
GRI 204: PROCUREMENT PRACTICES 2016	204-1 Proportion of spending on local suppliers	71	
ANTI-CORRUPTION			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	152	
	103-2 The management approach and its components	152	
	103-3 Evaluation of the management approach	152	
GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	152	
	205-2 Communication and training about anti-corruption policies and procedures	152	
	205-3 Confirmed incidents of corruption and actions taken	Content Index	No incidents of corruption reported in 2020 and Q1 of 2021
GRI 300 ENVIRONMENTAL STANDARDS SERIES			
MATERIALS			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	68-70, 113	
	103-2 The management approach and its components	68-70, 113	
	103-3 Evaluation of the management approach	68-70, 113	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
GRI 300 ENVIRONMENTAL STANDARDS SERIES			
GRI 301: MATERIALS 2016	301-1 Materials used by weight or volume	114	
ENERGY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	104-106	
	103-2 The management approach and its components	104-106	
	103-3 Evaluation of the management approach	104-106	
GRI 302: ENERGY 2016	302-1 Energy consumption within the organisation	104	
	302-4 Reduction of energy consumption	105	
WATER AND EFFLUENTS			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	111-112	
	103-2 The management approach and its components	111-112	
	103-3 Evaluation of the management approach	111-112	
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	112	
	303-2 Management of water-discharge related impacts	117-118	
	303-3 Water withdrawal	112	
	303-4 Water withdrawal	117-118	
	303-5 Water consumption	112	
BIODIVERSITY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	125-126	
	103-2 The management approach and its components	125-126	
	103-3 Evaluation of the management approach	125-126	
GRI 304: BIODIVERSITY 2016	304-2 Significant impacts of activities, products, and services on biodiversity	125-126	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
GRI 300 Environmental Standards Series			
EMISSIONS			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	90-95	
	103-2 The management approach and its components	90-95	
	103-3 Evaluation of the management approach	90-95	
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	95	
	305-2 Energy indirect (Scope 2) GHG emissions	95	
	305-3 Other indirect (Scope 3) GHG emissions	95	
	305-5 Reduction of GHG emissions	95	
WASTE			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	115-119	
	103-2 The management approach and its components	115-119	
	103-3 Evaluation of the management approach	115-119	
GRI 306: WASTE 2020	306-1 Water discharge by quality and destination	118	
	306-2 Waste by type and disposal method	116	
	306-3 Significant spills	119	
ENVIRONMENTAL COMPLIANCE			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	131	
	103-2 The management approach and its components	131	
	103-3 Evaluation of the management approach	131	
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1 Non-compliance with environmental laws and regulations	Content Index	Expo 2020 Dubai complies with all relevant environmental regulations set forth by the UAE Federal Government and Dubai Municipality. During 2020 and Q1 of 2021, the organisation has not been in violation of any environmental regulations nor has it received any complaints relating to environmental matters

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
GRI 400 SOCIAL STANDARDS SERIES			
EMPLOYMENT			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	160-161	
	103-2 The management approach and its components	160-161	
	103-3 Evaluation of the management approach	160-161	
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	161	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	168	
	401-3 Parental leave	169	
OCCUPATIONAL HEALTH AND SAFETY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	172-173	
	103-2 The management approach and its components	172-173	
	103-3 Evaluation of the management approach	172-173	
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	172-173	
	403-2 Hazard identification, risk assessment, and incident investigation	174	
	403-3 Occupational health services	178	
	403-4 Worker participation, consultation, and communication on occupational health and safety	178	
	403-5 Worker training on occupational health and safety	177-178	
	403-6 Promotion of worker health	172-177	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	173	
	403-8 Workers covered by an occupational health and safety management system	172	
	403-9 Work-related injuries	180	

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
TRAINING AND EDUCATION			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	170	
	103-2 The management approach and its components	170	
	103-3 Evaluation of the management approach	170	
GRI 404: TRAINING AND EDUCATION 2016	404-2 Programs for upgrading employee skills and transition assistance programs	170	
	404-3 Percentage of employees receiving regular performance and career development reviews	170	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	160-161	
	103-2 The management approach and its components	160-161	
	103-3 Evaluation of the management approach	160-161	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	160-161	
NON-DISCRIMINATION			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	152	
	103-2 The management approach and its components	152	
	103-3 Evaluation of the management approach	152	
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	Content Index	No incidents of discrimination reported in 2020 and in Q1 of 2021.
HUMAN RIGHTS ASSESSMENT			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	150-151	
	103-2 The management approach and its components	150-151	
	103-3 Evaluation of the management approach	150-151	
GRI 412: HUMAN RIGHTS ASSESSMENT 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Content Index	No incidents of human rights violations reported in 2020 and in Q1 of 2021.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSIONS AND CLARIFICATIONS
LOCAL COMMUNITIES			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	153	
	103-2 The management approach and its components	153	
	103-3 Evaluation of the management approach	153	
GRI 413: LOCAL COMMUNITIES 2016	413-1 Operations with local community engagement, impact assessments, and development programs	153	
CUSTOMER HEALTH AND SAFETY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	52-54, 181	
	103-2 The management approach and its components	52-54, 181	
	103-3 Evaluation of the management approach	52-54, 181	
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1 Assessment of the health and safety impacts of product and service categories	48-49, 181	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Content Index	No incidents of customer health and safety violations reported in 2020 and in Q1 of 2021.



B

TOPIC BOUNDARIES

In accordance with GRI Standards, boundaries refer to the place or limit to which the impact has occurred and Expo 2020 Dubai's involvement with these impacts.

SPACE-BASED BOUNDARIES

- **On-site:** the geographic spatial boundaries where the event will occur. This does not include Expo Village and Dubai Exhibition Centre (DEC)
- **Off-site:** activities which do not take place within Expo 2020 Dubai's geographic spatial boundaries. In addition to this, Expo 2020 Dubai also includes temporal boundaries, dividing its operation into three time-related phases

TEMPORAL BOUNDARIES

- **Pre-event phase:** the preparation period before the event
- **Event phase:** the six-month duration of the event
- **Legacy phase:** the period after the event

THE BOUNDARIES OF THIS 2020 GRI SUSTAINABILITY REPORT FALLS PRIMARILY UNDER THE PRE-EVENT PHASE, UNLESS STATED OTHERWISE.

MATERIAL TOPICS	MATERIAL WITHIN THE ORGANISATION	RELEVANT STAKEHOLDERS								SITE BOUNDARY
		EXPO 2020 LLC AND ITS EMPLOYEES	INTERNATIONAL PARTICIPANTS	VENDORS/ SUPPLIERS	LOCAL COMMUNITY/ VOLUNTEERS	CIVIL SOCIETY	CONSTRUCTION CONSULTANTS AND CONTRACTORS/ WORKERS	PARTNERS	YOUTH AND SCHOOLS PROGRAMME	
ECONOMIC										
Economic Performance	▪	▪	▪	▪	▪	▪	▪	▪	▪	On-Site Off-Site
Market Presence	▪			▪						On-Site
Market Presence	▪	▪	▪				▪	▪	▪	On-Site
Procurement Practices	▪	▪	▪				▪	▪	▪	On-site

MATERIAL TOPICS	MATERIAL WITHIN THE ORGANISATION	RELEVANT STAKEHOLDERS								SITE BOUNDARY
		EXPO 2020 LLC AND ITS EMPLOYEES	INTERNATIONAL PARTICIPANTS	VENDORS/ SUPPLIERS	LOCAL COMMUNITY/ VOLUNTEERS	CIVIL SOCIETY	CONSTRUCTION CONSULTANTS AND CONTRACTORS/ WORKERS	PARTNERS	YOUTH AND SCHOOLS PROGRAMME	
ENVIRONMENTAL										
Energy	■	■	■		■	■	■	■	■	On-Site
Water and Effluents	■	■	■		■	■	■		■	On-Site
Emissions	■	■	■		■	■	■		■	On-Site
Waste	■	■	■		■	■	■		■	On-site
Materials	■	■	■		■	■	■		■	On-Site
Environmental compliance	■	■	■		■	■	■		■	On-Site
Biodiversity	■		■			■			■	On-Site
SOCIAL										
Employment	■			■						On-Site
Occupational health and safety	■	■	■			■	■		■	On-Site
Customer Health and Safety	■	■	■			■	■		■	On-Site
Local communities	■	■	■	■	■		■	■	■	On-Site Off-Site
Non-discrimination	■	■	■		■	■	■		■	On-Site
Human rights assessment	■	■	■		■	■	■		■	On-Site
Diversity and Equal Opportunity	■	■	■	■	■	■	■	■	■	On-Site
NON-GRI										
Innovation	■	■	■	■		■	■	■	■	On-Site Off-Site
Accessibility	■	■		■	■		■	■	■	On-Site
COVID-19	■	■	■	■	■	■	■	■	■	On-Site Off-Site

C

ACRONYMS AND ABBREVIATIONS

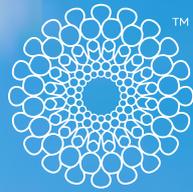
ACRONYM/ ABBREVIATION	EXPANSION
AASHTO	American Association of State Highway and Transportation Officials
ADA	American Disability Act
AED	Arab Emirates Dirham
AI	Artificial Intelligence
ASEAN	Association of Southeast Asian Nations
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
ASTM	ASTM International, Formerly Known as American Society for Testing and Materials
BAU	Business As Usual
BIE	Bureau International Des Expositions
BS EN ISO 14001	Internationally Recognized Environmental Management System (EMS) Standard
BS EN ISO 9001	Internationally Recognized Quality Management System (QMS) Standard
CAP	Climate Action Programme
CCA	Crushed Concrete Aggregate
CEEQUAL	Civil Engineering Environmental Quality Assessment and Award Scheme
CEMP	Construction Environmental Management Plan
CEO	Chief Executive Officer
CI	Conservation International
CII	Confederation of Indian Industries
CIPS	Chartered Institute of Procurement & Supply
CO ₂	Carbon Dioxide
COC	Chain of Custody
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
CRB	Centre for Responsible Business
CSC	Construction Supervision Consultants
CSR	Corporate Social Responsibility
CSRE	Centre for Sustainability Through Research and Education
CWMP	Construction Waste Management Plan
DDCR	Dubai Desert Conservation Reserve
DEC	Dubai Exhibition Centre
DED	Department of Economic Development
DEWA	Dubai Electricity and Water Authority
DHA	Dubai Health Authority
DM	Dubai Municipality

ACRONYM/ ABBREVIATION	EXPANSION
DMED	Dubai Municipality Environment Department
DUDC	Dubai Universal Design Code
EC	Environmental Clearance
ECVM	European Council of Vinyl Manufacturers
EEG	Emirates Environmental Group
EF	Emission Factors
EIA	Environmental Impact Assessment
ELT	Executive Leadership Team
EMEA	Europe, The Middle East and Africa
ENOC	Emirates National Oil Company
EP	Environmental Plan
EPD	Environmental Product Declaration
EPP	Expo Pavilions Premiere
ERF	Emergency Relief Fund
ESG	Environmental, Social, And Governance
ETFE	Ethylene Tetrafluoroethylene
EU ETS	European Union Emissions Trading System
EV	Electric Vehicles
EVTOL	Electric Vertical Take-Off And Landing
EY	Ernst & Young
FIFA	Fédération Internationale de Football Association
FM	Frequency Modulation
FSC	Forest Stewardship Council
FTE	Full-Time Equivalent
GBF	Global Business Forum
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GGBS	Ground-Granulated Blast-Furnace Slag
GHG	Greenhouse Gas
GPAP	Global Plastic Action Partnership
GRI	Global Reporting Initiative
GVA	Gross Value Added
H&S	Health & Safety
HE	His/ Her Excellency
HH	His Highness
HOV	House Of Volunteers
HSQE	Health, Safety, Quality and Environment
IT	Information Technology

ACRONYM/ ABBREVIATION	EXPANSION
ICT	Information and Communication Technology
IIGP	Innovation Impact Grant Programme
IoT	Internet of Things
IPM	Expo 2020's International Participants Meeting
ISO	International Organization for Standardization
JAHWTF	Jebel Ali Hazardous Waste Treatment Facility
KHDA	Knowledge and Human Development Authority
KPI	Key Performance Indicator
LEED	Leadership in Energy and Environmental Design
LLC	Limited Liability Company
MBRAH	Mohammed Bin Rashid Aerospace Hub
MBRIF	Mohammed Bin Rashid Innovation Fund
MEASA	Middle East, Africa and South Asia
MENA	Middle East and North Africa
MENASA	Middle East, North Africa and South Asia
MFM	Material Flow Model
MICE	Meetings, Incentives, Conferences and Exhibitions
MoCCaE	Ministry of Climate Change and Environment
MOE	Ministry of Education
MOU	Memorandum of Understanding
MRF	Material Recovery Facility
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Cooperation and Development
OEI	Observe, Engage, Improve
PCR	Polymerase Chain Reaction
PEFC	Programme for the Endorsement of Forest Certification
PPE	Personal Protective Equipment
PV	Photovoltaic
PVC	Polyvinyl Chloride
RFX	Request for Opportunities
RPAS	Remotely Piloted Aircraft System
RTA	Roads and Transport Authority
SAF	Sustainable Aviation Fuel
SBT	Science Based Targets
SDG	Sustainable Development Goal
SME	Small and Medium Enterprises
SPEA	Sharjah Private Education Authority

ACRONYM/ ABBREVIATION	EXPANSION
STEM	Science, Technology, Engineering and Math
STP	Sewage Treatment Plant
TNR	Trap-Neuter-Return
TSE	Treated Sewage Effluent
UAE	United Arab Emirates
UCLG	United Cities Local Governments
UIP	University Innovation Programme
UK	United Kingdom
UN	United Nations
UNEP	UN Environment Programme
UNGC	United Nations Global Compact
UPS	United Parcel Service
USD	United States Dollar
USGBC	United States Green Building Council
VCM	Vinyl Chloride Monomer
WBCSD	World Business Council for Sustainable Development
WFES	World Future Energy Summit
WRI	World Resources Institute
WSO	Wild Shots Outreach
YPP	Young People Program
ZSL	Zoological Society of London





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