



EXPO 2020 DUBAI

SUSTAINABILITY REPORT 2021

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."

LATE SHEIKH KHALIFA BIN ZAYED AL NAHYAN

FORMER PRESIDENT OF THE UNITED ARAB EMIRATES



"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

**PRESIDENT OF THE UNITED ARAB EMIRATES
AND RULER OF ABU DHABI**



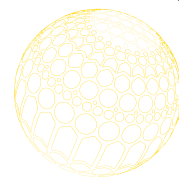
“We are building a new reality for our people, a new future for our children,
and a new model of development.”

HIS HIGHNESS SHEIKH MOHAMMED BIN RASHID AL MAKTOUM
VICE-PRESIDENT AND PRIME MINISTER OF THE UNITED ARAB EMIRATES
AND RULER OF DUBAI



HIS EXCELLENCY SHEIKH NAHAYAN MABARAK AL NAHAYAN

MINISTER OF TOLERANCE AND COEXISTENCE, UAE AND
COMMISSIONER GENERAL OF EXPO 2020 DUBAI



It is my great privilege to introduce the fourth and concluding annual Expo 2020 Sustainability Report. This report details our sustainability performance in 2021 and our continued sustainability commitment to all our stakeholders and interested parties. It reflects the efforts taken – through our sustainability initiatives – to create a positive impact and inspire the global community in shaping a sustainable future.

With over 182 days of enriching experiences during Expo 2020, it has been my great pleasure to have welcomed people from across the world to the first

World Expo held in an Arab nation and the Middle East, Africa, and South Asia (MESA). Expo 2020 is a testament to the rapid strides the UAE has made, in various spheres of life, and the commitment it has shown to building global collaboration. We brought the world together to address global challenges of Opportunity, Mobility and Sustainability, while honouring our theme of 'Connecting Minds, Creating the Future'. Expo 2020 was a catalyst for exploring global solutions that drew on the expertise of our stakeholders at the local, regional, and international levels.

We are proud to have delivered an exceptional World Expo that celebrated the possibilities of human cooperation and endeavoured to leave a long lasting positive impact on communities across the globe. The success of Expo 2020 was made possible through the vision of our wise leadership, to whom we owe our appreciation and gratitude for their support for this historic event. We take this opportunity to also extend our recognition and regard to everyone who came together to contribute to our vision and be part of Expo 2020.

Coming together amid a global pandemic, both Expo 2020 and the UAE have shown the world that they overcome challenges by creating new opportunities for growth and development. The UAE was at the forefront of responding to the pandemic. By observing strict health and safety measures in line with the UAE's efforts, Expo 2020 successfully welcomed an astonishing 24.1 million visits during the six months of the event.

Through Expo 2020, we reaffirmed our strong common belief in the power of human solidarity to shape our future and to help solve many of the great global challenges. Millions of visitors and participants came together, not only to witness and enjoy something truly remarkable but to also work together to drive positive social and environmental impact. Our experience has been an enriching and unique one where we exchanged ideas, opinions, and lessons learnt.

Expo 2020 embodied the principles of sustainable development, respecting ecological limits and natural resource constraints, encouraging prosperity and well-being while optimizing conditions for human development. From recycling to promoting natural solutions, we inspired others to reaffirm their commitment to the environment and to protect Earth for future generations. We developed systems, processes, and sustainability initiatives to track, manage and enhance our positive environmental and social impact throughout the event. Furthermore, we continued to implement leading supply chain management practices that guided our operations, building on the principles for a circular economy. These examples, alongside many others within this report, illustrate the effective implementation of our sustainability agenda and roadmap towards achieving our vision of hosting one of the most sustainable World Expos ever held.

Coinciding with the UAE's Golden Jubilee, Expo 2020 was an unprecedented opportunity to showcase

the deep-rooted Emirati values of tolerance and peaceful coexistence throughout its history. Expo 2020 showcased the UAE's national heritage and key milestones through world-class cultural performances, meaningful cross-cultural conversations, and engaging exhibits. As a part of the UAE's National Festival of Tolerance, Expo 2020 ran a 'Tolerance and Inclusivity Week' uniting 192 nations in promoting the principles of coexistence, hope and joint action in the UAE and worldwide. We used Expo 2020 as a platform to launch the Global Tolerance Alliance, a UAE initiative to make tolerance and peaceful coexistence an integral part of people's lives.

We believe that Expo 2020's collective efforts and sustainable contributions will serve as a foundation for many more achievements to come. We look forward to seeing our young generations build a new world of cooperation, tolerance, coexistence, and peace to support human progress in our local and global communities. With the close of Expo 2020, we open a new chapter together, one of collaboration and partnership, as Expo 2020 leaves its lasting legacy. It is my firm belief that the legacy of this Expo 2020 will be told through the actions we take from this moment onward.

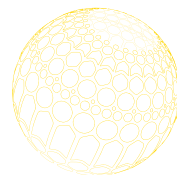
Our observation of the alarming soil erosion around the world, and our desire to understand what we see, reminds me of the UAE's most prominent environmentalist, our Founding Father, the late Sheikh Zayed, who had a deep love of nature. After Sheikh Zayed's passing, our country's concern for the environment continued to intensify so that now the UAE, led by the President His Highness Sheikh Mohamed bin Zayed Al Nahyan, has established many environmental initiatives and organisations.

In the spirit of the love of nature, we must all continue to explore ways to improve how we plan, protect, manage, and use our natural resources. I also believe there is a strong connection between our spiritual values and how we care for the environment. Our spiritual values provide the moral imperative to ensure that all people in all countries can enhance their standard of living without acting in ways that will leave their future generations living and working in a barren environment



HER EXCELLENCY REEM AL HASHIMY

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



It is a pleasure to introduce you to our fourth and final Annual Sustainability Report. This report has been prepared with reference to the GRI Sustainability Reporting Standards, which demonstrated our efforts to embed sustainability across Expo 2020 Dubai and our commitment to continuous improvement. This report details Expo 2020's sustainability performance indicators and key milestones across 24 topic areas, over the six-month period leading up to the event, as well as the six-months of the event itself.

We were steadfast in our commitment to deliver one of the most sustainable World Expos ever and create a platform for countries to come together to reshape the way humanity lives. Designed, built, operated and programmed according to best-in-class sustainable principles, Expo City Dubai, as it is today, is a world-leading example of technology in service of community and environment. For the first six-months of its life, it was a platform for global partnership and cooperation on the UN's Sustainable Development Goals, a catalyst for positive and transformative impact in all sectors and at all levels of society. As the first World Expo to be hosted in the Middle East, Africa, and South Asia (MEASA) region, we were delighted to deliver an exceptional event in line with our ambitious commitments to our key stakeholders.

In this report, we highlight the progress made towards our sustainability objectives and milestones, for the benefit of Expo 2020 stakeholders. We also firmly believe that the valuable insights and learnings in the following pages will continue to contribute to accelerating Expo City Dubai's progress towards achieving net-zero by 2030 while fulfilling its key role in local, regional and international cooperation through its physical, economic, and social mandate.

Developed in line with Expo 2020's main theme, "Connecting Minds, Creating the Future", our Programme for People and Planet aimed to harness the convening power of World Expos to catalyse collective, transformative change. Through this programme, the six-months of Expo 2020 were organised into ten thematic weeks to educate and entertain our 24.1 million visitors. Through the theme weeks, we explored humanity's most pressing challenges and greatest opportunities – from climate change to food and water security, the future of education and work, health and wellness as well as space exploration among many other significant subjects. We engaged with more than 16,000 global leaders, from political and business figures to academics and grassroots-level activists, participating nations, and the general public on these

important topics. These conversations inspired more effective individual and collective action to achieve sustainable solutions that will shape a better future for all of humanity.

Today, as part of the indelible legacy of Expo 2020 Dubai, Expo City Dubai continues to offer unmatched opportunities for collaboration between individuals, governments, businesses, academic institutions, NGOs and multilateral organizations. Expo City Dubai will become home to more than 145,000 people, host to leading global companies, and a sought-after destination for investment across a range of sectors that will shape the future. And in November next year, we will host the 2023 UN Climate Change Conference, COP28, at which point the world will once again be invited to see what we have created, take learnings from it, and apply those ideas and innovations to usher in a more optimistic future for humankind.

I would like to take this opportunity to express our sincerest gratitude to the Bureau International des Expositions (BIE) and all our stakeholders, including the Expo 2020 Dubai leadership and Expo 2020 family, participants, visitors, volunteers, and partners as well as contractors, consultants, and the wider Dubai and UAE community. It has taken a remarkable and collective effort to ensure the success of Expo 2020 Dubai and achieve its transformative, sustainable World Expo legacy.

On a final note, I invite you to visit Expo City Dubai and discover how the legacy of Expo 2020 Dubai is paving the way to a brighter future for all.

/// The United Arab Emirates believes in the importance of global collective action to create a future where everyone can thrive in peace, dignity and equality on a healthy planet. By bringing the world together, Expo 2020 Dubai provides a launchpad to solve humanity's greatest challenges, in the spirit of hope, resilience and optimism. ///



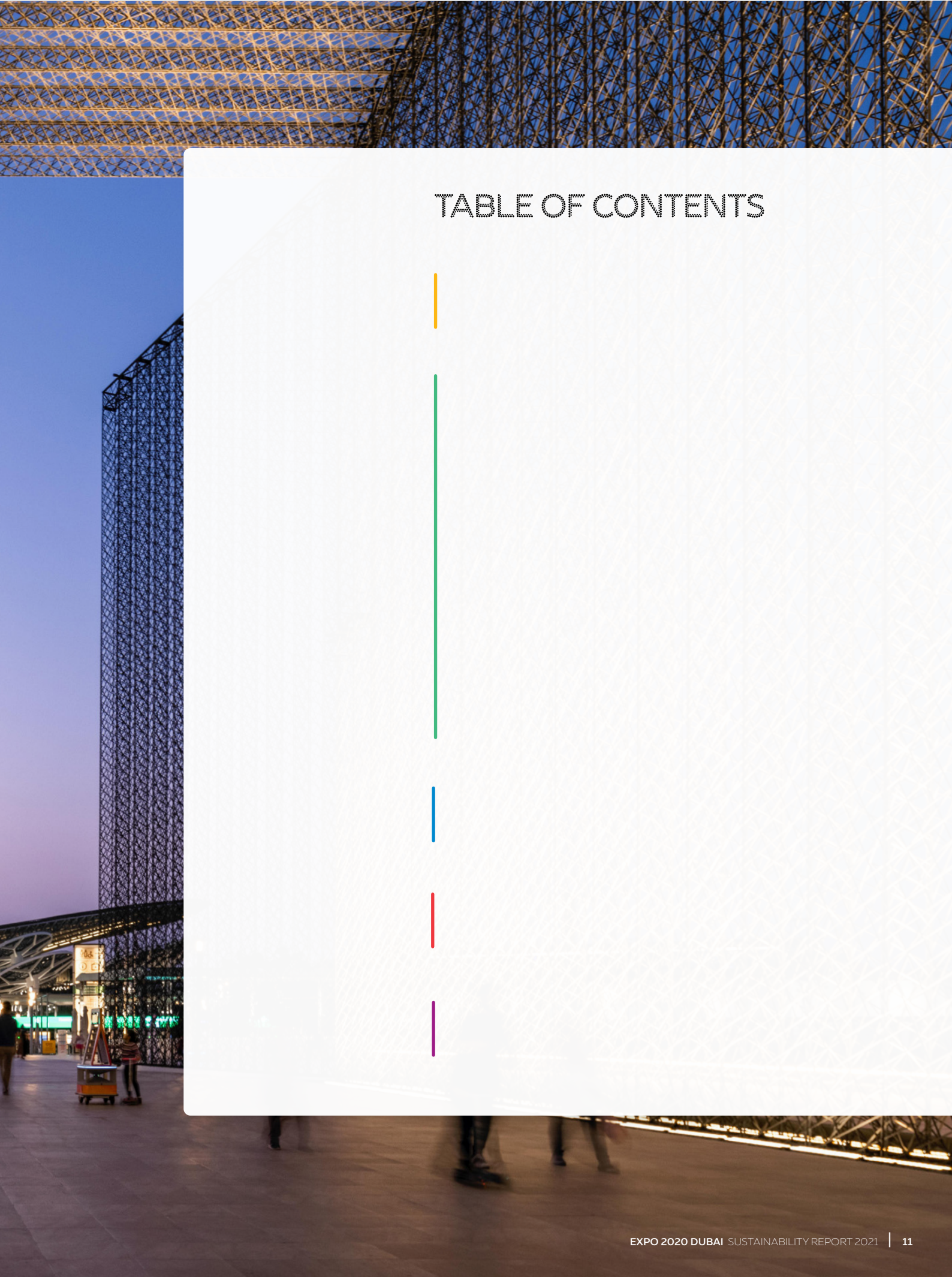


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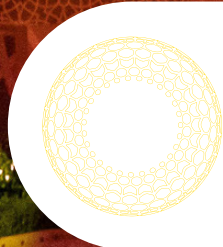
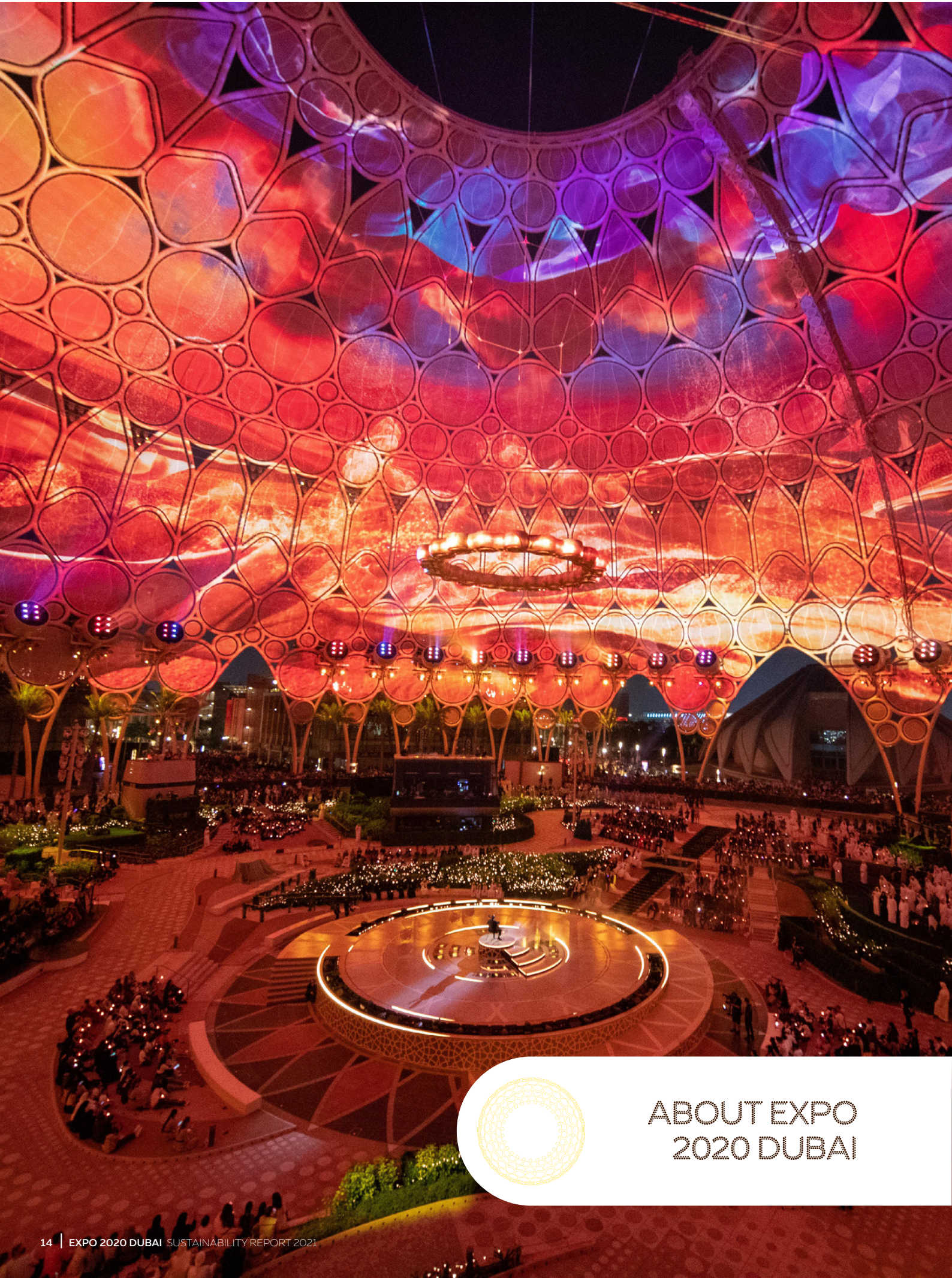






01

ABOUT EXPO
2020 DUBAI



ABOUT EXPO 2020 DUBAI



ABOUT THIS REPORT

Expo 2020 Dubai (“Expo 2020”) is delighted to present its Sustainability Report 2021 – the fourth and closing annual sustainability report demonstrating our continued commitment to disclosing our sustainability performance with reference to the **Global Reporting Initiative (GRI) Standards**.

The GRI Standards are a globally recognised sustainability reporting framework 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 Expo 2020’s sustainability performance within the United Arab Emirates (UAE) from 1 April 2021 until 31 March 2022.

1. SCOPE

The sustainability performance data provided in this report covers the 12-month period from 1 April 2021 to 31 March 2022, representing six months of Expo 2020’s pre-event phase and the six months of the event.

This report’s data collection is segmented between 1 April 2021 - 30 September 2021 (pre-event phase) and 1 October 2021 - 31 March 2022 (event phase).

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

2. CONTENT

This report builds on Expo 2020’s continued commitment to communicate its sustainability performance to all stakeholders and interested parties in a transparent and balanced manner, equipping readers with a comprehensive understanding of the contributions and impacts created by Expo 2020. This ensures improved quality and reliability in the content, ensuring all stakeholders have timely access to Expo 2020’s sustainability performance data to support them in making well-informed decisions.

Expo 2020’s sustainability strategy was designed to **Integrate, Impact** and **Inspire**. The strategy aimed 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.

3. GRI SERVICES

GRI Content Index With Reference Pilot 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 engages in a continuous and open dialogue with its many stakeholders and welcomes and encourages them to share comments, queries, and recommendations related to this closing report.

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

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

B

EXPO 2020:
AT A GLANCE

This chapter outlines the **history of World Expos and how Expo 2020 added to the UAE's historic participation** by educating the public, promoting progress, and fostering global collaboration.

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.

The BIE's organisational structure includes the General Assembly, Committees, the Secretariat, and 170 member states, dedicated

to education, teamwork, and growth. The BIE has organised more than 50 Expos worldwide since its founding, including World Expos, Specialised Expos, Horticultural Exhibitions, and the Milan Design Triennale.

With BIE's unwavering support, Expo 2020 was able to carry on the World Expo heritage, having delivered one of the most sustainable World Expos

in history – a festival of wonder and creativity where visitors experienced, explored and discovered, while sharing ideas and working together.



**Bureau
International
des Expositions**

2. EXPO 2020 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 country in the Middle East, Africa, and South Asia (MEASA) region 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 would have a sustainable and long-lasting impact for generations to come.

'Connecting Minds, Creating the Future' was the theme and purpose of Expo 2020, intended to foster new connections, collaborations and partnerships across sectors and geographies,

with the event serving as a platform to inspire progressive change to shape the future. Building on this umbrella theme, Expo 2020 identified three interconnected drivers of progress – Opportunity, Mobility and Sustainability – as subthemes.

THE EXPO 2020 GLOBAL PLATFORM

Expo 2020's theme and subthemes were 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 United Nation's 2030 Agenda for Sustainable

Development and the Sustainable Development Goals.

As the world strives to create a sustainable future, and within the context of a global pandemic, Expo 2020 integrated sustainability into all its activities to create a meaningful impact beyond the six



months of the event. Through this, Expo 2020 sought to dive deep into the rising global concerns around sustainability and the pressing need to drive change to create a better future.

Expo 2020 closely engaged with the international community and visitors from across the world to embark on a journey to seek collective solutions to global challenges, in a culmination of innovation and collaboration. Expo 2020 was the UAE's commitment to building a cleaner, safer, and healthier future

for every person from every community – an event that brought about partnerships and associations, leading to long-term, sustainable benefits that will continue to permeate people's lives around the world and leave a lasting legacy.



3. EXPO 2020 SITE

Expo 2020's three subthemes were each showcased in dedicated Opportunity, Mobility and Sustainability Thematic Districts converging on Al Wasl Plaza – the beating heart of the Expo 2020 site, which spanned more than four square kilometres. The site was also home to the Dubai Exhibition Centre, the Route 2020 Metro Station, Arrival Plazas, parks, permanent buildings, approximately 30,000 car parking spaces, and more.

I. AL WASL PLAZA

Expo 2020's spectacular centrepiece, Al Wasl Plaza served as a gateway to each of the Thematic Districts. Al Wasl is a historical name for Dubai and also means "connection" in Arabic, reflecting the plaza's physical location at the heart of the site. Al Wasl Plaza's pattern was inspired by Expo 2020's logo and the domed trellis formed the largest 360-degree projection dome in the world. Within the Al Wasl Plaza, 3 buildings are LEED Platinum certified and 2 are LEED Gold certified.



II. THEMATIC DISTRICTS

The three petal-shaped Thematic Districts reflected the mega-event's three subthemes of Opportunity, Mobility and Sustainability — and connected to the central Al Wasl Plaza, symbolising the over-arching theme of 'Connecting Minds, Creating the Future'. Their design reflected the region's traditional urban developments, with permanent buildings, narrow walkways and courtyards. Within the Thematic Districts, 86 buildings are certified to LEED Gold standard.

III. TERRA – THE SUSTAINABILITY PAVILION

True to its subtheme, the LEED Platinum-certified Sustainability Pavilion was designed as a net-zero water and energy building. Sustainable features included 4,912 photovoltaic panels arranged on a 130-metre-wide roof canopy which harnessed solar energy while providing shade and daylighting to the visitors. The canopy also served as a large collection area for stormwater and dew that replenished the building’s water system.



IV. ALIF – THE MOBILITY PAVILION

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

V. MISSION POSSIBLE – THE OPPORTUNITY PAVILION

The Opportunity Pavilion encapsulates the concept that even small actions can make a big impact. Floating 32 metres above the ground, the pavilion’s mesh canopy represented clouds and the dreams that we all aspire to achieve to build a better world. The Opportunity Pavilion built on the rich urban history of the “plaza” and its universal significance as a place for people to connect.



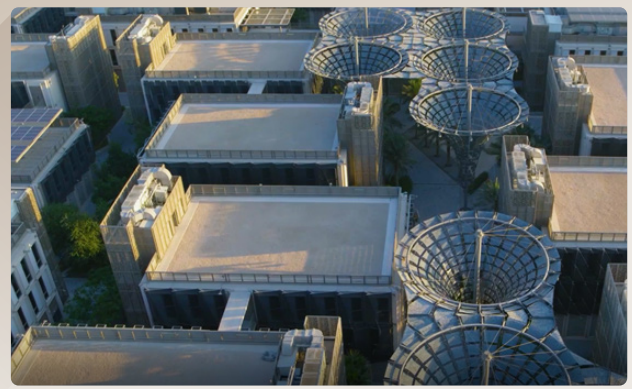
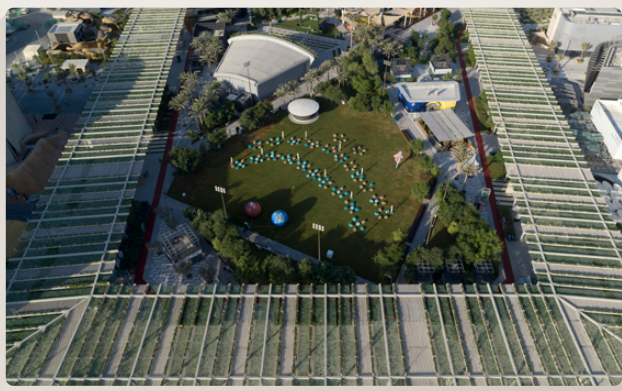
VI. UAE PAVILION

A LEED Platinum-certified building, the innovative design was inspired by a flying falcon and features 28 movable ‘wings’ that can spread to harvest solar energy through integrated photovoltaic panels.



VII. PAVILIONS

All Expo 2020's pavilions were constructed in line with the subthemes of Expo 2020: Opportunity, Mobility and Sustainability. The 192 country pavilions were located according to the subthemes, with every nation having its own pavilion for the first time in World Expo history. Expo 2020 had its own pavilions, including Expo Live, Vision and Women's Pavilion – all of which encapsulated the broader theme of 'Connecting Minds'. Expo 2020 also had organisation pavilions, including the Association of Southeast Asian Nations, Dubai Cares, and Gulf Cooperation Council, among others.



VIII. PARKS

Two major parks, Al Forsan Park and Jubilee Park, provided space for large outdoor performance areas, plus zones for recreational activities. Nearby facilities included washrooms, prayer rooms, and food and beverage outlets.

IX. DUBAI EXHIBITION CENTRE (DEC), EXPO 2020 DUBAI

A LEED Silver-certified, 45,000sqm state-of-the-art multipurpose function and event venue. DEC was made up of two complexes, North and South and was adjacent to the Expo 2020 Metro link, which connected the Expo 2020 site to the entire city.



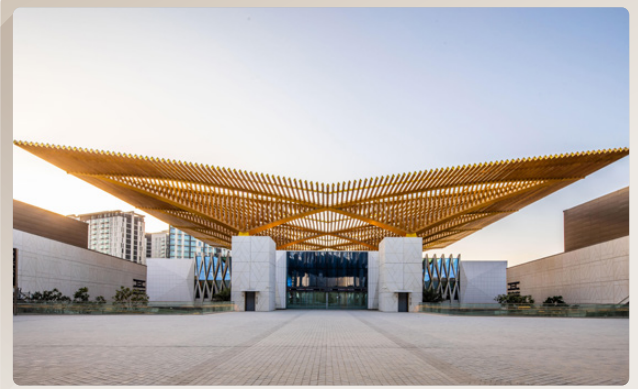
X. ARRIVAL PLAZAS

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



XI. EXPO 2020 METRO STATION

The LEED Gold-certified Expo 2020 Metro Station was the final stop on Route 2020, an extension created by the Roads and Transport Authority (RTA) to encourage Expo 2020 visitors to use sustainable transport. Capable of welcoming up to 29,000 passengers per hour, the station boasted cutting-edge digital screens and a new smart gate system, while its unique plane-wing design signified the city's aspirations to soar into the future.



XII. CAR PARKS

Approximately 30,000 car parking spaces were available during Expo 2020. The car parks were built using recycled tyres as a part of Expo 2020's site wide sustainability commitments. To manage traffic flow, car parks featured intelligent traffic signs and a smart system to identify vacant slots. Standard parking shuttles were placed at all car parks ensuring visitors a smooth and hassle-free journey during their visit.

XIII. PERMANENT BUILDINGS AND INFRASTRUCTURE

A total of 123 permanent buildings across Expo 2020 were certified LEED by the US Green Building Council. Of these, 7 buildings across Expo 2020 are certified to the LEED Platinum standard, 105 are certified to the LEED Gold standard, 9 are certified to the LEED Silver standard and 2 are certified to the LEED Certified standard.

Additionally, Expo 2020 was awarded eight CEEQUAL 'Excellent' certificates for its numerous infrastructure projects. CEEQUAL was developed by the Institutions of Civil Engineers (ICE) and is the world's first sustainability assessment, rating and certification scheme for achieving best practice in infrastructure projects.



إكسبو 2020 دبي
دبي، الإمارات العربية المتحدة
DUBAI, UNITED ARAB EMIRATES

5. CORPORATE GOVERNANCE

As the host of Expo 2020, 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 was required to implement a series of legislative and financial measures to facilitate the event's organisation.

To comply with its obligations under the convention, the UAE Government developed the necessary legal, financial, and organisational measures required to organise and host the event successfully. Compliance to laws and regulations were 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 acquired its legal and financial jurisdiction directly from the Government of Dubai and acted 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 ("Expo 2020") 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 Expo 2020, 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 2020 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 Abu Dhabi Executive Council
 Member of the Expo 2020 Dubai Higher Committee



HIS EXCELLENCY MOHAMMED IBRAHIM AL SHAIBANI

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



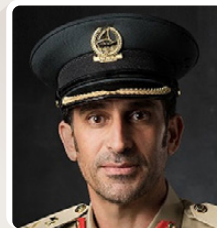
HER EXCELLENCY REEM AL HASHIMY

UAE Minister of State for International Cooperation
 Director General Expo 2020 Dubai
 Member 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 AL MARRI

Director General of the Department of Economy and Tourism (DET)
 Director General of Dubai World Trade Centre Authority
 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 PJSC
 Member of the Expo 2020 Dubai Higher Committee

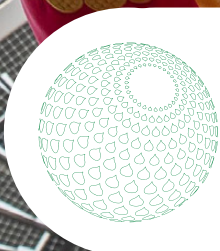




02

THE FOUNDATIONS OF A SUSTAINABLE EXPO





SUSTAINABILITY AT EXPO 2020

A

DELIVERING A SUSTAINABLE EXPO

The principles of sustainability have been a key consideration across all phases of Expo 2020; from site design and construction in the pre-event phase to sustainable site operations during the event phase and, finally, urban planning and infrastructural development in the legacy phase. Expo 2020 defined four key sustainability objectives and successfully delivered one of the most sustainable World Expos in history. The sustainability objectives are further supported by Key Performance Indicators (KPIs) that are addressed in the latter part of this section.

1. EXPO 2020'S FOUR KEY SUSTAINABILITY OBJECTIVES



1

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



2

Catalyse sustainability efforts in Dubai and the UAE



3

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



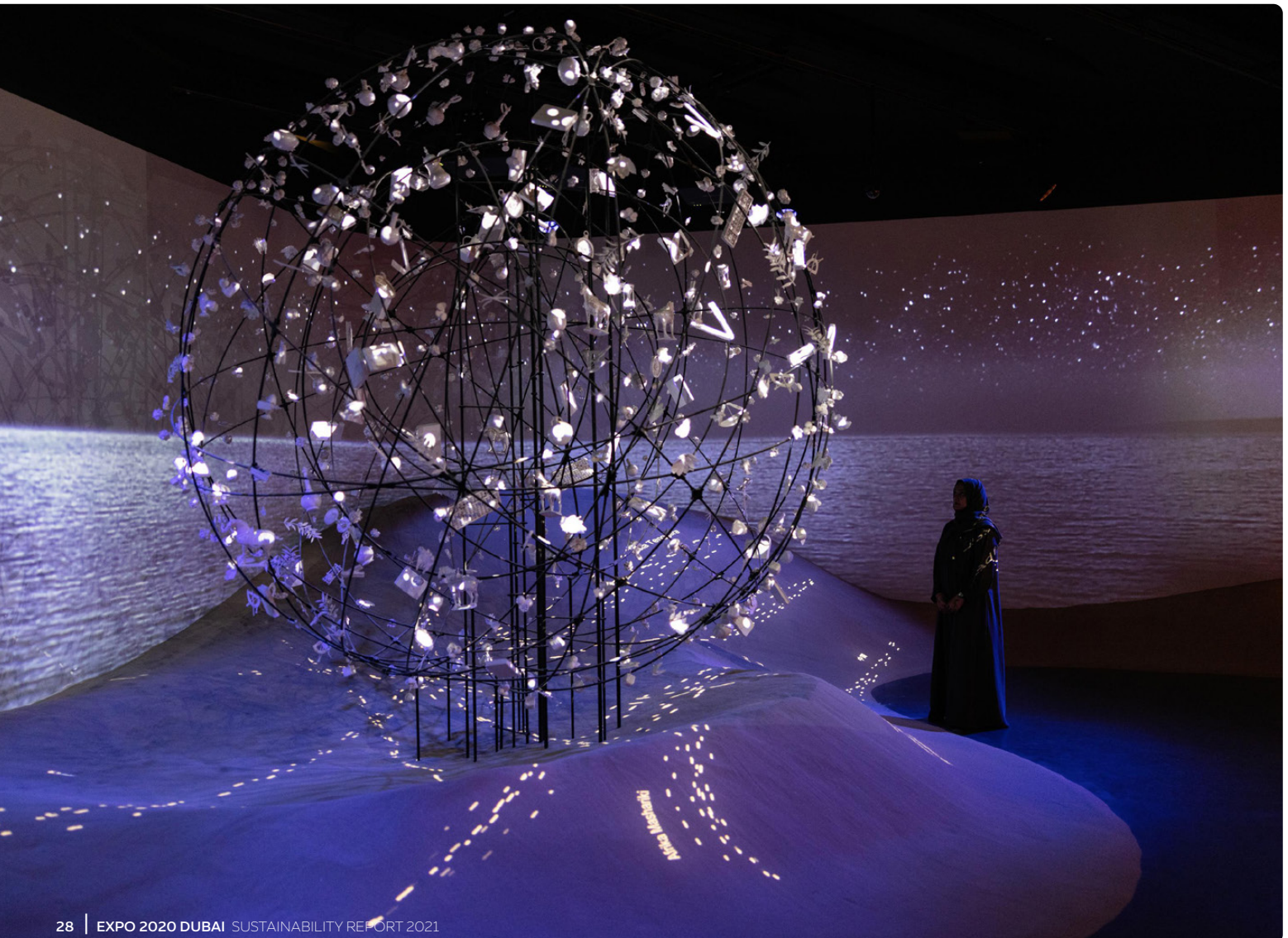
4

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



2. EXPO 2020 ALIGNMENT WITH NATIONAL AND GLOBAL ASPIRATIONS

Expo 2020 implemented a well-integrated and strategically consistent approach to achieve its key sustainability objectives and targets in line with the UAE's national agenda and relevant international drivers.



3. SUSTAINABILITY POLICY

Expo 2020's Sustainability Policy set the foundation for ensuring that it respected and protected the environment, society and culture, and engaged the global community, participants and visitors on sustainability issues.

TO ACHIEVE THIS POLICY, EXPO 2020 TOOK THE FOLLOWING ACTIONS:



Ensuring Expo 2020 Dubai's four key sustainability objectives are met.



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 communicated this policy to all personnel involved with Expo 2020, ensuring adequate sustainability-related information, guidelines and training were provided



Advocated for sustainability through an internally focused culture, where sustainable practices were embraced by employees, stakeholders and visitors alike.



Ensured stakeholders were accountable for measuring and maintaining Expo 2020's sustainability standards.



4. SUSTAINABILITY STRATEGY

During the World Expo bid, the UAE made a number of commitments to the BIE, including a pledge to 'deliver one of the most sustainable World Expos in history'. This pledge was the cornerstone of Expo 2020's sustainable strategy and drive for integrating sustainability principles across all activities.

The sustainability strategy provided guidance and direction during pre-event activities and laid the foundation for delivering a sustainable event. After the conclusion of the pre-event activities, Expo 2020 refreshed the strategy to build on the previous version, reflecting the need for a closer focus on the sustainability-related impacts of the event and legacy phases.

The strategy considered Expo 2020's holistic approach for managing performance and impacts across all aspects of environmental, social and economic sustainability. It also ensured the integration of key sustainability plans, processes and methodologies across pre-event, event and legacy activities. The strategy further outlined the sustainability management approach adopted by Expo 2020 and the requirements for monitoring performance against the established targets for each sustainability focus area. The sustainability focus areas considered relevant KPIs for the applicable activities with regards to the planning, design, construction, and operations.

Expo 2020 also established its event Sustainability Management System (ESMS) by aligning to the objectives and requirements set out in the sustainability strategy. The ESMS provided a structured framework for Expo 2020 to ensure the key sustainability objectives were met, while also addressing the requirements of the International Organisation for Standardisation (ISO) 20121:2012 standard for a sustainable event.



5. CERTIFICATIONS



ISO 20121 CERTIFICATION

In 2021, Expo 2020 received the ISO 20121:2012 Event Sustainability Management System certification for its site-wide sustainable event management processes. A third-party certification, it focuses on improving sustainability management throughout the entirety of an event management cycle. The standard defines the management system components that an organisation should have in place to deliver event-related activities, products, and services. As part of the process for achieving the certification, Expo 2020 was required to demonstrate that its management system addressed all key financial, economic, social, and environmental issues that were relevant to its operations.



GENDER EQUALITY CERTIFICATION

In 2021, Expo 2020 was awarded the Gender Equality European and International Standard (GEEIS) certificate, after successfully undergoing an independent audit by Bureau Veritas. The GEEIS is a global standard aiming to promote gender equality and support organisations in structuring and managing their professional equality and diversity policies, both locally and internationally. The standard is designed for all types of organisations, regardless of size, configuration, or activity, in all countries and continents. The certification recognised Expo 2020's continued efforts to support and promote gender equality throughout its operations, pavilions, and programming.



LEED CERTIFICATION

Leadership in Energy and Environmental Design (LEED) is one of the world's most extensively utilised green building rating systems. It offers a framework for constructing eco-friendly and cost-effective green buildings. In line with its sustainability strategy, Expo 2020 committed to obtaining LEED certifications for all permanent structures on the Expo 2020 site.



CEEQUAL CERTIFICATION

Civil Engineering Environmental Quality Assessment and Award Scheme (CEEQUAL) is an international evidence-based framework for assessing sustainability in construction, infrastructure, landscaping and works in public spaces. Expo 2020 committed to achieving CEEQUAL certifications for all permanent buildings on the site.

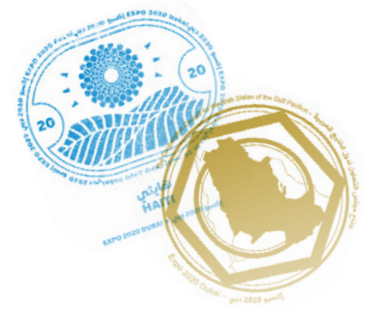
LEED

Obtaining a LEED certificate for a building typically means that it was built using environmentally sensitive materials and designed to reduce greenhouse gas emissions and water consumption over its lifetime. Occupants of a LEED-certified building experience good indoor air and have better access to amenities within the local community. A total of 123 permanent buildings across Expo 2020 are certified LEED by the US Green Building Council. Of these, 7 buildings across Expo 2020 are certified to the LEED Platinum standard, 105 are certified to the LEED Gold standard, 9 are certified to the LEED Silver standard and 2 are certified to the LEED Certified standard.



CEEQUAL

CEEQUAL was developed by the Institutions of Civil Engineers (ICE) and is the world's first sustainability assessment, rating, and certification scheme for achieving best practice in infrastructure projects. For Expo 2020's civil engineering projects that fall under its public realm and infrastructure, CEEQUAL assesses a wide range of sustainability issues such as:



	Management		Landscape and Historic environment
	Communities & Stakeholders		Pollution
	Resilience		Resources (including materials, energy/carbon and waste)
	Land Use and Ecology		Transport

In 2021, Expo 2020 was awarded 8 CEEQUAL 'Excellent' certificates for its numerous infrastructure projects. These awards span Expo 2020's public realm, Al Wasl Plaza, parks, shading and other infrastructure across the 4.38 sqkm site.

ACHIEVEMENTS

CEEQUAL CERTIFIED

8 CEEQUAL certificates

1st project in the Middle East to receive an 'Excellent' CEEQUAL certificate

93.6% the highest score achieved on a certificate

Achieved an '**Excellent**' rating in all certificates

LEED CERTIFIED

123 buildings in total that are LEED-certified

7 LEED Platinum certified buildings

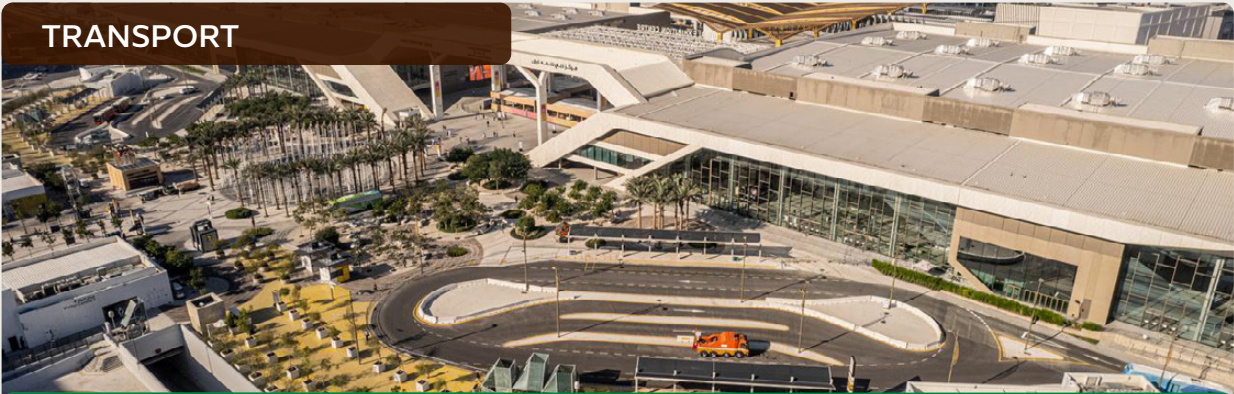
105 LEED Gold certified buildings

9 LEED Silver certified buildings

2 LEED certified buildings

6. EXPO 2020 SUSTAINABILITY FOCUS AREAS, KPIS AND 2021 PERFORMANCE*

TRANSPORT



SUSTAINABILITY OBJECTIVES

Sustainable, lower carbon public transport

KPIs

Encourage significant shift from private vehicles to alternative transport options

PRE-EVENT PERFORMANCE

51% reduction from private vehicles to alternative transport options

EVENT PERFORMANCE

67% reduction from private vehicles to alternative transport options

PUBLIC REALM



SUSTAINABILITY OBJECTIVES

Create people-centric, comfortable, and walkable spaces

KPIs

Provide shading for **75%** of 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

PRE-EVENT PERFORMANCE

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

60% shading provided for hard landscaping areas and public open spaces at the midday peak

KPIs

Achieve the International Board of Sensory Accessibility (IBSA) certification

EVENT PERFORMANCE

Achieved IBSA certification

* Pre-event refers to the period from April 2021 to September 2021 and the event phase refers to the period from October 2021 to March 2022. This applies to all the data tables included in this section.

ECOLOGY¹



SUSTAINABILITY OBJECTIVES

Enhance the ecological value of the site and promote local species

KPIs

Ensure **50%** of landscape plants are native and adaptive

95% of landscape area managed without the use of chemical pesticides, herbicides, and fertilisers

PRE-EVENT PERFORMANCE

93% of landscape plants planted (during Expo 2020) were native and adaptive species

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

1. During the event phase, Expo 2020 maintained all ecological and biological conservation measures that have been put in place during construction.

MATERIALS



SUSTAINABILITY OBJECTIVES

Promote use of sustainable materials in terms of environmental, social, and economic impact

KPIs

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

PRE-EVENT PERFORMANCE

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

KPIs

Compliance with RISE Guidelines from all the event phase suppliers

EVENT PERFORMANCE

Selected materials procured were in accordance with RISE Guidelines

SUSTAINABILITY OBJECTIVES

Minimise depletion of natural resources through design for reuse and legacy

KPIs

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

PRE-EVENT PERFORMANCE

98% of materials used in permanent construction was retained for the legacy phase

ENERGY



SUSTAINABILITY OBJECTIVES

Demand reduction

KPIs

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

PRE-EVENT PERFORMANCE

33% reduction in energy demand within buildings when compared to international standards

WATER



SUSTAINABILITY OBJECTIVES

Reduce water consumption

KPIs

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

PRE-EVENT PERFORMANCE

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

SUSTAINABILITY OBJECTIVES

Minimise potable water consumption through use of recycled water

KPIs

100% of non-potable exterior water uses (e.g., irrigation, cooling) to be met by treated sewage effluent (TSE)

PRE-EVENT PERFORMANCE

94%² of non-potable exterior water used (e.g., irrigation, cooling) was met by TSE

Collect and use **80%** of condensate water recovered from buildings

81% of condensate water recovered from buildings was collected and reused

2. Expo 2020 was unable to fully achieve this target due to some buildings on the Expo 2020 site not having access to TSE connections in the proximity of their buildings.

WASTE



SUSTAINABILITY OBJECTIVES

Minimise the quantity of waste sent to landfill

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

PRE-EVENT PERFORMANCE

87.9% of waste was diverted from landfill

EVENT PERFORMANCE

88% of cumulative waste was diverted from landfill

CARBON



SUSTAINABILITY OBJECTIVES

Minimise carbon emissions in Expo 2020

KPIs

Implement Greenhouse Gas (GHG) mitigation and off-setting strategy

PRE-EVENT PERFORMANCE

15% overall reduction in total emissions as a result of implementation completion of the GHG mitigation and offsetting strategy

SUSTAINABILITY AWARENESS



SUSTAINABILITY OBJECTIVES

Enable participants and facility managers to understand and contribute to responsible use of resources

KPIs

100% of pavilions and buildings to have smart metering with digital feedback for energy and water consumption

PRE-EVENT PERFORMANCE

100% of pavilions and buildings to have smart metering with digital feedback for energy and water consumption

KPIs

Implement sustainability awareness campaigns

EVENT PERFORMANCE

Implemented sustainability awareness campaigns through the publishing of **7 videos**

75% of sustainability features with educational awareness, collaterals, or activities

77% sustainability features included in educational awareness, collaterals, or activities

SUSTAINABLE OPERATIONS, EVENT MANAGEMENT AND REPORTING



SUSTAINABILITY OBJECTIVES

Communicate progress and achievements in respect of sustainability in a transparent and stakeholder responsive way

KPIs

Sustainability reporting based on internationally recognised guidelines

PRE-EVENT PERFORMANCE

Completed the publication of Sustainability Report 2020

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

KPIs

Achieve CEEQUAL 'Excellent' certification for permanent Expo infrastructure

PRE-EVENT PERFORMANCE

8 infrastructure and public realm projects achieved CEEQUAL Excellent.

KPIs

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

EVENT PERFORMANCE

A total of **123** buildings were LEED certified:

7	Platinum	105	Gold
9	Silver	2	Certified

Achieve Gender Equality European and International Standard (GEEIS) certificate

Achieved Gender Equality European and International Standard (GEEIS) certificate

SUSTAINABILITY OBJECTIVES

Promote sustainable event management and operations

KPIs

Achieve ISO 20121 Sustainable Event Management certification

EVENT PERFORMANCE

Achieved ISO 20121 Sustainable Event Management certification

NOTE:

Expo 2020 tracked its KPIs listed in the table for the pre-event phase as it pertained to construction (as of September 2021). The event-time phase reflects operational KPIs.



INTEGRATE



A

STAKEHOLDERS AND MATERIALITY

A key element of effective sustainability reporting is conducting a materiality assessment based on open dialogue and engagement with stakeholders. A materiality assessment is the process of identifying an organisation's most material and impactful economic, environmental, and social topics.

In 2022, Expo 2020 conducted a materiality refresh exercise, where it engaged its internal and external stakeholder groups, to identify the sustainability topics most important and relevant to them. The definition of a successful materiality assessment is robust stakeholder mapping and engagement to ensure representation across different stakeholder groups. Stakeholders are identified as individuals or organisations that influence, are influenced by, Expo 2020's actions or decisions. They play an important role in assessing the material topics on which Expo 2020 reports. Expo 2020 sought to engage in continual dialogue with its stakeholders to address, understand and respond to their needs and expectations effectively.

Expo 2020 liaised with Heads of Departments and other members of management to identify and map Expo 2020's vast stakeholder ecosystem. In 2022, Expo 2020 included an additional stakeholder group, namely the Expo 2020 visitors. All local and international visitors who attended Expo 2020 fall into this category. It was essential to engage with Expo 2020 visitors to gather feedback on their Expo 2020 experience and obtain further input identifying Expo 2020's material topics.

Based on the stakeholder mapping exercise, Expo 2020's key internal and external stakeholders were categorised into the following nine stakeholder groups:



The stakeholder categories were adopted largely under the **ISO 20121:2012 framework**. Workers' trade union organisations were not included in the materiality exercise as, under **UAE law, expatriate workers** are directed to take recourse with the **Ministry of Labour for all work-related grievances**. However, to prevent the exclusion of this category, all employee levels were included within the material topic discussions with internal and external stakeholders.

1. METHODOLOGY

Expo 2020 conducted the materiality assessment through a bespoke survey on Mentimeter; an anonymous online voting application that allows users to complete the survey via their smartphones or laptops. The survey was developed based on 36 grouped GRI disclosures and non-GRI topics relevant to Expo 2020's activities. Participants were asked to vote on each topic using a standard 10-point grading scale (1 representing 'Not Significant' and 10 representing

'Very Significant'). Each topic was broken down into specific disclosures with clear definitions to ensure that the stakeholders were educated on the topics prior to casting their votes. The survey results were not presented to the survey participants in real-time to avoid influencing survey responses.

Expo 2020 shared the survey with the stakeholders and voting commenced on 4 April 2022 and closed on 12 April 2022.

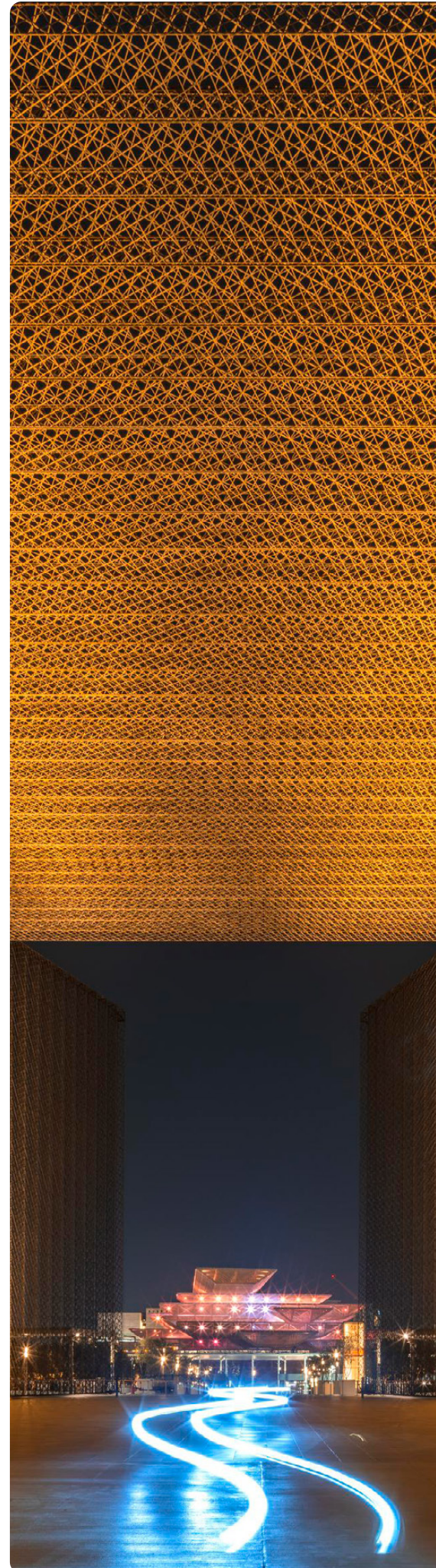
2. RESULTS AND FINDINGS

Of the 36 topics identified, 24 of them were ranked as material to Expo 2020. The top five material topics were identified as Occupational Health & Safety, Employment, Anti-Corruption, Human Rights Assessment, and Diversity and Equal Opportunity.



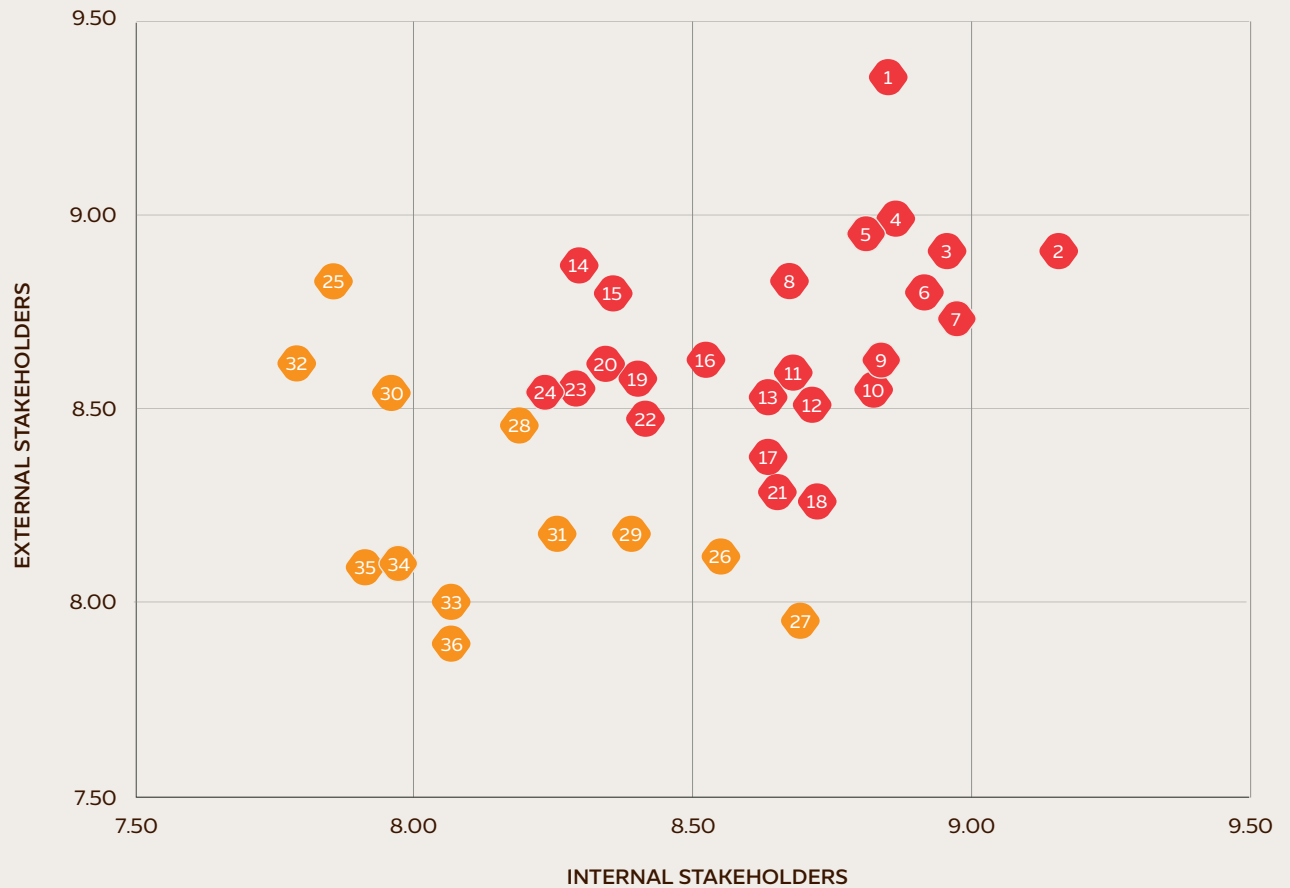
BELOW IS THE COMBINED RANKING OF EXPO 2020'S MATERIAL TOPICS BASED ON THE INTERNAL AND EXTERNAL MATERIALITY SURVEY RESULTS:

GRI STANDARD	TOPIC	RANK
GRI 403	Occupational Health & Safety	1
GRI 401	Employment	2
GRI 205	Anti-Corruption	3
Non-GRI	Human Rights Assessment	4
GRI 405	Diversity & Equal Opportunity	5
Non-GRI	Environmental Compliance	6
GRI 306	Waste	7
GRI 408	Child Labour	8
GRI 303	Water and Effluents	9
GRI 302	Energy	10
GRI 410	Security Practices	11
GRI 406	Non-Discrimination	12
Non-GRI	COVID-19	13
GRI 414	Supplier Environmental Assessment	14
GRI 201	Economic Performance	15
GRI 409	Forced or Compulsory Labour	16
Non-GRI	Innovation	17
GRI 301	Materials	18
GRI 404	Training & Education	19
Non-GRI	Business Resilience	20
Non-GRI	Accessibility	21
GRI 305	Emissions	22
GRI 413	Local Communities	23
GRI 416	Customer Health and Safety	24



3. MATERIALITY MATRIX

The results of the materiality assessment are presented in the following materiality matrix. The vertical axis represents results from Expo 2020's external stakeholder materiality survey, while the horizontal axis depicts findings from the internal stakeholder survey. The 24 topics identified as material and high priority are marked in red and have been addressed within this sustainability report.



Occupational Health & Safety	1
Employment	2
Anti-Corruption	3
Human Rights Assessment	4
Diversity & Equal Opportunity	5
Environmental Compliance	6
Waste	7
Child Labour	8
Water and Effluents	9
Energy	10
Security Practices	11
Non-Discrimination	12
COVID-19	13
Supplier Environmental Assessment	14
Economic Performance	15
Forced or Compulsory Labour	16
Innovation	17
Materials	18

Training & Education	19
Business Resilience	20
Accessibility	21
Emissions	22
Local Communities	23
Customer Health and Safety	24
Socioeconomic Compliance	25
Labour/Management Relations	26
Biodiversity	27
Market Presence	28
Indirect Economic Impact	29
Alignment with National and Local Mandates	30
Procurement Practices	31
Supplier Social Assessment	32
GRI sector supplement: Event Economics	33
Marketing and Labeling	34
GRI sector supplement: Event Sourcing	35
GRI sector supplement: Event Product Responsibility	36

B

SUSTAINABLE SUPPLY CHAIN

Expo 2020 is committed to extend its sustainability vision across its supply chain. As a result, Expo 2020 established a streamlined supply chain that is transparent, as well as geographically and demographically inclusive. Expo 2020's RISE guidelines lay out all sustainable supply chain requirements that suppliers needed to fulfil to engage with Expo 2020. These guidelines served to enable Expo 2020 suppliers to comply with its Sustainability Policy commitments and align with leading practices.

As a part of the procurement and tendering process, Expo 2020's tender review teams screened and evaluated tenderers in line with the established criteria. Tenderers were evaluated based on their technical and commercial aspects alongside their alignment with the sustainability requirements disclosed in the RISE guidelines. Abiding by an agreed timescale and

a predetermined scoring matrix, the tender review team consulted with bidders for further clarifications to base awarding decisions on complete and accurate information. The tender review process was supported by detailed procedures to ensure that only approved tenderers were part of the evaluation and selection process.

EXPO 2020'S SUSTAINABLE SUPPLY CHAIN NUMBERS



Total number of awards to SMEs

12,377 (50% OF ALL AWARDS)



Total direct SME spend to date



AED 3.61 BILLION



Total indirect SME spend to date

AED 3.07 BILLION



Total spread of awards



101 COUNTRIES



Total RFx (Request of x) published

>1,850



Total number of supplier registered



30,000+



Data as of 31 March 2022 (End of the Event)



1. RISE GUIDELINES: AN OVERVIEW

In line with Expo 2020's commitment to deliver one of the most sustainable World Expos, it embedded sustainability into its activities and operations across all phases of the event. Expo 2020's RISE Guidelines are a set of operational guidelines that provide suppliers with guidance on integrating sustainability elements into the products and services they provide to Expo 2020. These guidelines were developed in line with ISO 20121 Sustainable Event Management System requirements and the commitments stipulated to the Bureau International des Expositions (BIE).

Expo 2020 developed the guidance provided by the RISE Guidelines in accordance with leading standards and legislations. Some examples include the European Commission legislations, The Sustainability Consortium (TSC) benchmarks, and the Gulf Cooperation Council (GCC) and the UAE environmental and social policies. Expo 2020 then proceeded to tailor the requirements of the RISE Guidelines to the Middle East and Northern Africa (MENA) region.

RISE STANDS FOR:



2. OBJECTIVES OF THE RISE GUIDELINES FOR SUSTAINABLE OPERATIONS

The three core objectives of the RISE Guidelines for Sustainable Operations are detailed below:

3. Enable and drive Expo 2020's sustainability commitment through mandatory and voluntary requirements and guidelines. Expo 2020 established two criteria for compliance with the guidelines: Controls and Guides. 'Controls' addressed Expo 2020's requirements to be met by suppliers. 'Guides' were recommendations and optional requirements for suppliers to follow, where possible, to support Expo 2020 and its stakeholders to maximise their positive impact.



- Use the RISE methodology to challenge and motivate the market, driving positive change locally, regionally, and globally. Each criterion was defined as follows:



RESPECT

Expo 2020 committed to providing conditions that protect and support the welfare, security, rights, and dignity of all workers associated with Expo 2020. Accordingly, it expected all suppliers to adhere to Expo 2020 Worker Welfare Policy and guidelines.



SAFETY

Expo 2020 committed to providing safe working conditions. It followed the highest health and safety standards and mandated all suppliers to adhere to the Expo 2020 Health and Safety Policies and Standards.



IMPACT

Expo 2020 committed to ensuring a positive impact on the communities associated with the event. Expo 2020 expected all suppliers to positively impact and add value to the surrounding communities through their supply chains.



ENVIRONMENT

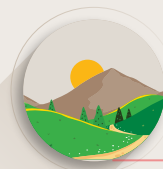
Expo 2020 committed to developing and implementing innovative solutions to protect and sustain the environment. In line with this commitment, Expo 2020 set environmental standards for the following key areas: Energy, Water, Waste, Materials, Carbon, Air Quality, Impact on Natural Resources and Toxicity.

- Provide a detailed description of the standards using the RISE methodology for Expo 2020's sustainability operations requirements. Each chapter was dedicated to a specific category of supply:



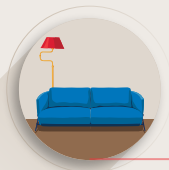
FOOD, BEVERAGE AND CATERING REQUIREMENTS

Encouraged suppliers to question the sourcing of their products, eliminating any risks to unsustainable environmental practices. Supported suppliers to source local and organic food products with an emphasis on reduced waste.



LANDSCAPING

Supported the reduction of chemical pesticides, herbicides, and fertilisers, and encouraged the use of eco-friendly cleaning products. The RISE Guidelines also supported the use of green waste for composting to divert waste away from landfills and sought to reduce the use of peat-based compost.



FURNITURE, FITTINGS, AND EQUIPMENT

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



RETAIL

Supported suppliers in ensuring health, safety and environmental caution is integrated throughout the product supply chain and life cycle with a particular emphasis on ethical sourcing.



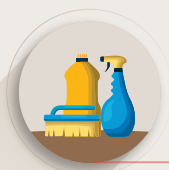
PACKAGING REQUIREMENTS

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



LOGISTICS REQUIREMENTS

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



CLEANING AND WASTE MANAGEMENT REQUIREMENTS

Encouraged cleaning products/services suppliers to opt for environment-friendly products that met recognised global environmental and health standards.

3. LEGACY OF EXPO 2020 RISE GUIDELINES FOR SUSTAINABLE OPERATIONS

Spread best practices and leave a sustainable legacy



By championing new behaviours and showcasing sustainable innovations within Expo 2020, stakeholders played a major role in disseminating best practices both locally and regionally.

Provide a positive reputational advantage to stakeholders



Stakeholders within Expo 2020's supply chain benefitted from greater visibility as champions of positive change and responsible decision-making. It not only benefitted the positive influencing power of the stakeholders regionally, but also provided them with increased global visibility through the Expo 2020 platform.

Make Expo 2020 a catalyst of the sustainable supply chain practices in the region



The Expo 2020 RISE Guidelines for Sustainable Operations have the potential to be a future model for advancing sustainability across the region. It provided suppliers and stakeholders with a framework for sustainable supply chain practices long after Expo 2020 ends. Thus, establishing a long-lasting key performance indicator that will benefit society for generations.

4. EXPO 2020 PLASTIC PLEDGE: PLANET OVER PLASTIC

Expo 2020's Plastic Pledge encourages participants not to use or supply single-use plastics. To support Expo's waste diversion commitments, Expo 2020's stakeholders supported in reducing its waste and achieving its 85 per cent waste diversion target. The

target was achieved with the support of Dulsco, Expo 2020's Official Waste Management Partner, which established waste management facilities to reduce, reuse, repurpose and recycle the waste generated from the event.



The Plastic Pledge covered single-use plastics for packaging and single-use disposables at Expo 2020 and spanned the following three actions:



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



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



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

5. SUSTAINABLE MATERIALS

Expo 2020 established a dedicated Contracts and Tender Committee responsible for supervising the procurement and tendering process in relation to work undertaken during the pre-event phase. The Committee worked extensively with all contractors and participants to increase their awareness of sustainability issues. It was also responsible for embedding critical sustainability Key Performance Indicators (KPIs) into all procurement contracts.

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



Guidelines that account for embedded carbon:

Calculated emissions for key construction materials by balancing performance-based and compliance-based carbon footprints.

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

Assessments considered the possibility and desirability of using a mixture of materials that supports sustainable procurement.



Strategies to encourage responsible and regional sourcing of materials:

As a minimum, responsible sourcing practices were required to align with Expo 2020's Supplier Code of Conduct.

Selecting materials that do not harm indoor environmental quality:

Lists were developed to highlight construction materials of unacceptable risk and promote the selection of lower-risk materials.



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

6. PROMOTING LOCAL PROCUREMENT

In line with the UAE's vision to enhance in-country value through investing in local products and services, Expo 2020 is committed to promoting local and sustainable procurement throughout its supply chain.

Expo 2020's procurement platforms were made accessible and user-friendly for a variety of businesses to ensure fairness and transparency in the selection of suppliers. Expo 2020's procurement portal, the eSourcing platform, was digitally designed to accommodate all potential vendors and collaborators. The fully-automated platform enabled improved efficiency and oversight of the tendering process while enforcing thorough governance and fair competition.

Expo 2020 has been committed to supporting and investing in small and medium enterprises (SMEs)

within its supply chain. The official procurement portal offered an SME-friendly registration process that ensured seamless onboarding of all SME members. In 2021, of all the contracts awarded to suppliers, 56 per cent comprised SMEs and 81 per cent were awarded to UAE-based suppliers.


AWARDS	
Total awards	10,806
% award to SMEs	56%
% award to UAE companies	81%


For the period of 1 April 2021 – 31 March 2022





7. SUSTAINABLE PARTNERSHIPS

A robust network of partners was essential for the successful delivery of Expo 2020. At the heart of Expo 2020 is a belief in the power of connections, embedded in its main theme 'Connecting Minds, Creating the Future'. Expo 2020 recognised its 13 Premier Partners, nine Official Partners, and eight Official Providers for their invaluable support.


COMPANY NAME	ACCENTURE
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Digital Services Partner (jointly with Etisalat Digital)
	
<p>DESCRIPTION</p> <p>Alongside Etisalat Digital, Accenture ensured world-class integration of various Information Communication Technology (ICT) systems and innovative solutions to meet the digital needs of visitors, organisers, and participants. Accenture also designed, built, and ran solutions in areas such as: virtual assistance, business intelligence, analytics, mobile applications, and guest relations.</p>	

COMPANY NAME	CISCO
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Digital Network Partner
	
<p>DESCRIPTION</p> <p>Cisco is the worldwide leader in technology that powers the internet. As the Official Digital Network Partner for Expo 2020, Cisco provided a secure and intelligent foundation for connectivity through its intent-based networking solution. Its network helped enable visitors, exhibitors and organisers connect securely and seamlessly anywhere on any device. Cisco inspires new possibilities by reimagining applications, securing data, transforming infrastructure, and empowering teams for a global and inclusive future.</p>	

COMPANY NAME	EMIRATES
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Airline Partner
	
<p>DESCRIPTION</p> <p>With a global footprint across six continents, Emirates played a key role in helping to attract visitors to Expo 2020. The Emirates Pavilion offered 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 highlighted key sustainability issues in the context of passenger growth, technological advancements, and promising innovations to ensure cleaner and quieter skies.</p>	

COMPANY NAME	EMIRATES NBD
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Banking Partner
	
<p>DESCRIPTION</p> <p>The Emirates NBD Group's partnership with Expo 2020, including Emirates NBD, Emirates Islamic, and Liv, brought 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.</p>	


COMPANY NAME	ETISALAT
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Telecommunication and Digital Services Partner



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 the strongest brand across all categories in the Middle East and Africa (MEA) by Brand Finance, Etisalat was 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 empowered Expo 2020 as one of the fastest, smartest, and most connected sites – offering visitors advanced digital and telecom services to create unforgettable memories.


COMPANY NAME	G42
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official AI Enablement Premier Partner



DESCRIPTION

G42 was empowered with bringing AI-enabled solutions to Expo 2020. G42 sees technology as the next frontier of humanity and is committed to solving complex challenges across multiple industries to move the world forward. As Expo 2020's Official AI Enablement Partner, G42 partnered with Expo 2020 and leveraged AI capabilities to bring the world together in this time of change.


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



DESCRIPTION

As the Official Payment Technology Partner of Expo 2020, Mastercard harnessed the power of innovation to demonstrate how it can create a seamless, borderless world and connect people in simple, secure, and smart ways. Mastercard was committed to making Expo 2020 truly priceless, offering unforgettable experiences, 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 showcased the future of mobility at Expo 2020 with next-generation cars and advanced technologies powered by Nissan Intelligent Mobility. In addition to the regional debut of Ariya, Nissan's revolutionary crossover Electric Vehicle (EV), Nissan also provided a fleet of more than 600 operational vehicles for Expo 2020.

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



DESCRIPTION

Expo 2020 and PepsiCo joined forces with a shared vision to work together towards a healthier and more sustainable future. Expo 2020 and PepsiCo worked together to inspire and educate millions on areas of critical importance, including water stewardship, sustainable packaging, agriculture, and nutrition. PepsiCo also brought its portfolio of brands, activation, and entertainment expertise to Expo 2020.

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 leverages 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 provided 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




DESCRIPTION

Siemens is a global technology powerhouse that has stood for engineering excellence, innovation, quality, reliability, and internationality for more than 170 years. Active worldwide, the company focuses on intelligent infrastructure for buildings and distributed energy systems and 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 utilised 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	TERMINUS GROUP
PARTNERSHIP TIER	Premier Partner
CATEGORY/ DESIGNATION	Official Robotics Partner



DESCRIPTION

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

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



DESCRIPTION

DP World is the leading provider of worldwide smart end-to-end supply chain logistics, enabling the flow of trade across the globe. Its comprehensive range of products and services covers every link of the integrated supply chain – from maritime and inland terminals to marine services and industrial parks, as well as technology-driven customer solutions.

DP World provides these services through an interconnected global network of 295 business units in 78 countries across six continents, with a significant presence in high-growth and mature markets. Wherever it operates, DP World integrates sustainability and responsible corporate citizenship into its activities, striving for a positive contribution to the economies and communities. Its dedicated, diverse and professional team of more than 97,000 made up of 158 nationalities is committed to delivering unrivalled value to customers and partners.

DP World played a vital role in the supply chain of Expo 2020, providing logistical support for the participating countries, while DP World's FLOW Pavilion demonstrated the connectivity and movement of cargo across the world and highlighted the vital role of smarter trade in the global economy.

COMPANY NAME	CHRISTIE
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Projection Partner



DESCRIPTION

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

COMPANY NAME	DETTOL
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Hygiene Partner




DESCRIPTION

With 87 years of trust and more than two billion uses per day, Dettol strives to protect, heal, and nurture in its relentless pursuit of a cleaner and healthier world. Dettol is the brand leader in surface and personal hygiene across the Middle East. Dettol offered protection to all the visitors at the Expo 2020 event with their products, cleaning protocols, sanitiser dispensers and hygiene messaging.


COMPANY NAME	DUBAI CHAMBER
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Business Integration Partner
	
<p>DESCRIPTION</p> <p>As the Official Business Integration Partner of Expo 2020, Dubai Chamber played a pivotal role in creating new connections and fostering cross-border collaboration. The Chamber provided an ideal platform for UAE companies and their international counterparts to network at its dedicated on-site facility at Expo 2020. In addition, it hosted and supported 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.</p>	


COMPANY NAME	EMAAR HOSPITALITY GROUP
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Hotel, Hospitality and Catering Partner
	
<p>DESCRIPTION</p> <p>Emaar Hospitality Group, the homegrown hospitality brand, managed 2020 Club by Emaar had a dedicated hospitality tower located at the very heart of the Expo 2020 site. With direct views of the stunning Al Wasl Plaza and the UAE Pavilion, it featured 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 proved to be the destination for distinctive hospitality experiences at Expo 2020.</p>	

COMPANY NAME	ENOC
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Integrated Energy Partner
	
<p>DESCRIPTION</p> <p>As the Official Integrated Energy Partner for Expo 2020, ENOC's participation comprised 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 was also an Official Ticket Reseller for Expo 2020 through ZOOM convenience stores across the UAE.</p>	

COMPANY NAME	L'ORÉAL
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Beauty Products and Services Partner
	
<p>DESCRIPTION</p> <p>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. It 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 has set 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, L'Oréal aspired 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.</p>	

COMPANY NAME	DULSCO
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Waste Management Partner
	
<p>DESCRIPTION</p> <p>Expo 2020 has been recognised as one of the most sustainable Expos in the history of World Expos. This was accomplished partly due to DulSCO's partnership and participation in Expo 2020 as the Official Waste Management Partner, whose core ethos has always been sustainability and circular economy. DulSCO worked with Expo 2020's teams in diverting waste away from landfills. DulSCO achieved this through its various on and off-site waste treatment facilities, educational programs, three-stream segregation methodology and adopting sustainable operating models and measures to reduce carbon footprint. Waste generated throughout Expo 2020's grounds was efficiently reduced, reused, repurposed and recycled into end products and memorabilia.</p>	

COMPANY NAME	TALABAT
PARTNERSHIP TIER	Official Provider
CATEGORY/ DESIGNATION	Official Online Food Delivery Provider
	
<p>DESCRIPTION</p> <p>As the leading food delivery and q-commerce platform in the region, talabat was the Official Online Food Delivery Provider for Expo 2020. For the last 17 years, talabat has redefined food, and now grocery delivery in the region, and during the event showcased sustainable state-of-the-art cloud kitchens, innovation robotics, and delivery as part of its vision for the future of food.</p>	

COMPANY NAME	DEWA
PARTNERSHIP TIER	Official Partner
CATEGORY/ DESIGNATION	Official Sustainable Energy Partner
	
<p>DESCRIPTION</p> <p>As the Official Sustainable Energy Partner of Expo 2020, DEWA delivered renewable energy, electricity, and water projects in collaboration with Expo 2020. DEWA developed the main electricity and water infrastructure of the site equipped with the latest smart systems. It also built three main 132/11kV substations with 45 kilometres of high voltage 132kV cables named Sustainability, Opportunity, and Mobility in accordance with the EXPO districts they serve. The Expo site was also provided with electric vehicle charging stations from the Green Charger initiative to support the growing electric vehicle industry in Dubai.</p> <p>A collaboration between DEWA, Siemens Energy and Expo 2020, the Green Hydrogen Project – the first of its kind in the MENA region – at the Mohammed bin Rashid Al Maktoum Solar Park aimed 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.</p>	

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, UPS delivered what matters to Expo 2020’s mission, helping to continue moving the world forward.

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



DESCRIPTION

As the first company to support a World Expo’s entire printing and imaging needs, Canon leveraged its 80 years of expertise to support on-site activities to capture Expo 2020. This included printing services for all participants, businesses, and visitors, accreditation services, and back-office operations. Canon Professional Services also offered their expertise with camera and lens loads and maintenance for the media on-site.

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



DESCRIPTION

As Expo 2020’s Official Cyber Security Provider, Digital14 safeguarded 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 provided 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, Domino’s Pizza is the largest pizza company in the world, with a significant business in both delivery and carryout pizza. It ranks among the world’s top public restaurant brands with a global enterprise of more than 18,700 stores in over 90 markets. Domino’s had global retail sales of nearly USD 17.8 billion in 2021, with over USD 8.6 billion in the U.S. and over USD 9.1 billion internationally. Emphasis on technology innovation helped Domino’s achieve half of all global retail sales in 2021 from digital channels.

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 the Official Secure Systems Provider, Esharah provided a secure mobile telecommunications network for all handheld communications devices used at Expo 2020. Esharah ensured the safety of millions of Expo 2020 visitors by providing secure communications for security staff and first responders at Expo 2020.

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



DESCRIPTION

Jacobs Mace is a 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 was the official Programme Delivery Management Partner for Expo 2020, 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 led the delivery programme for more than 30 individual projects at Expo 2020.

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



DESCRIPTION

Orient Insurance provided property insurance for Expo 2020's iconic architecture and liability coverage for operations. It also offered services to participants, including businesses, multilateral organisations, non-government organisations, educational institutions and 192 participating nations.

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



DESCRIPTION

Swatch is a leading Swiss watchmaker and the proud Official Timing Provider of Expo 2020. The brand's four on-site stores invited 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.



IMPACT



ECONOMIC IMPACT

Expo 2020 marked a significant economic milestone for the UAE. The six-month event represented an opportunity to create meaningful impact through international cooperation and shape a more resilient and diversified global economy. As the first World Expo held in the UAE and the MEASA region, Expo 2020 served as a long-term investment in the socio-economic development of the UAE.

Expo 2020 played a pivotal role in facilitating partnerships between individuals, businesses of all sizes, international organisations and government entities. Its positive economic impact will continue beyond the event through its legacy phase. The legacy phase was designed to support the UAE's vision of sustainable economic development by moving toward an innovation-driven economy. It aims to create a business environment for key growth industries such as logistics and transport, travel and tourism, construction, real estate, and education.

In 2021, Expo 2020 recorded a revenue of more than AED 2.9 billion during the event phase and AED 281 million during the six months prior to the event, as shown in the breakdown below. Additionally, Dubai registered strong business growth during Expo 2020. According to Dubai Chamber of Commerce, nearly 73.5 per cent of companies built new business relations during the six-month event phase.

Overall, Expo 2020 achieved a total revenue of
AED 3,186,359,073

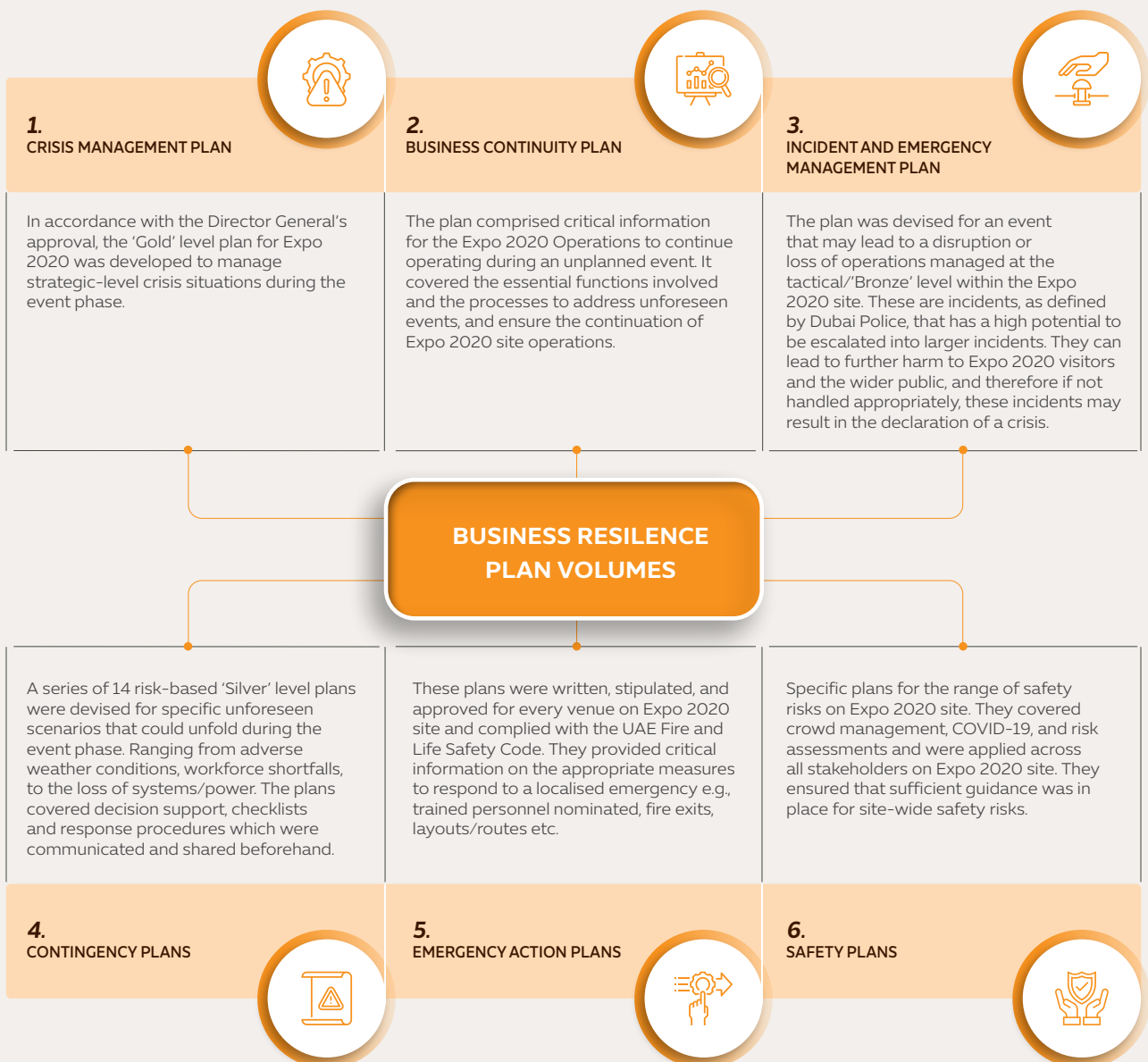
Furthermore, Expo 2020 contributed to the UAE Vision 2021's economic diversification agenda by stimulating Dubai's travel and tourism industry. As a result, the hotel industry in the emirate saw its highest occupancy rate of hotel bookings in 15 years. Additionally, there was an increase in MICE (Meetings, Incentives, Conferences and Exhibitions) travel, as venues at Expo 2020, and around the city, became key destinations for business events and conferences.

BUSINESS RESILIENCE

Expo 2020 established a strong Business Resilience Plan which detailed the measures employed by Expo 2020 to ensure business resilience during the event phase. The plan was developed to be implemented in an incident, emergency or certain foreseeable

contingencies. The Business Resilience Plan built on Expo 2020's pre-event Business Resilience Plan, which provided instructions for Expo 2020 to manage incidents, emergencies and crises during the pre-event (construction) phase. As Expo 2020 transitioned to the

event phase operations, it was necessary to update the plan to make it relevant to the event phase and ensure continuity between pre-event and event phase management practices.

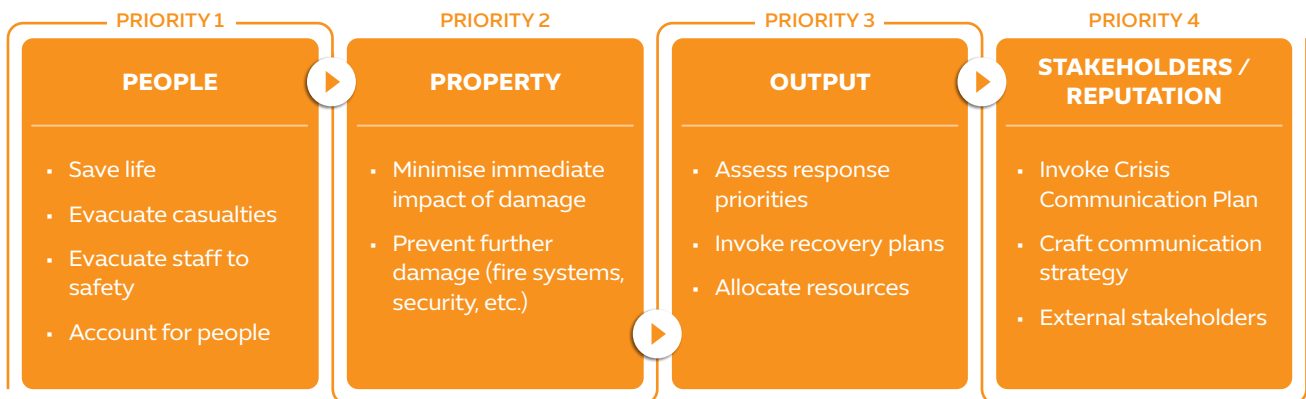


CRISIS MANAGEMENT PLAN

Expo 2020 developed a thorough Crisis Management Plan with a sound control structure for a range of scenarios, including business disruptions. It provided a framework for serious disruptive events concerned with people, property, output, and stakeholders/reputation. It was designed to be applied across the Expo 2020 site to address serious disruptive events by:

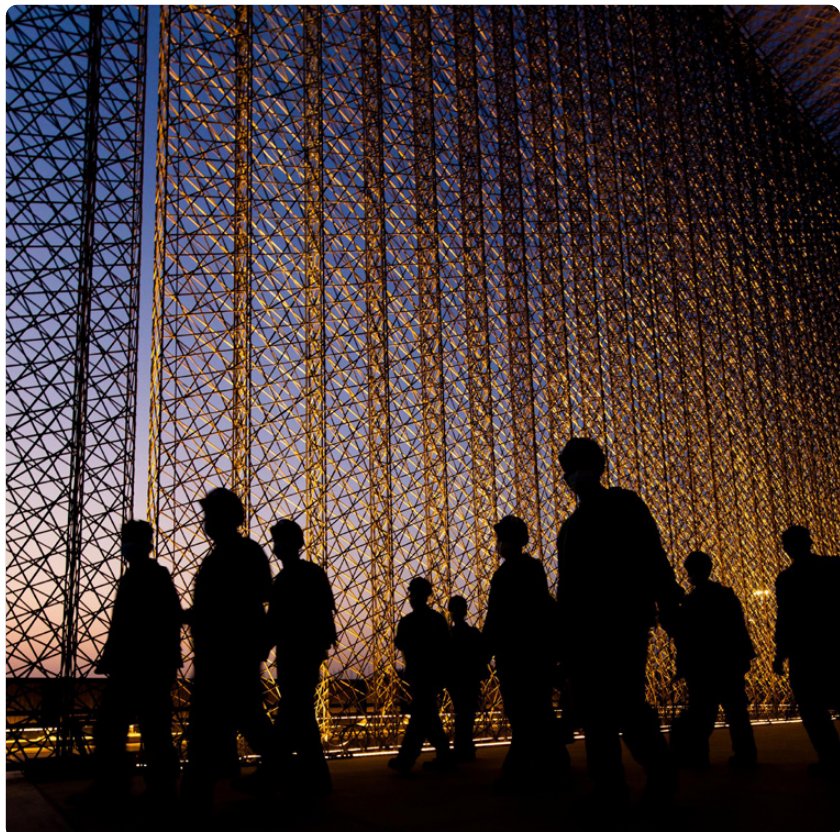
- Advising Expo 2020 functions on the appropriate framework for managing their response
- Directing Expo 2020 critical functions on their roles and responsibilities with respect to the response activities
- Enabling Expo 2020 senior leadership team to manage serious disruptive events

The command, control, communication, and escalation protocols of the plan were observed by all relevant Expo 2020 stakeholders. The stakeholders included Expo 2020 staff, contractors and vendors, third party developers, landlords and International Participants (IPs). Irrespective of the nature of the disruptive event, Expo 2020's priorities during a crisis response focused on the below key priorities:

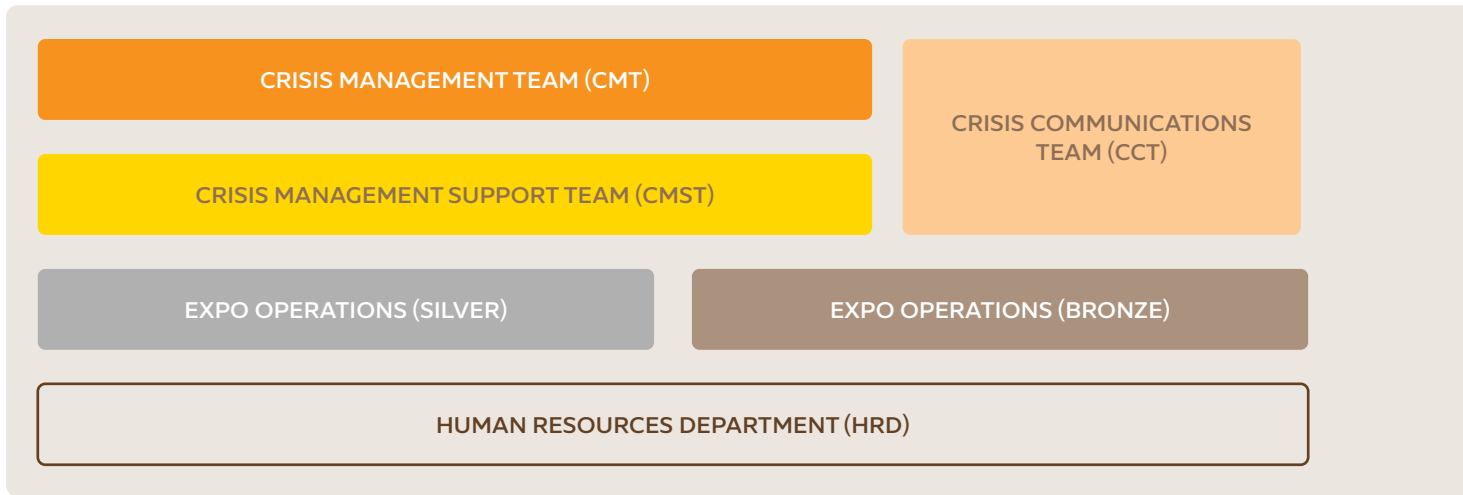


The Crisis Management Plan was regularly reviewed and updated in line with Expo 2020's organisational structure changes and the integration of different business processes. Expo 2020 tested its operations' resilience through a series of simulation exercises during the pre-event phase. In addition, Expo 2020 tested its resilience plans during the event in a live environment for a number of specific events prior to their event days. This included events at the Al Wasl Plaza, school visits and the UAE National Day celebrations.

However, during the event phase, a hybrid model was adopted where various teams contributed to meeting the objectives of the plan. The teams included Operations, Health, Safety and Environment (HSE), Real Estate, Security, Communications and Human Resources (HR).



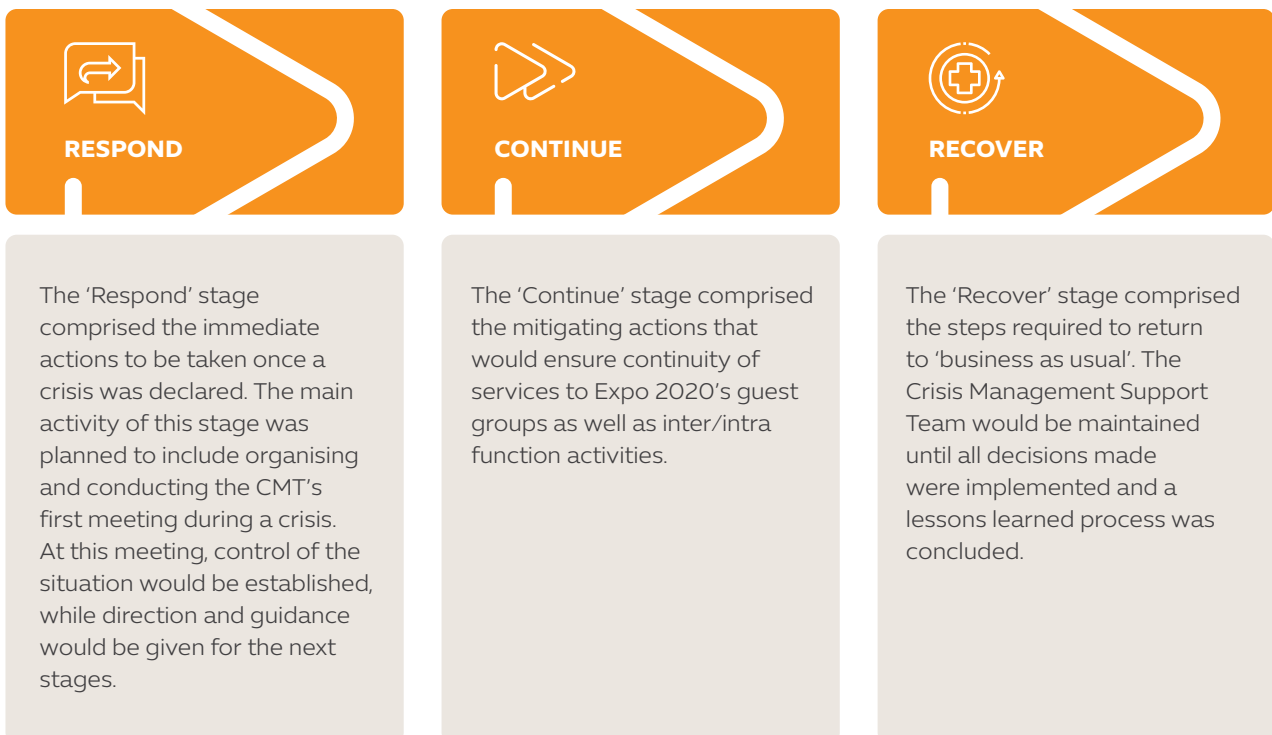
RESPONSE TEAM STRUCTURE



Expo 2020 crisis management response structure comprised two teams that were ready for activation in response to a crisis – the Crisis Management Team and Crisis Management Support Team. In addition, there were the Crisis Communications Team and other departments/teams that were established for the event phase and ready to support the crisis response. This included Expo Operations, Site Operations, and the Human Resources department.

STAGES OF RESPONSE

Expo 2020 planned to manage crises during the event phase using the following three stages:



Expo 2020 developed a number of additional response plans to cater to disruptive events for both pre-event and event phases. These are explained in the table below.

PLAN	DESCRIPTION	OWNER
Pre-event Crisis Management Plan	The plan contained instructions for how Expo 2020 managed incidents, emergencies, and crisis during pre-event (construction) phase.	Director General
Expo 2020 Resilience Plan	The plan builds on the Pre-event Crisis Management Plan and was specifically designed for the event phase. It included multiple plans such as Crisis Management Plan, Business Continuity Plan, Incident and Emergency Management Plan, Contingency Plans, Emergency Action Plans, and Safety Plans.	Director General
Crisis Communications Plan	The plan laid out clear direction to all members of the Crisis Communications Team on the roles and responsibilities to be adopted when responding to a hostile issue or crisis. It set down a clear and efficient process for Crisis Press Office handling and rapid response.	Director General
Silver Team Actions Cards	The action cards defined the requirements to generate a Silver Team level of command. It guided the Silver Teams on actions to be taken to coordinate disruptive events. The Silver Teams effectively utilised these action cards along with other plans such as contractors' emergency plans, site security plans, Campus emergency plans and awareness campaigns.	Health, Safety, Quality and Environment, Security
Campus Emergency Response Plan	The plan generated Bronze level commands based on the support from business support services. It was linked with Silver Teams and emergency services to provide clear and concise actions to staff for managing emergencies.	Health, Safety, Quality and Environment, Business Support and HR
Innovation and Future Technology Plans	The plans ensured that the response framework was supported from a data connectivity perspective. They generated a suitable response against a loss of IT capability or capacity.	Innovation and Future Technology
2020 Campus Security Operations Control Centre Action Card	The action card defined the requirement for the Security Operations Control Centre to act as the 'resilient spine' for communicating key information during a disruptive event. It clearly defined the actions to mobilise the Silver Team and coordinate with the emergency services.	Security
Construction Site and Emergency Response Plans	The plans generated Bronze level commands along with the capability to link the Silver Team and emergency services. They provided concise, clear actions to staff for managing emergencies on the construction site. They also ensured adequate staff awareness through consistent communication using flyers and notices.	Contractors, third party developers, Landlord, International Participants (IPs)

Expo 2020 developed and implemented a business resilience plan dedicated to the COVID-19 pandemic. During the event phase, there was a dedicated COVID-19 Taskforce to manage Expo 2020's COVID-19 response in a responsible manner. The COVID-19 Taskforce collaborated closely with Dubai Health Authority (DHA) and the Dubai Police to observe the highest safety standards across the Expo 2020 site and operations.

To read more about Expo 2020's response to COVID-19, please refer to "[Overcoming the Pandemic Together](#)" within the "Inspire" section of this chapter.

CASE STUDY

EXPO 2020 DUBAI FOOD RESCUE PROGRAMME IN PARTNERSHIP WITH CISCO

According to the United Nations Food and Agriculture Organisation (FAO), around 1.3 billion tonnes of food is wasted annually, costing nearly USD 1 trillion. In the UAE, approximately 197 kg of food is wasted per person per year, costing more than USD 3.5 billion. Food wastage has significant financial and environmental implications. As food breaks down, it produces methane, which is a greenhouse gas that is over 28 times more potent than carbon dioxide.

Expo 2020 launched a Food Rescue Programme in partnership with its Digital Network Partner, Cisco, on World Food Day. As a part of the initiative, food surplus from Expo 2020's restaurants, food halls, and workforce catering was repurposed and distributed to local charities with the logistical support of the UAE Food Bank.

Expo 2020's Food Rescue Programme utilised Replate, a Cisco grantee and state-of-the-art technology platform, to automate the food rescue process. Replate connected donors to charities and communities in need and tracked the environmental impact of all donations. Replate was also used to alert the UAE Food Bank about pick-ups at the Expo 2020 site and

enabled UAE Food Bank drivers to distribute food to those in need. All surplus food sourced from Expo 2020's premises was in accordance with the Dubai Municipality's Food Code and guidelines.

Since its launch in October 2021, Expo 2020's Food Rescue Programme has seen a plethora of caterers, cafes, restaurants, and food trucks sign up to it. Through this programme, Expo 2020 successfully donated 44,065 kg of food which translates to 93,153 meals served. Additionally, it preserved 93 million litres of water and diverted approximately 90.3 kg of carbon dioxide. The programme directly contributed to the UAE's goal to reduce food loss and waste by 50 per cent by 2030 in alignment with Sustainable Development Goal 12: Sustainable Consumption and Production.

In response to the successful implementation of the Food Rescue Programme at Expo 2020, the Ministry of Climate Change and Environment (MOCCA) and Emirates Foundation launched a nationwide initiative. The programme will be maintained under Ne'ma, the UAE Food Loss and Waste Initiative, as a collaborative initiative by the UAE Ministry of Climate Change and Environment, Emirates Foundation and the Abu Dhabi Crown Prince Court, among others. Ne'ma is a translation of His Highness Mohamed bin Zayed Al Nahyan's vision to reduce food loss and waste, encourage social responsibility, and promote the principles of sustainability.

Expo 2020 served as an impactful platform and a catalyst for bringing together a powerful collaboration to improve food security and foster future sustainable economic growth in the UAE.



B

ENVIRONMENTAL IMPACT

1. MANAGEMENT APPROACH

Expo 2020 embodied principles of sustainable development by encouraging responsible practices throughout the pre-event, event and legacy phases. Expo 2020 was firm in incorporating sustainable design principles into its buildings, infrastructure, and landscape across the entire Expo 2020 site. It strived to make the site as sustainable as possible through various initiatives such as resource efficiency, renewable energy and the sourcing of sustainable materials. Sustainability was ingrained in all aspects of Expo 2020 from buildings and construction to establishing a lasting legacy long after Expo 2020's gates closed.

Following Dubai's successful World Expo bid in 2013, Expo 2020 conducted a thorough Environmental Impact Assessment (EIA), which shaped the organisation's environmental approach. At the outset, Expo 2020 developed Environment Assurance Standards detailing the minimum environmental requirements to be met by third-party delivery agents, developers, participants, consultants, and contractors for the pre-event and event phase. The standards were intended to determine excellent environmental management for all activities, in order to minimise environmental impacts.

All parties involved in the delivery of Expo 2020 worked towards complying with the environmental requirements set out in the Environmental Assurance Standards. It enabled

Expo 2020 to effectively manage construction and event-related environmental risks and ensure that all its activities were in compliance with applicable environmental laws and regulations. Expo 2020 audited the internal and external parties' adherence to the standards in accordance with set performance measurement procedures. The Environment Assurance Standards were developed during the pre-event phase and later tailored to meet the needs of the event phase.

For the pre-event phase, Expo 2020 also developed and implemented a strategic level Construction Environmental Management Plan (CEMP) which provided an overarching framework to manage potential environmental impacts during the construction activities. The plan outlined roles and responsibilities for relevant personnel, creating a common awareness of environmental issues. It also included a monitoring regime to guarantee Expo 2020's adherence to the plan. The CEMP was regularly revised to ensure environmental performance protocols were updated based on the EIAs conducted by Expo 2020 in line with applicable legislation and guidelines.

As a part of the supplier selection process, all contractors tendering for projects were obliged to submit an outline project-specific Environmental Plan (EP), which took account of Expo 2020's CEMP requirements. Expo 2020's contractors and consultants

submitted monthly environmental and sustainability data logs during the pre-event phase. These were recorded and reported by designated Construction Supervision Consultants (CSCs) and then reviewed against a range of relevant KPIs. Expo 2020's environmental team measured performance and compliance every quarter, where the CSCs undertook surveillance audits and identified corrective actions, as required. Through this process, Expo 2020 verified and communicated its performance to applicable regulatory authorities.



All suppliers operating on the Expo 2020 site were subjected to environmental screening according to the requirements specified in the Environmental Assurance Standards and the CEMP. Supporting the CEMP and related internal documents, the Environmental Assurance Standards provided guidance on the following:

<p>ENVIRONMENT CLEARANCE</p>  <p>Programme-wide Environment Clearance (EC) granted by Dubai Municipality (DM).</p>	<p>ENVIRONMENT PLANS</p>  <p>Programme-wide CEMPs and Construction Waste Management Plans (CWMPs) to standardise the requirements and achieve satisfactory performance.</p>	<p>DATA MONITORING</p>  <p>Programme-wide data monitoring and recording to feed into the programme's quarterly performance report to Dubai Municipality (DM).</p>
<p>RESOURCES</p>  <p>Adequate environment staff allocated to ensure proper implementation of the CEMP and CWMP.</p>	<p>COMPLIANCE MONITORING</p>  <p>Regular inspections and audits to monitor the implementation of the plans and their effectiveness.</p>	<p>TRAINING</p>  <p>Environmental training provided across the supply chain to ensure proper understanding of the requirements.</p>
<p>ECOLOGY PROTECTION</p>  <p>Fauna and flora protection to avoid any damage to trees or sensitive habitats.</p>	<p>WASTE MANAGEMENT</p>  <p>Waste management best practices to ensure reduction and recycling of waste.</p>	<p>SPILL PREVENTION</p>  <p>Spill prevention and response through proper management of materials, plants, and equipment.</p>
<p>AIR POLLUTION PREVENTION</p>  <p>Prevention of air pollution through proper management of plants and equipment.</p>	<p>DUST CONTROL</p>  <p>Dust control by applying best practices (such as paved access roads and dust suppression, as needed).</p>	<p>INCIDENT REPORTING</p>  <p>Environment incident reporting to authorities as and when required.</p>

Expo 2020 also established a Sustainability Policy to support the objectives outlined in its Sustainability Strategy. The strategy set out the methodology which integrated sustainability into the planning, design, construction, and operational processes. Moreover, Expo 2020 received the ISO14001 - Environmental Management System and ISO 20121:2012 Event Sustainability Management System certifications as a testament to the integration of sustainability principles across Expo 2020's management processes.

2. CLIMATE CHANGE

The UAE has an established Ministry of Climate Change and Environment (MOCCA) to enact measures to address climate change risks and promote the nation's sustainability and growth as per the Paris Accord and the SDGs. This entity is supported by the UAE Council for Climate Change and Environment, which fosters international partnerships and cooperation towards climate solutions. The UAE leadership prioritises international cooperation and the global effort to achieve sustainable economic and social development.

Expo 2020 recognised the important role it played as a sustainable mega-event to build a stronger, more resilient, and sustainable global economy. It committed to reducing its negative climate impacts through various efforts such as:

Passive design of buildings and the use of efficient mechanical and electrical building systems and equipment to reduce energy demand;

Reduction of the embodied carbon in materials including the emissions associated with transporting materials to the Expo 2020 site;

Securing on-site renewable energy generation to reduce the dependency on fossil fuels;

Procurement of high-quality carbon offset credits;

Encouraging alternative transport methods and practices to reduce vehicle use and associated carbon emissions.



EXPO 2020'S CARBON MANAGEMENT PROGRAMME

Expo 2020 implemented a carbon management programme to minimise its Greenhouse Gas (GHG) emissions. Hosting Expo 2020 demanded significant planning, integration, and construction or modification of venues to ensure a successful event. These efforts produced GHG emissions that primarily involved sources related to transport, personnel, construction, and energy use. As a result, Expo 2020 adopted a design-based approach to mitigate its emissions as well as an offsetting strategy to offset unavoidable emissions based on the organisation's sustainability strategy and commitments to the BIE.

A. Approach:

A primary objective of the Expo 2020 Carbon Management Programme was to monitor the progress towards reducing Expo 2020's carbon emissions. The fundamental basis for assessing Expo 2020's carbon footprint followed a typical

project-based and policy-based accounting approach. Where possible, all sources of GHGs potentially impacted by Expo 2020 were identified (regardless of ownership or control by Expo 2020). For each source, Expo 2020 determined its impact

by comparing estimated emissions that would occur with or without Expo 2020. Thus, the sum of net increases to each was the estimated footprint. The approach followed was in line with GHG accounting standards and best practice covering five principles of relevance, completeness, consistency, transparency, and accuracy.

Although there are several leading GHG accounting standards for carbon management, none were the right fit for the assessment of limited-duration events that involve emission sources owned and controlled by other parties. While some references exist, such as the carbon footprint assessments from the 2012 London Olympics, Milan Expo 2015, 2018 FIFA World Cup Russia™ and the 2020 Tokyo Olympics, there are substantial differences in the approaches taken by those events with respect to emission sources and calculation methodologies. Therefore, Expo 2020 developed a standardised methodology to estimate its carbon footprint by

adapting the relevant guidance from the standards and guidelines included in the following list:

- The GHG Protocol initiative, led by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD)
- The International Organisation for Standardisation (ISO)
- International Olympic Committee (IOC)
- 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)

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



EXPO 2020 DUBAI UAE

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



Expo 2020 developed its GHG emission inventory to monitor and report on changes in emissions from all sources irrespective of ownership or control. However, in order to retain validity and relevance of the data recorded, the scope excluded sources and emissions that were only distantly connected to Expo 2020's operations and where it was not possible to determine if there was an emission change. Unlike corporate, municipal, or national GHG emission inventories, which involve annual assessments of total emissions of the entity for the prior year, Expo 2020's assessment accounts for the following multi-year impacts:

- Construction of Expo 2020 venues and associated infrastructure
- Hosting of Expo 2020
- Movement of people and goods to and from the Expo 2020 site
- Legacy impacts directly attributable to Expo 2020

Expo 2020 performed periodic updates of the inventory to track progress toward Expo 2020's carbon reduction commitments and to refine the carbon inventory as new information became available.

B. Boundaries

Expo 2020's emission sources (e.g., activities that consumed energy and, thus, emitted GHGs or activities that otherwise caused emissions of GHGs) were screened according to the following rationale which describes the general approach for the inclusion of activities within the boundary:

- Understand the concept and content of venues required for hosting Expo 2020.
- Integrate the understanding of Expo 2020's required venues with Dubai's Emirate-wide development plans.
- Understand the roles and responsibilities of the human resources associated with hosting Expo 2020 and determine their requirements (i.e., transport, housing, and other related items).
- Include emission source categories that are relevant to Expo 2020's commitments.
- Validate the resultant boundary against past Expos and major sporting events, as well as the Expo 2020 Bid Book, Registration Document commitments, and Sustainability Strategy.

Furthermore, Expo 2020's GHG emission inventory sources were organised into distinct categories for consistency:

- Expo 2020 site
- Accommodations
- Transport
- Waste

C. Temporal Boundary

The temporal boundaries of the Expo 2020 inventory considered emissions from 2013 to 2022. Expo 2020 was a six-month-long event, however, the pre-event activities started in 2013. Therefore, the GHG emitting activities that occurred within these periods are different from the GHG emitting activities that took place during the event phase. Thus, the temporal boundary was intended to capture all impacts prior to, during, and after the event. It captured construction and all major planning activities, preparation and delivery of Expo 2020, as well as certain post-event emissions as the site transitions into the legacy phase.

D. Scenario Analysis

Expo 2020's footprint was quantified as the difference between the total GHG emissions or emission increases from sources within the Expo 2020 boundary and the benefits created by those external offsets and investments.

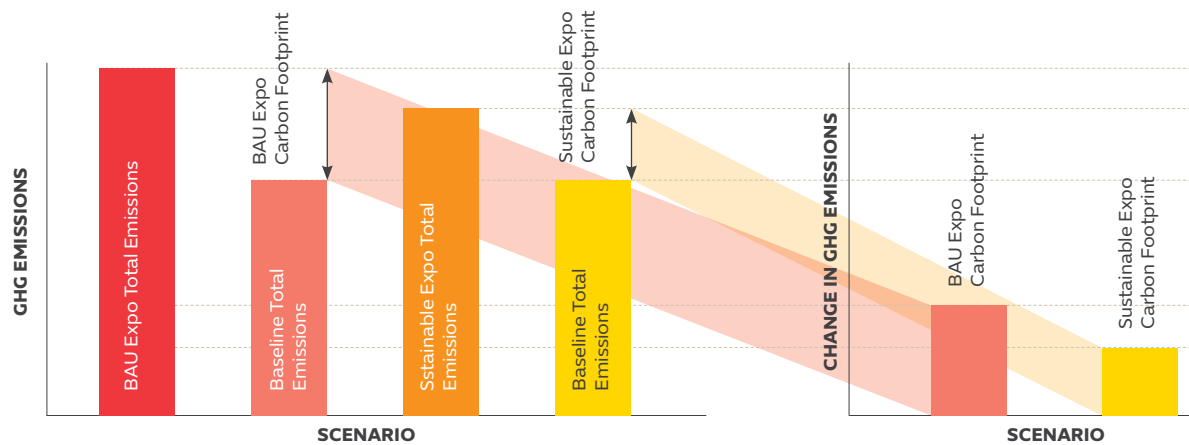
More specifically, the three Expo 2020 carbon footprints that were quantified include:

- **BAU Expo 2020 Carbon Footprint** – this was the estimated GHG emission increase from sources of concern with the preparations for, and hosting of, Expo 2020, assuming efforts to minimise energy consumption, construction materials, and other sustainability programmes were not implemented.
- **Sustainable Expo 2020 Carbon Footprint** – this was the estimated GHG emission increase (with the estimate eventually being based in part on actual measured parameters) from sources of concern with preparations for, and hosting of, the event under the umbrella of a world-class energy and sustainability programme. This was underpinned by a range of mandatory sustainability standards such as CEEQUAL and LEED.

- **Net Expo 2020 Carbon Footprint** – this was the estimated GHG emission increase (with the estimate eventually being based in part on actual measured parameters) from the Sustainable Expo 2020 Carbon Footprint and included the GHG emission reductions resulting from external projects and carbon offset purchases. Note that

the Net Expo 2020 Carbon Footprint was not estimated in Phase 1 of the GHG programme because the scope of work to set GHG reduction targets and develop and implement offset projects was included in subsequent phases of work.

The BAU Expo 2020 Carbon Footprint and Sustainable Expo 2020 Carbon Footprint are both the differences between emissions from all impacted sources with and without the event. The figure below illustrates the scenario analysis as discussed herein.









EMISSIONS SUMMARY

Based on Expo 2020's GHG emission inventory, the estimated total GHG footprint for the BAU scenario was 6,764,640 tCO₂e and the Sustainable Expo 2020 scenario was 6,117,439 tCO₂e, with an overall 9.57 per cent improvement due to the implementation of sustainable activities. With the application of purchased offsets, the Net Expo 2020 scenario was 5,717,364 tCO₂e, with an overall reduction of 15.5 per cent from the BAU.

Emission results for each scenario are summarised in the table below (presented in metric tonnes of carbon dioxide equivalent [mt CO₂e]).

Overall Emissions Summary

SCENARIO	TOTAL EMISSIONS (mt CO ₂ e)
 Business as Usual	6,764,640
 Sustainable Expo	6,117,439
 Percentage Reduction	9.57%
 Offsets	400,075
 Net Expo	5,717,364
 Net Percentage Reduction	15.48%

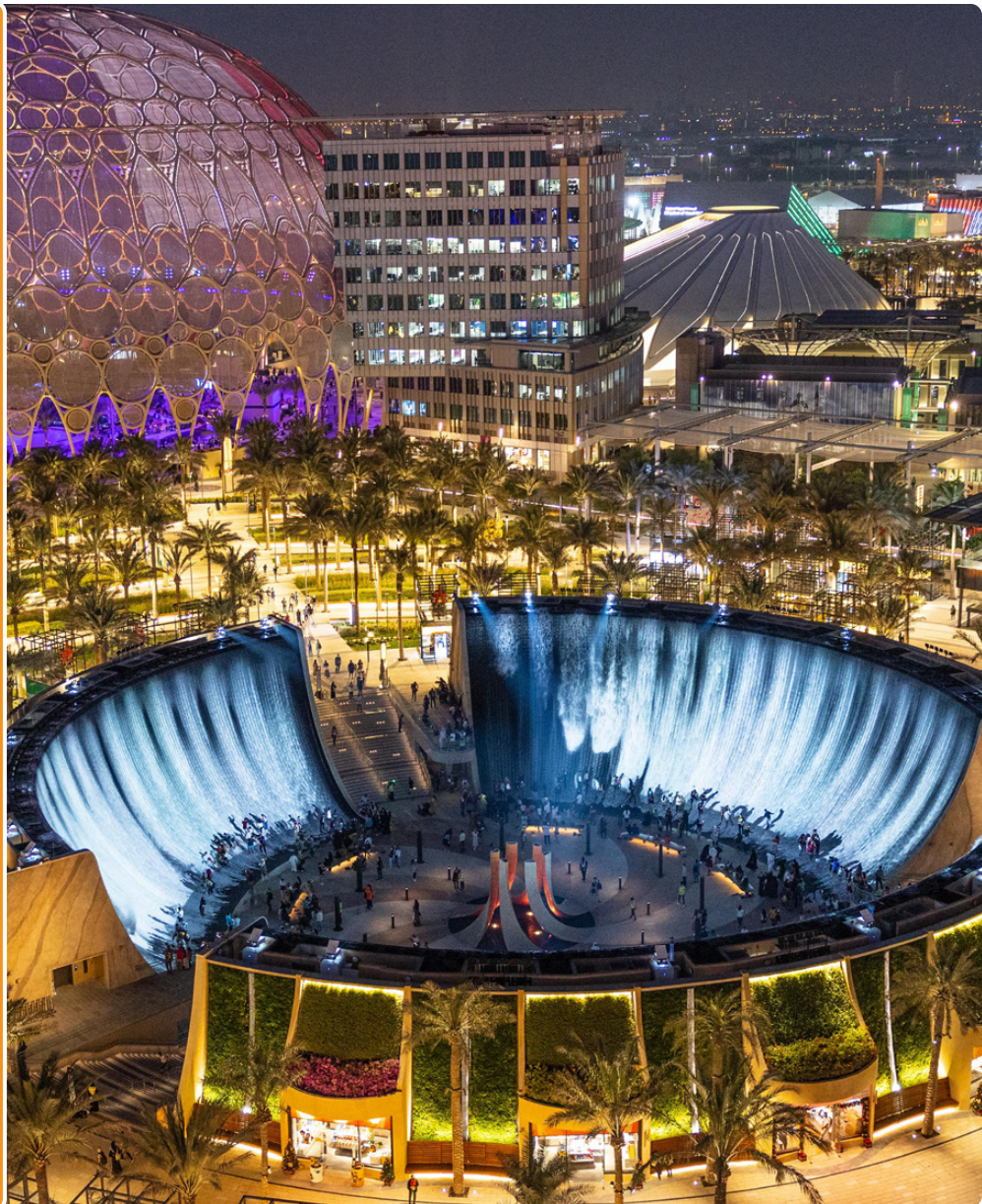
Of these totals, approximately 3.1 mtCO₂e are the result of Expo-controlled activities for the BAU scenario, and 2.5 mtCO₂e are the result of Expo-controlled activities in the Sustainable Expo scenario. This resulted in a 20 per cent reduction in emissions due to Expo 2020's intentional sustainability activities. With the application of purchased offsets, the Net Expo scenario saw a 32 per cent reduction in emissions from Expo-controlled activities.

Expo-controlled activities were defined as those over which Expo 2020 had full control; examples include embodied carbon of Expo-owned pavilions, design of energy and water-efficient buildings; significant waste diversion, prolific solar generation across the site and provision of several mass transit options for travel to

the site. Non-Expo-controlled activities include those that were primarily controlled by outside stakeholders such as International Participants (IP) and visitors; examples include construction of IP self-built pavilions and international visitor travel and accommodation.

The Sustainable Expo 2020 scenario accounted for the carbon reductions resulting from the implementation of Expo 2020's sustainability programme, while the BAU scenario considered the carbon footprint estimated without mitigation activities. Emission reductions were quantified based on the reductions achieved by Expo 2020 whereas forecasted estimates were used where data was not yet available. Examples of these sustainable elements included but were not limited to:

-  The use of lower carbon intensity concrete and steel
-  Emphasis on local procurement
-  Infrastructure design improvements
-  Significant waste diversion from landfill
-  Strategies for building energy reduction
-  Solar generation
-  Provision of mass transit



MOST SIGNIFICANT SOURCES IN THE INVENTORY

The primary component of Expo 2020’s inventory comprised sources that were owned and/or controlled by Expo 2020. This means Expo 2020 made intentional decisions that had a direct impact on its emissions’ sources. These included sources such as embodied carbon of Expo-controlled buildings and the energy and water consumption from the efficient design of these buildings. Positioning the Expo 2020 site near a mass transit infrastructure and the provision of free bus services are other examples of Expo 2020’s directly controlled sources.

The remaining emissions sources such as international air travel by visitors and their accommodations are sources that were outside of Expo 2020’s direct control. This was due to the fact that for the event to be successful, Expo 2020 needed visitors to attend, and the result of greater attendance was greater carbon emissions. International travel of visitors, staff, participants, and volunteers was the single largest source in the Expo 2020 inventory. Nonetheless, the single biggest uncertainty in the inventory during the event phase was regarding the fraction of international visitors considered to be “uplift”. Expo 2020 managed the uncertainty regarding this metric by approaching estimation through two different mechanisms. Firstly,

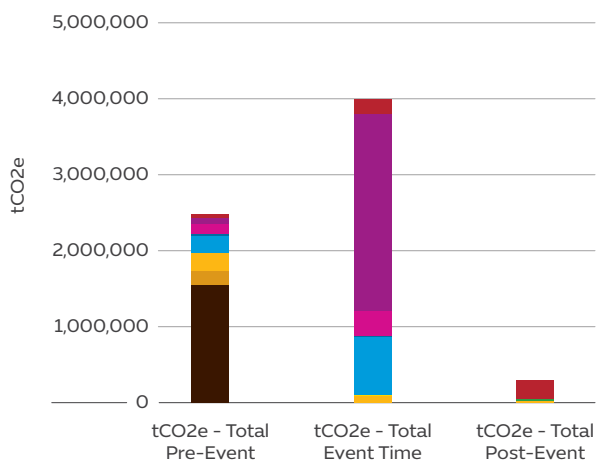
“visitor uplift” was determined through a survey of 45,214 visitors from January to March 2022, the responses represented one to two per cent of Expo 2020’s total visitors. The survey asked visitors what their primary purpose was in visiting the UAE. Of the international respondents, 46 per cent indicated that their primary purpose for travel was to visit Expo 2020.

Additionally, for the second mechanism, Expo 2020 reviewed entry gate and ticketing data. Subsequently, visitor uplift was assessed by looking at the fraction of international visitors that came to Expo 2020 for more than one day and termed repeat visits. The logic was that if a visitor returned for a second, third or a fourth day, then at least part of the purpose of their visit to the UAE was to visit Expo 2020. The entry gate and ticketing data showed 37 per cent international visitor uplift. This was averaged with the survey data for an average uplift of 42 per cent. There was no precedent found for other mega events that estimated substantial fractions of visitors travelling for other purposes. Therefore, Expo 2020’s method can be of key importance to establish external consensus regarding this matter from an advisory panel for the organisers of similar events.

The following figures demonstrate the temporal split of emissions by source.

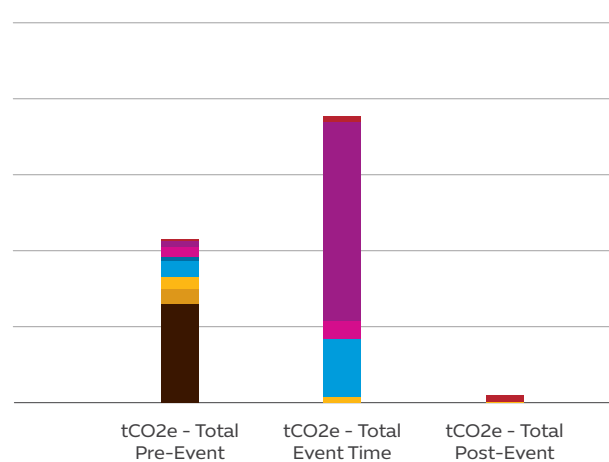
Expo 2020 GHG emissions for the BAU scenario

BAU = 6,764,640 tCO2e



Expo 2020 GHG emissions for the Sustainable Expo scenario

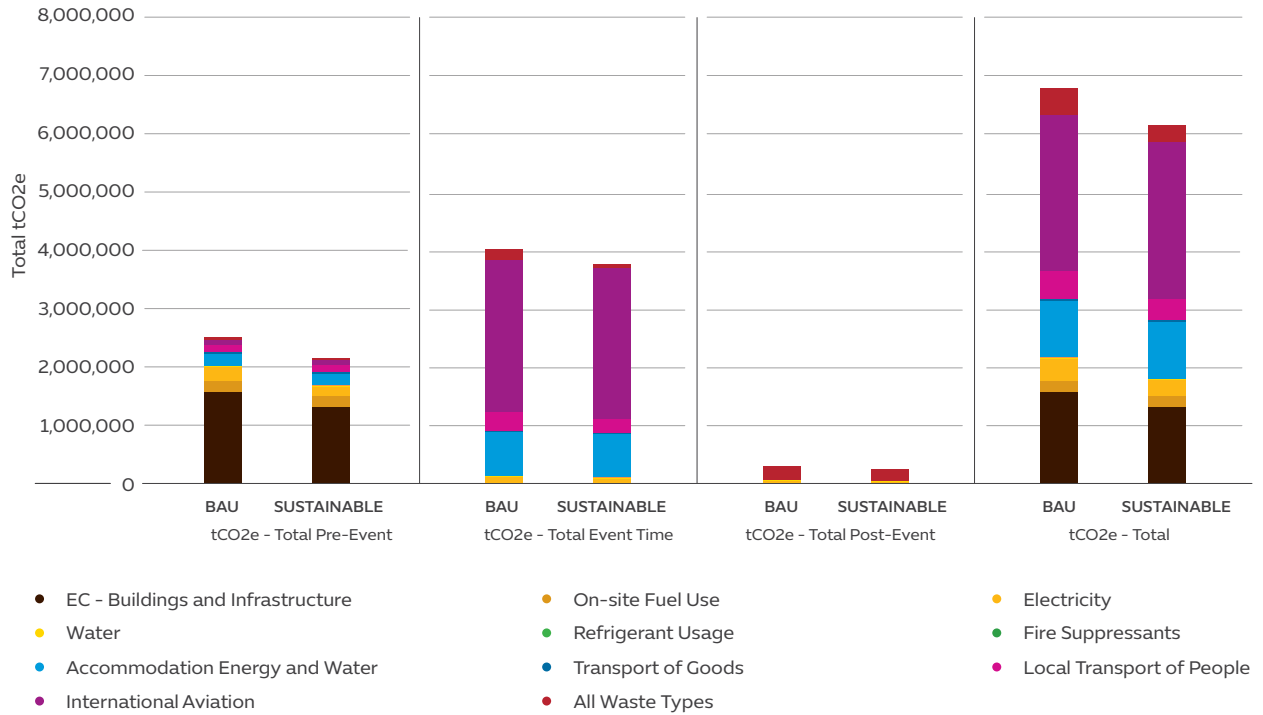
SUSTAINABLE = 6,117,439 tCO2e



- EC - Buildings and Infrastructure
- On-site Fuel Use
- Electricity
- Water
- Refrigerant Usage
- Fire Suppressants
- Accommodation Energy and Water
- Transport of Goods
- Local Transport of People
- International Aviation
- All Waste Types

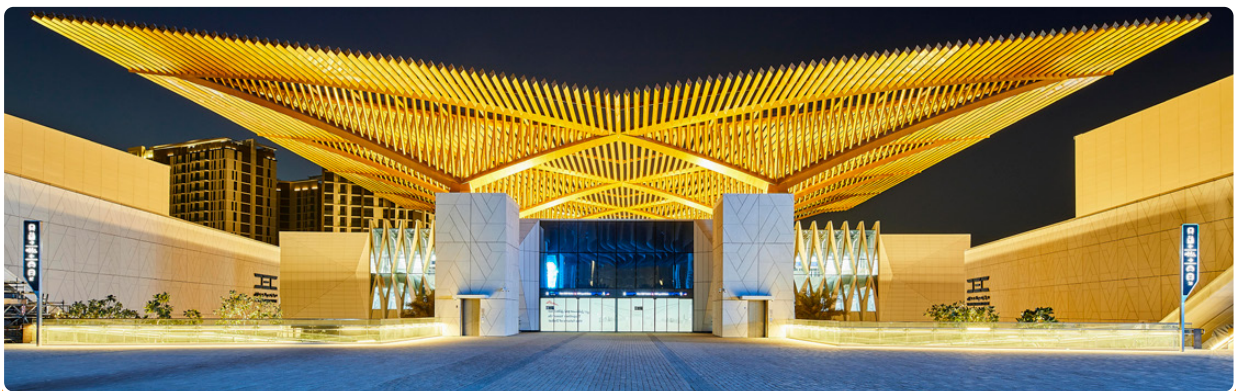
Expo 2020 GHG emission comparison between BAU and Sustainable Expo scenarios

GREENHOUSE GAS INVENTORY SUMMARY - BAU EXPO VS. SUSTAINABLE EXPO



CARBON MITIGATION MEASURES

Expo 2020 was able to significantly reduce its carbon emissions through the following actions:



Implemented requirements to use lower carbon intensive materials and procuring materials locally.

Provided mass transit options for travel to the Expo 2020 site.

Constructed energy and water efficient buildings for LEED and CEEQUAL certification.

Diverted substantial waste from landfill.

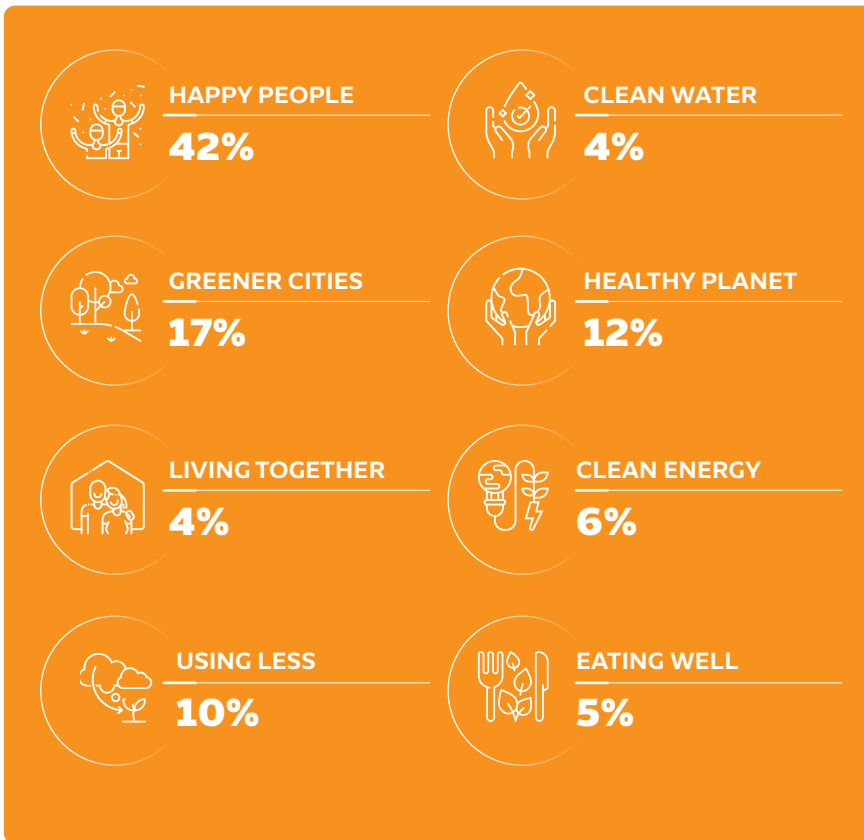
Provided prolific onsite solar generation installations.

The actual impact of these measures (and, thus, the difference between the BAU and Sustainable Expo 2020 scenarios) was likely greater than the impact quantified in this estimate. Additionally, many of these measures will carry benefits beyond the boundary of this Expo 2020 inventory into the legacy phase. LEED-

certified buildings will continue to operate efficiently, waste will continue to be diverted and mass transit options for traveling to the site will remain in place. The conservatively high assumptions were intended to avoid underestimating emissions, given the data limitations for some emission sources.

CARBON OFFSETTING

Carbon offsets are tradable commodities based on validated and verified avoidance of GHG emissions, or removal of GHG from the atmosphere. Such offsets can be used to reduce the net GHG footprint of entities such as Expo 2020. Thus, Expo 2020 obtained carbon offsets only from reputable organisations which operate registries that ensure no double counting of benefits occurs, and which follow strict standards for qualification and accounting of reductions. A significant percentage of offset purchases were also chosen for their co-benefits in line with the SDGs, based on voting by Expo 2020's workforce and visitors, as presented below:



Between July 2021 and March 2022, Expo 2020 purchased 399,760 tonnes of verified carbon offsets. Expo 2020 also had 77 tonnes of verified offsets from international consultant travel and 238 tonnes of verified offset for the Al Wasl Plaza trellis.



CASE STUDY

THE FUTURE OF URBAN LOGISTICS
UPS

Electric Vehicles

As Expo 2020's Official Logistics Partner, UPS showcased its innovation-driven approach to sustainability and included in its on-site operations the deployment of a fleet of Electric Vehicles (EV), developed smart power infrastructure, and undertook several carbon offsetting initiatives over the six-month event.

As a part of UPS's efforts to transition to clean energy, its electric vehicles were charged with an off-grid alternative charging system to power on-site deliveries during the event. This was developed in partnership with DP World, the Official Premier Global Trade Partner of Expo 2020. The collaboration was closely aligned with the UAE's Circular Economy Policy 2021-2031 and Green Agenda 2030. Moreover, it supported Dubai's circular economy efforts by developing innovative circular economy technologies.

UPS's electric-Fleet (eFleet) included the debut of the eQuad, the four-wheeled electric-assist cycle. The eCycles were specifically designed to improve efficiency, rider ergonomics, speed, and agility on-site, while also reducing the environmental impact. The eQuad was designed to be less than three feet wide, which catered to complex urban deliveries and allowed drivers to easily pass through congested narrow streets via bike/cycle lanes. The four eCycles were ideal for navigating dense and highly trafficked areas, which made them the perfect front-of-house delivery vehicles during Expo 2020. UPS's trained riders operated these vehicles between the five UPS customer service counters, country pavilions and on-site warehouse(s) to deliver packages, documents, and goods for replenishment.

The UPS fleet of eQuads and eBikes travelled a total of 3,625km during the event with net savings of 972kg of carbon dioxide. This contributed to the equivalent of 92 per cent avoidance of emissions, when compared to a conventional vehicle completing the same number of stops and distance travelled. Zero-emission vehicles like these are a key part of UPS's 2050 commitment to help create a carbon neutral future.

Expo 2020 provided UPS with the opportunity to stress-test their fleet for the event, demonstrating how future events could operate and how technology could translate into future cities. Through its sustainable innovations, UPS facilitated deliveries across the Expo 2020 site seamlessly, while also reducing environmental impact. UPS used the lessons learnt from Expo 2020 to expand its presence in cities across Europe, the US and all over the world.



Forest of the Future

UPS launched its 'Forest of the Future' initiative, which saw a tree planted in honour of every package shipped via UPS's customer service counters at Expo 2020. Customers were given the choice of six countries to plant their trees: India, South Africa, Kenya, Nigeria, the UAE, and Japan. The trees planted in Japan form part of the UPS Expo 2020 Legacy to hand over the

World Expo baton to Osaka, which will host the mega-event in 2025. UPS managed its carbon footprint by purchasing carbon offsets for each package shipped. These shipments were acknowledged with a digital carbon neutral certificate, including the specific details of the carbon footprint and the offset purchased.

The 'Forest of the Future' initiative was part of The UPS Foundation's global commitment to climate action and its goal to plant 50 million trees around the world by 2030. As a result of this initiative at Expo 2020, the UPS Foundation will be planting 10,000 trees in the six countries by end of 2022.



HIVE by UPS

UPS created a custom-built virtual pavilion inspired by beehives to exhibit its commitment to innovation. Beehives were selected for their association with natural beauty, structural complexity,

and productivity. Over 400,000 visitors visited the HIVE exploring UPS's latest technologies and various other features including the virtual Forest of the Future. The virtual pavilion also hosted live

event spaces featuring thought leadership talks covering topics from sustainability and future supply chains to healthcare and advanced technologies.



CASE STUDY

LEAVING AN ENDURING LEGACY
MASTERCARD

Priceless Planet Coalition

Expo 2020 joined Mastercard's Priceless Planet Coalition (PPC) as a strategic partner spearheading change towards environmental responsibility. As Expo 2020's Official Payment Technology Partner, and building on its global sustainability efforts, Mastercard revealed an installation at Expo 2020 dedicated to its Priceless Planet Coalition. The innovative concept invited visitors to learn more about Mastercard's efforts in bringing together governments, businesses, and consumers to combat the effects of climate change. Expo 2020's visitors were offered the chance to contribute to the cause when buying their Expo 2020 tickets online or on-site at the PPC installation.

As a result, a total of
USD 386,000
was donated to the
Priceless Planet Coalition
to plant trees.



Mastercard partnered with Emirates Nature in association with the World Wide Fund for Nature as an implementation partner for its Priceless Planet Coalition in the UAE. The collaboration supported mangrove restoration and conservation efforts in the UAE to protect valuable ecosystems.



Girls4Tech: An Inclusive Future

Mastercard's Girls4Tech (G4T) workshops covered Science, Technology, Engineering and Math (STEM) principles through inquiry-based activities and real-world challenges. Furthermore, young girls had the opportunity to learn more about the roles of Mastercard STEM professionals.

During International Women's Day in 2021, Mastercard reached more than 1,000 girls through the Expo Schools Programme, which doubled in 2022. Collectively, Mastercard far exceeded its goal of reaching 2,020 girls by the end of Expo 2020.

Globally, more than two million girls in 45 countries have benefited from the Girls4Tech programme, and Mastercard aims to reach five million girls globally by 2025.



A Big Difference for Small Businesses

Mastercard brought together the region's SME community with a series of on-ground and virtual workshops to empower, enable, and connect thousands of businesses and entrepreneurs. The campaign kicked off at the Women's Pavilion by Expo 2020 in collaboration with Cartier, the French luxury goods conglomerate.

Mastercard partnered with Female Fusion, the region's largest network for women-owned businesses with more than 20,000 members. Together, they unlocked opportunities for women entrepreneurs at Expo 2020.



SME Collaboration

Mastercard's documentary "FIVE" followed the journey of five women entrepreneurs from five countries across the globe who were committed to improving and uplifting their communities through their purpose-driven businesses. The collection of short films brought awareness to some of the world's most critical issues while creating a positive impact and building better communities. Mastercard worked closely with one of the five entrepreneurs, Sarah Beydoun, a Lebanese fashion designer, to feature a limited edition of 'Priceless Collection' handbags as exclusive merchandise for Mastercard at Expo 2020. The bags featured signature hand beading and embroidery and were meticulously crafted by a team of over 200 women consisting of female prisoners, ex-prisoners and underprivileged women in Lebanon. The collection supported the women behind Beydoun's network as the merchandise proceeds

were used to empower the female artisans and ensure they can continue supporting their families and wider communities.



CASE STUDY

OUR WORLD, OUR FUTURE

DP WORLD

DP World's designed its 'Our World, Our Future' strategy to deliver responsible operations that prioritise sustainability and the impact on the people, communities, and environment in which it operates. The strategy calls for a radical shift in how business in general, and logistics in particular, respond to the great challenges of climate change, education, and social inequality.

The Earthshot Prize

DP World, together with Expo 2020, became a Global Alliance Founding Partner of The Earthshot Prize, one of the most prestigious global environmental awards, designed to find and grow the solutions that will repair the earth within this decade. Prince William established it as an initiative by the Royal Foundation of the Duke and Duchess of Cambridge.

The Earthshot Prize Innovation Showcase displayed groundbreaking solutions from the 2021 Earthshot Prize Finalists. DP World committed GBP 500,000 for each of

the two Earthshot Oceans Finalists' solutions in the UAE and the Middle East. In addition, DP World also committed to laying the foundations for the first-ever commercial land-based coral farm for reef restoration in the Middle East. Other plans include installing the most extensive living seawall on the planet to support the native marine life of the region. DP World is facilitating this with help from the Bahamas-based Coral Vita and Living Seawalls, organisations whose work revolves around improving marine conservation and betterment.



Conservation for Hope

Expo 2020, in partnership with the Zoological Society of London (ZSL) and Edinburgh Science, hosted a Conservation for Hope event at the DP World Pavilion under the theme of 'Advancing Best Practice in Wildlife & Biodiversity Conservation'. The event brought expert conservationists together with representatives from the private sector to highlight effective, replicable, and scalable solutions to protect biodiversity.



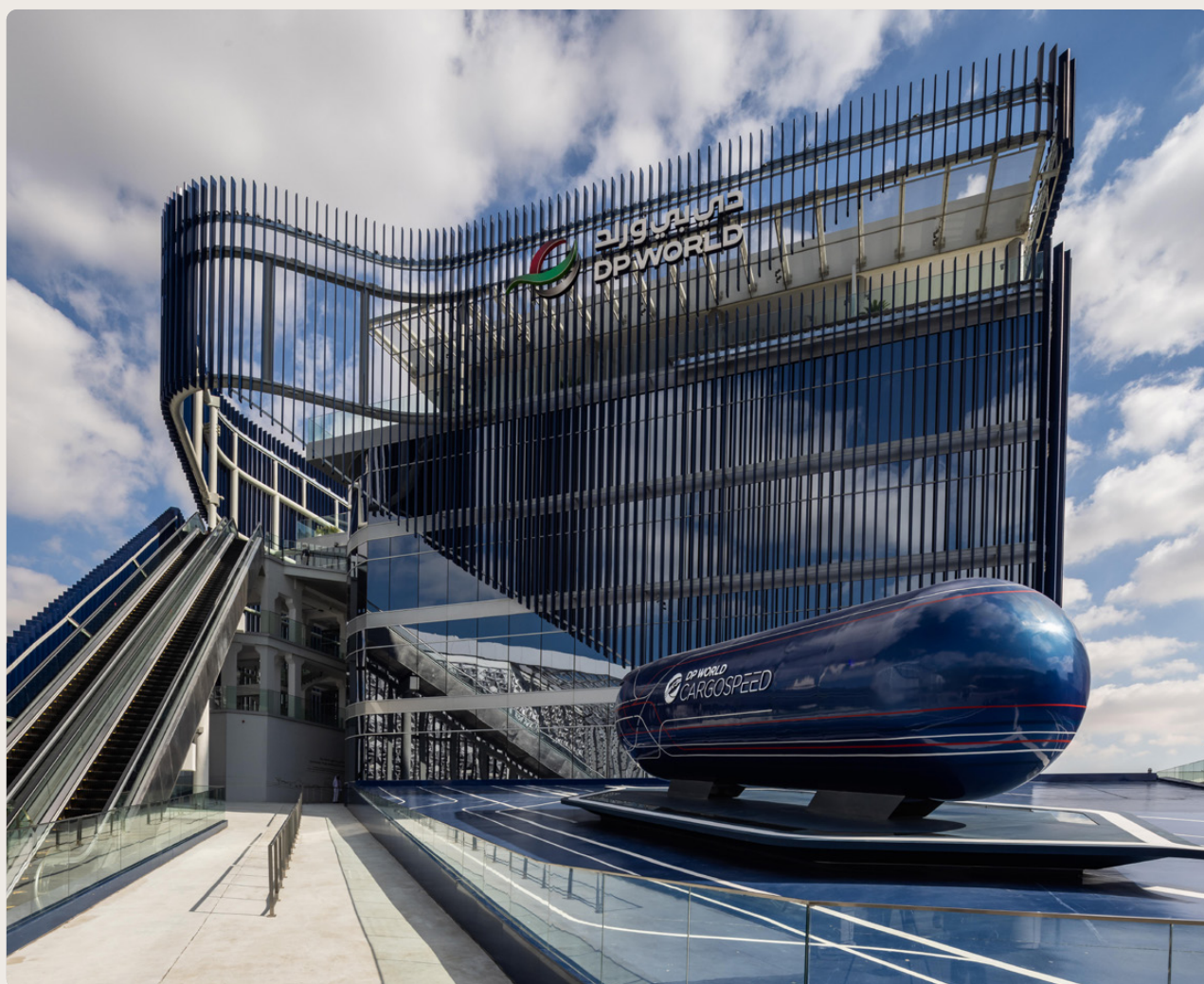
Conservation through art: Tusk Lions

In the last two decades, the number of lions in the wild has plunged by 43 per cent. DP World joined forces with the Tusk Trust to highlight the unprecedented levels of poaching and habitat loss responsible for this rapid decline. Renowned artists designed 47 life-sized sculptures of lions to raise money to help the conservation effort. DP World sponsored two limited-edition sculptures which were displayed at the DP World Pavilion. DP World raised over USD 1.5 million for the Tusk Lion Trail, a global art installation in support of African wildlife conservation.

Extinct in The Wild

DP World also joined forces with the Zoological Society of London (ZSL) to drive meaningful, global action that will impact animal and habitat conservation to help safeguard the planet's ecosystem. As part of the partnership, DP World launched ZSL's latest campaign, 'Extinct in the Wild' at the DP World Pavilion. The conservation campaign focused on the planet's most vulnerable flora and fauna that no longer exist in nature outside of human stewardship.

To reinforce its support, DP World rolled out programmes to restore biodiversity in its local communities. From mangrove restoration to education on enacting positive change at the grassroots, DP World is working to #recoverkeyspecies around the world.



Education at Expo

DP World hosted local schools and universities at the DP World Pavilion. The Education Programme focused on industry exposure but also sought to introduce students to the future of logistics and potential career opportunities. A total of 355 school groups and more than 7,000 students participated in DP World’s programmes.

Universities Programme

DP World brought university students together for pavilion and port tours, career talks, career and skills workshops, webinars, hackathons, and DP World’s own Certificate in Terminal Operations (CTO) programme.

Schools Programme

Some 355 school groups visited DP World’s FlowLab which challenged students to imagine the future of trade and technology through an immersive experience, using a combination of interactive technology, physical props, and special effects.



Business Taking Action for Education

DP World co-hosted an event with the Global Business Coalition for Education during the RewirEd Summit at Expo 2020. The event brought together voices from business, philanthropy, and international institutions, providing a platform to share their efforts to address the education crisis globally.



DP World Chairman announced by UN Women as Middle East’s First HeForShe Champion

On International Women’s Day 2022, UN Women and HeForShe announced DP World Group Chairman and CEO, Sultan Ahmed Bin Sulayem, as the latest HeForShe Alliance Member at the DP World Pavilion. Bin Sulayem joins a group of ambitious global leaders with the aim of transforming patriarchal

societies and developing solutions for gender equality’s most pressing issues. DP World’s female employee representation rose from 8.9 per cent in June 2020 to 14.4 per cent in December 2021. As the leading provider of smart logistics solutions, DP World is uniquely set up to advance gender representation and

equality in the global supply chain. In 2021 alone, DP World invested more than \$1.9 million in projects concerned with gender equality, reaching more than 160,000 women in local communities. The business intends to continue this investment by addressing the digital gender divide in education.

CASE STUDY

TEMPORARY CAT FOSTERING PROGRAMME 🐾

Expo 2020 has been committed to enhancing the ecological value of the Expo 2020 site, by protecting local species and promoting biodiversity. It has ensured that great care was taken to preserve gentle ecosystems with which it interacted. There was a concerted effort to educate the workforce on how to protect the range of species on-site. In line with previous years, Expo 2020 was committed to maintaining the flora and fauna of the region and enhancing the landscape. The Expo

2020 nursery provided habitats for birds, animals, and insects. Bees were recognised as an integral part of the ecosystem and, thus, Expo 2020 became home to around 10 active bees' nests. By nurturing the environment, Expo 2020 maintained high levels of biodiversity across the site and the UAE in general.

Given the region's harsh climate, Expo 2020 developed a temporary relocation programme in 2021, which supported the preservation of stray

cats and kittens. The programme provided the opportunity for Expo 2020 employees to foster rescue cats found on-site until they were safely relocated to their forever home. For the duration of two months, all medical costs for looking after the cats were covered by Expo 2020. By rescuing and fostering, Expo 2020 employees helped cultivate a compassionate work environment by building close ties with colleagues and friends who helped save the lives of at-risk cats.



3. ENERGY

Efficient energy use and sustainable energy production were key aspects of Expo 2020's Sustainability Strategy. Expo 2020 maximised passive design solutions¹ and prioritised them over other optimised active industry-standard solutions. This approach resulted in Expo 2020 meeting its energy KPIs and delivering an event that was one of the most sustainable Expos in history.

ENERGY REDUCTION

Expo 2020 focused on driving energy reduction and incorporating designs that supported energy-efficient technologies and systems. Its main approach was to reduce the demand for grid and fossil fuel electricity through its energy management initiatives. Consequently, it was able to achieve the following outcomes:

Minimised energy demand through passive design, including, but not limited to, solar orientation, building massing, shading, thermal mass and insulation, daylighting, and material selection.

Eliminated unnecessary energy consumption through design efficiencies.

Maximised building and/or district energy efficiencies, including, but not limited to, low energy cooling strategies, low energy lighting and lighting control, and advanced efficient equipment selection.

Ensured efficient energy supply systems to meet building and site demands.

Secured on-site building/site renewable energy generation.



ENERGY EFFICIENT BUILDING SYSTEMS

Expo 2020 modelled the predicted energy performance of its permanent buildings against the ASHRAE 90.1 standard, which provides internationally recognised minimum requirements for energy efficient designs for buildings. Expo 2020 set a KPI that required its permanent buildings to outperform ASHRAE 90.1 by at least 20 per cent. Numerous buildings were designed to achieve even greater efficiency, particularly those that targeted high LEED ratings. This standard was used to measure performance against Expo 2020's energy KPIs and supported the requirements for achieving LEED certification for Expo 2020 buildings. The standard supported the organisation's energy reduction design planning and

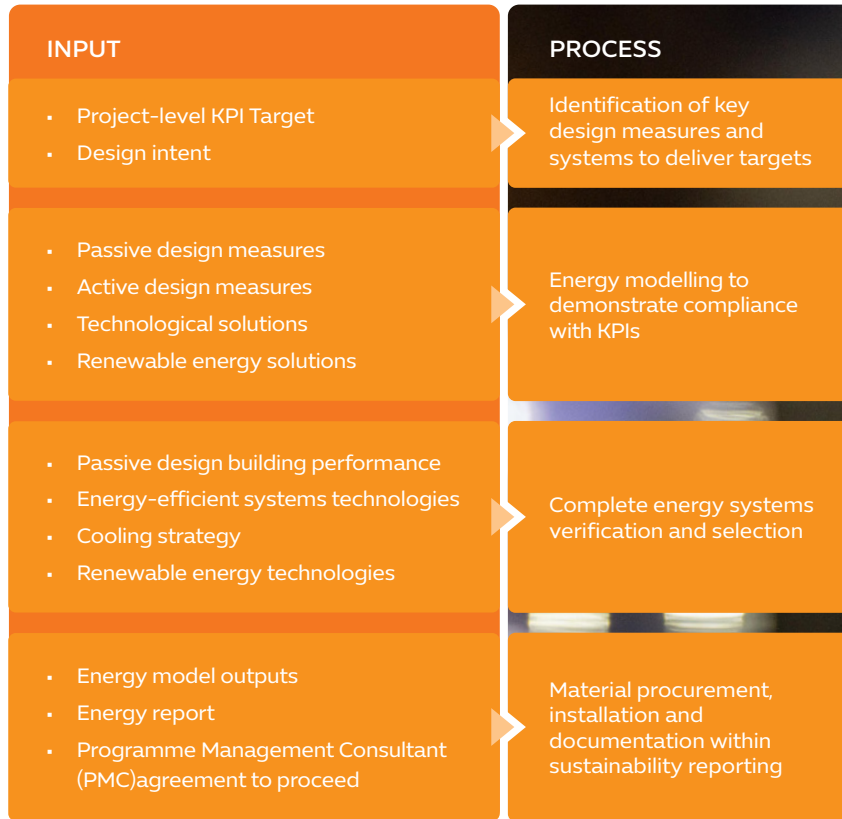
ensured all permanent building were energy efficient throughout their lifetimes.

As identified in the following table, Expo 2020's approach to energy demand reduction incorporated key inputs within each design decision-making process. This approach addressed energy use for both permanent and temporary facilities and development.

1. Passive solutions: using best practices focused on design-based solutions that maximise the use of 'natural' sources of heating, cooling and ventilation to create comfortable conditions inside buildings. This approach harnesses environmental conditions such as solar radiation, cool night air and air pressure differences to drive the internal environment.

Active solutions: optimising design using industry-standard solutions to ensure resources are used efficiently. This involves installations of mechanical and electrical systems to create comfortable conditions, such as boilers and chillers, mechanical ventilation, electric lighting, and so on.

Energy Reduction Design Process



CLEAN ENERGY

Expo 2020 supported the UAE's objectives as identified in mandates such as the UAE Vision 2021, the Dubai Integrated Energy Strategy 2030, and the National Renewable Energy Programme by introducing renewable solutions and processes to enhance energy diversification. Expo 2020's renewable energy production supported the delivery of a sustainable event and increased awareness among Expo 2020's stakeholders on ways to reduce the dependency on energy derived from fossil fuel.

Expo 2020 installed Photovoltaic (PV) systems on permanent buildings across the Expo 2020 site to support its on-site energy generation, which had a combined capacity of 5.5 megawatts. Renewable energy installations at Expo 2020, included:

- 12,000 sqm of PV surfaces across the Sustainability Pavilion's roof and solar trees, creating a "net-zero" energy building in the legacy phase.

Rooftop solar PV panels on permanent buildings, providing approximately 22 per cent of the energy required to operate the buildings in the legacy phase. Additionally, Expo 2020 provided its visitors with alternatives to conventional fuel consumption using the Dubai Electricity & Water Authority's (DEWA) Electric Vehicles (EV) Green charging stations. A total of 19 charging stations were installed across the Expo 2020 site.

ENERGY CONSUMPTION

Expo 2020 closely managed its energy consumption through various initiatives and activities. These initiatives included establishing energy management plans for its buildings through passive and active design solutions during the construction phase, and through energy monitoring during the event phase.

PRE-EVENT PHASE ENERGY PERFORMANCE

Energy consumption during the pre-event phase was tracked using monthly environmental data logs. The table below provides total fuel consumption data during the pre-event phase.

PRE-EVENT PHASE TOTAL FUEL CONSUMPTION BY TYPE (LITRES)				
Period	Diesel (Litres)	Biodiesel (Litres)	Petrol (Litres)	Total (Litres)
2019	13,187,540	6,347,464	143,369	19,678,373
2020	9,866,410	4,217,396	141,458	14,225,264
2021 Q1	1,371,028	447,842	23,806	1,842,676
2021 Q2	1,775,612	590,813	21,618	2,388,043
2021 Q3	1,583,956	597,942	13,099	2,194,997

Expo 2020 closely managed its energy consumption through various initiatives and activities. These initiatives included establishing energy management plans for its buildings through passive and active design solutions during the construction phase, and through energy monitoring during the event phase.

EVENT PHASE ENERGY PERFORMANCE

During the event phase, Expo 2020 continuously improved its energy performance by measuring the energy consumption associated with hosting the event and taking action to reduce the energy consumption to the extent practicable. The table below provides the total electricity consumption data for the whole site during the event phase.

EVENT PHASE TOTAL ELECTRICITY CONSUMPTION (KWH)			
Month	Electricity Consumption (excluding street lighting (kWh)	Electricity Consumption for Street Lighting (kWh) ¹	Total Electricity Consumption (kWh)
Oct-21	23,410,243	678,071	24,088,314
Nov-21	20,086,595	678,071	20,764,666
Dec-21	17,864,922	678,071	18,542,993
Jan-22	16,096,993	678,071	16,775,064
Feb-22	15,276,120	678,071	15,954,191
Mar-22	17,810,184	678,071	18,488,255
Total	110,545,057	4,068,426	114,613,483

1. Average monthly calculated street lighting figure derived from power capacity of all street light fittings

4. WATER AND EFFLUENT

Water conservation was a key aim of Expo 2020's Sustainability Strategy. Thus, Expo 2020's water strategy focused on reducing demand on water systems through a variety of water efficiency initiatives. Examples of Expo 2020's water conservation initiatives included the following:

The infographic consists of a 3x3 grid of orange rounded rectangles. Each rectangle contains a white circular icon on the left and a text box on the right. The icons represent: a water drop on a flame, a water tap with a drop, a water drop with a recycling symbol, a water tap with a drop, a water tap with a drop, a water tap with a drop, a water tap with a drop, a water tap with a drop, and a water tap with a drop.

- Reduced water consumption in buildings.
- Increased the percentage of publicly accessible water fixtures and fittings with smart controls.
- Minimised potable water consumption through the use of recycled water.
- Increased the use of recycled water for irrigation and cooling.
- Recovered condensate from buildings.
- Incorporated water efficiency requirements into Expo 2020 contracts.
- Provided design guidelines for IPs.
- Established operational landscape plans.
- RISE Guidelines for Sustainable Operations.



Moreover, Expo 2020 focused on reducing water usage by applying a water efficiency hierarchy in line with the UAE Water Security Strategy 2036. Expo 2020 engaged in the following actions to tackle water demand issues and established measures for water conservation.



DEMAND REDUCTION

Indoor water consumption was 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

Outdoor water consumption was managed through landscape 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



DEMAND SUBSTITUTION

Expo 2020 identified 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 was critical to the delivery of a sustainable construction project.

To this end, Expo 2020:

- Managed stormwater and groundwater drainage
- Considered seasonal and permanent surface water flows in its designs
- Prevented pollution
- Controlled construction water

Expo 2020 applied its learnings to plan and present the different phases of the event – embedding procedures at strategic and task-specific levels.

Expo 2020 conducted a water balance audit and implemented a water efficiency programme that addressed water demand, irrigation methods to minimise water loss, and collection of water run-off.

As a result, Expo 2020 achieved the following key achievements:

Implementation of smart controls across the site.

Low flush rates for toilets and low flow rates for washbasins and showers prescribed for IPs.

Compliance with the LEED water criteria for permanent buildings.

Achieved the consumption targets set for water consuming equipment in kitchens.

Implemented condensate collection technology in permanent buildings which allowed for recycling water back into cooling systems.

Landscape water conservation included the use of; an automated irrigation system, native plants to reduce water demand, irrigation KPIs targets per landscape type as well as a requirement to use Treated Sewage Effluents (TSE).

Installed water fountains in convenient locations across the site to avoid the use of desalinated and bottled water as well as educating visitors that tap water is suitable for drinking.



PRE-EVENT PHASE WATER PERFORMANCE

Expo 2020 categorised its water consumption into three types:

Groundwater:

Groundwater was sourced from external dewatering activities and groundwater supplying agencies then transported to the Expo 2020 site by third-party service providers. It was used for dust suppression, road levelling, soil levelling and on-site construction work. After obtaining the necessary permits, it was also extracted from on-site bore wells and was used for construction work.

Potable Water:

Obtained from 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.

Water consumption data during the pre-event phase was collected and monitored through monthly environmental data logs. Expo 2020's yearly water consumption during the pre-event phase is illustrated in the table below. The most significant change in the reported metrics was noticed in groundwater consumption. This was a result of Expo 2020's efforts to replace groundwater and potable water use with TSE where applicable.

PRE-EVENT PHASE TOTAL WATER CONSUMPTION BY TYPE (m3)				
Period	Groundwater (m3)	Potable Water (m3)	TSE (m3)	Total (m3)
2019	338,283	383,698	262,804	984,786
2020	66,669	302,605	364,640	733,914
2021 Q1	17,363	47,386	62,004	126,754
2021 Q2	26,456	50,970	65,951	143,377
2021 Q3	23,518	40,401	81,031	144,950

WASTEWATER MANAGEMENT

Expo 2020 classified generated wastewater into three main categories:

Blackwater:

Groundwater was sourced from external dewatering activities and groundwater supplying agencies then transported to the Expo 2020 site by third-party service providers. It was used for dust suppression, road levelling, soil levelling and on-site construction work. After obtaining the necessary permits, it was also extracted from on-site bore wells and was used for construction work.

road levelling, soil levelling and on-site construction work. After obtaining the necessary permits, it was also extracted from on-site bore wells and was used for construction work.

Condensate:

Water that originates from air washers, air-cooling coils, condensing appliances, overflows from evaporative coolers and similar water-supplied equipment or air-conditioning equipment. No condensate was produced by Expo 2020's operations or activities in the reporting cycle maintained in this report.

Greywater:

Groundwater was sourced from external dewatering activities and groundwater supplying agencies then transported to the Expo 2020 site by third-party service providers. It was used for dust suppression,

With respect to wastewater management, Expo 2020 sent the wastewater generated to authorised wastewater treatment plants where it was treated in accordance with best practices and established standards.

PRE-EVENT PHASE TOTAL WASTEWATER GENERATED BY TYPE (m3)				
Period	Blackwater (m3)	Greywater (m3)	Condensate (m3)	Total (m3)
2019	250,798	36	0	250,834
2020	330,794	95	0	330,888
2021 Q1	59,576	0	0	59,576
2021 Q2	56,493	0	0	56,493
2021 Q3	39,507	0	0	39,507

EVENT PHASE WATER PERFORMANCE

Water consumption during the event phase was monitored through DEWA meters. The total water consumption in 2021 was around 810,758 m3, a 10 per cent increase from 2019. Expo 2020’s water consumption during the event phase is illustrated below.


EVENT PHASE TOTAL WATER CONSUMPTION (m3)	
Month	Water Consumption (m3)
Oct-21	131,423
Nov-21	135,043
Dec-21	129,211
Jan-22	106,961
Feb-22	109,735
Mar-22	153,616
Total	765,988



5. MATERIALS

Expo 2020 integrated sustainability into its supply chain activities and event operations throughout all stages of the event in order to fulfil its commitment to host the most sustainable World Expo in history.

For the pre-event phase, Expo 2020 developed its Sustainable Materials Guidelines to reduce the negative environmental, social, and economic impacts of all materials procured. These included parameters surrounding embodied carbon content, recycling, responsible sourcing, regional procurement, and health impact guidelines. Project management teams, architects, designers, engineers and consultants were assigned the responsibility of selecting materials that complied with Expo 2020's Sustainable Material Guidelines.

For the event phase, Expo 2020 introduced its RISE Guidelines, a set of operational guidelines that provide suppliers with guidance on integrating sustainability elements into the products and services they provide to Expo 2020 throughout the event. These guidelines were developed in line with ISO 20121 Sustainable Event Management System requirements and the commitments stipulated to the BIE. *To read more about Expo 2020 sustainable supply chain practices, please refer to chapter 2B of this report.* 

Expo 2020's efforts focused on using sustainable materials to avoid the depletion of natural resources, maximise resource efficiency, and reduce cost. Before purchasing any materials, contractors produced a formal Material Approval Request which

was then reviewed and approved by Expo 2020. All approved materials were recorded in monthly material data logs which stated the overall compliance with Expo 2020's Sustainable Materials Guidelines. This enabled Expo 2020 to progressively track its performance.

Materials were sourced through environmentally and socially responsible suppliers to ensure that the suppliers' employees, and those living near material extraction sites and manufacturing facilities, were protected. Additionally, the choice of low-emission materials and products improved the indoor environmental quality at Expo 2020 facilities, positively impacting occupants' health, well-being, and productivity.

Examples of criteria for sustainable materials selection, as outlined in the Expo 2020 Sustainable Materials Guidelines:

Embodied CO2

The Sustainable Materials Guidelines provided established methodologies for carbon footprint measurement. Project teams were required to select materials with a lower embodied carbon content to reduce the carbon footprint of the event. The designers adhered to these guidelines and provided quantitative metrics to verify the carbon footprint of their chosen materials.

Concrete, Steel and Aggregate

Specific technical criteria were followed for these three high-volume materials. For instance, Expo 2020 relied on independently verified Environmental Performance Declarations to verify the sustainability compliance of concrete and steel. For the sustainable use of construction aggregates, several well-recognised

technical performance specifications were listed to encourage the use of recycled aggregates in both bound and unbound construction applications.

Timber

All timber used on site was required to have a sustainable forestry certification. Accepted certifications were the Forestry Stewardship Council (FSC) certification and the Programme for the Endorsement of Forestry Certification (PEFC).

Polyvinyl Chloride (PVC)

Suppliers were required to demonstrate all Polyvinyl Chloride (PVC) supplied was manufactured in accordance with the European Council of Vinyl Manufacturers (ECVM) Industry Charter.

Reused and Recycled Materials

Expo 2020 incorporated materials with recycled content to support the diversion of waste from landfill and reduce the demand for virgin materials. The project teams were required to identify opportunities to use recycled content or products. A range of supporting information was provided within the Sustainable Materials Guidelines.

Low Emissions Materials

Expo 2020 set quantitative limits on the quantity of Volatile Organic Chemicals (VOCs) used in the manufacturing of materials. For composite wood, there was a particular requirement to select products with low formaldehyde content.

Expo 2020 materials sourced were approved through one or more of the following standards:

- BS EN ISO 9001 Quality management systems
- BS 8555:2016 Environmental management systems
- BS EN ISO 14001 Environmental management system
- ISO 26000:2010 Guidance on social responsibility
- SA 8000 Social Accountability certification
- Forest Stewardship Council (FSC) certification
- Programme for the Endorsement of Forest Certification (PEFC)

Expo 2020 achieved the below milestones in relation to its sustainable materials targets during the pre-event phase

- Around 98 per cent of materials were procured in accordance with the Sustainable Materials Guidelines. Therefore, Expo 2020 was able to fulfil its goal to conserve natural resources and preserve biodiversity at the point of extraction by selecting sustainable materials for Expo 2020 facilities.
- Minimised the depletion of natural resources by retaining 98 per cent of materials used in permanent construction retained for legacy.
- Successfully re-deployed, claimed back, or recycled 90 per cent of materials used for temporary construction projects.



CASE STUDY

SUSTAINABLE SPECIAL EDITION WATCHES
SWATCH

As the Official Timing Provider of the Expo 2020, sustainability was a key topic for Swatch. The entire interior design elements of all Swatch stores at the Expo 2020 site were made of sustainable wood. The hexagonal shape of the design elements was inspired by Mashrabiyas, an Arabic architectural tradition of geometrical shapes. The official Expo 2020 Swatch collection was also designed using the latest innovations and featured bio-sourced case materials and silicone straps. Moreover, all components met the high 'Swiss Made' quality requirements that Swatch places on its products.

Expo 2020 visitors' souvenirs were packaged using sustainable materials. The material was made of paper foam and an innovative mix extracted from potato and tapioca starch. Therefore, the packaging was fully biodegradable and could be recycled as paper waste or composted at home.

Post-Expo 2020, Swatch's legacy will continue with parts of the Swatch Expo 2020 store elements being re-used in a new Swatch Store in the Mall of the Emirates.



6. WASTE

Expo 2020 committed to 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. Expo 2020 set out to divert 85 per cent of waste from landfill throughout the pre-event and event phases.

In line with Expo 2020's commitments, a programme-wide Construction Waste Management Plan (CWMP) for the pre-event phase and a Cleaning Waste Management (CWM) Operations Plan for the event phase were developed. The plans consisted of sustainable waste management objectives and standards for the collection, segregation, transport, recycling, and disposal of waste. Expo 2020 also defined record-keeping and waste tracking processes to monitor its performance. The plans applied to all entities at the Expo 2020 site, including employers, design consultants, supervision consultants, contractors, and subcontractors.

The CWMP identified key areas, policies, and regulations for targeted interventions to avoid or minimise waste generation in the first place. Accordingly, CWMP provided guidance on reuse and recycling measures. Additionally, control measures were in place to minimise the amount of waste that ended up at disposal sites and treatment facilities. Expo 2020 followed global best practices and adopted the following waste management methods to minimise waste production during the design, construction, and operational phases

Reduce

Strategies for the minimisation of waste generation across all phases from design through construction, including decision-making guidance for operational activities.

Reuse

Guidance on material reuse throughout the event planning and construction processes, including the innovative use of demolition materials, where applicable.

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 (MRF) in Dubai, in collaboration with Expo 2020's waste management partner, Dulsco.

RISE Guidelines for Sustainable Operations complemented the waste management methods and

guided Expo 2020's waste management practices throughout the organisation. The guidelines played a fundamental role in highlighting the obligations and responsibilities of stakeholders e.g., requirements for suppliers to avoid single-use plastics, consider biodegradable products, and reduce food waste and packaging materials. Expo 2020 observed waste management practices across the site in compliance with Dubai Municipality's Technical Guidelines and the approved CWMP.

Furthermore, Expo 2020 developed a Material Flow Model (MFM) to review the overall waste management performance throughout the pre-event and event phase. The objective of the MFM project was to model the flow of resources and waste associated with the Expo 2020 event. The intent of the modelling was to identify risks and hotspots which would impact Expo 2020's ability to meet its waste KPI. Through the MFM, Expo 2020 was able to identify leading practices along with areas for improvement that could offer lessons to similar major events in the UAE as well as across the region and globally.

As a result of the above measures, Expo 2020 exceeded its set waste KPI. It diverted a total of 88 per cent of waste from landfill, achieving an 87.9 per cent diversion rate during the pre-event phase and a 77.5 per cent diversion rate during the event phase. The following are the highlights related to Expo 2020's exemplar waste performance:

Waste hierarchy and the waste KPI:

Expo 2020 achieved its landfill diversion target despite the low use of energy recovery. The waste KPI was achieved following the reduce, reuse, recycle and repurpose waste management hierarchy.

Recovery of recyclables from residual waste:

Expo 2020 attained exceptional recovery of recyclables from the residual waste generated during the event phase. This was achieved by passing the material through a MRF, used for the dry mixed recycling stream.

Food waste:

Expo 2020 segregated the food waste generated throughout the site, and this made up 31 per cent of all waste generated. To ensure maximum landfill

diversion, Expo 2020 collected and managed waste from sources with low contamination separately from sources with higher contamination. Moreover, the Food Rescue Programme enabled 44 tonnes of food to be donated during the event phase with the help of 16 food and beverage vendors. This was significant in the UAE context as well as globally for major events.

PRE-EVENT PHASE WASTE PERFORMANCE

Expo 2020's pre-event waste management activities consisted of waste generation, waste segregation, recycling and measuring performance against the waste KPI. Expo 2020 compiled its pre-event waste data using environmental data logs, followed by further analysis undertaken by the Expo 2020 team. The data analysis was conducted to verify that the Expo 2020 waste data logs were compiled correctly.

Between January 2017 and September 2021, Expo 2020 successfully diverted 87.9 per cent cumulative waste from

landfill. The main types of waste generated during the pre-event phase were earthworks, construction and Furniture, Fixtures, and Equipment (FFE) waste, as shown in the table below. The interim and soft launch made up a small portion of the pre-event waste.

Interim and soft launch waste were produced as a result of the phased construction programme of the Expo 2020 site and the delays caused by the COVID-19 pandemic. Due to the event's postponement, there were areas of the site completed significantly ahead of the official

opening. Thus, service providers on these sites generated small quantities of operational waste. This was recorded separately from the waste generated from construction activities and was labelled as interim waste. Furthermore, between 15 January 2021 and 10 April 2021, Expo 2020 undertook a soft launch exercise named Pavilions Premiere. During this period, the visitors had the opportunity to experience the Terra – The Sustainability Pavilion ahead of the formal event opening on 1 October 2021.

PRE-EVENT PHASE WASTE SUMMARY			
Waste stream	Generated (tonnes)	Diverted from landfill (tonnes)	Diversion from landfill (%)
Earthworks	374,508	374,508	100.0%
Construction and FFE	277,449	200,467	72.3%
Interim and soft launch	4,843	2,281	47.1%
Total	656,800	577,256	87.9%

The data represents the period between January 2017 and September 2021

The waste generated during the pre-event phase was split into the following waste types. This also reflected how Expo 2020 recorded and reported its waste data:

- Non-hazardous waste
- Hazardous waste
- Excavation

Each waste type was further broken down by the various waste streams segregated on the site. The diversion from landfill was measured based on the total waste sent for reuse, recycling or storage. The remaining waste was sent for disposal to a landfill, excluding excavated material which remains in stockpiles on site, awaiting classification.



NON-HAZARDOUS WASTE

Expo 2020's non-hazardous waste comprised mainly construction and general waste during the pre-event phase. Other waste types such as timber, asphalt, organic waste, steel and metal constituted a small percentage of the overall waste generated. Expo 2020 diverted 100 per cent of the steel and metal waste generated during the pre-event phase. Moreover, around 97.7 per cent of all plastic waste, 96.6 per cent of glass waste and 96.4 per cent of the timber waste generated were diverted from landfill.

Types of waste generated during construction and fit-out and the overall landfill diversion rate for each material.

Waste material	Percentage total construction and FFE waste	Percentage diverted from landfill
Concrete	66.0%	90.1%
General waste	16.3%	0.0%
Timber	6.0%	96.4%
Asphalt	5.2%	91.6%
Organic Waste	3.2%	2.6%
Steel & Metal	2.4%	100.0%
Plastic	0.4%	97.7%
Paper & Cardboard	0.2%	94.1%
Fit-out Waste	0.2%	7.4%
Glass Waste	0.0%	96.6%



HAZARDOUS WASTE

Expo 2020 classified its hazardous waste into five categories:

Oil-based

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

Water-based

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

Solid Hazardous

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

Biomedical waste

This was disposed of at JAHWTF.

Other

Hazardous waste that did not fall under the above four categories was disposed of at JAHWTF via Dubai Municipality-registered service providers.

Hazardous waste made up only 0.1 per cent of the waste generated during the pre-event phase. Expo 2020 was able to divert 12.4 per cent of all hazardous waste generated from landfill. As presented below, the main type of hazardous waste during the reporting period was biomedical waste which increased because of the COVID-19 pandemic.

PRE-EVENT PHASE TOTAL HAZARDOUS WASTE GENERATED BY TYPE (TONNES)					
Period	Oil Based	Water Based	Solid	Biomedical Waste	Others
2019	23	13	54	2	17
2020	49	2	21	20	40
2021 Q1	1	38	1	2	6
2021 Q2	0	0	8	1	6
2021 Q3	0	0	1	40	6

EXCAVATED MATERIAL

In addition to the waste generated during construction and FFE, Expo 2020 also recorded a total of 944,783 tonnes of excavated material generated by earthworks activities. Of this material, 374,508 tonnes were diverted from landfill through reuse for backfilling around IPP foundation and other backfilling requirements across Expo 2020 projects. The remaining excavated material remains in stockpiles and is available for reuse during the decommissioning and legacy phase development.

EXCAVATED MATERIAL STOCKPILE MANAGEMENT DATA		
Total excavated material generated (tonnes)	Total excavated material diverted from landfill (tonnes)	Total excavated material remaining in stockpiles (tonnes)
944,783	374,508	570,275

The data represents the period between January 2017 and September 2021

SPILLAGE

Expo 2020 mandated that all site contractors develop and include a Spill Response Procedure in their Environment Plan. This detailed all methods of monitoring, responsibilities, prevention, and mitigation measures in the event of an on-ground spill. Examples of controls included:

- Trained all site personnel on contamination and spills
- Completed inventory of on-site spill response equipment
- Evaluated and reported all incidents related to the spillage of hazardous chemicals
- Reviewed any follow-up preventative action
- Stored hazardous chemicals used on-site in well-ventilated and illuminated chemical storage areas. All storage areas were provided with an impervious floor surface, secondary containment with 110 per cent capacity, Material Safety Data Sheet (MSDS), and fire extinguishers and spill response equipment in the immediate vicinity.

Expo 2020 prepared all areas where dangerous goods were stored, used, and handled, with spill kits and other forms of emergency controls. During this reporting cycle, 19 environmental incidents were recorded and all were classified as minor.

Expo 2020 categorised these incidents based on four categories:

- Hazardous materials/spills
- Wastewater
- Ecology destruction
- Others, including potable water pipe leakage and incidents related to smoke emissions from generators or vehicles

EVENT-PHASE WASTE PERFORMANCE

Expo 2020 produced and analysed weekly waste data records during the event phase. The total quantity of waste generated averaged 400 tonnes per week. The weekly waste generation varied between 279 and 464 tonnes. Alongside the weekly waste data records, Expo 2020 also analysed the visitor numbers in order to measure the waste generated by each visitor. The overall waste generated per visitor for the event phase was 0.66 kg.

The total quantity of waste generated during the event phase of Expo 2020 was 10,431 tonnes, of which 8,090 tonnes was diverted away from landfill.

Expo 2020 achieved an **88%** cumulative waste diversion rate by the end of the event phase.

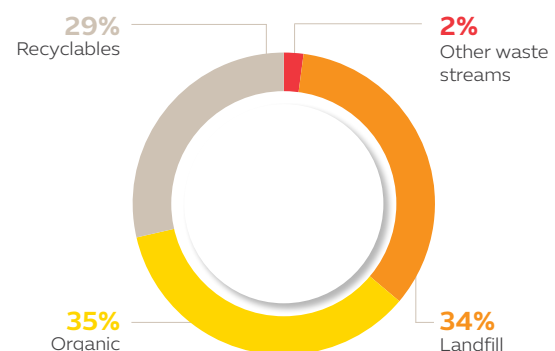
Expo 2020's landfill diversion performance during the event phase can be attributed to the following:

- Landfill waste diverted from the Tadweer facility
- Increased proportion of waste deposited in recycling and organic bins
- Increased use of the on-site RDF facility and on-site distributed composters

EVENT PHASE WASTE GENERATION BY WASTE STREAM

Waste Stream	Waste generated (t)
Landfill	3,553
Organic	3,676
Recyclables	2,985
Other waste streams	217
Total	10,431

PROPORTION OF TOTAL WASTE GENERATION BY STREAM



CASE STUDY

A SUSTAINABLE APPROACH TO WASTE MANAGEMENT DULSCO

Sustainable waste management practices were introduced to ensure maximum resource efficiency reductions in the company's carbon footprint. This was done in line with the 2030 UAE Agenda for Sustainable Development, the Expo 2020 Sustainability theme, and the DulSCO company ethos.

Through Expo 2020, DulSCO sought to educate its visitors – particularly younger age groups – and inspire a culture of sustainability. Educational initiatives included the 'Waste2Resource Journey' Stand, which highlighted the importance of the '4 R's' of sustainability - reduce, reuse, repurpose and recycle. DulSCO showcased its mascot 'Birdy' and the Recycling Bus to the community at large, as examples of practical approaches for serving the environment.

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

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

- Three-bin system for Expo 2020 visitors: DulSCO deployed a colour-coded, three-stream bin segregation system at all front-of-house and back-of-house locations to engage visitors and colleagues in segregating waste streams at the source.
- Smart bins: The use of solar-powered smart bins allowed the operations team to remotely monitor the capacity of the bins which reduced the need to physically drive to each bin to check its status.
- Biofuel, Food Composters and Biodegradable Liners: The vehicles that were used to collect waste on-site were powered by biofuel made from recycled cooking oil. Electric vehicles were also used to further reduce carbon emissions. Additionally, DulSCO provided food composters, allowing restaurants to process organic food waste and biodegradable products. The food waste composters transformed waste into valuable compost and soil enhancer. DulSCO also provided biodegradable bin liners.
- Central Waste Facility (CWF): The on-site CWF was used as a waste transfer station that allowed waste collection compactors to dump waste. The waste was then consolidated into large size ejection trailers and transported to DulSCO's off-site treatment facilities. This reduced the overall carbon footprint attributed to waste transport. Additionally, the CWF housed several technologies that were used to treat organic waste on-site and help drive DulSCO's sustainability goals and objectives.
- Treatment Facilities: Waste was transported off-site to one of DulSCO's facilities, including its Material Recovery Facility (MRF) which is capable of processing over 80,000 tonnes of waste per annum. The MRF allowed the recovery of useful recyclables and this played a critical role in achieving Expo 2020's the overall waste diversion target of 85 per cent. DulSCO formulated plans to strategically and creatively use recovered recyclables. Some examples include:
 - Papers and cardboards were processed at its Paper Pulp Moulding Plant and transformed into egg trays, cup holders, etc.
 - Bulky waste was upcycled into furniture/decor items and sold under DulSCO's 'The New and Old and Reloved' brand.
 - Traditionally hard-to-process materials like plastic were converted into t-shirts, in collaboration with SMEs.
 - Glass was recycled into memorabilia, trophies, and fruit jars.
 - Construction waste was transported to DulSCO's Construction & Demolition Waste Recycling Facilities.

Refuse Derived Fuel (RDF)

DulSCO introduced its Refuse Derived Fuel (RDF) facility, located within the Expo 2020 grounds, as a vital part of the larger CWF. The objective was to treat the contaminated waste streams directly at the Expo 2020 site. The revolutionary RDF plant was instrumental in tackling the majority of the contaminated waste and was utilised to turn waste into high calorific value RDF, an alternative to non-renewable fossil fuel.

The RDF plant had the capacity to process more than 70,000 tonnes of waste per annum, and the technology was novel and first-of-its-kind in the region. The waste was pre-treated before being processed, and the output product was used by other factories as a more sustainable alternative to fossil fuels.

DulSCO and Expo 2020 managed to recycle, upcycle, and repurpose waste while successfully educating its visitors to make the right choices to protect the environment and lead a sustainable lifestyle.



CASE STUDY

CHALLENGE TODAY – CHANGE TOMORROW

PEPSICO

As the Official Beverage and Snack Partner of Expo 2020, PepsiCo delivered sustainable practices across its whole value chain at Expo 2020. PepsiCo encouraged the tenets of a circular economy during Expo 2020 through the sustainable sourcing of food, the integration of sustainable packaging and merchandising as well as working with stakeholders to uphold adequate waste collection methods with a particular emphasis on recycling.

Expo 2020 provided PepsiCo with a platform to truly bring the best of its PepsiCo Positive (pep+) vision to life. PepsiCo piloted various innovations at Expo 2020, such as the Aquafina cans, Aquafina water stations and Sunbites compostable packaging. These initiatives minimised plastic footprint on-site, offered consumers sustainable alternatives, and helped PepsiCo to reduce, recycle, and reinvent.

Collection & Recycling

PepsiCo committed to collecting and recycling the equivalent of 100 per cent of Aquafina plastic packaging produced in the UAE in 2021, with the help of its local partners. PepsiCo, DulSCO, and Bee'ah have achieved this target and renewed the commitment for 2022 to support the UAE's goal to divert 75 per cent of total waste from landfills.

Additionally, the majority of the cans that were collected from DulSCO's smart bins at Expo 2020 were PepsiCo's Aquafina cans. The cans

were then recycled into new aluminium products saving the equivalent of 6.6 million bottles.



Aquafina Water Stations at Expo 2020

PepsiCo installed 28 Aquafina Water Stations at the Expo 2020 site. The Aquafina Water Stations provided smart and innovative hydration platforms. The stations were designed to provide a personalised hydration experience while encouraging good water stewardship. PepsiCo's Water Stations helped save more than 500,000 plastic bottles at Expo 2020.



USA Pavilion @Expo 2020 Fellows Programme

PepsiCo's philanthropic arm, The PepsiCo Foundation, and the USA Pavilion at Expo 2020 organised the USA Pavilion @Expo 2020 Fellows Program. The foundation offered a USD 500,000 grant to empower and educate young global leaders to tackle the world's most pressing socio-economic issues. The seven-month programme brought together 40 young leaders from 19 countries across the MENASA region and zoned in on global issues and contemporary challenges related to trade, sustainability, and future cities.

The winning project "Veggies R Us" focused on the development of a smart hydroponic food tower that manages and automates real-time production of affordable and healthy fruits and vegetables. With the completion of the programme, the participants joined the U.S. Department of State exchange program alumni network. The community allowed participants to engage with others who could provide guidance as they explored ways to be agents of change in their communities. Participants were also integrated into the larger Observer Research Foundation (ORF) communities, including the Raisina Young Fellows

Program (also known as the Asian Forum on Global Governance), which enabled them to build multiple communities in and outside the MENASA region.



MENA Greenhouse Accelerator (MENA Initiative)

PepsiCo partnered with the Department of Economy and Tourism (DET) to participate in the “Dubai Can” initiative, launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum. The initiative aimed at minimising global environmental impact and reducing single-use plastic pollution. The Aquafina Water Stations will be installed in 50 locations across corporate and governmental entities in Dubai to help achieve UAE’s goal for a more sustainable future.

MENA REGION



PepsiCo & Dubai Can Partnership (UAE Initiative)

PepsiCo partnered with the Department of Economy and Tourism (DET) to participate in the “Dubai Can” initiative, launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum. The initiative aimed at minimising global environmental impact and reducing single-use plastic pollution. The Aquafina Water Stations will be installed in 50 locations across corporate and governmental entities in Dubai to help achieve UAE’s goal for a more sustainable future.



PepsiCo’s partnership with The Orenda Tribe (Jordan Initiative)

PepsiCo partnered with The Orenda Tribe, a social enterprise that uses art and storytelling to champion youth and empower communities to drive positive behaviours from a young age. As a result of the partnership, PepsiCo developed a series of tools to educate children about sorting and recycling waste.

The impact box is an educational and engaging tool made up of a booklet and a digital app featuring three games – all of which teach children how to recycle, upcycle, and make more sustainable and environmentally friendly choices. Due to the successful launch in Jordan, PepsiCo expanded the project to Saudi Arabia, in partnership with Diriyah Gate Development Authority (DGDA).



PepsiCo’s partnership with Naqaa Sustainability Solutions (KSA Initiative)

PepsiCo, in partnership with Naqaa Sustainability Solutions, set up more than 30 recycling bins in 16 key locations in the Saudi Arabia to raise awareness of sustainable waste management practices. This included sports complexes, compounds, malls, and schools. Naqaa has also been PepsiCo’s key partner in driving “plastic waste-free” events for the Formula E races and the Dakar Rally in Saudi Arabia.



PepsiCo’s partnership with Nadeera Technologies (Lebanon Initiative)

PepsiCo partnered with Nadeera Technologies for its Yalla Return initiative, a return and earn project. The initiative aimed to promote responsible waste disposal by providing financial incentives for residents in Lebanon.

More than half of the population was living in poverty when the programme was introduced in Lebanon during the peak of the country’s devastating financial crisis. As many Lebanese residents battled to make ends meet, the crisis tragically forced a number of environmental efforts to the back burner. Yalla Return offered an innovative way to support both the environment and those who were facing food security. Through this initiative, individuals were encouraged to deposit plastics in a centre to earn credit that can be spent in local supermarkets. There are now five shops in place, which are supported by PepsiCo.

CASE STUDY

DELIVERING THE HIGHEST STANDARDS OF QUALITY AND HOSPITALITY EMAAR

The 2020 Club by Emaar was a designated hospitality facility in the epicentre of the Expo 2020 site. It delivered the highest standards of quality and hospitality – from award-winning cuisine to extraordinary events. The Emaar Hospitality Group contributed to Expo 2020 by offering catering services for more than 600 events, including catering for over 65 events for Global Attendees, seven mega national day commemorations and more than 1,000 delegations.

Emaar Hospitality Group, the Official Hotel, Hospitality and Catering Partner of Expo 2020, contributed to Expo 2020's sustainability commitments through its sustainable vision and practices. Emaar Hospitality Group adopted tactical steps that reduced waste and ensured sustainability and operational efficiency. The Group embraced new technologies and innovations that helped enhance offerings while being mindful of waste levels. Emaar worked closely with a waste management company to provide an ecological waste disposal system for its Expo 2020 kitchens. Through its strategic partnerships, Emaar significantly elevated its approach to sustainable solutions.

Emaar committed to reducing food waste across its facilities across the Expo 2020 site. Emaar implemented Winnow's AI prediction across its hotels to manage and cut food waste. Winnow is a prominent AI-enabled food waste solution, and one of the most advanced food waste management technologies to maximise operational efficiency and data accuracy. Additionally, it was a key member of the Expo 2020's Food Rescue Programme by frequently donating excess food from its facilities.



CASE STUDY

PROMOTING RESPONSIBLE CONSUMPTION EMIRATES NBD

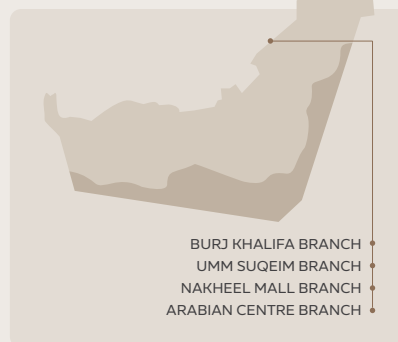
Emirates NBD, Expo 2020's Official Banking Partner, launched the #saynotoplastic challenge in 2021 in line with its commitment to encourage a single-use plastic-free culture across the bank. Teams participating in the challenge were invited to deposit plastic bottles in a recycling bin provided by their recycling partner, DGrade, and design a logo with the #saynotoplastic theme. The collected bottles were recycled into fabric to produce reusable drawstring bags for the Bank's support staff.

Moreover, Emirates NBD committed to promoting responsible consumption as part of the "Dubai Can" initiative, launched by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum. The initiative contributed towards minimising global environmental impact and reducing single-use plastic pollution. The initiative aims to reduce single-use plastic water bottles and encourage Dubai's residents to adopt a refill culture. This initiative is in line with Emirates NBD's goal of creating an environment free of single-use plastic.

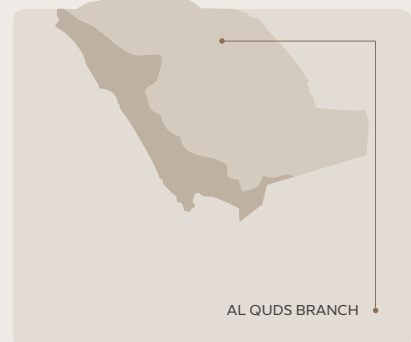
Emirates NBD's sustainability highlights:

- Committed to eliminating the use and purchase of single-use plastic water bottles in all offices.
- Sponsored a public water station in the residential community at the Greens and Views allowing residents and passers-by to refill their water bottles for free.
- Conducted internal awareness sessions to further educate employees about the initiative and the need to reduce plastic.
- Emirates NBD is the first bank in the MENA region to secure LEED Gold certifications for its branches. LEED-certified buildings have lower carbon emissions, create a healthier environment, and reduce operating costs while prioritising sustainable practices. Achieving LEED Gold certifications for buildings was important to Emirates NBD's goals of addressing climate change, improving resilience, and reducing climate risk. Emirates NBD is proud to be recognised as a leader in sustainable development with a total of five branches that are LEED Gold certified with more under development. Four Emirates NBD branches in the UAE are Gold-certified under the LEED v4 Interior Design and Construction - Retail rating system:

UAE BRANCH



SAUDI ARABIA BRANCH



FEBRUARY 2022 – MARCH 2022



66,000
litres of water
consumed



13,000
Single-use plastic
bottles saved



1,089 kg
CO₂ reduced

7. ENVIRONMENTAL COMPLIANCE

Securing support from senior management assisted the organisation in managing environmental compliance risks, concerns, and obligations. Expo 2020 ensured compliance with all set environmental regulations, approvals and guidance abiding by the Dubai Municipality Environment Department (DMED). Furthermore, Expo 2020 liaised with Dubai Municipality and other stakeholders regarding its priorities and expectations for environmental compliance and applicable permits, guidelines, standards, etc.

Expo 2020 conducted wind and air quality monitoring projects across the Expo 2020 project site from October 2021 onwards. This was a precautionary approach to protect the environment and control negative environmental impacts. Expo 2020 complied with all relevant environmental regulations as set forth by the UAE Federal Government and Dubai Municipality. In 2021, Expo 2020 had no recorded violations of any environmental regulations, nor had it received any complaints relating to environmental matters.





SOCIAL IMPACT

Expo 2020 contributed to a positive and lasting social impact on its stakeholders and the wider community. Expo 2020 organised numerous social initiatives aligned under the event's Opportunity, Mobility and Sustainability subthemes leading up to, during, and after the event. Expo 2020 inspired personal and collective responsibility and emphasised the importance of shared impact to make a positive difference.

CASE STUDY

INSPIRING THE NEXT GENERATION TO EXPLORE, INNOVATE AND CREATE: EXPO SCHOOL PROGRAMME

Expo 2020 was an exceptional opportunity to inspire the next generation through the Expo School Programme. The event offered the UAE's educational community a unique platform that brought learning to life and offered education opportunities beyond the classroom. Expo 2020 designed a wide range of initiatives to encourage young learners to engage with, and explore the global landscape. The scale, level of engagement, and outreach of the Expo School Programme made it a distinctive part of the Expo 2020 legacy.

The Expo School Programme was designed to make Expo 2020's subthemes more accessible and relatable to students through its initiatives, including the Expo 2020 Young Stars, Expo 2020 Young Innovators, Next Gen World Majlis and Nasheed al Wasl. In addition, its key offering, the four Expo School Journeys, offered school groups customised experiences of Expo 2020.



EXPO SCHOOL JOURNEYS

Expo 2020 offered UAE schools free tickets, which granted students access to four exclusive journeys across the three vibrant Districts – Sustainability, Mobility and Opportunity – and the various pavilions on site.

The School Journeys provided a once-in-a-lifetime opportunity for students to interact with concrete examples of the concepts they had been learning about at school.

The four journeys aligned with six school curricula, including the International Baccalaureate (IB), British, American, French, Indian, and the UAE national curricula which catered to all school grades. The Journeys included the following:



WORLD OF OPPORTUNITIES:

Students explored how their individual actions impact the world and how they can become positive agents of change.



UNIVERSE IN MOTION:

Students travelled through time and space to discover human progress through physical and digital realms.



SUSTAINABLE PLANET:

Students explored how the environmental choices they make today can affect the world tomorrow.



LEGACY OF THE UAE:

Students discovered the UAE's rich history, vibrant culture and ambitious future driven by the vision of its leaders.

TOTAL STUDENTS AND TEACHERS INVOLVED:
1,003,747

TOTAL SCHOOLS INVOLVED:
1,101 comprising 561 private schools, nurseries, and educational centres; and 540 public schools.



EXPO 2020 YOUNG INNOVATORS

The Expo 2020 Young Innovators initiative was designed to inspire the next generation of thinkers to dream of a brighter future. Expo 2020 invited public and private school students from across the UAE to find solutions to complex challenges by tap into their circles of empathy and unleashing their creativity. Students sketched their ideas on a napkin and shared them with the Expo School Programme team. Out of the 6,200 submissions, 298 animations and 3D printed innovations were brought to life in an exhibition at Terra – the Sustainability Pavilion.

TOTAL SUBMISSIONS:
6,200

TOTAL SCHOOLS INVOLVED:
384



NEXT GEN WORLD MAJLIS

As part of the World Majlis Programme, the Next Gen World Majlis fostered conversations with young people on a number of critical topics and themes. The ideas and questions that emerged from these conversations enriched the content of the World Majlis sessions.

During the pre-event phase, four Next Gen World Majlis sessions were held. Through this, more than 100 students were shortlisted to take part in Expo 2020's global conversations. During the event, the Next Gen World Majlis initiative served as a platform for 128 students from 69 schools to hold enriching and inspiring discussions about people, the planet, technology and cities. The students shared their unique perspectives about the world with their peers and an audience of educators and professionals.

TOTAL SESSIONS:
9 (4 pre-event, 5 during Expo)

TOTAL STUDENTS INVOLVED:
128

TOTAL SCHOOLS INVOLVED:
69

EXPO 2020 YOUNG STARS

Expo 2020 Young Stars offered students the opportunity to showcase their special talents at Al Wasl Plaza. A total of 3,757 students from 65 schools across the UAE celebrated their unique vision of Expo 2020 through a series of 15- to 20-minute performances. The Expo 2020 Young Stars performed different shows, such as musicals, orchestras, circus acts, puppet shows, and so on. Students were encouraged to be involved in the entire creative process of writing, designing, and choreographing their performances, designing costumes, and creating props to help bring their visions to life.

TOTAL STUDENTS INVOLVED:
3,757

TOTAL SCHOOLS INVOLVED:
65



NASHEED AL WASL

During the UAE's Golden Jubilee, Expo 2020 commissioned Al Wasl Opera, which brought together the best global operatic talent to celebrate Expo 2020's central theme of 'Connecting Minds, Creating the Future'. In conjunction with the opening of Al Wasl Opera, and in collaboration with the Expo School Programme, Nasheed Al Wasl was launched to celebrate the young, talented voices of the UAE through a series of 30-minute choral journeys. Through the Nasheed Al Wasl initiative, 580 students from 14 schools graced the Jubilee Stage, accompanied by the Sharq Orchestra, a renowned band that plays traditional Arabic music with a full symphony orchestra.

TOTAL STUDENTS INVOLVED:
580

TOTAL SCHOOLS INVOLVED:
14



EXPO SCHOOL DISCOVERIES

Expo 2020 invited schools across the UAE and the region to participate in Expo School Discoveries, a series of inter-school competitions. The competitions were powered by Education Perfect, an online platform that developed a range of online resources about World Expos, Expo 2020 and its subthemes. The platform also provided educators with access to a range of digital and interactive online resources to use in the classroom during the event, even if they did not participate in the inter-school competitions.

In total, three competitions took place throughout event time. During the first two competitions, a total of 2,945,845 questions were answered by 7,130 students, with 50 students awarded prizes. For the final competition, Expo 2020 received 910 submissions from 47 schools, of which 25 students were awarded prizes for their innovative ideas.

TOTAL SUBMISSIONS:
8,040

TOTAL SCHOOLS INVOLVED:
99



VIRTUAL JOURNEYS

The Expo School Programme team collaborated with leading developers and creative studios to design a range of mixed-media journeys that catered to different age groups. This offered them a new way to engage with the world of Expo 2020. Expo 2020 shared the experience of a World Expo with students around the globe through Virtual Expo's three different platforms: Expo Adventures, Virtual Expo World, and the special Expo 2020 Minecraft edition.

By the end of Expo 2020,
the virtual platforms had
received more than
8.6 million visits
from **71 countries.**



Examples of virtual initiatives launched during the pandemic & leading up to Expo 2020:



Expo 2020 Champions / Expo 2020 Quests

Expo 2020 Champions Programme was re-launched during the event as Expo 2020 Quests. The initiative provided students with a new challenge every month to complete from the comfort of their home and classroom, or while visiting the Expo 2020 site. One such challenge included encouraging students to become Expo 2020 ambassadors within their schools.



Summer Explorers (Virtual Summer Camp)

Building on its efforts from 2020, the Expo School Programme continued its Expo 2020 Summer Explorers initiative in 2021. This initiative provided families with fun and virtual educational events through an online camp catering for children between the ages of seven and 16. The Expo 2020 Summer Explorers camp welcomed more than 3,000 children to a series of diverse workshops over the summers of 2020 and 2021. The workshops included interactive lessons, activities, and do-it-yourself (DIY) tutorials.



Online Workshops and Forums

Due to the impact of COVID-19 in 2020, schools in the UAE transitioned to distance learning and the Expo School Programme could no longer conduct face-to-face workshops or hold sessions at the Expo 2020 Visitor Centre. As a result, the Expo School Programme conducted virtual workshops in 2020 and 2021 to explore experiences and ideas that will shape the future. In addition, a virtual version of the School Leaders Forum was held in September 2021.



Virtual Coordinator Sessions

The Expo School Programme team organised in-person sessions to introduce the Expo 2020 coordinators to the booking system. During the pandemic, the team moved to virtual coordinators to go through the process of booking journeys, editing, confirming, and cancelling sessions. A question and answer (Q&A) session was included at the end, and participants could share their feedback with the team. Expo 2020 also published a coordinator's handbook for schools to support them.

Expo 2020 conducted three virtual coordinator sessions before and during the event.

TEST EVENTS BEFORE THE EVENT:

As a follow-up to the Expo 2020 Pavilions Premiere that took place between January and April 2020, the Expo School Programme organised two test events. Their purpose was twofold: to offer educational authorities a preview of what Expo 2020 had to offer; and

to reassure the school community about the robust health and safety measures in place. The participants of the first event, held in June 2021, included the Knowledge and Human Development Authority (KHDA), the Sharjah Private Education Authority (SPEA) and 39 private schools from

Dubai and Sharjah. The second test event was conducted in July 2021 and included the Emirates Schools Establishment and nine public schools. These test events successfully demonstrated the team’s readiness to safely welcome schools to Expo 2020.

EXPO SCHOOL PROGRAMME AT A GLANCE

100 days of school operations during the 182 days of Expo 2020

Total number of **students and teachers 1,003,747**

1,101 schools (561 private schools, 540 public schools)

Highest school visits recorded in one day: **21,700 students**

More than **850 dedicated tour guides**

85,000 hours of staff training

Expo 2020 Young Innovators: **6,200 submissions and 298 innovations from 384 schools**

Expo 2020 Young Stars: **3,757 students from 65 schools**

Nasheed Al Wasl: **580 students from 14 schools** in choral groups

Next Gen World Majlis: nine sessions with **128 student speakers from 69 schools**

Content curated to **six different curricula** (UAE, IB, British, American, French and Indian)

Highest number of student visits to any location or event within the UAE

First curated school programme at a World Expo

75 per cent of all private schools and **95 per cent** of all public schools in UAE visited Expo 2020 during the six months of the event

February and March 2022 accounted for **60 per cent of total Expo School Journeys** visitations

HIGHEST VISITATION PER NUMBER OF STUDENTS PER EMIRATE:



CASE STUDY

Programme for People & Planet (PPP)

The Programme for People and Planet (PPP) was Expo 2020's thought leadership programme. The PPP was launched at the International Participants' Meeting (IPM) in October 2020 and was adopted by the UAE Cabinet in April 2021. The Programme was established on the premise that Expo 2020 is a:



'PEOPLE'S PLATFORM'

To amplify messages that matter to engage and galvanise people for a purpose.



'PARTNERSHIP PLATFORM'

To strengthen existing and broker new partnerships.



'POLICY PARTNERSHIP'

To inform better policy outcomes locally, regionally and globally.

The Programme for People and Planet was designed to address the world's most pressing challenges by deploying the convening power of World Expos and the UAE to encourage collective and meaningful action. It served as a platform for open dialogue and exchange of new ideas and innovations by enabling policymakers, the private sector, civil society actors, and the general public to come together. It was designed to help reimagine the global economy; place equality, universal respect, and human dignity at the centre of human progress; and instil a sense of responsibility to live in harmony and balance with the natural world.

Over the course of the six months during the event, the PPP hosted 229 hybrid events that brought together more than 2,000 voices, and mobilised an inclusive and diverse global community of changemakers from across 192 countries. Together, this community unlocked the potential for individuals and communities to shape the future as they engaged in critical conversations and delivered real-life solutions to real-life challenges.

The PPP was structured on the basis of five key tracks centred on creating value for the global community. The Vision 2071 track focused on issues of strategic importance to the UAE's vision for its future.

EXPO 2020 DUBAI'S PROGRAMME FOR PEOPLE AND PLANET TRACKS



BUILD BRIDGES
THE CULTURAL
TRACK



LEAVE NO ONE BEHIND
THE SOCIAL
DEVELOPMENT
TRACK



LIVE IN BALANCE
THE SUSTAINABILITY
TRACK








THRIVE TOGETHER
THE BUSINESS
TRACK




UAE VISION 2071
THE CENTENNIAL
TRACK


Each track entailed different series of events and experiences:

TRACKS	 BUILD BRIDGES	 LEAVE NO ONE BEHIND	 LIVE IN BALANCE	 THRIVE TOGETHER	 UAE VISION 2071
EVENT SERIES	<ul style="list-style-type: none"> • Cultures in Conversation • Dignified Storytelling • World Majlis • Women in Arabia and Islam 	<ul style="list-style-type: none"> • Reaching the Last Mile • SDG Programme • Global Best Practice Programme • Women's World Majlis • Expo Live Impact Series 	<ul style="list-style-type: none"> • Sustainability @ Expo • Conservation for Hope • Coming Full Circle 	<ul style="list-style-type: none"> • Global Business Forums • Thematic Business Forums • Country Business Briefings 	<ul style="list-style-type: none"> • Spotlights on Africa • Ministerial Dinners • International Days
PRODUCTS AND EXPERIENCES	<ul style="list-style-type: none"> • Children's Tales from Around the World • Visitor Journeys • Flip Your World View (FYWV) 	<ul style="list-style-type: none"> • Best Practice Area • Global Best Practice Programme Guide • Global Best Practice Programme: How to Scale Up Innovative Solutions Guide • Women's Pavilion • The Good Place 	<ul style="list-style-type: none"> • Seeds of Change • Plastics Pledge 	<ul style="list-style-type: none"> • Business Connect Centre • Business Calendar • Expo 2020 B2B App • Business Visitor Journeys 	


THE PROGRAMME IN NUMBERS




229 events




2,000+ speakers




More than **200** youth voices spotlighted



Adopted by **192** countries



Over **19,000** participants



Over **29 million** virtual participants

EVENT SERIES

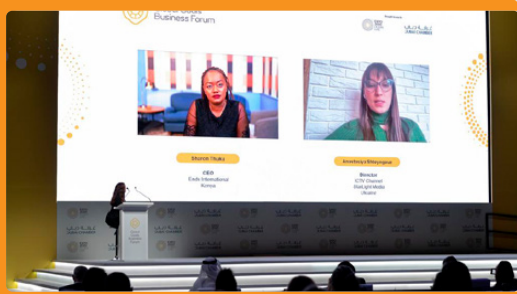


Cultures in Conversation:

Spotlighted the wealth of cultural diversity at Expo 2020, demonstrating that cultural practices and traditions commonly hold similarities across different countries and regions.

Sustainability@Expo:

Spotlighted Expo 2020's sustainability efforts as well as countries across the Expo 2020 site that demonstrated sustainability through their pavilion content, design, programming, and operations.



Thematic Business Forums (TBF):

Highlighting non-traditional business opportunities, technologies and progress achieved by the UAE. The Dubai Chamber of Commerce and Industry (DCCI) collaborated with Expo 2020 in the delivery of these forums (with the exception of TBF Tolerance & Inclusivity).

Global Business Forums:

Expo 2020, in partnership with Dubai Chamber, hosted three Global Business Forums (GBFs): Africa, Latin America, and, for the first time, ASEAN.



Best Practice Area:

The Global Best Practice Programme was a platform for showcasing simple yet impactful interventions that localised the UN Sustainable Development Goals (SDG). The programme spotlighted select projects and culminated in a multifunctional exhibition and programming space. *To read more about the programme, please refer to chapter 4 of this report.* 🌱



World Majlis:

Expo 2020's signature platform for Connecting Minds, designed to spark exchanges that pave the way for a better future.

Expo Live:

The programming series showcased the importance of social entrepreneurs in identifying grassroots approaches to global challenges while catalysing opportunities for new partnerships. Expo Live also accelerated creative solutions through the Innovation Impact Grant Programme and University Innovation Programme. *To read more about Expo Live, please refer to section 2E of this chapter.* 🌱



Women's Pavilion:

The pavilion's programming showcased how peace, prosperity, and sustainability can be achieved through equal and active participation of women.

Dignified Storytelling:

Led by Expo 2020 and Dubai Cares, the Dignified Storytelling initiative aimed to create a storytelling ecosystem that upheld the dignity and respect of all persons and, in so doing, contributed to the SDGs.



PPP PRODUCTS AND OUTREACH



People & Planet Podcast

Inspired by the PPP and produced by Kerning Cultures Network, this **podcast** brought in changemakers from all over the world to break down what it will take to create a sustainable future for the planet.

Children's Tales from Around the World

A collection of stories chosen to help children aged five to 12 explore various differences and shared values, broaden their world view, and gain a greater appreciation of their own heritage, in addition to developing a love of reading. Many of the featured stories were contributed by some of Expo's 192 participating countries, after having been passed down through generations.



Expo 2020's Declaration for People & Planet

On March 30, 2022, Expo 2020 officially unveiled its "Declaration for People and Planet" which builds on the achievements of the Programme for People and Planet. The declaration emphasised the necessity of concerted action and recognises a movement that will last long after Expo 2020.

Seeds of Change

Seeds of Change was a visitor engagement platform that showcased inspiring projects around the world and guided Expo's carbon offset investments. Visitors contributed by nominating a certified carbon offset project, within their country or International Organisation, that has both social and environmental benefits. There was no cost incurred on the visitor's part for nominating a project.



Plastics Pledge

Expo 2020 invited countries to sign the Plastics Pledge and minimise the impact of single-use plastics during the event.

Flip Your World View

Expo 2020 worked with Gapminder Foundation, a Sweden-based NGO specialising in dismantling misconceptions in order to promote a fact-based worldview. Flip Your World View was featured across Expo 2020's Global Goals Week as a key component of the 'Build Bridges' cultural track and was spotlighted across countries' national days.

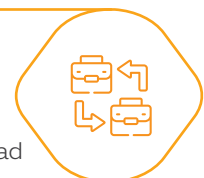


Dignified Storytelling Handbook

The **Dignified Storytelling Handbook** is a resource to help storytellers and organisations promote and employ storytelling practices that are grounded in a deep respect for human dignity.

Expo 2020 Business to Business (B2B) Application (App)

The Expo 2020 B2B App convened all Expo 2020 business stakeholders and visitors from around the world on a unique AI-powered platform. The app sought to facilitate impactful B2B, Business to Government (B2G) and Government to Government (G2G) connections. Anyone was able to download the app and use features such as networking, connecting, chatting, and scheduling meetings.





How to Scale Up Innovative Solutions Guide and Global Best Practice Programme Guide

As part of Expo 2020 Dubai’s Global Best Practice Programme, the **How to Scale Up Innovative Solutions Guide** was developed as a tool to assist social enterprises and entrepreneurs in maximizing their social impact. The **Global Best Practice Programme Guide** explores different methods for scaling up solutions through case studies chosen from Best Practice Area initiatives and other organisations.

Change the World Challenge

This challenge took place across the entire Expo 2020 site to engage visitors with the UN SDGs. The activation started during Global Goals week and ran until the end of event time. More than 80,000 visitors took part in the challenge over the course of its 10-week activation, with participants contributing more than 57,000 ‘to-do’ notes in support of the SDGs, and close to 12,000 visitors completing the entire challenge.



THEME WEEKS

The Programme for People and Planet hosted 10 theme weeks throughout the six months of Expo 2020. The theme weeks explored humanity’s most critical challenges and opportunities through cultural, social, environmental, and economic lenses. The PPP also ensured the integration of the following cross-cutting themes in its programming and activations: youth, women and girls, technology, innovation, and creativity.

Expo 2020 invited all participating countries, partners, and international organisations to align their programming with the theme weeks by amplifying communications and spotlighting their unique voices on the issues addressed across programming. This collective effort ensured a legacy that added value to the discourse surrounding each thematic pillar with a national, regional, and international impact. The 10 Theme Weeks are outlined below.

THEME WEEK	FOCUS AREAS	DATES
 <p>CLIMATE AND BIODIVERSITY</p>	<ul style="list-style-type: none"> • Climate Change • Disaster risk management • Circular and green economy • At-risk regions • Natural resource and biodiversity conservation 	3-9 October, 2021
 <p>SPACE</p>	<ul style="list-style-type: none"> • Space exploration • Governance and law • Space data and remote sensing 	17-23 October, 2021
 <p>URBAN & RURAL DEVELOPMENT</p>	<ul style="list-style-type: none"> • Cities and informal settlements • Service delivery (water, energy, waste, etc.) • Urban planning and infrastructure • Transportation • Integrated rural development 	31 October-6 November, 2021

THEME WEEK	FOCUS AREAS	DATES
 <p>TOLERANCE & INCLUSIVITY</p>	<ul style="list-style-type: none"> • Multiculturalism, co-existence, and interfaith understanding • Indigenous communities and cultures • Accessibility (including people of determination) • Peace and security • Inclusive dialogue and responsible reporting (media and public forums) 	14-20 November, 2021
 <p>KNOWLEDGE & LEARNING</p>	<ul style="list-style-type: none"> • Future of education and work • Skills and TVET (technical and vocational education and training) • Informal education/knowledge systems 	12-18 December, 2021
 <p>TRAVEL & CONNECTIVITY</p>	<ul style="list-style-type: none"> • Digital connectivity • e-governance • Smart mobility • Supply chains and trade • Travel 	9-15 January, 2022
 <p>GLOBAL GOALS</p>	<ul style="list-style-type: none"> • Last-mile delivery • Women and girls • Livelihoods and enterprise development 	15-22 January, 2022
 <p>HEALTH & WELLNESS</p>	<ul style="list-style-type: none"> • Healthcare systems • Health-tech (telemedicine) • Community-led health delivery • Wellbeing and happiness 	27 January–2 February, 2022
 <p>FOOD, AGRICULTURE & LIVELIHOODS</p>	<ul style="list-style-type: none"> • Food systems • Food waste and safety • Value chains and smallholder farming • Food and nutrition security 	17-23 February, 2022
 <p>WATER</p>	<ul style="list-style-type: none"> • Water management • Oceans and ocean economies • Water-based ecosystems • WASH (water, sanitation and hygiene) 	20-26 March, 2022

INTERNATIONAL DAYS

Expo 2020 Dubai's Programme for People and Planet celebrated 15 International Days during the six months of the event. The International Days were co-curated with partners representing UAE entities and International Organisations. Each International Day provided a platform to address global issues through inclusive and thought-provoking conversations and creative activations that engaged audiences internationally and Expo 2020 visitors onsite.

International Days celebrated as part of the Programme included World Food Day, World Cities Day, International Day for Tolerance, World Children's Day, International Day of Persons with Disabilities, International Volunteer Day, Universal Health Coverage Day, UN Arabic Language Day, International Day of Education, International Day of Women and Girls in Science, World Wildlife Day, International Women's Day, International Day of Happiness, Mother's Day and World Water Day. A snapshot of PPP outputs is included below.

THEME WEEK: CLIMATE

OUTCOMES AND OUTS:

- DP World announced a pledge to combat illegal wildlife trade by 2030 and called on governments around the world to commit to zero tolerance of wildlife trafficking.
- Policy paper entitled "Mountain Education and Innovation Manifesto" (Italy – UNIMONT led) was launched the day following the Reaching for the Stars: Sustainable and Climate Resilient Mountain Development event during the youth forum held by the Italian Pavilion at Expo 2020.
- The flagship event of the week, "The People's Promise for Climate Impact" brought together young changemakers from around the globe ahead of COP26 and captured their message for climate action with a video "The People's Word". The video was showcased at COP26 in Glasgow as part of the UK Government Youth and Public Empowerment Showcase.

THEME WEEK: URBAN & RURAL DEVELOPMENT WEEK

OUTCOMES AND OUTS:

- Based on the learning and knowledge gained through its participatory slum improvement programmes, UN-Habitat released its roadmap for last-mile delivery to slums and informal settlements.

THEME WEEK: TRAVEL & CONNECTIVITY WEEK

OUTCOMES AND OUTS:

- The AgriTech pilot project by Smart Africa & the Estonian ICT Cluster platform was announced during this week. The objective of this platform was to aid countries and organisations in developing cutting-edge digital societies, increase the global competitiveness of businesses, and improve the staff's skills and credentials.

THEME WEEK: GLOBAL GOALS WEEK

OUTCOMES AND OUTS:

- First Global Goals Week hosted outside of the United Nations HQ in New York.
- Joint statement (referred to as the tri-lateral declaration) by the UAE, Netherlands and Jordan was issued on the last day of the Water-Food-Energy Nexus conference.

THEME WEEK: FOOD, AGRICULTURE AND LIVELIHOODS WEEK

OUTCOMES AND OUTS:

- Launched the Arabic version of 'The Chef's Manifesto', an action plan for less wasteful, more nutritious, and sustainable food for all

THEME WEEK: WORLD FOOD DAY

OUTCOMES AND OUTS:

Agreements signed and/or renewed:

- Letter of Intent to promote a campaign for "Healthy Diets from Sustainable Food Systems" between the UAE Ministry of Climate Change and Environment, UAE Ministry of Health and Prevention, Emirates Nature-WWF, and the Food and Agriculture Organisation (FAO).
- UAE-FAO agreement to support the FAO's "Hand-in-Hand Initiative: Zimbabwe Project for Smallholder Horticulture Recovery & Inclusion".

THEME WEEK: WORLD WILDLIFE DAY

OUTCOMES AND OUTS:

- UAE Ministry of Climate Change and Environment announced the launch of the UAE National Red List (an evaluation of the extinction risk of more than 1,000 species in the UAE, including conservation plans and programmes for the species and their habitats).

THEME WEEK: UNIVERSAL HEALTH COVERAGE DAY

OUTCOMES AND OUTUTS:

- The World Health Organisation launched the Global Monitoring Report on Financial Protection in Health 2021 and the 2021 Universal Health Coverage (UHC) Global Monitoring Report.

THEME WEEK: SUSTAINABLE ACTION THROUGH ENTERTAINMENT

OUTCOMES AND OUTUTS:

- Under the umbrella of the PPP, rock legends Coldplay inspired audiences at the Al Wasl Plaza with a concert and called for sustainable action.

PARTICIPANTS AND PARTNERS

16 'IN ASSOCIATION WITH' PARTNERS

- UAE Ministry of Climate Change and Environment
- DP World
- UAE Space Agency
- Mohammed Bin Rashid Space Centre
- UN Habitat
- Siemens
- Aga Khan Development Network
- UAE Ministry of Tolerance and Coexistence
- Dubai Cares
- Etisalat
- Emirates
- United Nations
- World Health Organization
- Mohammed Bin Rashid University of Medicine and Health Sciences
- PepsiCo
- UAE Ministry of Energy and Infrastructure

17 UAE PARTNERS

20 UN AGENCIES AND OFFICES

22 COMMERCIAL PARTNERS



To learn more about Expo 2020's Programme for People and Planet, kindly visit the following websites:

WATCH

PPP Events on Expo 2020's Virtual Expo Platform



PPP Wikipedia





INSPIRE



EXPO 2020'S COMMITMENT TO PEOPLE

Hosting the first World Expo in the region presented a unique opportunity for key stakeholders to collaborate and contribute to positively impact worker welfare and safeguard a meaningful legacy. Worker welfare is a social responsibility which was significant to Expo 2020's objective of delivering the most sustainable Expo in history.

RESPECTING PEOPLE'S RIGHTS

Expo 2020 is committed to the health, safety, welfare, and rights of all workers working with Expo 2020 or on its behalf. Expo 2020 worked alongside UAE federal entities and partners to further advance its worker welfare standards throughout its operations.

Expo 2020 required all organisations supporting the delivery of Expo 2020, including third-party developers, contractors, and partners, to share their worker welfare commitments and standards. Throughout the pre-event and event phases, Expo 2020 monitored, supported, and encouraged the companies it worked with to ensure the Expo 2020 worker welfare standards were adhered to and made an integral component of operations. In collaboration with its partners and contractors, Expo 2020 successfully fostered a positive culture of worker welfare over the years.

POLICIES AND STANDARDS

Expo 2020 put the welfare of those working on its site first by adopting and implementing world-class policies, standards, and procedures across its organisation. The worker welfare policy commitments and Assurance Standards outlined the contractor's obligations for ensuring that all workers were protected and cared for at all times.

The Worker Welfare Policy and Assurance Standards were formulated in line with applicable UAE laws and international best practices. Expo 2020 served as an opportunity to raise worker welfare standards in the country, as well as set new benchmarks for the wider construction industry in the region. The Expo 2020 Worker Welfare team comprised sector, regional and international specialists. They continually monitored contractor compliance against Expo 2020's worker welfare commitments through conducting regular audits and ensuring that corrective actions were implemented.

Worker Welfare Policy

Expo 2020's Worker Welfare Policy was applicable to all organisations working to deliver Expo 2020. The policy consisted of 10 key principles in line with the international guidance on workers' rights, including the International Labour Organization (ILO) and the United Nations (UN). Organisations and employers were required to comply with Expo 2020's policy in line with the following:

	Ensuring fair and free recruitment		Paying employees' wages and benefits on time and in full
	Ensuring that employees understand the terms and conditions of their employment		Allowing employees the freedom to exercise their in-country legal rights without fear of reprisal
	Treating employees equally and without discrimination		Providing a safe and healthy working and living environment
	Protecting and preserving the welfare of employees and not tolerating harassment or abuse of any kind		Providing access to grievance mechanisms and remediation
	Respecting the right of employees to retain their personal documents		Ensuring that bonded, indentured, forced, or child labour is not used

Worker Welfare Assurance Standards

To demonstrate effective leadership, Expo 2020 encouraged its partners to implement the Worker Welfare Assurance Standards. The objective of the standards was to establish consistent employment conditions across Expo 2020's supply chain and operations. Expo 2020's Worker Welfare Assurance Standards applied to all organisations working to deliver Expo 2020. The requirements covered in the standards include:

	Procurement qualifications		Free and fair recruitment
	Wages and working hours		Quality of transportation
	Accommodation facilities		

CHILD AND FORCED LABOUR

Expo 2020 did not engage in, or condone, the exploitation of children or unlawful employment. Expo 2020’s Worker Welfare Policy and the Worker Welfare Assurance Standards covered Expo 2020’s requirements to prevent child and forced labour practices. During the reporting period, no incidents of non-compliance concerning child labour or forced labour were recorded. Expo 2020 imposed the following stringent controls to ensure compliance with the Worker Welfare Assurance Standards:

Routine Audits

Expo 2020 conducted six audits every month to ensure contractors did not employ children under the age of 18. Contractors submitted sample documents with employees’ dates of birth to support meeting the requirements.

Expo 2020 conducted regular audits to ensure all work was voluntary. Contractors submitted sample documents related to passport retention, salary payments, recruitment fees, contracts, and annual leave. This ensured forced, or any other human and labour rights violations were not practiced.

Supply Chain Questionnaire

Expo 2020 required suppliers to complete a questionnaire describing the measures they will take to comply with the requirements outlined in Expo 2020’s worker welfare policy.

Interviews with Workers

Workers were expected to show identification with proof of age which permitted them to work on the site. Interviewers collected information from workers on their access to personal documents, frequency of salary payments, recruitment fees and contractual agreements with employers.

Worker Hotline

Workers were free to complain anonymously about any breach of law, including suspected child labour or any aspect of forced or compulsory labour. During the reporting period, no incidents of non-compliance concerning child labour or forced labour were recorded.

Worker Connect

Expo 2020’s Worker Connect application contained a ‘Know Your Rights’ section. The section highlighted the legal requirements on salary payments, possession of personal documents, employment contracts, leave and recruitment. It also allowed workers to raise anonymous complaints about these topics using the ‘Report an Issue’ section. The application was accessible to all workers at Expo 2020 in multiple languages.



Human Rights Assessment Procedures Conducted Among Expo 2020’s Contractors, Consultants and Service Providers	1st April 2021 – 31st March 2022
Total number of compliance audits, prequalification audits, risk assessment audits	289
Total number of attendees for auditor training	45
Total number of attendees for worker welfare forums	81
Total number of new companies	40

There were no incidents of human rights violations reported during the reporting period.

EXPO 2020 WORKERS' MONUMENT

The Expo 2020 workers' monument celebrated the people who built the Expo 2020 site. Constructing the vast Expo 2020 site required the combined effort of more than 200,000 workers for 240 million hours.

The monument was designed as a visual testament to honour the contributions of Expo 2020 workers. It consisted of 38 columns inscribed with the names of every construction worker involved in the construction and development of the Expo 2020 site. An individual worker may locate their name in each circular, two-metre-tall column built of Omani limestone, which looks like "a book in a library".



NON-DISCRIMINATION

Expo 2020's Code of Conduct emphasised treating co-workers respectfully and in a non-discriminatory manner. Expo 2020 employees adhered to its values of excellence, collaboration, humility, integrity and respect, which resulted in consistently recording zero cases of discrimination across the reporting cycle.

As Expo 2020 reflected the UAE's principles of multiculturalism and inclusivity, it pledged to create a positive social impact on all its stakeholders, starting

from within its own ranks. For its workforce, Expo 2020 created a working environment where the workforce felt valued regardless of their background, identity, or circumstances. Expo 2020 adopted a zero-tolerance approach toward discrimination. As the first World Expo held in the MEASA region, Expo 2020 helped foster a positive environment for gender equality by prioritising women's leadership opportunities and guaranteeing equal opportunities for participation, regardless of gender.

ANTI-CORRUPTION

Expo 2020 adopted a zero-tolerance approach to any malpractice or fraudulent act that could affect the organisation's integrity. Accordingly, it conducted fraud risk management training for all employees. This session was attended by employees from different functions and included awareness on anti-corruption and anti-bribery practices. The training covered guidance on the standards of professional conduct as per Expo 2020's Code of Conduct. The Code of Conduct was communicated by the Human Resource team and is accessible to all Expo 2020 employees. Expo 2020 also prepared a fraud risk register which included risks related to corruption for key functions including Procurement, Finance, Revenue and Ticketing Operations.

Moreover, the Employee Conflict of Interest Policy guided all employees to report any observed or perceived interests that could adversely impact the organisation and its operations. It also emphasised that any recorded case of non-compliance would be subject to disciplinary action. Furthermore, Expo 2020 required its suppliers to abide by the Supplier Conflict of Interest Policy and observe the highest standards of business ethics. The Supplier Conflict of Interest Policy specified suppliers' responsibilities, including requirements to avoid engaging in business relationships or situations that could compromise their contractual commitments toward Expo 2020.

Expo 2020's Whistleblowing Policy empowered employees to report any violations related to malpractice or fraudulent activity. It prohibited retaliation or intimidation toward the whistle-blower and provided multiple avenues of possible reporting, such as direct meetings, phone calls or emails. The policy applied to all employees (including seconded and outsourced employees), volunteers, consultants, and others working within Expo 2020.

During the reporting cycle, Expo 2020 reported no incidents of corruption and there were no cases of disciplinary actions toward employees due to corruption practices. Similarly, there were no incidents of business contract termination or renewal issues due to violations related to corruption.

ACCESSIBILITY

In the UAE, people with disabilities are officially referred to as People of Determination (POD). The term reflects the UAE's mission to create an inclusive, barrier-free, rights-based society.

With inclusion being one of UAE's key values, the team behind Expo 2020 represented a diverse and inclusive community dedicated to delivering an exceptional event for all. PODs who were part of Expo 2020's employees and volunteers played an active role in shaping the Expo 2020 experience to be inclusive and accessible for all visitors. Expo 2020 was committed to creating opportunities for PODs to be part of a global experience that celebrated the world's diversity and promoted inclusivity. Expo 2020 empowered PODs in the UAE by providing them with employment opportunities; as a result, the Expo 2020 offices were designed to be accessible by PODs.

Expo 2020 worked with accessibility experts to incorporate accessibility into its building designs. The UAE PODs community was regularly engaged through a series of accessibility forums. This helped Expo 2020 gain insights and develop a thorough understanding of the complete journey of PODs. Furthermore, Expo 2020 rolled out an internal awareness programme to educate staff on how to best interact with PODs. As a result, Expo 2020 was one of the most accessible global events ever to be held in the region and was enjoyed by millions of visitors of different needs.

Expo 2020 received the International Board of Sensory Accessibility (IBSA) certification, which was a first for an event in the MENA region and in the history of World Expos. The certification was presented to Expo 2020 by Sensory Access, the body responsible for assessing Expo 2020's accessibility measures. The certificate came after an audit of all pavilions and the experiences created by Expo 2020 through the Sensory Rating Cards. The cards were available for each pavilion and measured the impact of six sensory criteria – sight, smell, light, terrain, touch, and sound. This ensured people who are neuro-diverse were able to fully enjoy Expo 2020, with informed choices on what works for them and their families.

Events such as the International Day of Persons with Disabilities, White Cane Walk, International Day of Sign Language, World Autism Awareness Day, and the UN International Day for Accessibility were celebrated at Expo 2020 among other events to raise awareness on the importance of inclusive accessibility.



ACCESSIBILITY ASSESSMENT

Expo 2020 compiled a wide range of multi-disciplinary efforts to improve accessibility and inclusion. It conducted comprehensive assessments, discussions for improvement opportunities, and training sessions to address accessibility and universal design provisions related to:



Expo 2020 completed accessibility assessments for the areas open to the general public. These accessibility assessments were initiated by Expo 2020 to understand accessibility and inclusion performance levels in order to enable future improvement efforts during the legacy phase. This paved the way for enhancing the visitor experience of PODs and provided guidance to address accessibility issues at the Expo 2020 site. Expo 2020 conducted the assessment for the following areas:



VISITORS' FEEDBACK

To gather feedback and identify areas for improvement, Expo 2020 invited PODs with different accessibility needs to the test events. Feedback collected from PODs during the test events supported in identifying areas for improvement in Expo 2020's operations and customer service. Upon receiving

the feedback, Expo 2020 actioned improvement plans to resolve any identified accessibility issues. Expo 2020 provided appropriate training to the teams responsible for managing transportation, car parks, and ticketing. Additionally, digital guides were circulated to the teams responsible for cleaning, security, Visitor Information Centres, and IPs.


INCLUSIVE TOURS

Groups of PODs who represented various entities and organisations visited the Expo 2020 site during the test events. As a result, it was necessary to provide guidance as to which pavilions would provide the best experiences for PODs. Therefore, Expo 2020 created universally designed tours. The universally designed tour programmes were organised into specific categories tailored to people with mobility, vision, hearing, and neurological/sensory impairments. Additionally, Expo 2020 created an 'Access to Pavilions and Exhibits' guide and provided training on how to perform inclusive tours for PODs. Some of the tours delivered included tours for the Zayed Higher Organisation and Emirates Association of the Visually Impaired.

KEY FEATURES FOR PEOPLE OF DETERMINATION

Throughout the Expo 2020 site, there were a variety of services and provisions for PODs. The following measures were implemented on the Expo 2020 site to ensure an exceptional visitor experience for PODs:

General features

- Dedicated accessible parking zones for PODs.
- Expo Rider buses were wheelchair accessible.
- Transport buggies to the entry portals were accessible for PODs.
- Tickets were free of charge for all PODs and at half price for their companion.
- Some pavilions had dedicated entrances for PODs. If not, PODs could access the VIP entrances or show their sunflower lanyards at the main entrances. Sunflower lanyards (also known as 'hidden impairment lanyards') were available to indicate additional assistance was required or to ensure appropriate and timely access was provided at entrances to pavilions. These were distributed free of charge.
- **PODway application** (formerly PODium), designed in partnership with SAP and assisted PODs in navigating the Expo 2020 site. 
 - It helped PODs navigate the Expo 2020 site comfortably, highlighting accessible features in each pavilion
 - Included an option to nominate a person to contact in the event of an emergency through the application.
 - The PODway application featured an SOS button to receive immediate on-site assistance through geo-tracking capabilities.
- Four relief areas for visitors with service dogs, including dogs that guide people who are blind or have low-vision; detect impending seizures (epilepsy); alert to critical sounds (deaf or hard of hearing); and provide reassurance (anxiety/autism).
- Dedicated seating for PODs at select events.
- Seven First Aid posts were open seven days a week. All staff working in these centres were fully qualified and equipped to provide visitors with the necessary care as required.
- Staff across the seven Visitor Information Centres at the Expo 2020 site were trained on how to help PODs.

Features for visitors with reduced mobility

- Changing Places toilets with adjustable height benches, hand wash basins and hoists, a first in the UAE to be installed outside of a medical facility.
- Standard accessible toilets were available across the Expo 2020 site.
- Accessible buggies with ramps.
- Standard and electric wheelchairs.
- Electric wheelchair charging stations.
- Level and step-free access were available in every area and every pavilion within Expo 2020 (including key attractions such as the Garden in the Sky experience).
- More than 150 evacuation chairs were spread across the site to evacuate safely and quickly those with reduced mobility in the event of an emergency.
- A range of service counters, Automated Teller Machines (ATMs) and drinking fountains were installed at accessible heights.
- Dedicated viewing areas for visitors with reduced mobility in parts of Expo 2020 and select attractions.
- Dedicated areas for wheelchair users at event venues.

Features for deaf or hard-of-hearing visitors

- Hearing induction loops (also known as hearing enhancement systems) were provided at key locations such as the Thematic Pavilions and dedicated counters such as Visitor Information Centres and retail counters.
- Communication cards were available at Visitor Information Centres for non-speaking individuals.
- Sign language interpretation was provided in International Sign (IS) language for select official speeches, talks and ceremonies.
- Open captions that are always in view on select digital experiences and videos throughout Expo 2020.
- Select events provided live captioning, either directly on a screen or accessed via a link and viewed on a personal smartphone. For other events, subtitles were added to videos afterward, where possible.

Features for blind or low-vision visitors

- Tactile paving was provided within the Expo 2020 site in standard locations for wayfinding guidance and as a warning for any changes in elevation levels.

- Braille and tactile map boards were provided within the Thematic Districts and included embossed images with audio output.
- Select areas were equipped with 3D tactile models and features. Terra – The Sustainability Pavilion and Alif – The Mobility Pavilion offered a touch tour, which was an opportunity for visually-impaired visitors to experience the exhibits in a highly personalised way.
- Audio narration was available at select country pavilions.
- Various exhibits in the Thematic Pavilions and around the public realm had scannable codes with audio descriptions in Arabic and English.
- Braille signage was available at select areas such as the Visitor Information Centres.

Features for autistic visitors, visitors prone to epilepsy or those who have sensory processing difficulties

- Sensory rating cards were available for each pavilion, measuring the impact of six sensory criteria – sight, smell, light, terrain, touch, and sound. The cards also indicated areas that featured strobing lights across Expo 2020 site.
- Social narratives and visual stories were available for the Expo 2020 Thematic Pavilions, providing detailed information along with sensory icons.
- Ear defenders and sunglasses were available for use.
- Communication cards were available at Visitor Information Centres for non-speaking individuals.
- Quiet rooms were available in Visitor Information Centres, providing spaces for visitors who feel overstimulated, overwhelmed, or anxious.



CASE STUDY

WHEN WOMEN THRIVE, ALL OF HUMANITY THRIVES: WOMEN'S PAVILION

The UAE has continued its commitment towards Gender Equality and Women's Empowerment (GEWE). Expo 2020 reflected the UAE's vision in promoting GEWE, and the Women's Pavilion was a central and critical component of this vision.

The Women's Pavilion, under the exhibition title of "New Perspectives", was curated by Expo 2020 in collaboration with Cartier. Under the theme, 'When Women Thrive, Humanity Thrives', the pavilion celebrated and honoured women on local, regional and global levels. The objective behind the pavilion was to enlighten the public about the contributions women have made and continue to make in society. It highlighted the immense and often overlooked positive impact women achieved while facing challenges related to inequality.

The Women's Pavilion emphasised that the only way to peace, prosperity, and sustainability is through the full and equal participation of women in society. The Women in Arabia and Islam series was one of the ways Expo 2020 helped achieve this objective by providing a platform to celebrate the role of Arab and Muslim women from the MEASA region and across

the world. The series showcased their contributions and achievements across multiple fields and openly challenged stereotypes and biases. Through the Women's Pavilion, Expo 2020 provided a platform to bring the world together to tackle global challenges, encouraging visitors to become part of the positive change.

Throughout the six months of Expo 2020, the Women's Pavilion attracted more than 330,000 visitors. Its Majlis hosted nearly 500 world leaders, field experts, and inspirational speakers from different regions, backgrounds and generations. It held around 170 events.

Building on the success achieved in the event phase, Expo 2020 intends to maintain the Women's Pavilion as a lasting fixture and continue driving GEWE in the MEASA region.



The key learnings derived from all the engagements to achieve GEWE globally are summarised as follows:

For real change, make it law and break negative norms



For GEWE to succeed, social norms and legislation must advance on an equal footing.

Law needs to go hand-in-hand with societal change. Legal change is vulnerable without social norms moving in tandem.

Top-down guidance is imperative. World leaders need to commit to GEWE and steer change from the top to achieve unprecedented results towards the equal participation of men and women.

Bottom-up community engagement is essential. Local communities must be engaged to define their ambitions and boundaries on GEWE, challenging the idea that gender equality and women empowerment is a western agenda.

Economic ownership rights are crucial. Power balances are often set by women's economic status and access to resources. Ensuring equality in economic rights can be a transformative lever towards women's empowerment.

Take a seat at every decision-making table



Ensure a GEWE lens at every level to avoid a tokenistic top, a hollow middle, and a crowded starting point.

The system's architecture needs to change. To ensure an equal number of women at all the decision-making tables, there is a need to consider the entire ecosystem, both the public and the private sector.

Boost creativity with a diversity of perspectives. A diversity of perspectives will result in better decision-making for all. It will lead to innovation and creative solutions, as those involved bring a range of knowledge about the issues and are uniquely invested in the outcomes.

Introduce quotas. Public and private sector leaders agreed that, while not ideal, quotas seem to be a necessary instrument to accelerate the pace of change.

Education and mentorship can be silver bullets



Put more efforts in rethinking ways out of bias and stereotypes, in both informal and formal education.

Remove stereotypes from curricula, textbooks, and narratives. Unconscious bias places imbalances of power throughout life. Thus, there is a need to recognise and change the deeply rooted stereotypes transmitted through school systems, curricula, and textbooks.

Breaking the generational cycle through active education. Women who receive an education themselves are more likely to support their daughters to be educated and empowered. Breaking the cycle also means educating boys to respect girls from a young age.

Media can help shatter negative stereotypes. Media, from talk shows to social media, can play an important role in providing spaces to have important conversations on societal norms and standards.

Promoting gender equality in STEM education. There needs to be a structural solution to increase the instream and retention of women in STEM. STEM education needs to be introduced to girls at an early stage. Furthermore, women scientists need to be present as role models to provide young girls with the confidence to succeed in STEM professions.

Personal and professional growth mentorship. Mentorship, formal and informal, has proven to be of great importance to ensure women stay involved and grow throughout their careers.

جنح
المساءة
WOMEN'S
PAVILION



EXPO
2020
DUBAI
UAE

IN COLLABORATION

WITH *Cartier*

For an unbiased future: fix data and showcase evidence



Do not feed AI algorithms the gender-biased data sets of today, as inequality will be hard-wired into future decision-making processes.

Prevent bias from being coded into systems.

With new technologies taking off, there is a risk of undoing the progress made in gender equality and further institutionalising invisible biases. Much of the current data sets are biased towards male standards as it is primarily men taking part in coding opportunities.

Making evidence visible helps address bias. Facts and figures on gender bias in the world should be easily accessible for all those that want to use them to convince others of the existing biases, stereotypes, and consequences.

Gender-disaggregation as a strategy to advance GEWE. Developing policies to advance GEWE requires a granular understanding of the needs of the population.

Gender-disaggregation as a tool to open new markets. There is a large untapped potential in economic growth regarding products and services targeting the needs of women and girls.

Gender mainstreaming is crucial for success



GEWE should not be separate agenda items, as “women’s issues” are “societal issues”

Governments should set standards for gender-differentiated data. Using evidence-based data as a basis should be part of a strong culture of effective policymaking.

Women can benefit much more from trade and investment deals. Female perspectives are often disregarded in trade policies and wider foreign policies. Women-led businesses are also often excluded from start-up community or angel investments, a form of equity financing.

Habitats with improved access to education, care services and other amenities. Ensuring easy access to education and care services in residential areas can reduce the burden of unpaid care work. In addition, measures such as designing safer and more comfortable public spaces, including more walkable streets, open gathering spaces, well-lit and CCTV covered pathways, public spaces and bus routes.

Gender-mainstreaming requires increased attention. There is a need to accelerate efforts but also acknowledge that, when done in a serious manner, gender-mainstreaming will often demand the (re)organisation, improvement, and evaluation of a large number of policy processes.



THE ZAY INITIATIVE

The Zay Initiative was founded by Dr. Reem El Mutwalli in 2019 to collect and contextualise garments from diverse populations of the Arab World. The team preserve the history of the Middle East to demonstrate the interconnectedness of societies past and present. The history of the garments narrates the stories of movement, displacement, achievement, taste and trend.

In preserving and exhibiting garment heritage, the Zay Initiative disseminates specialist knowledge to the wider audience with an immersive set of exhibitions and artistic collaborations. It has built the region's first digital archive and a digital dictionary of terms focused on dress and adornment.

The Five Pillars of the Zay Initiative are to:

- Collect, document and conserve Arab dress and adornment
- Present and contextualise through a digital archive and blog
- Encourage intercultural dialogue to highlight the world's shared humanity
- Inspire and educate designers to create for a sustainable future
- Empower women regionally and globally by bringing their untold stories to life

Under the theme, 'An ode to the past, a nod to the future', the Zay Initiative conducted an exhibition at the Women's Pavilion at Expo 2020 named 'Draped in Heritage'. As a part of this exhibition, twenty trailblazing women draped in historical outfits from the Zay Collection were pictured within the setting of their current field of work to showcase their achievements. Expo 2020 celebrated the UAE's 50th anniversary and showcased UAE women achieving excellence across many disciplines, grounded in the past whilst looking forward to the future.

The exhibition reaffirmed that the equality and empowerment of women do not look the same across the board and can be anchored in the cultural heritage and traditions that uphold her.

"Women's equality and empowerment is not a choice. But it is a necessity. To me, it has always been clear that policies, practices, and outcomes are better when the female perspective is present and embedded. The UAE has recognised this since its own inception and the Women's Pavilion at Expo is a tribute to that perspective, while also being a call for action that our collective futures can only be prosperous when women are an equal part of it."

HER EXCELLENCY REEM AL HASHIMY

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



B

PEOPLE OF EXPO 2020

Expo 2020 considers its people its greatest asset and the driving force of the organisation's achievements. It has been committed to fostering a diverse, equitable, and inclusive workplace across its operations. Through a performance-driven culture, Expo 2020 continued to develop a highly-skilled workforce with a strong sense of responsibility and commitment.

EMPLOYEE DIVERSITY

Expo 2020 committed to creating a workplace that attracted, retained, and advanced exceptional talent. It was dedicated to maintaining a diverse and inclusive workplace where all employees could maximise their professional and interpersonal skills. Its diverse workforce comprised 1,729 employees from 86 countries by the end of the reporting period. Expo 2020 acknowledges the instrumental role its people played in delivering a successful event despite the challenges of COVID-19.



Total number of employees broken down by gender	Pre-event phase*	Event phase*
Total number of females in the workforce	869	907
Total number of males in the workforce	765	822
Total number of employees in the workforce	1,634	1,729

The data excludes interns, apprentices, contractors, and consultants.

Expo 2020 has been committed to cultivating a performance-driven organisation that embraces gender diversity and the empowerment of women. By the end of the reporting period, women made up to 52 per cent of Expo 2020's total workforce. This achievement reflects Expo 2020's continued efforts to be an equal opportunity organisation, thereby aligning to the UAE's ambition to promote gender balance across the nation.

Female representation in the workforce	Pre-event phase	Event phase
% of women in the workforce	53%	52%
% of women in senior management positions	36%	36%
% of women in middle management positions	53%	52%

* Pre-event refers to the period from April 2021 to September 2021 and the event phase refers to the period from October 2021 to March 2022. This applies to all the data tables included in this chapter.

Total number of employees broken down by employee cadre	Pre-event phase	Event phase
Women in senior management positions	99	98
Women in middle management positions	480	507
Women in staff positions (professional, operational, and administrative)	290	302
Men in senior management positions	175	171
Men in middle management positions	434	476
Men in staff positions (professional, operational, and administrative)	156	175
Total number of employees broken down by age group		
Total number of female employees belonging to the age group 18-30	297	313
Total number of female employees belonging to the age group 30-50	537	559
Total number of female employees belonging to the age group 50+	35	35
Total number of male employees belonging to the age group 18-30	140	163
Total number of male employees belonging to the age group 30-50	545	574
Total number of male employees belonging to the age group 50+	80	85

OTHER INDICATORS OF DIVERSITY

Nationality	Pre-event phase	Event phase
Countries of origin (diversity by nationality)	83	86
People of determination		
Employees with a disability	4	4
Emiratization		
Total number of UAE National employees	490	524
Number of employed UAE National women	322	330

NEW HIRES AND EMPLOYEE TURNOVER APRIL 2021 – MAR 2022

Expo 2020 strived to foster a performance-driven culture, promote stability, and ensure retention of diverse talents across the organisation. All Expo 2020 employees were inducted into the organisation through an employee integration programme via the Expo 2020 AI Wasl intranet. The intranet was an employee platform for connecting, collaborating, and communicating. The portal also offered easy access to internal and external news, alongside a centralised calendar of events with information on Expo 2020 programmes, training events and wellness initiatives.

In 2021, Expo 2020 successfully welcomed a total of 589 new employees of diverse age groups and genders, as illustrated in the tables below. Expo 2020 saw high turnover rates in the second half of the reporting period. This was predominantly due to more than 80 per cent of the workforce transitioning out of the organisation with their contracts ending as the event concluded. All data relates solely to the period April 2021-March 2022.

Total number of new hires broken down by age group	Pre-event phase	Event phase
18-30	160	55
31-50	256	88
50 and above	21	9
Total number and rate of hires broken down by gender		
Total number of female employees hired	230	68
Rate of female employee hired (%)	26%	7%
Total number of male employees hired	214	84
Rate of male employee hired (%)	28%	10%
Turnover broken down by gender ¹		
Total number of females who left the organisation	30	252
Turnover of female employees (%)	3%	28%
Total number of males who left the organisation	27	189
Turnover of male employees (%)	4%	23%
Turnover broken down by age ¹		
18-30	16	177
31-50	37	237
50 and above	4	27

1. The high turnover rates during the event phase was due to more than 80% of the workforce transitioning out of the organisation with their contracts ending as the event concluded.

CASE STUDY

EMIRATISATION

A key objective of the UAE Vision 2021 was to build a diversified and knowledge-based economy driven by skilled UAE Nationals. Expo 2020 supported this ambition by strengthening the UAE's position on the world map and contributing to its economic growth. One of the key objectives of Expo 2020 was to showcase the host city, Dubai, as a driver of progress, sustainability, and collaboration. Expo 2020 achieved this by leveraging local resources and talent across all phases of the event.

Expo 2020 introduced numerous capacity-building programmes that continually recognised and valued the importance of development-oriented policies to support learning, growth, and job creation among its UAE Nationals. Through Expo 2020's Emiratisation programme, UAE Nationals played pivotal roles in delivering an exceptional World Expo and ensured a meaningful National representation at Expo 2020. In 2021, 23 per cent of the Expo 2020 management group, defined as 'Manager and above', consisted of UAE Nationals.

	PRE-EVENT			EVENT		
	Total Headcount	UAE National Headcount	% UAE National	Total Headcount	UAE National Headcount	% UAE National
All Roles	1634	490	30%	1729	524	30%
Manager and above (grade 3.2 and above)	1014	226	22%	1044	236	23%
Lead Manager and above (grade 3.3. and above)	563	117	21%	557	116	21%
Deputy Zone/Operations Manager and above (grade 4.1 and above)	274	68	25%	266	67	25%

The Emiratisation programme was open to UAE Nationals of all ages, with a particular focus on youth. Expo 2020 provided young professionals with the opportunity to work across a wide range of disciplines where they received advanced hands-on experience working alongside some of the leading industry experts.

Expo 2020 developed numerous programmes as a part of the Expo 2020 Emiratisation strategy. Some example programmes are outlined below:

EXPO GENERATION PROGRAMME

Building on its efforts from the previous years, Expo 2020 recorded a total of 126 UAE Nationals who graduated from its Expo Generation Programme. The Expo Generation Programme was an opportunity open to all UAE National graduates aged between 18 and 35. Through this programme, Expo 2020 handpicked candidates who underwent an intensive six-week training programme to develop their operational and leadership skills. Upon graduation, they were assigned to a supporting operational and management role, providing them with a once-in-a-lifetime opportunity in the Expo 2020 team. This programme served to develop these young Emiratis into competent event leaders, ready to bring their mega-event experience to future UAE events.

SITE CONNECT

Through Expo 2020's Site Connect programme, UAE Nationals were provided with operationally-focused work placement opportunities at Expo 2020 across its different functions. The placements involved on-site activities, dedicated practical tasks, and on-the-job training to guarantee first-hand knowledge of operations. As part of the programme, Expo 2020 arranged weekly rotations to ensure that each participant had the opportunity to gain hands-on experience within diverse functions such as Expo 2020 Protocol, Site Management and Security. A total of 50 UAE Nationals participated in the programme and were subsequently assigned operational roles for the event.

MISSION LEADERS

Sponsored by Her Excellency Reem Al Hashimy, the Mission Leader Programme nominated 150 UAE Nationals to participate in a three-month-long extensive leadership training initiative. The programme started with the foundation-level leadership practices before gradually building to more complex functional tasks that assessed participants' teamwork engagement, leadership skills, and response to complex challenges. The programme effectively developed the skills and knowledge of mission leaders who positively impacted their functions and team members in terms of communication, active listening, and giving feedback to others.

The accelerated learning programme was specifically designed to rapidly develop the mission leaders' potential, enabling them to be a force for change between Expo 2020's planning and operational delivery phases.

A total of 135 mission leaders took part in the programme, completing 2,700 hours of training. Additionally, 116 mission leaders out of a total of 135 were promoted over their tenure at Expo 2020.

LEADERSHIP DEVELOPMENT PROGRAMME

This intensive classroom-based programme was developed specifically for UAE Nationals who had demonstrated strong leadership skills and were subsequently afforded greater responsibility within their roles. They undertook detailed training, focusing on understanding the evolution of leadership principles and approach. This was followed by gaining further insights on leadership theories and their practical application. All 60 participants were nominated by their respective Chiefs and Line Managers.

TRAINING

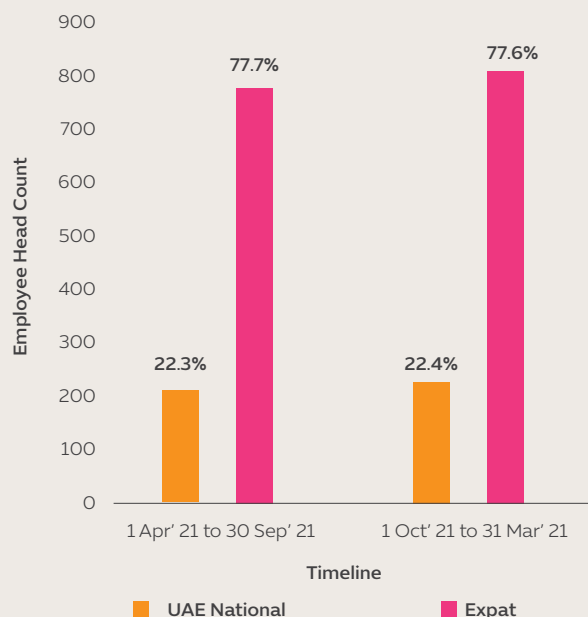
In addition to dedicated programmes, Expo 2020 also invested in UAE Nationals through diverse training initiatives that included:

LEADING THE EXPO WAY

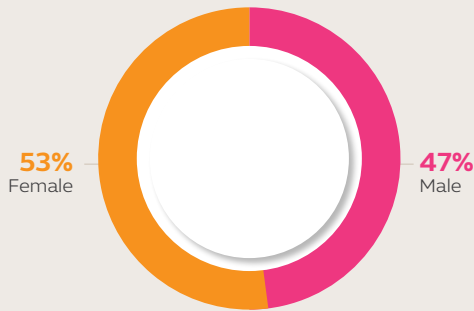
Aimed at line managers, ranging from Senior Managers to Chiefs, the objective of the Leading the Expo Way training programme was to introduce consistency in the skillset required for line managers. A Training Needs Analysis (TNA) conducted by Expo 2020 identified that people management skills across the organisation were varied and this affected engagement in the workforce. Several key skills were identified to support managers in effectively engaging and leading their teams in line with Expo 2020's expectations.

Designed to support the Expo 2020 senior management community, this course supported in developing the skillsets of 286 UAE National participants, who completed 3,432 hours of training. This three-month course consisted of four half-day workshops that featured several essential leadership techniques and skills, including Inspiring Communicator, Fit to Lead, Leaders Connection and Leading with Happiness. The programme supported the participants to practice and develop their streams through various activities in between sessions. Those activities consisted of practical examples that gradually built on the course's learnings.

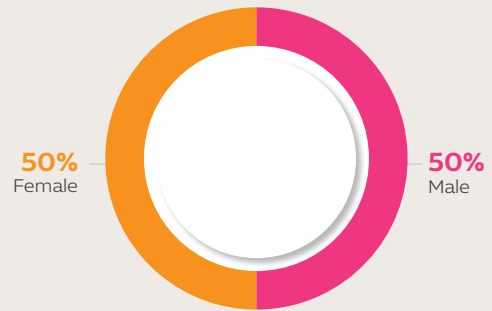
UAE NATIONALS IN MANAGEMENT & EXECUTIVE ROLES



PRE-EVENT PHASE GENDER SPLIT OF UAE NATIONALS IN MANAGEMENT & EXECUTIVE ROLES

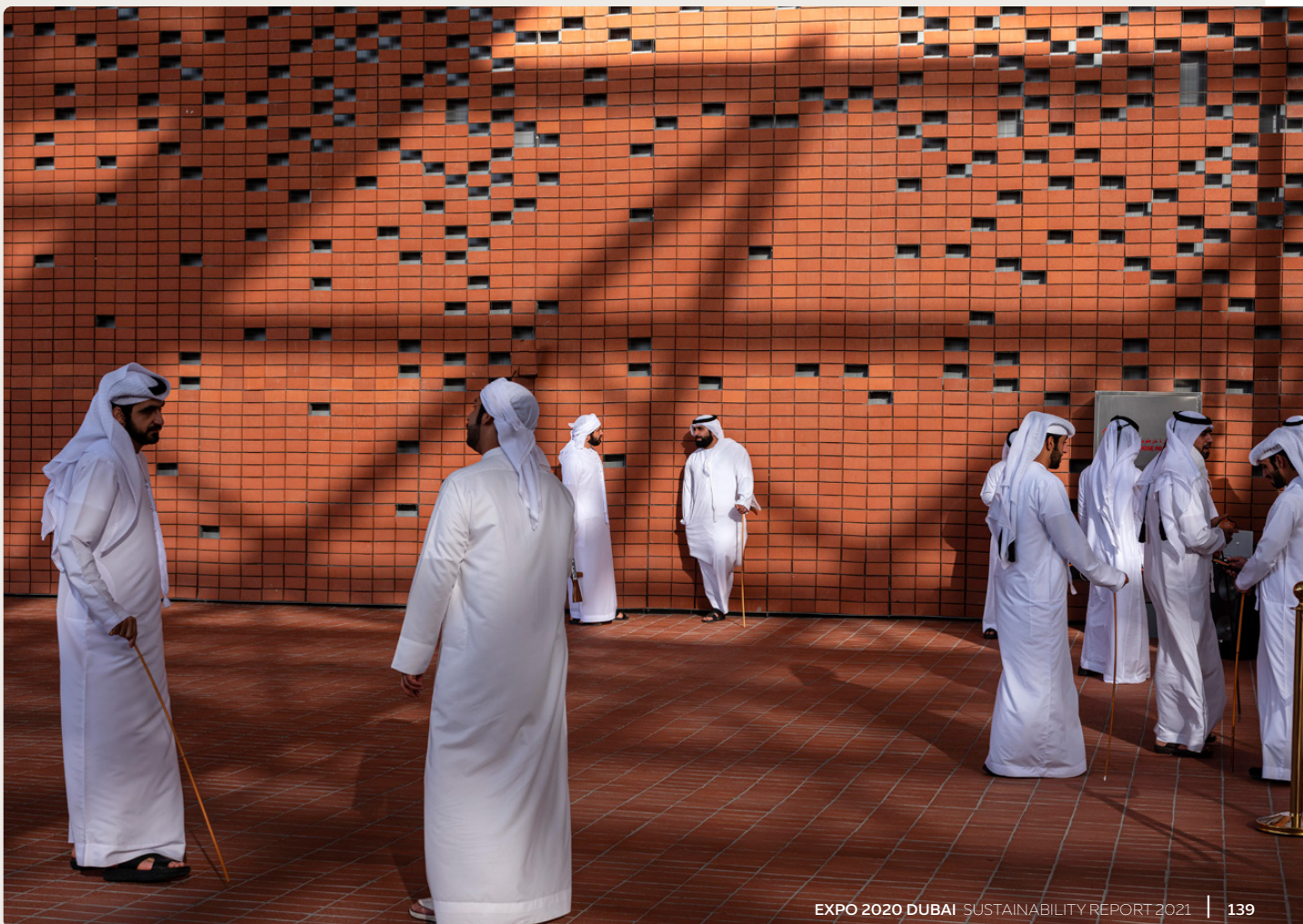


EVENT PHASE GENDER SPLIT OF UAE NATIONALS IN MANAGEMENT & EXECUTIVE ROLES



TALENT BOOK

Expo 2020 launched a 'Beyond Expo 2020' outplacement programme designed to provide employees with the support and tools needed to help facilitate a smooth career transition at the end of Expo 2020. As part of the outplacement programme, Expo 2020 developed a talent book highlighting the UAE National talent developed by Expo 2020. The Talent Book was a soft-copy book of profiles which included a biography, professional photograph, contact details, and the skills and qualifications of the individual. Hosted on Expo 2020's Virtual Hub, the Talent Book was available in English and Arabic.




**EXPO 2020
VOLUNTEERS**

CASE STUDY

EXPO VOLUNTEERS

Contributing to the UAE's ambition, Expo 2020's Volunteer Programme offered participants an opportunity to build lifelong skills, gain unique insights and build lasting connections throughout their involvement. It was one of the most notable volunteer programmes in the UAE and was powered by 30,000 volunteers of all ages, nationalities, and backgrounds, reflecting the rich diversity of both Expo 2020 and the UAE.

As the face of Expo 2020, the volunteers were the initial point of contact for visitors throughout the course of the 182-day mega-event. They contributed to the enormous variety of unique experiences, events, and international discussions that took place every day. They assisted in the operations and provided a high-quality, immersive experience to millions of visitors. Certain volunteers were tasked to provide essential guidance and support to Expo 2020 staff, very important persons (VIPs) and international delegations. Through these experiences and exposure, the volunteers were able to give back to their community and contribute to the meaningful legacy of Expo 2020.

The Expo 2020 Volunteer Programme offered a range of roles linked to Expo 2020's various departments and functional areas, such as IPs, Site Operations, Media Services, and Pavilion and Exhibitions Operations. Prior to selecting the volunteers, Expo 2020 conducted interviews to ensure that their skillsets and interests aligned with the tasks assigned to them at the Expo 2020 site. Expo 2020 then communicated the responsibilities to the volunteers. All key communications were carried out via Expo 2020's volunteer portal. The portal enabled Expo 2020 to streamline its activities and ensure continuous engagement with its volunteers.

UAE Nationals made up the majority of Expo 2020's volunteer workforce, demonstrating the passion and pride of Emirati youth, and enabling them to share the nation's hospitality and culture with millions of visitors during the event. UAE National volunteers, ranging in age from 18 to 24, made up 55 per cent of Expo 2020's volunteer workforce. Other volunteers consisted of UAE residents from diverse nationalities.

30,000
volunteers

135+ different
nationalities

 Represented the
true diversity of
the UAE

Category	Demographic
Gender	49% Female 51% Male
Nationality	55% UAE 45% Expatriate
Emirate	45% Dubai 27% Abu Dhabi 13% Sharjah 4% Fujairah 4% Ras al Khaimah 4% Ajman 2% Umm al Quwain
Age	59% between 18 – 30 years 25% between 31 – 40 years 12% between 41 – 50 years 4% over 50 years
Preferred language	60% English 40% Arabic

PRE-EVENT PHASE ACTIVITIES

For the pre-event phase, the volunteers were trained in preparation to support Expo 2020's efforts for hosting the mega-event. In addition, leading up to the event phase, the volunteers were equipped with all necessary resources to carry out their responsibilities efficiently.

Training Volunteers

The Expo 2020 Volunteers Training Programme was designed to cover three main categories:

General Training (GT):

The online training provided volunteers with a high-level overview of Expo 2020. The GT comprised 10 modules and was delivered in both English and Arabic. The training focused on providing participants with a foundation-level knowledge of the operations of the event.

Role Specific Training (RST):

A programme designed to equip volunteers with precise knowledge about their role as well as a high-level overview of Expo 2020. This in-person training was conducted at the Dubai Police Academy. The RST was a vital aspect of the volunteers' learning journey as it provided them with the information needed to successfully fulfil their individual roles.

Operational Specific Training (OST):

This training was held on-site as volunteers were given tours of the districts that they were assigned as part of their role. As part of this training, the volunteers were provided with the important visitor and operational points of interest. The course successfully supported the volunteers' knowledge of the operational spaces they would be working in during their shifts.

Scheduling Volunteers

Expo 2020 scheduled shifts for volunteers once they accepted their respective roles. This was done by dividing the event phase into the following three phases:

First Phase:

October 2021 – November 2021

Second Phase:

December 2021 – January 2022

Third Phase:

February 2022 – March 2022

Expo 2020 volunteers were able to check their schedules through the volunteer portal. They were able to accept or decline the schedules as per their availability. The management and coordination of schedules were carried out directly between the volunteers and their functional areas.

The typical schedule consisted of 10 days of volunteering, across one of the three phases. However, some volunteers signed up for longer periods.

Accreditation and Uniform

Upon accepting their assigned roles, Expo 2020 volunteers received an invitation to collect their accreditation and uniform by choosing a slot through the online volunteer portal. Once this step was completed, they were ready to start their shifts.

EVENT PHASE ACTIVITIES

For the event phase, the volunteers were assigned to their functional areas and were generally involved in the provision of front-of-house operations to support the visitor experience.

Expo 2020 introduced a rewards and recognition programme as a way to appreciate, and retain, its volunteers. Branded memorabilia were also handed out to the volunteers. These gifts were created exclusively for Expo 2020 volunteers, and were designed to show their hard work was appreciated by Expo 2020.



VOLUNTEER ENGAGEMENT

Social Media

The Expo 2020 volunteers programme leveraged Expo 2020's official social media pages to interact with its volunteers.

The following were the official platforms used by the Expo 2020 Volunteers Programme:

Instagram:

expo2020volunteers

Twitter:

Expo Volunteers

Facebook:

Expo 2020 Volunteers

VOLUNTEER 'THANK YOU' CAMPAIGN AND END OF EVENT CELEBRATION

Expo 2020 launched a 'Thank You' campaign for its volunteers with Etisalat, Expo 2020's Official Premier Partner of Expo 2020 Volunteers and Telecommunications Services. The campaign was launched close to the end of the event in March to recognise the outstanding 30,000 volunteers who played an essential role in making Expo 2020 a success. Moreover, the Volunteers Programme hosted an end-of-event celebration for all volunteers on 27 March 2021. The celebration was held at the Jubilee Park and served to celebrate the valuable contributions, hard work, and dedication of all the Expo 2020 volunteers.

VOLUNTEER STORIES

THE YOUNGEST AND OLDEST EXPO 2020 VOLUNTEERS



Eissa Al Naamani was the youngest volunteer at Expo 2020. When Dubai was announced as the winner of the bid to host the World Expo, Mr. Al Naamani submitted his application to volunteer at Expo 2020 when he was well below the minimum age requirements for Expo 2020 volunteers. Fortunately for Mr. Al Naamani, he turned 18 years old a few days before the Expo 2020 kicked off on October 1, allowing him to be part of Expo 2020. He spent the last few years building up his volunteer experience as he was determined to be part of the group that greeted visitors. In addition, he assisted the medical teams in conducting free PCR tests for Expo 2020 visitors and also volunteered at Idex, the International Defence Exhibition and Conference.

EISSA AL NAAMANI

YOUNGEST VOLUNTEER - EXPO 2020



Mahabir Singhal, a retired finance director who is 79 years old, was another valuable member of the Expo 2020 volunteer team. Mr. Singhal retired as Finance Director at DP World six years ago and was the site's most senior volunteer. He believed that by participating in Expo 2020, he would have the chance to give back to the community and continue to forge closer ties with the nation that his family has called home for the past 45 years.

MAHABIR SINGHAL

VOLUNTEER TEAM - EXPO 2020



LOCAL COMMUNITIES

Expo 2020 designed a variety of community programmes to engage and empower the local community and get them involved in the journey leading up to the delivery of a successful World Expo. As part of Expo 2020's pledge to create a positive social impact for its stakeholders, it organised local and regional community-building exercises alongside its efforts to host a successful event in order to leave an enduring legacy. Expo 2020's community outreach efforts included:

- Launching a nationwide community engagement initiative called Hayakkum. Several public events, outreach activities, traditional and digital initiatives were developed and delivered to excite, engage and create a sense of honour in both the Emirati and expat community within the UAE.
- Ensuring every segment of the community understood the positive impact the event would have on them and inviting them to join Expo 2020 in welcoming the world in true Emirati spirit and hospitality.
- Regularly reaching out to the public to build a strong connection between them and Expo 2020.
- Providing the public with an opportunity to involve themselves and experience the developmental journey of the infrastructure and programmes of Expo 2020.
- Providing local businesses and SMEs with the opportunity to participate in the event.

As a result, UAE Nationals, residents, and communities felt a sense of ownership and rallied behind Expo 2020 to ensure the successful delivery of the event to the world. Accordingly, Expo 2020 led the way in creating a blueprint of best practices for community engagement. It set a new benchmark for mega event organisers to refer to in order to instil a sense of ownership, pride, participation, and excitement within the local community.

Throughout the pre-event and event phase, Expo 2020 ensured community engagement was continuously supported by different programmes and initiatives. The following is an example of key initiatives during the reporting period.

- **Bus Tours:** The bus tour experience included a fun and informative guided bus tour of the site. It included an engaging outdoor content showcase area, the opportunity to discover previous Expo 2020 inventions and explore some of the 192 country pavilions.

Key Impact:

- 236,400 social reach
- 2.8 million media reach
- 2,702 direct reach





LIFE AT EXPO 2020

As the driving force behind the organisation's accomplishments, Expo 2020 continuously worked to meet its commitments to its employees. Expo 2020 shaped its workplace culture to attract and retain talent in an increasingly competitive employment market, and curate a positive experience for all. Expo 2020 accomplished this by promoting employee engagement, motivation, and dedication to the successful delivery of the event.

EMPLOYEE BENEFITS

Expo 2020 provided competitive salaries benchmarked against the local employment market. In addition, Expo 2020 offered a comprehensive range of benefits for all full-time employees in line with applicable regulations, industry best practices, Expo 2020's employment policy, and the internal HR framework. All direct Expo 2020 employees were eligible to the following benefits:

-  Parental and compassionate leave
-  Access to training and development opportunities
-  Food and beverage choices on campus
-  Access to an on-campus gym
-  End-of-service gratuity and bonus
-  Group life insurance policy
-  Disability and invalidity (workers' compensation) benefits

EXPO 2020 EMPLOYEE BENEFITS

Benefit Type	Description
Leave entitlements	In addition to the basic annual leaves (sick, annual, parental, and compassionate leave), Expo 2020 employees could take leaves for national holidays, examination preparation, the annual Islamic Hajj pilgrimage and to accompany relatives for medical treatment.
Medical benefits	All employees and their dependents received A-class international medical coverage. This included medical, dental, optical and maternity cover.
Educational assistance	Expo 2020 provided employees with educational assistance for their eligible children studying in UAE-based schools.
Annual leave ticket	All eligible employees and their dependent families received an annual return ticket from Dubai to their home country. Employees could also choose to receive cash compensation in lieu of the airline tickets.

Expo 2020 adopted a holistic approach to employee wellbeing and offered a variety of benefits. The high-level details of the benefits were as follows:

Total indemnity up to USD 1 million per person per policy year, which included:

- Dental up to **USD 2,000**
- Optical up to **USD 500**
- Maternity up to **USD 10,000**
- Alternative medicine/therapy up to **USD 2,000**
- Worldwide geographical coverage for all employees (excluding the USA for non-citizens)

There were no variations in the benefits based on the job or grade. All employment levels were treated equally and provided with consistent medical insurance benefits, regardless of their position in the organisation. All sick leave and medical treatments during the reporting period were considered within the applicable sick leave policy and did not require exceptions as they did not exceed the applicable quota.

Expo 2020 encouraged an open communication approach where employees felt supported and could seek help when required. For workers with prevailing health issues, Expo 2020 supported them by re-distributing their workload with other team members, under the supervision and guidance of their respective line managers. In addition, a complimentary counselling service, with access to both a psychiatrist and a clinical psychologist, was made available for employees.

PARENTAL LEAVE

Expo 2020 granted both female and male employees parental leave to promote work-life balance and gender equality. In line with the UAE Labour Law, women employed in a permanent position at Expo 2020, were entitled to three months (90 days) of fully paid maternity leave, while men were given three calendar days of fully paid paternity leave. During the reporting period, a total of 29 female and 20 male employees used the parental leave benefit. Expo 2020 retained 100 per cent of employees who availed parental leave.

Benefits provided to full-time employees	Pre-event phase	Event phase
Total number of employees entitled to parental leave (maternal and paternal)	1,634	1,729
Total number of women who took parental leave – maternity	20	9
Total number of men who took parental leave – paternity	16	4
% of women returning after parental leave	100%	100%
% of men returning after parental leave	100%	100%
Total number of women employed 12 months after returning from maternity leave ¹	3	4
Total number of men employed 12 months after returning from paternity leave ¹	1	-
Retention rate (females) ²	50%	11%
Retention rate (males) ²	100%	25%

1. Only staff who returned in April 2021 and October 2021 were taken into account, as the event phase ended before they could complete 12 months after returning from parental leave.

2. Time period taken is 6 months instead of 12. Inclusive of data showing staff who began their parental leave in the given time frame and did not include those who began their parental leave before April 2021 or October 2021 and returned during the mentioned time period.

Pre-event refers to the period from April 2021 to September 2021 and the event phase refers to the period from October 2021 to March 2022.

TRAINING AND DEVELOPMENT

Expo 2020 provided ample learning opportunities to develop employees' skills and knowledge to support their professional and personal growth. During the reporting period, the focus of various training sessions shifted to align with the event phase training strategy. This included providing more practical learnings to allow employees to succeed in their roles during Expo 2020. Expo 2020 achieved a total of just under 500,000 training hours for its staff, contractors and volunteers.

EXPO 2020'S ARRAY OF TRAINING OPPORTUNITIES FOR ITS EMPLOYEES INCLUDED:

COURSE NAME: GENERAL TRADING

Pre-event phase: This was an e-learning programme comprising 10 interactive modules, which provided all Expo 2020 staff, volunteers and contractors with the necessary foundational knowledge. The content was designed to give a high-level overview of Expo 2020. Thus, the topics included but were not limited to the History of World Expos, Visitor Experience, Safety and Security and Health and Safety.

No. of hours: 104,115

COURSE NAME: INDUCTION

Pre-event phase: This programme was designed to help new joiners understand the Expo 2020 organisation as a whole. It also helped employees understand how the different departments and functional areas worked collectively to achieve the Expo 2020 mission of delivering an exceptional event and creating a lasting legacy.

No. of attendees: 2922

No. of hours: 8,766

COURSE NAME: COURSERA

Pre-event phase: Expo 2020 employees had access to Coursera, a global online learning platform. The employees could access more than 1,000 online courses and degrees across a wide range of topics offered by world-class universities. Through Coursera, employees were able to sign up to courses of varying lengths and complete them at their own pace.

No. of hours: 1,221,098

COURSE NAME: EVENT LEADERSHIP (EVL) TRAINING

Pre-event phase: This course was designed for individuals leading a team during the event phase. The course successfully provided team leaders with team management skills and information regarding the practical aspects of their roles, i.e., allocating breaks, what to do in an emergency, as well as the necessary leadership skills and behaviours.

No. of attendees: 352

No. of hours: 1,408

COURSE NAME: FIRST AID AND FIRE WARDEN TRAINING

Pre-event phase: This course equipped attendees with the ability to recognise emergencies and identify hazardous conditions in their work environments. It also helped them make quick decisions that could save lives.

No. of attendees: 957

No. of hours: 4,785

Course Name: Leading the Operational way

Pre-event phase: This programme was developed to support the transition from a pre-event to event phase mode. It was a two-day course that supported all operational leaders with effectively managing their teams. It focused on understanding the human psychology behind building effective teams, managing individual characteristics and driving decision-making.

No. of attendees: 120

No. of hours: 1,920

Course Name: Expo Tribe External Development Training

Pre-event phase: This was an external training programme available to staff, based on their evolving needs. A total of 33 external courses were approved by Expo 2020.

Course Name: Outplacement Programme

Pre-event phase: This was a first-of-its-kind platform in the UAE to assist Expo 2020 employees with securing future employment opportunities. The programme targeted skills relevant for government and local positions to retain the Expo 2020 employees in the UAE for the long term. The programme aimed to help people promote themselves and gain better access to future opportunities, using the power of the Expo 2020 brand. It also provided practical support and guidance to those seeking new jobs.

The programme featured personal career services targeted at curriculum vitae (CV) writing, interview skills, and coaching. In addition, it also provided employees with access to online job boards that promoted relevant opportunities from government authorities, partners, and programme participants. Moreover, Expo 2020 conducted regular live virtual career fairs which provided Expo 2020 employees with the opportunity to meet and chat with employers.

All Expo 2020 employees had access to an online platform for performance management and development. This platform allowed employees and line managers to set clear objectives and create a baseline to measure employees' achievements against their objectives. Performance evaluations helped Expo 2020 consistently analyse the performance of employees and identify areas

for improvement. These regular appraisals and performance evaluations were conducted for all Expo 2020 employees during the reporting period.

In preparation for the event phase, Expo 2020 increased its focus on role-based performance management, with feedback being provided directly from the line manager to the individual. This was a collective process in

which the employees and their direct management identified key areas of improvement and developed customised learning plans. Expo 2020's approach for regular appraisals ensured that the performance management cycle progressed quickly and allowed for prompt feedback turnaround to meet the changing operational demands.

EMPLOYEE MENTAL HEALTH AND WELLBEING

Employee wellbeing and engagement were key areas of focus for Expo 2020. It committed to creating and sustaining a healthy and positive work environment for all employees working on delivering the event.

The Expo 2020 Wellness Strategy focused on promoting a sense of wellbeing and resilience amongst employees. It was based on seven pillars, which made up the seven petals of wellness, to inspire employees to foster healthy lifestyles and maintain balanced relationships with their colleagues, family, and friends. The goals that were achieved as part of the strategy include:

			
<p>Educated and empowered employees in the six areas of wellbeing: nutritional, physical, emotional, social, environmental and intellectual</p>	<p>Provided opportunities for employees to engage in 'intentional activities' that promoted happiness and wellbeing</p>	<p>Helped transform Expo 2020 employees into a 'Tribe' by fostering a positive, collaborative culture through team-building and social activities</p>	<p>Promoted and encouraged an 'Expo Hearts' culture in the lead up to the event phase, whereby employees came together 'as one' to deliver an incredible World Expo</p>



Expo 2020 introduced a 'Wellness Wednesday' programme with content designed to enhance and improve its employees' physical and mental wellbeing. Every Wednesday during the reporting period, Expo 2020 shared key wellness advice in an effort to raise awareness, inspire action and guide its employees to support essential wellness topics such as mental health. Some programmes introduced as part of Expo 2020's Wellness Wednesdays include:



Designing a Lifestyle Plan

With the introduction of the lifestyle planning program, Expo 2020 supported its employees in determining their most important priorities and developing a roadmap to attain them. The plan called for creating a vision, conducting a self-assessment, identifying values, setting goals, and formulating an action plan.

Healthy Lifestyle

The initiative aimed to motivate Expo 2020 employees to adopt and maintain a healthy lifestyle. Expo 2020 provided guidance on adopting healthy habits, enhancing mental health, staying physically active, and making nutritious food choices.



Wellness Tip of the Week

As a part of this initiative, Expo 2020 shared a weekly wellness quote for the reporting period. It also shared wellness toolkits for employees, featuring initiatives like personal development courses, meditation-based goal setting, physical exercise challenges, and more.

Accessing Support

Expo 2020 provided free counselling services for employees experiencing stress or anxiety or needing to speak to someone. Through this initiative, Expo 2020 allowed employees to schedule an appointment with a clinical psychologist or psychiatrist online.





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HEALTH AND SAFETY

Expo 2020's health and safety practices were rooted in the belief that everyone has the right to return home from work safe and healthy. Aligning to the leading global health and safety practices was fundamental to the planning and delivery of Expo 2020. Expo 2020's commitments were extended to all stakeholders involved in the delivery of the project to ensure the health, safety and well-being of visitors, employees and others who may be at risk.

EXPO 2020 HEALTH, SAFETY AND ENVIRONMENT (HSE) STRATEGY

Expo 2020 adopted an integrated approach to the management of Health, Safety and Environment (HSE). The HSE strategy was under the banner of "Better Together" and was delivered through the following key documents:




DOCUMENT	DESCRIPTION
 POLICY	The HSE policy established core values, set strategic pillars and provided a framework to set objectives and targets.
 COMMITMENTS	The HSE commitments focused on leadership behaviours required to develop a positive HSE culture.
 STANDARDS	The HSE assurance standards defined detailed requirements applicable to the event phase operations.
 LEGISLATION	The HSE laws and regulations of Dubai and the UAE established the fundamental compliance requirements for Expo 2020.

HSE POLICY

Expo 2020 implemented comprehensive strategic and operational plans to reduce HSE risks across its operations. The policy was driven by a commitment to implement local HSE requirements and align with global best practice leaving a lasting legacy related to event HSE in the UAE. Expo 2020 effectively worked with key stakeholders which included employees, partners, and organisations all of who were involved in the delivery of Expo 2020. Moreover, the Expo 2020 HSE policy has the potential to further contribute to advancing HSE

practices in the UAE by serving as a benchmark for driving improved HSE standards, culture, and performance for mega-event planning.

Expo 2020's HSE Strategy was founded upon the three core values:



		
CARE	RESPECT	PRIDE
'We care about our visitors and workforce and protecting their health and safety.'	'We respect the environment and promote sustainable practices.'	'We take pride in the work we do and strive for operational excellence.'

HSE COMMITMENTS

The HSE commitments supported the Expo 2020 HSE policy, Event HSE standards and the COVID-19 guide. There was a total of 30 commitments that applied to all organisations participating in Expo 2020. These commitments were

developed based on international best practice and local industry requirements. Through the HSE commitments, Expo 2020 worked closely with all stakeholders to continually improve the HSE standards, culture, and performance.

Expo 2020's HSE commitments provided organisational and leadership behaviours linked to the six pillars in the 'Better Together' strategy:

PILLAR	DESCRIPTION
 LEADERSHIP	Leadership was critical for the effective implementation of Expo 2020's HSE policies, commitments and standards. Consequently, Expo 2020 demonstrated HSE leadership and developed a positive culture by defining clear roles and allocating adequate quality resources to achieve the organisation's objectives.
 COMMUNICATION	Effective communication was an essential element of successful HSE management. Expo 2020 routinely communicated information to raise necessary awareness on HSE standards in an open and transparent manner.
 COMPETENCY	High levels of competency were required to ensure effective HSE implementation. Expo 2020 worked to ensure its workforce was competent in HSE through appropriate training and appointment of competent HSE resources.
 ENGAGEMENT	Engagement with internal and external stakeholders was essential to achieving positive HSE performance. Expo 2020 effectively engaged its stakeholders to ensure HSE was considered during pre-event and event phase activities.
 REWARD AND RECOGNITION	Positive reinforcement motivated the workforce to engage in safe behaviours. Expo 2020 adopted different measures to recognise and reward excellence in HSE performance. It recognised positive behaviours at an organisation level and individual level and rewarded behaviours that exemplified Expo 2020's values.
 CONTINUAL IMPROVEMENT	Expo 2020 monitored HSE performance and implemented action plans to address areas for improvement. The results from analysis and evaluation were used to drive continual improvements in HSE standards.

EXPO 2020 EVENT HEALTH, SAFETY AND ENVIRONMENT ASSURANCE STANDARDS

Expo 2020's Event Health, Safety and Environment Assurance Standards were developed based on relevant local regulations and international best practice. Leading up to the event, the pre-event assurance standards were updated to reflect the event phase operations to ensure that it covered all applicable healthy and safety measures. Therefore, the event phase assurance standards did not apply to construction activities

involved in the establishment and decommissioning of Expo 2020. All construction and related activities were carried out in compliance with the Expo 2020's Construction Health and Safety Assurance Standards and Environment Assurance Standards.

The Event HSE Assurance Standards enabled robust management of all activities and ensured compliance with applicable HSE laws and regulations. To support the

standards, Expo 2020 developed guidelines that the International Participants (IPs) and other stakeholders could reference to ensure their compliance. As part of the Expo 2020 legacy plans, these standards were prepared with the intent to be referenced in the future to ensure a safe delivery of all events across the region, regardless of size or scope.

LEGAL AND OTHER REQUIREMENTS

Along with Expo 2020's HSE requirements, all organisations working with Expo 2020 were required to comply with applicable local legislation. As a minimum, all activities were performed in compliance with the following:

- United Arab Emirates federal laws
- Dubai Municipality (DM) local laws and ministerial decrees
- DM codes and technical guidelines

- UAE Ministry of Human Resources and Emiratization requirements
- Ministry of Climate Change and Environment requirements
- UAE Fire and Life Safety Code

Expo 2020 established, implemented, and maintained its own occupational health and safety system based on the DM Code of Construction Practice for

Consultants and Contractors. This system covered 100 per cent of the employees and workers whose work was controlled by Expo 2020.

Furthermore, Expo 2020 developed an HSE legal register that considered the federal and local HSE laws and regulations relevant to the event phase activities and operations of Expo 2020. The register was a controlled live document that was subject to continual review and update.

RISK ASSESSMENT, HAZARD IDENTIFICATION AND MITIGATION

Conducting HSE risk assessments was central to Expo 2020's proactive HSE risk management. Expo 2020 required all event organisers to conduct risk assessments associated with their event operations. The risk assessment was a thorough analysis to identify items, situations, processes, etc., that may cause harm, particularly to people or the environment. It was conducted to identify hazards and risks associated with event operations and to formally record the controls that need to be implemented to reduce the risk to an acceptable level. It was critical to engage and consult with the workforce performing the activities to ensure the identified hazards, risk and controls were effective, achievable and reflected the operational reality on the ground.

Expo 2020 continually monitored these risk assessments on-site to ensure their implementation and effectiveness. Accordingly, an internal monitoring process was developed, which included inspections and audits to validate the implementation of the HSE risk assessment. The monitoring process encompassed any activities undertaken by the workforce,

contractors and service providers, with findings identified and closed out in a timely manner.

The risk assessment was communicated to the people involved in the activities to ensure that everyone was aware of the controls in place, as well as their responsibilities. The outcomes and controls from risk assessments or mitigation reviews were effectively communicated to all relevant stakeholders. During the pre-event phase, this was communicated through formal meetings or written correspondence. In the event phase, HSE hazards and risks were discussed during briefings and functional meetings or formally shared via alerts, site-wide instruction or signage.

Following the risk assessments, key controls were incorporated into method statements by Expo 2020. Method statements applied to construction-related activities where there was a particular sequence of work that must be followed. The method statement was conducted following a risk assessment and clearly defined, in detail, the step-by-step methodology required to complete the activities safely. Additionally,

Expo 2020 implemented a permit-to-work system for higher risk activities. A standard operational procedure governed the permit-to-work system for issuing written authorisation for tasks that were regarded as hazardous in nature. Expo 2020 reviewed the risk assessments in place on a periodic basis, or after an incident to ensure that the resulting actions were adequate.

Expo 2020 implemented an Observe, Engage and Improve (OEI) process to develop a health and safety-conscious culture. This created an environment of awareness and openness within Expo 2020. It empowered employees to challenge unsafe activities and conditions in a confident and structured manner. For instance, during the daily pre-task briefing, all workers were informed that they had the right to walk away from any unsafe condition. Furthermore, employees were encouraged to use a confidential hotline and the Worker Connect mobile application to report health and safety concerns without fear of reprisal. This was monitored closely to ensure that no inappropriate action was taken against the employees who

reported unsafe conditions. This helped create an environment where all stakeholders felt comfortable to challenge unsafe behaviours and encouraged transparency in the reporting of health and safety issues.

Expo 2020 made reporting near misses a prerequisite across all projects to further support open and transparent reporting of site

incidents for both minor and major incidents. A near miss is defined as an occurrence that, under slightly different circumstances, would likely result in a minor or major incident. Contractors and employees reported such incidents through Expo 2020's online reporting system. All contractors and employees were encouraged to report incidents as soon as they occurred. In particular, serious events

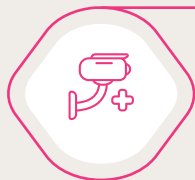
were required to be reported within one hour of their occurrence. All reported incidents were followed by regular updates until the outcomes were identified. For serious incidents, an initial report and an action plan were provided within 24 hours of the occurrence, followed by a full report and corrective action plan within five days.

Expo 2020 worked to ensure that sufficient focus was given to occupational health. It implemented a range of measures to mitigate the health and safety risks associated with its activities, including:



Fitness to Work

Contractors were required to carry out basic health checks of their personnel (in addition to those required for visa purposes) at least once a year.



Medical Surveillance

Occupational health monitoring was performed for the operatives exposed to high-risk operations, such as noise, manual handling, and hand-arm vibration.



Well-being

Each contractor implemented a health and safety awareness programme to educate their workforce.



Hygiene

There were arrangements in place to educate workers and ensure that they adopted best practices, such as personal hygiene standards, protection against dermatitis, and the use of PPE.

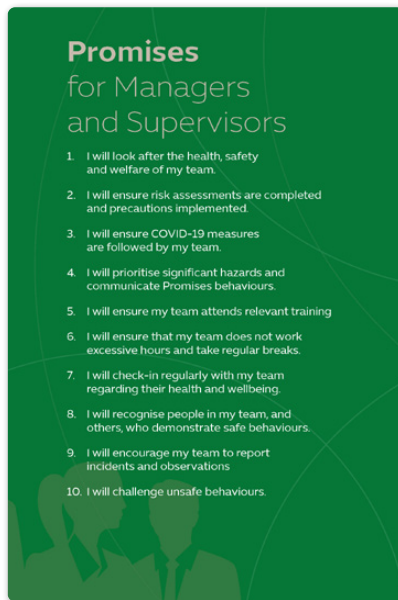


Safety-Critical Roles

Additional checks were undertaken for critical safety tasks. The purpose was to manage the risks associated with undertaking critical safety tasks for an individual whose health was compromised. Personnel undertaking safety-critical tasks were identified as plant operators, crane operators, mobile machine drivers, drivers, scaffolders, slingers/signallers, traffic marshals, steel erectors, confined space workers, or those working at height. The additional checks were identified through risk assessments or with appropriate guidance.



Expo 2020 implemented the 'Promises' campaign. The campaign identified the significant health and safety hazards and the key behaviours that supported workers in preventing serious injury and ill health. These behaviours ensured that frontline workers involved in Expo 2020 worked safely. As part of this campaign, Expo 2020 produced a book of promises, in addition to posters and videos in nine languages. Through this campaign, Expo 2020 was able to successfully create an environment where all stakeholders felt comfortable to challenge unsafe behaviours and encourage transparency in the reporting of health and safety issues. The campaign was also supported by Expo 2020's suite of training courses and included a list of promises for each significant hazard identified.








Expo 2020's promises were established for the following categories:



SIGNIFICANT HAZARDS

In 2021, Expo 2020 identified the most common and serious hazards for the event phase. The following significant hazards were identified, along with the relevant key controls to address the associated risks.

HAZARD	DESCRIPTION
 <p>COVID-19</p>	<p>Expo 2020's top priority was to protect the health and well-being of all visitors and the workforce. Hence, it reviewed and assessed infectious disease processes and implemented tight controls to minimise the impact of any transmissible illness. <i>Please refer to the Overcoming the Pandemic Together section in the chapter for further details.</i> 🚫</p>
 <p>SLIPS, TRIPS AND FALLS</p>	<p>Expo 2020 worked to ensure that the environment was safe for the access, egress and circulation of all visitors, guests and workforce. All routes were kept clear of hazards and were sufficiently lit and maintained.</p>






HAZARD	DESCRIPTION
 WORKING IN THE HEAT	<p>In order to provide a safe environment for the workforce, Expo 2020 managed the appropriate response action plan for adverse weather. The negative effects of adverse weather during the pre-event or event phase operations were identified within risk assessments, operating plans and/or method statements.</p>
 MANUAL HANDLING	<p>Manual lifting tasks were assessed before being undertaken. The workforce undertaking manual lifting were instructed on safe practices and were required to follow the safe manual lifting methods.</p>
 DRIVING	<p>Expo 2020 ensured that the risks associated with driving, including transport of the workforce to and from the site were evaluated, followed by the appropriate measures implemented.</p>
 FIRE	<p>Expo 2020, and those working on its behalf, developed a fire risk assessment for the activities including arrangements for managing fire hazards. The fire risk assessment could be incorporated within the Event Health, Safety and Environment Management Plan, HSE risk assessment or produced as a stand-alone document.</p>
 ELECTRICITY	<p>Expo 2020 mandated the implementation of robust arrangements to manage the risks associated with electricity.</p>
 TEMPORARY STRUCTURES	<p>Temporary Demountable Structures (TDS) were widely used for a variety of events. Nonetheless, no temporary structure was erected without prior approval from Expo 2020. Expo 2020 defined a risk-based procedure describing how the risks and hazards associated with temporary structures were identified, classified and controlled.</p>
 WORKING AT HEIGHT	<p>Expo 2020 implemented specific requirements regarding the management of working at height. The requirements applied to all fall hazards from one level to another, regardless of the distance from the ground including the use of low-level platforms and ladders.</p>
 MOBILE PLANT AND EQUIPMENT	<p>Expo 2020, and those working on its behalf, were required to ensure that any plant or equipment used was fit-for-purpose and appropriate for the activity being undertaken. All mobile plants and equipment used on site were approved by Expo 2020 and suitable controls were implemented.</p>
 LIFTING	<p>Expo 2020 worked to ensure that any lifting operations were planned and coordinated effectively. All lifting equipment used on site was approved by Expo 2020, along with the suitable controls implemented.</p>
 MENTAL HEALTH AND WELL-BEING	<p>Expo 2020 worked to ensure that sufficient attention was given to the management of risks related to mental health and well-being, including fatigue and shift working.</p>






COMPETENCY

Expo 2020 defined training requirements for its workforce to ensure effective implementation of HSE standards. Expo 2020’s training resources were also extended to its supply chain.

As per Expo 2020’s HSE standards, organisations working on the Expo 2020 site were obligated to ensure their employees possessed the appropriate skills and experience. Moreover, Expo 2020’s partners were required to prepare their own set of training plans and gain approval from Expo 2020. Nevertheless, Expo 2020 delivered a range of health and safety training courses on-site. Expo 2020 encouraged the use of these programmes, making them available free of charge to all organisations to enhance the competency of the workers.



PRE-EVENT PHASE COURSES	DESCRIPTION
 <p>HEALTH AND SAFETY LEADERSHIP</p>	<p>This course focused on developing the attendees’ skills and knowledge related to executing the Expo 2020 HSE strategy. A total of 40 attendees completed the four-hour long Health and Safety Leadership training. This course catered to senior managers, directors, and anyone in a leadership position at Expo 2020.</p>
 <p>SIGNIFICANT HAZARD AWARENESS TRAINING</p>	<p>This was a four-hour training that focused on the 11 significant hazards. It was delivered by 8 different subject matter experts. This training superseded the Construction Safety Awareness for Managers training. A total of two sessions were delivered, with 45 people completing the course.</p>
 <p>SUPERVISORS ACTIVITY BRIEFING</p>	<p>The course introduced the Expo 2020 activity briefing process. This process ensured significant hazards were prioritised and the key safe behaviours were communicated to those performing the work. Supervisors that successfully completed the course were awarded an Expo 2020 branded black hat. A total of 88 attendees completed this training.</p>
 <p>SUPERVISOR ACTIVITY BRIEFING “TRAIN THE TRAINER”</p>	<p>This training enabled consultants and contractors to deliver the Supervisor Activity Briefing training. A total of 36 sessions were delivered, which prepared 197 qualified trainers.</p>
 <p>VISUAL IMPACT TRAINING</p>	<p>The Visual Impact Training focused on 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 session was 60-minute long and involved the use of theatrical performances to highlight the importance of health and safety. This enabled workers to visualise and differentiate between unsafe and safe practices. This training was delivered in Hindi and was designed for frontline workers. A total of 4,969 people completed this training.</p>

EVENT PHASE COURSES	DESCRIPTION
 EVENT HEALTH AND SAFETY LEADERSHIP	<p>Similar to the pre-event phase Health and Safety Leadership training, this applied to senior managers, directors, and anyone in a leadership position at Expo 2020. However, it focused more on the operation during the event phase. A total of 275 attendees completed the four-hour long Event Health and Safety Leadership training.</p>
 LEVEL 5 CROWD SAFETY MANAGEMENT	<p>This course was intended for managers responsible for crowd movements. The training covered the principles and application of crowd safety management, crowd science and considered COVID-19 implications. A total of 178 attendees completed the training from the Site Operations, Security Operations and Health & Safety Operations.</p>
 EVENT HEALTH AND SAFETY AWARENESS TRAINING	<p>This course was intended for managers and supervisors who were responsible for embedding a positive health and safety culture across Expo 2020. During the reporting period, a total of 227 attendees completed the course.</p>
 INCIDENT MANAGEMENT	<p>A two-hour session that provided attendees with the skills and knowledge to understand incident reporting and emergency management. During the reporting period, a total of 260 attendees completed the course.</p>
 RISK ASSESSMENT	<p>Risk assessment was essential to achieve proactive HSE management. Thus, this two-hour session enabled attendees to assess, review and document HSE risks. A total of 223 attendees completed this training.</p>

Furthermore, Expo 2020 delivered inductions and other mandatory health and safety modules through the Expo 2020 online training platform.

ENGAGEMENT

OCCUPATIONAL HEALTH SERVICES

Expo 2020 worked to ensure relevant health risks were identified through risk assessments as well as recorded in health and safety plans with controls identified and implemented. Contractors were required to ensure their workers possessed an occupational health card for medical examinations at a DM approved clinic. Additionally, they were required to provide complimentary professional counselling services for workers that needed treatment for emotional, traumatic, and mental health issues.

Moreover, Expo 2020 had an on-site 24/7 medical facility with a team of Dubai Health Authority (DHA) doctors and nurses. Expo 2020 workers could access the clinic at any time. Furthermore, Expo 2020 facilitated regular health and well-being campaigns with DHA.

Expo 2020 also implemented a worker wearable solution (Whoop strap) that monitored the health and well-being of frontline workers. Approximately 5,000 units were deployed across the programme. This solution monitored workers' sleep patterns, heart rate, strain levels, respiratory rates, and levels of active recovery.

OTHER HEALTH AND SAFETY CONSIDERATIONS

Public Safety

Expo 2020 aimed to maintain the safety and well-being of the public by working with the relevant stakeholders to ensure that members of the public were not injured or otherwise affected during operations. In accordance with

international and UAE recognised safety guidelines, Expo 2020 adopted a proactive approach to crowd safety in order to ensure potential crowd related risks were identified and managed throughout the event phase. Expo 2020 continuously monitored crowd densities and visitor flow rates to maintain throughput and avoid potential 'pinch points'.

Furthermore, Expo 2020 developed a Crowd Management Plan as a separate plan or within the Event Health, Safety and Environment Plan. The plan included crowd density/capacity thresholds, visitor throughput assumptions and queuing space requirements. Any risks to crowd safety were also highlighted, along with mitigating measures to address the risks.

Child Safety

Expo 2020 prioritised implementing suitable controls wherever children were involved. Venues with interactive activities or games were required to provide a safe environment for people of all ages. Therefore, the following controls were implemented:

- Visible posted signage communicating the age and any physical ability the activity or game requires or limits.
- Adequate supervision was present in the area by a competent person with proper training to respond to incidents and unforeseen occurrences.
- An Operating Plan outlining controls to prevent misuse of equipment, especially loose items that were part of the experience and to prevent climbing of structures, trees, fences, barriers and other objects.
- Child crafting areas only had child-safe equipment for use.
- No child was admitted to any area without appropriate supervision.

Food and Beverage Safety

Food preparation, storage, and disposal at the Expo 2020 site followed food safety regulations set by DM. All establishments present at the Expo 2020 site possessed the correct permit and license to operate. Food facilities were required to identify the eight major food allergens: milk, egg, fish, crustaceans, shellfish, tree nuts, wheat, peanuts, and soybeans. Moreover, warning signs and labels were clearly visible to the public.

Comprehensive measures applied to the operations of food and beverage restaurants across the site. The following are examples key measures implemented by restaurants at the Expo 2020 site:

- The restaurant kitchen installations were in accordance with UAE Fire & Life Safety Code.
- Inspection, testing & maintenance were carried out in accordance with UAE Fire and Life Safety Code.
- Kitchen hood fire suppression was installed and maintained in good working order.
- An adequate number of portable wet chemical fire extinguishers were provided in the kitchen.

Furthermore, a variety of food trucks and carts were available during the event phase. Therefore, the operators were required to ensure suitable precautions were implemented.

WORKER PARTICIPATION AND CONSULTATION

Expo 2020 encouraged its consultants and contractors to conduct regular discussions around occupational health and safety management. These sessions enabled two-way communication between workers, contractors, and consultants. It promoted workers to speak up and raise concerns or suggest improvements relating to their workplace health and safety. Expo 2020's Health and Safety Standards required contractors to conduct monthly meetings to ensure the workers were consulted on health and safety as well as worker welfare-related topics.

Expo 2020 also established various forums where contractors could raise concerns or queries related to workplace health and safety. These forums provided opportunities for employees to escalate any concerns. These included the quarterly Executive Leadership Team (ELT) meeting and the monthly Programme Safety Leadership meeting. During the reporting period, Expo 2020 held eight Health and Safety Leadership meetings, four Site Delivery and Service Providers forums, and eight Health and Safety Practitioner forums. Furthermore, Expo 2020 established a programme whereby senior health and safety leadership toured the Expo 2020 site, bolstering direct engagement between Expo 2020 leadership, project teams, and the workforce.



CONTINUAL IMPROVEMENT

Expo 2020 conducted regular audits to assess the implementation of health and safety policies, procedures and standards. It monitored HSE performance and implemented action plans to address areas for improvement. This was done through a monthly reporting system with metrics provided by all participating contractors and consultants. The results from the analysis and evaluation were used to drive continual improvements in Expo 2020's HSE standards.

Expo 2020's health and safety goals were based on leading indicators, known as enablers, as a means to achieve an outstanding performance rather than the traditional lagging indicators. Moreover, Expo 2020 partnered with the UK Health and Safety Executive (HSE) to conduct independent assessments of the Expo 2020 site. Each assessment consisted of a five-day visit by three UK HSE inspectors. The inspectors

reviewed potential high-risk activities or completed strategic reviews of policies and procedures. The UK HSE successfully conducted one¹ review during the reporting period.

Expo 2020 recorded no employee and worker fatalities during the reporting period. It also registered no high-consequence work-related injuries for employees and three high-consequence work-related injuries for workers. Recordable work-related injuries increased significantly from the pre-event phase to the event phase for both employees and workers. Expo 2020's reporting system captured injury and illness incidents collectively during the event phase. Therefore, the event phase figures included illnesses such as headache, stomach pain etc., whereas the pre-event phase figures only includes injuries.

Key health and safety performance highlights	Pre-event phase	Event phase
EMPLOYEES		
Total number of fatalities as a result of work-related injury	0	0
Total number of high-consequence work-related injuries (excluding fatalities)	0	0
Total number of recordable work-related injuries and work-related ill-health ²	0	3,087
Total number of hours worked	3,088,800	3,432,000
WORKERS		
Total number of fatalities as a result of work-related injury	0	0
Total number of high-consequence work-related injuries (excluding fatalities)	0	3
Total number of recordable work-related injuries	87	4,551
Total number of hours worked	16,347,991	45,500,000

Pre-event refers to the period from April 2021 to September 2021 and the event phase refers to the period from October 2021 to March 2022.

OVERCOMING THE PANDEMIC TOGETHER

Protecting the health and safety of Expo 2020's visitors and workforce was central to a successful Expo 2020 throughout the planning, design, construction and operations on-site. Expo 2020's approach to managing COVID-19 risks complimented its existing health and

safety strategies and policies. Expo 2020 developed comprehensive strategic and operational plans to manage the threat of COVID-19. It worked with key stakeholders

1. The reviews were conducted remotely due to the travel restrictions imposed by the COVID-19 pandemic and the related quarantine protocols.
2. Online reporting system did not distinguish between injury and illness

across Dubai, the UAE and the international community. Expo 2020's approach ensured full compliance with the UAE's laws and other best practice requirements. This was achieved through a variety of measures, such as capacity management, mandatory masks, vaccination and frequent testing of the workforce, and robust sanitisation programmes.

Expo 2020 worked closely with the listed local authorities throughout the event, particularly in relation to managing the threat of the pandemic. The collaboration with local entities enabled the Expo 2020 team to respond promptly to changes in regulations.

- Dubai Health Authority (DHA)
- Dubai Police
- National Emergency Crisis and Disaster Management Authority (NCEMA)
- Dubai Municipality (DM)
- Ministry of Health (MoH)

COVID-19 TASKFORCE

The COVID-19 Taskforce was charged with developing and implementing business resilience plans and strategies related to the COVID-19 pandemic. This involved collaborating with major departments in Expo 2020, such as Operations, Events and Entertainment and Human Resources. DHA staff were embedded within the COVID-19 Taskforce during the event phase to achieve the necessary coordination.

Expo 2020 adopted an agile delivery approach and adapted to the changing government regulations at the local and emirate level. Expo 2020's COVID-19 Taskforce closely monitored changes in requirements around social distancing, masks and vaccination mandates. This was to ensure the necessary actions

were implemented across the site in line with the latest government regulations. The Taskforce ensured that increased precautionary measures were observed in line with government protocols. Furthermore, Expo 2020's efforts were driven by scientific data as it followed the guidance of medical, science, and health experts. It met and exceeded World Health Organization's (WHO) global standards for health and safety.

Expo 2020's COVID-19 resilience plan and strategies were continually reviewed and regularly updated. For instance, in October 2021, Expo 2020 introduced a mandatory COVID-19 vaccination policy. Nonetheless, in December 2021, this was updated to include a booster requirement. This reflected the latest scientific understanding and contributed to keeping Expo 2020 workforce and visitors safe. Expo 2020 maintained this level of responsiveness and flexibility throughout the six months of the event phase.

Expo 2020 completed a scenario analysis exercise prior to the opening of Expo 2020. Accordingly, the COVID-19 Taskforce developed multiple plans to respond to potentially disruptive scenarios related to the COVID-19 pandemic. This was in addition to implementing the lessons learned during the Pavilions Premiere and other test events. For example, a potential requirement implemented during the event phase was the regular mandatory Reverse Transcription Polymerase Chain Reaction (RT-PCR) testing of Expo 2020's events and entertainment staff. During the Omicron variant surge, Expo 2020 also had to ramp up its RT-PCR testing capabilities as it offered complimentary RT-PCR testing to all IP groups. This was an anticipated scenario; therefore, the RT-PCR testing centre and the RT-PCR

testing partner had been prepared in advance. This meant they were able to rapidly increase their testing capacities within a short time. Furthermore, Expo 2020 reserved a block of apartments at the Expo Village as potential quarantine premises. During the Omicron variant surge, such precautions were critical to enable individuals sharing residences isolate away from positive cases.

EXPO 2020 COVID-19 GUIDE

The COVID-19 Guide developed by Expo 2020 outlined the measures taken by the organisation to ensure the health, safety and well-being of everyone at Expo 2020. The guide explained the precautions implemented throughout the event phase and detailed the responsibilities of the venue operators, workforce and visitors to maintain highest level of safety measures across the Expo 2020 site. All organisations, teams, and individuals operating on the Expo 2020 site were required to adhere to these guidelines. Additionally, an assurance programme was put in place to monitor compliance with the requirements in the guide.

Expo 2020 communicated any updates made to the COVID-19 requirements through the issuance of Circulars. These were amendments to the initial COVID-19 Guide and served as addenda to the comprehensive COVID-19 Guide produced during the start of the event. The Circulars were communicated both in writing to all stakeholders and verbally through daily briefings. Throughout the event phase, a total of eight COVID-19 Circulars were issued. Each Circular reflected the most up-to-date information about the COVID-19 safety measures and covered key informational updates such as testing protocols, vaccination mandates, etc.

This enabled the operating plans to be adjusted as needed. By providing regular updates on the COVID-19 protocols, Expo 2020 was able to keep its key stakeholders informed on the rapidly evolving COVID-19 regulations. This allowed Expo 2020's stakeholders to readily follow these regulations on-site and implement them within their respective organisations.

Key Principles

Expo 2020's requirements in the COVID-19 Guide were comprehensive. Nonetheless, a number of fundamental principles applied to all operations.

- All visitors and workforce must comply with COVID-19 precautions on public and private transport.
- All visitors and workforce who feel unwell while at Expo 2020 must immediately seek on-site medical advice.
- All visitors and workforce must maintain two metres of social distancing.
- All Expo 2020 and IP staff, volunteers, contractors and service providers must be vaccinated.
- All visitors and the workforce must wear a face mask.
- All venue operators must assess the risks from COVID-19 and implement suitable precautions.
- All visitors and the workforce must sanitise or wash their hands regularly.
- All venue operators must define capacity limits and ensure these limits are not exceeded.
- All visitors and workforce who are unwell must not visit the Expo 2020 site.
- All venue operators must implement comprehensive cleaning and sanitisation programmes.



VACCINATION CAMPAIGN

As part of a more comprehensive approach to COVID-19 risk management, Expo 2020 committed to ensuring that all the event phase workforce were vaccinated. This was achieved as Expo 2020's staff had to be fully vaccinated, as well as receive a booster shot, to be eligible for their Expo 2020 accreditation and employment status. Moreover, in order to facilitate a successful and timely vaccination roll-out, vaccines were free of charge for all Expo 2020 staff, contractors, IPs, vendors and suppliers. As a result, Expo 2020's vaccination campaign successfully and fully inoculated 1,906 people across Expo 2020.

On the other hand, visitors were required to provide proof of vaccination or present a 72-hour negative PCR test result in order to enter the Expo 2020 site. This requirement complemented the staff vaccination policy and ensured that everyone working and/or living within the Expo 2020 site boundary, and anyone visiting Expo 2020, was protected.

To support the visitor journey, Expo 2020 partnered with nine healthcare providers and a total of 61 clinics in the UAE. Therefore, an unvaccinated eligible ticket holder could visit any of these clinics and redeem a free PCR test prior to visiting Expo 2020. Through this established network, Expo 2020 was able to cater for a total of 136,222 tests for unvaccinated visitors.

Expo 2020 also designed a comprehensive PCR testing programme to ensure the safety of all event participants and help event operational functions address the COVID-19 requirements. As part of this programme, seven PCR testing facilities were built across the Expo 2020 site. Together, they could achieve a total peak capacity of more than 20,000 PCR tests per day.

COVID-19 HOTLINE

Expo 2020 launched an internal COVID-19 hotline for its staff and volunteers. During visiting hours, a duty manager on-site was responsible for handling all enquiries. The purpose of the hotline was to:

- Address any concerns from the workforce in relation to the risks from COVID-19.
- Provide information on precautionary measures and operational controls implemented across the Expo 2020 site.
- Notify confirmed cases of COVID-19 from staff or volunteers to enable contact tracing, where required.
- Provide aftercare and support to confirmed cases and close contacts.

KEEPING VISITORS SAFE

Expo 2020 strived to bring the world together safely and responsibly to deliver an exceptional visitor experience. It ensured that visitors were safe through the different stages of the visitor journey. Expo 2020 implemented the following COVID-19 precautions to protect the health, safety and well-being of all visitors and guest groups.


- Expo 2020's workforce and visitors were required to correctly wear a face mask (fabric or surgical mask) unless subject to a medical exemption approved by DHA. This was a key measure in preventing the potential transmission of COVID-19.
- Expo 2020 strongly encouraged visitors to pre-book their tickets in an effort to minimise interaction on-site. Additionally, the pre-booking of pavilions was also promoted through the Smart Queue booking facility on the Expo 2020 mobile application.
- Expo 2020 established a

dedicated page on the Expo 2020 website to share COVID-19 information. This page provided visitors with practical pre-arrival information. The website page included a list of Frequently Asked Questions (FAQs) related to COVID-19. Expo 2020 used its mobile application and social media platforms to disseminate COVID-19 information, including the latest updates related to UAE legal requirements.

- Visitors received information on the COVID-19 requirements via several different means as outlined below:
 - Expo 2020 website and ticketing
 - Audio communication on the site through the Public Address and Voice Alarm (PAVA) system
 - Digital display screens positioned throughout the site
 - Strategically placed signs throughout the site, in venues, public realm areas, queues and pavilions
 - Expo 2020 Contact Centre

EXPO 2020 EMERGENCY CENTRE

The Expo 2020 Emergency Centre (EEC) was located on the Expo 2020 site and operated during visiting hours and overnight by DHA. Dubai Corporation for Ambulance Services (DCAS) personnel transferred suspected COVID-19 cases to the EEC for further assessment or to neighbouring hospitals, depending on the symptoms presented.

To learn more about Expo 2020's response to COVID-19, please refer to the [Expo 2020 COVID-19 Guide](#). 

E

INNOVATION

As the largest event ever held in the region, Expo 2020 was powered by advanced 5G connectivity, Artificial Intelligence (AI) and the Internet of Things (IoT), making it one of the smartest and most connected sites. This was achieved with the help of Expo 2020's Premier and Official Technology Partners: Accenture, Canon, Christie, Cisco, Digital14, Esharah Etisalat Security Solutions, Etisalat, G42, SAP, Siemens and Terminus Group. *To read more about Expo 2020's partners, please refer to "Sustainable Partnerships" within the "Integrate" section of this chapter.* 🌐

Expo 2020 achieved its 'Connecting Minds, Creating the Future' core theme by immersing visitors in digital experiences and harnessing technologies such as robotics, AI, and Augmented Reality (AR). Expo 2020's cutting-edge digital navigation system helped visitors, participants, volunteers, and employees find their way around the site. Expo 2020 also utilised numerous 4K screens on-site to deliver a wide range of multimedia content to engage visitors.

Expo 2020 fostered a culture of innovation by serving as a platform to encourage the adoption of innovative ideas and drive creative problem-solving. It promoted innovation by spotlighting breakthrough ideas,

innovations and technologies that had the potential to shape the future. Moreover, it nurtured a sense of collaboration between leading organisations across the globe with the aim of creating opportunities and developing innovative ideas and capabilities.

The Expo 2020 site was designed as a model for the communities and cities of the future. This will be demonstrated in the legacy phase, which will repurpose 80 per cent of the Expo 2020 site to form the basis of a smart city. During its legacy phase, Expo 2020 will become a tech-enabled, human-centric community that will be underpinned by the next generation of digital connectivity.



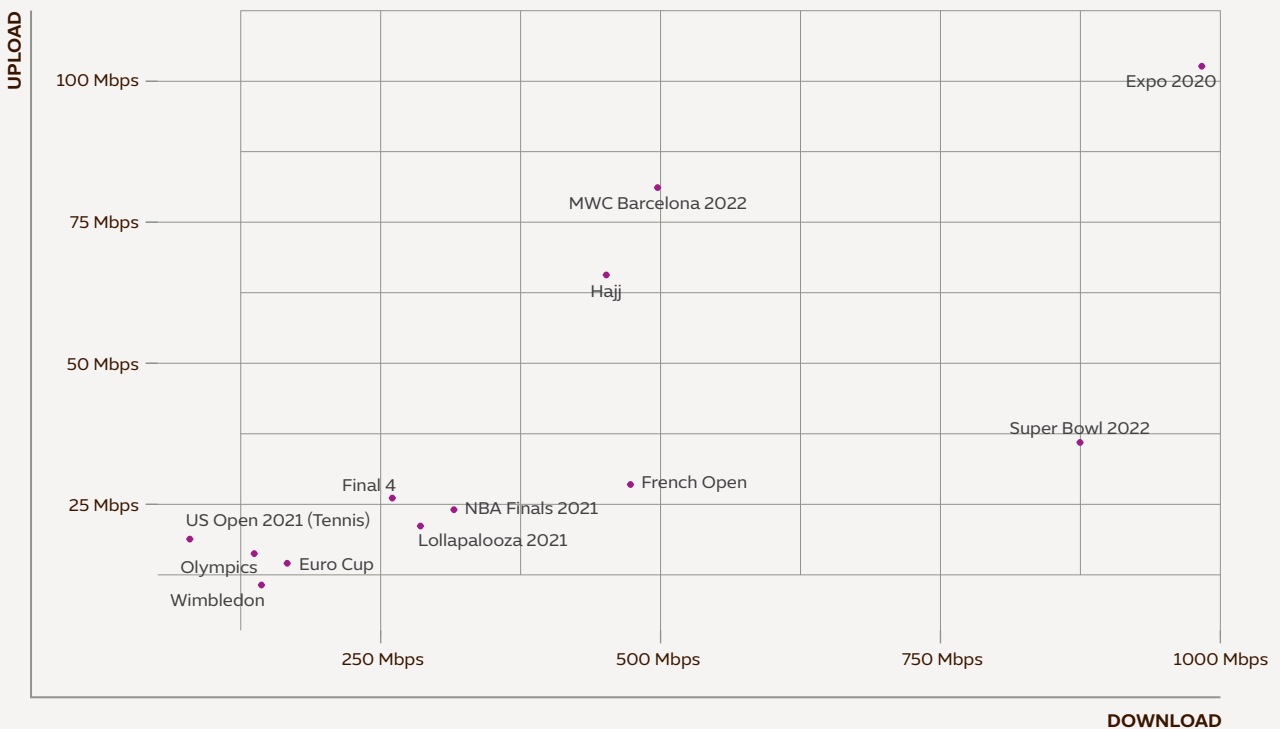
5G CONNECTIVITY

A comprehensive 5G network covered the entire site with more than 8,500 mobile access points. This made Expo 2020 one of the world's fastest and most connected sites in the world. With tested speeds of up to 3.1 Gigabits per second (Gbps), Expo 2020's network was a key enabler of its innovative digital solutions including IoT, robotics, AR and Virtual Reality (VR).

Expo 2020's 5G network achieved the highest median upload and download speeds of any 5G network at a major international event. The following graph maps the independent speed test results that were conducted by Ookla – a global leader in mobile and broadband network intelligence and performance testing.

MEDIAN SPEEDS

5G + Modern Chipset



INTERNET OF THINGS (IOT)

MindSphere, from Siemens, was used to monitor services linked to Expo 2020's physical infrastructure, including 130-plus fully connected buildings across the site. The majority of Expo 2020's legacy buildings will use smart technology and have building management systems in place. Features

embedded into the buildings include smart metering and sensors that monitor the energy consumption and efficiency of power, light, water, and climate conditioning systems.

With regard to water management, Expo 2020 used a smart irrigation system to collect data and

monitor water usage. The system gathers data from its weather and soil sensors to optimise water consumption and pump operations. The flow-rate sensors detect the amount of water dispensed, check for any potential leaks in the irrigation loops, and notify site operations about areas of concern.

ROBOTICS

Expo 2020 deployed more than 150 programmable robots across the site, with the help of its Premier Robotics Partner, Terminus.



OPTI MASCOT ROBOTS
(50)

Acted as goodwill ambassadors as the robots greeted visitors, performed in special displays, and provided guidance and assistance to visitors. The robots were modelled after Opti, one of the Expo 2020 mascots and were fitted with features such as a multi-touch display and AI-driven object mapping and detection.



ATTENDANT ROBOTS
(20 ROAMING + 10 STATIONARY)

Provided information to visitors and answered general enquiries through voice interactions.



DELIVERY ROBOTS
(25+25)

Provided zero-contact delivery and vending services around the site, combining convenience with safety to minimise the ongoing implications of the COVID-19 pandemic.



PATROL ROBOTS
(22)

An all-inclusive security solution for outdoor spaces – included 360-degree, 24/7 patrolling, fire monitoring and mobile emergency alarms, among other core competencies.

AMAL VISITOR ASSISTANT

Expo 2020 developed an AI-powered chatbot called Amal, in collaboration with Accenture and SmartDubai. Amal communicated with the visitors through the Expo 2020 website and mobile application in 10 languages, including English and Arabic. It shared information such as the opening times, shows and attractions, parking and public transport options. Amal was able to answer visitors' questions accurately and quickly as it could process and analyse large volumes of information in real time. It was designed to learn, develop, and improve the service through natural language processing.

PODWAY

PODWay was designed to help People of Determination (PODs) navigate the Expo 2020 site by providing real-time information tailored to their mobility needs. The application was co-developed with SAP, Expo 2020's Innovative Enterprise Software Partner. The application optimised PODs' experience based on accessibility requirements, using analytics and experience management technologies. This was coupled with input from IoT and mobile tracking technologies. PODs visiting Expo 2020 could select requirements such as motorised wheelchairs, audio headsets or sensory maps to ensure the best experience at Expo 2020.

CROWD MANAGEMENT

Expo 2020 welcomed 24.1 million visitors to its site through its collaboration efforts with its partners to host a seamless flow of visitors in a safe and secure manner. This included using advanced software to help forecast, track, and manage crowd movements across the site. Moreover, Expo 2020 leveraged specialist Wi-Fi positioning technology to help

manage indoor flow of visitors. Expo 2020's Operations Centre used an array of projectors to display content from thousands of cameras situated across the site on a multi-use, multi-informational canvas. In an effort to minimise queuing, some of the country pavilions implemented an intelligent Smart Queue system similar to the fast-pass schemes found at theme parks. This offered

Expo 2020's visitors the ability to reserve a specific time slot at the venues subscribed to the system and optimise their visit to Expo 2020. Through this system, visitors were able to visit the participating pavilions at a time convenient to them without having to wait in potentially lengthy queues.

VIRTUAL AND AUGMENTED REALITY

For the first time at a World Expo, Expo 2020 used VR to connect physical and virtual visitors through explorable and interactive narratives. Virtual Expo enhanced the on-site visitors' experience and allowed millions of connected visitors from around the world to experience Expo 2020 as if they were on-site. Virtual Expo included:



Project Parasol:

A stylised virtual recreation of the Expo 2020 site. This allowed visitors to explore and experience every pavilion's interiors through 360° videos. Project Parasol leveraged storytelling elements that were presented using AR and included quests and site-specific artworks. It also incorporated digital characters that represented virtual and physical visitors through the use of avatars.

Virtual Expo:

an events-focused website that offered a 3D view of the Expo 2020 site and all its pavilions. It enabled viewers to choose a point of interest from an overhead map and zoom in to experience 360-degree videos that contained information about a country, a pavilion, or an event.



Gaming Experience:

Targeting the youth and the rapidly growing, multi-generational audience of gamers, Expo 2020 created an immersive virtual Expo 2020 experience through its dedicated Minecraft world. Minecraft players could experience the site and visit the various pavilions on the gaming platform as a means to relate to Expo 2020's themes in an attractive and familiar environment. Moreover, this included an education element aimed at children in grades K-12. It featured several lesson plans for teachers to use in their classrooms to dive further into Expo 2020's themes.



Digital Expo:

Offered aggregated webinars and podcasts created by Expo 2020 alongside assets created by the participants. The content was collected in an easily accessible, web-based platform. The submissions were handled through a custom content management system.

Digital events:

Offered digital-only experiences exclusively on one of Virtual Expo's digital platforms. The aim was to leverage technology to digitally engage audiences by creating new types of immersive experiences. This was the first attempt for a World Expo to transcend all physical constraints.



CASE STUDY

SHINING A LIGHT ON SUSTAINABILITY
CHRISTIE

As Christie moves forward in audio-visual industry leadership and advanced technology, it continues to prioritise being a globally responsible business. Christie is committed to the ongoing development of sustainable technologies and products and aims to provide solutions for large-scale events and venues that contribute to a sustainable future.

The Christie D4K40-RGB pure laser projectors brought spectacular visual experiences to life in Al Wasl Plaza during Expo 2020. The laser projectors were designed to function for a long life of 25,000 hours, which adds up to 8.5 years if utilised for eight hours per day for 365 days. Therefore, the projectors will continue illuminating Al Wasl Plaza when the site transitions from an event space into its more permanent setting.

The projectors offered improved energy efficiency and optimal value compared to older models. Their extended lifetime eliminated the need for replacement, reducing their environmental impact and maintenance activities.

The robust D4K40-RGB included a sealed optical path and integrated cooling. The projectors were strategically housed in protective pods to withstand Dubai's climate, dust, and possible sandstorms. Embedded in each projector was Christie LiteLOC™ technology that holds every unit to a predetermined colour and brightness level, regardless of ambient temperature fluctuations. Due to Christie's LiteLOC technology, the colour balance did not need to be adjusted manually in any of the 252 projectors over the entire event phase. Christie's Conductor monitoring and control software provided

an easy-to-interpret display of every projector's real-time status on a central laptop. This allowed the Expo 2020 team to spot any issues, diagnose and resolve them proactively while the projectors remained sealed in their pods. This ensured that manual intervention was kept to an absolute minimum.

In addition to designing and manufacturing sustainable products, Christie subscribes to a broader commitment to environmental sustainability. Christie follows the Restriction of Hazardous Substances (RoHS) directive, which provides guidance to ensure that no hazardous materials are incorporated into products. Moreover, Christie is also compliant with Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH). REACH is a European Union (EU) regulation that emphasises protecting human health and the environment from the risks associated with the use of chemicals. Furthermore, Christie requires its suppliers to abide by the Christie Supplier Code of Conduct, which includes environmental protection initiatives.

The company has made significant strides toward reducing waste, leveraging renewable energy sources, engaging employees in environmental initiatives, and

much more. For instance, Christie implemented organic, plastic and e-waste recycling programmes, as well as an innovative foam recycling programme. Christie's recycling programmes in the primary manufacturing facility achieved an average recycling rate of 82 per cent. Additionally, Christie successfully carried out sustainable building renovations worldwide. An example of an operational improvement was the heat recycling initiative, which enabled wasted heat to be recovered from manufacturing processes and reused to heat other areas or plants. This helped reduce Christie's natural gas consumption by more than 40 per cent while reducing water consumption by 25 per cent. Moreover, **Christie's headquarters in California** use roof-mounted solar panels to offset energy usage and charge employees' electric vehicles, thus supporting Christie's commitment to improve its carbon footprint and environmental impact.

Christie aims to continue on this path of sustainability stewardship by identifying and developing new opportunities for performance improvement.



CASE STUDY

ACHIEVING THE SDGS TOGETHER ACCENTURE

As the Digital Services Premier Partner, Accenture helped Expo 2020 create engaging digital experiences while focusing on ecosystem building and contribution to systemic change. Accenture prioritised supporting key demographics for the transformation of society towards the global goals. These included women, youth, PODs, educators, not-for-profits, philanthropists and corporate leadership.

KEY HIGHLIGHTS FROM ACCENTURE AT EXPO 2020



SUSTAINABILITY INITIATIVES

Skilling: Conducted coding and design thinking sessions using Kidovation, and worked with the Expo School programme.

Impact Investment: Financed refugee programmes with the help of UNHCR and high net worth individuals.

Focused Discussions: Conducted panels focused on female professional growth and PODs inclusion in the workforce.

Education and Increased Awareness: Conducted awareness sessions on environmental topics such as raising awareness on single-use plastics.

Sustainable Development Goals (SDG): Facilitated the second cohort of SDG Ambition sessions with participants from companies in Lebanon, UAE and Saudi Arabia.

PARTNERSHIPS

Innovating to help its clients and communities tackle societal issues has always been an important part of Accenture's responsible business model. From the response to COVID-19 to equipping workers with new skills, Accenture and its partners have been developing innovative solutions to tackle the most challenging societal issues. Accenture Middle East used its space at the Expo 2020 lounge in the Partners Hub to show its commitment in playing its part in accelerating change.

During the six months of the Expo 2020, the Accenture lounge hosted 25 events where more than 600 participants came together in different forms including panel discussions, thought leadership talks, philanthropy workshops,

skilling sessions and debates. Accenture provided space to its not-for-profit partners, bringing its ecosystem together and increasing its collective social impact to help create a more inclusive society.

Through Expo 2020, Accenture built relationships with new organisations and strengthened its bonds with its existing network. In the Accenture lounge, all participants were encouraged to collaborate across sectors to generate outcomes for some of the most complex societal and environmental challenges. Moreover, Accenture used the power of technology to connect people online and at the Expo 2020 site. Social media posts covering the events further triggered a myriad of positive reactions both inside and outside of Expo 2020 and Accenture.

Shared action and collaboration remained crucial to Accenture's collective progress towards sustainability. In line with previous years, Accenture continued to partner with the UN alongside SAP and 3M to facilitate the SDG Ambition. The Accenture lounge served as a venue to host some of the SDG Ambition sessions to support companies in the UAE, Saudi Arabia and Lebanon drive progress on the SDGs. Expo 2020 provided Accenture with the right setting to use SDGs as a universal language to galvanise action with its clients, ecosystem partners, suppliers and other stakeholders.



CASE STUDY

EXPO LIVE

The foundation of Expo 2020's theme 'Connecting Minds, Creating the Future' is the belief that innovation and progress are the results of people and ideas coming together to collectively solve real world problems. Launched in 2016, Expo Live was Expo 2020's innovation and partnership programme aimed to fund, accelerate and promote creative solutions by innovators who are tackling some of the world's most pressing challenges. Expo Live harnessed the convening power of a World Expo and demonstrated how global innovation and changemakers could accelerate the pace of progress to inspire a more inclusive and prosperous future. These themes were translated into action through a combination of grant programmes, innovation challenges and knowledge-sharing events.



Expo Live – Intentional programme to foster social innovation and entrepreneurship by supporting novel solutions, connecting minds, and inspiring changemakers.

University Innovation Programme (UIP), which incentivised creative thinking and collaboration between university students to solve problems relevant to the UAE and the region.

- 19 university partners
- 46 projects supported
- 130 volunteer professors
- 3 companies founded

Innovation Impact Grant Programme (IIGP), which provided funding, business support, and exposure to innovative solutions that benefit communities and the environment.

- 11,000+ applications from
- 184 countries
- 140 selected global innovators from 76 countries

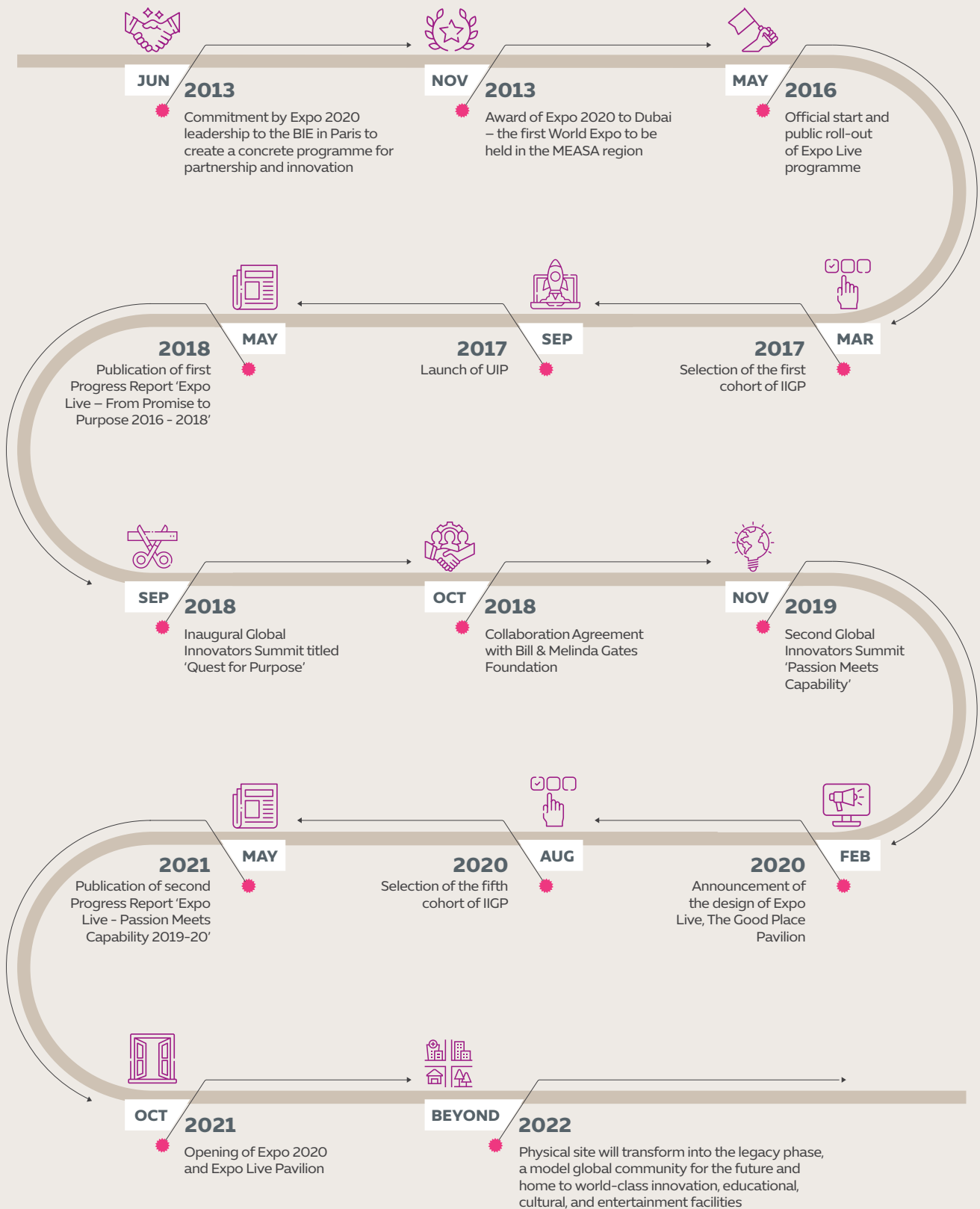
The Good Place Pavilion, which was Expo Live's home and showcased innovators and outstanding projects that it has championed.

- A multi-sensory interactive experience where visitors explored the innovators and their impact on the community

Expo Live enabled social innovation through four models – innovation around a product, a service, a process or one that drives social transformation. Both social innovators and social enterprises made up the Expo Live Global Innovators (GI). While identifying GIs, Expo Live did not consider their size, legal form, or geographical location. Change agents come from across the world as individuals working at the grassroots level, frontline workers, ministries, NGOs, private companies, charities, or faith-based organisations were invited to submit their applications.



EXPO LIVE JOURNEY



THOROUGH, TRANSPARENT AND INDEPENDENT SELECTION PROCESS

PROJECT ORIGATION

Competitive calls for proposal were issued at regular intervals and distributed through multiple channels, including the Expo Live webpage and social media, as well as introduced by its network partners. Additionally, when Expo Live identified projects that were well suited to its objectives, the project owners were invited for abstract submissions.

STEP 1

REVIEW AND SHORTLIST

The Expo Live Evaluation Team shortlisted eligible abstracts by using an iterative scoring system. Applicants received feedback from Expo Live within 20 to 40 working days after the abstract application deadline.

STEP 2

FULL APPLICATION

Shortlisted applicants were invited to submit a complete application with supporting documents. The evaluators assessed the proposals based on alignment with Expo Live's objectives for level of innovation, impact, and quality of the submission.

STEP 3

LIVE PRESENTATION

Expo Live invited selected GIs to come and pitch in Dubai during a three-day event. It invited Expo 2020 Premier Partners and embassy representatives from the global community to attend the pitches and support their fellow countrymen and women.

STEP 4

GRANT APPROVAL

For the final grant award, Expo Live considered the diversity of geographic representation, the spread of innovations related to the subthemes of Opportunity, Mobility and Sustainability, and the representation of technologies, projects, and business models at different stages of maturity.

STEP 5

STEP 9

ATTENDING EXPO 2020

All global social innovators were invited to showcase their innovations live at the Expo 2020.

STEP 8

PROJECT REPORT

The social enterprise shared a final report detailing the outcomes of the funding achieved. They highlighted business growth, impact KPIs, technological developments, and other partnerships made during the grant process.

STEP 7

SITE VISITS

At this stage, grant managers, accompanied by other team members, carried out site visits to get a deeper understanding of the social enterprise and any adjustments that could be made, as well as witness the impact created firsthand. The visit was generally a pre-requisite to release the second tranche of funding disbursement.

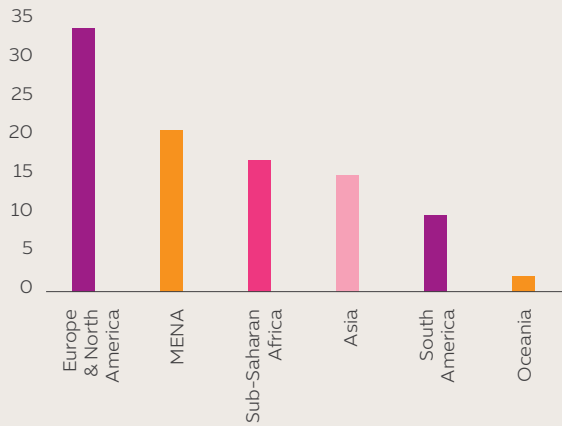
STEP 6

GRANT AGREEMENT

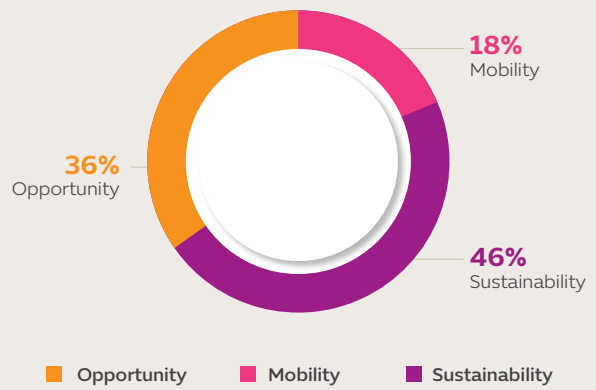
Once a grant received approval for funding, an award notification letter was sent to the applicant. The GI and the assigned grant manager went through a collaborative process to define implementation plans, required budget, KPIs, and risk mitigation measures. Once both parties had agreed, Expo Live released the first round of funds to the social enterprise.

EXPO LIVE SUPPORTED A DIVERSE GROUP OF GLOBAL INNOVATORS IMPACTING PEOPLE'S LIVES ACROSS THE PLANET

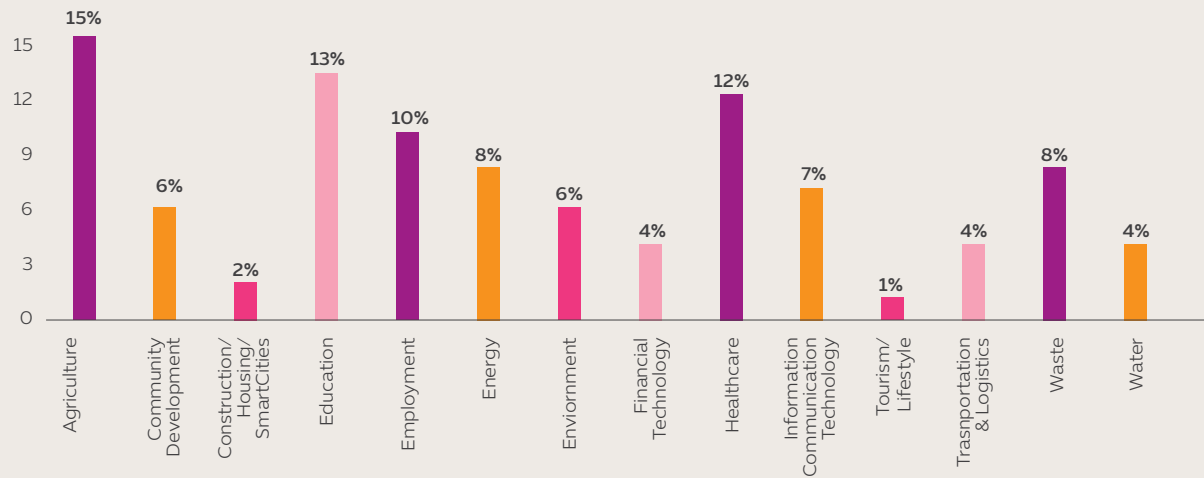
GLOBAL INNOVATORS HEADQUARTERS PER REGION



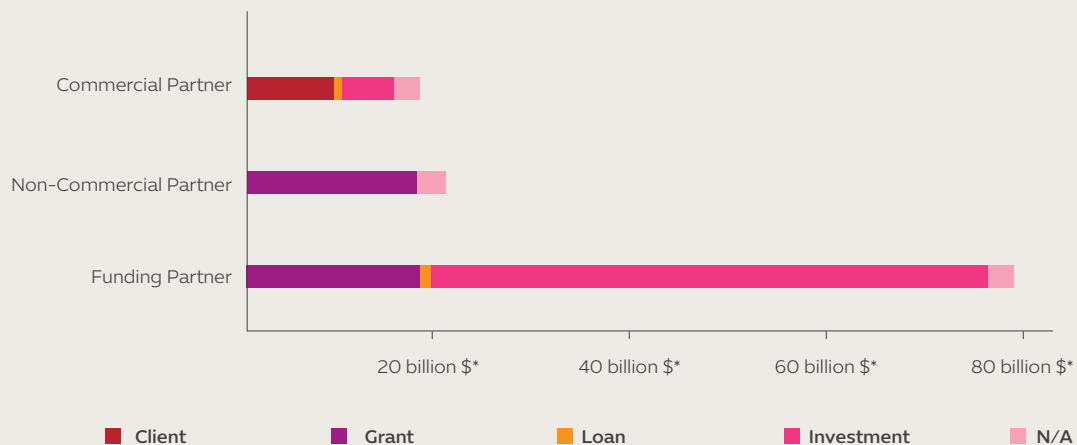
GLOBAL INNOVATORS PER SEUB-THEME



GLOBAL INNOVATORS PER SECTOR

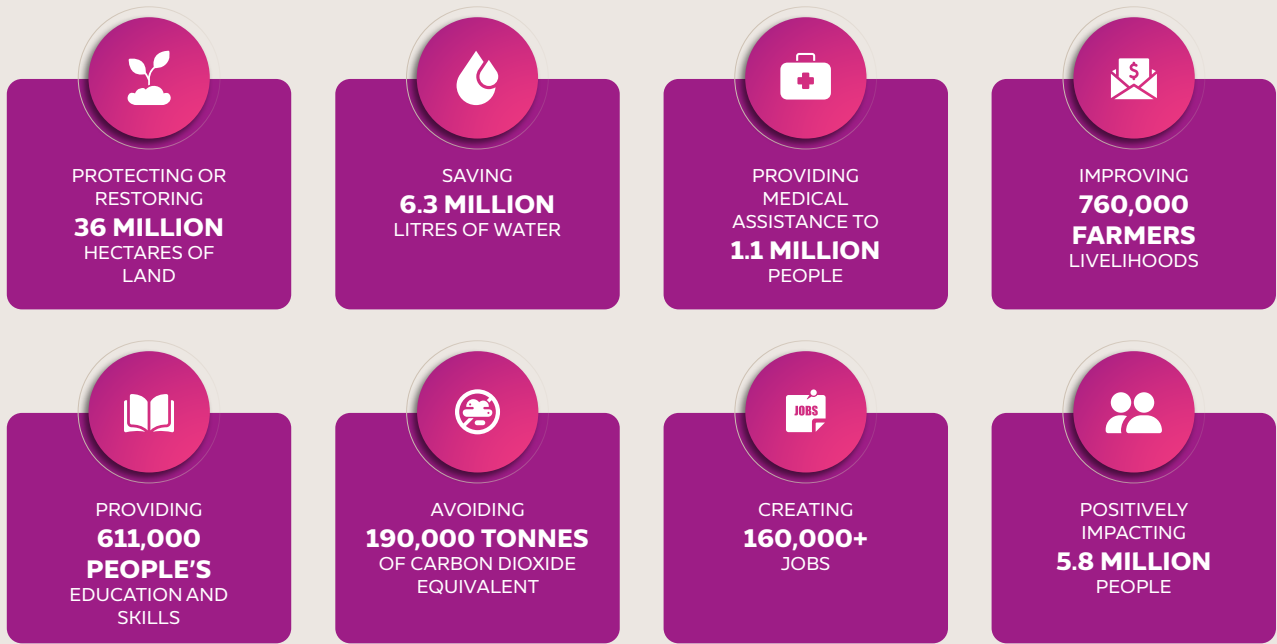


TYP EPF FUNDING (IN USD) ATTRACTED BY GLOBAL INNOVATORS PER TYPE OF PARTNER



DELIVERING TANGIBLE IMPACT FOR THE PEOPLE AND PLANET

Together 140 Global Innovators from 76 countries contributed to:



USA

SUSTAINABILITY

In Mozambique and Kenya, Be Girl's biology-based SmartCycle menstrual education workshops and learning tools reached 18,000 girls and boys, and 86,000 girls and boys received educational flyers in their local language with information about menstrual and reproductive health.

LEBANON

SUSTAINABILITY

CubeX is a home-scale wastewater and solid waste treatment system that enables households to effortlessly process their organic waste on site. Compost Baladi has diverted more than 4,500 metric tonnes of solid biowaste from landfills/dumpsites while empowering more than 450 refugees, farmers, and women on waste management and related topics.



MOROCCO

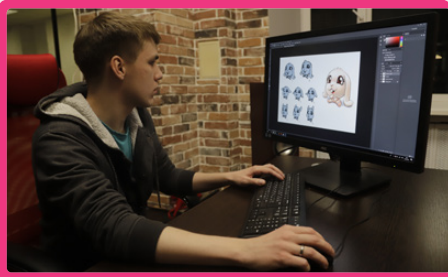
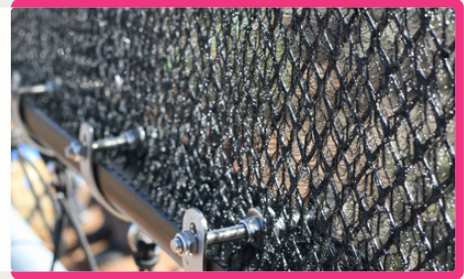
SUSTAINABILITY

Zelij developed an innovative formula that uses 80 per cent plastic waste and 20 per cent eco-friendly materials to produce construction materials that are 100 per cent sustainable while also being more affordable.

MOROCCO

SUSTAINABILITY

Dar Si Hmad built the largest fog-collection installation in the world, with 1,700sqm of moisture capturing netting, which supplies potable water to 16 villages in southwest Morocco. Women, who are the traditional water-guardians, have gained back the 3.5 hours daily for water-fetching. More girls are attending school, and the villages are enjoying a better overall quality of life.



RUSSIA

SUSTAINABILITY

Through Posadi Les 9,489 people have planted trees without leaving their computers. Within the 'plant a forest' framework, 2,572,525 trees have been planted in 52 regions of the Russian federation.

UAE

OPPORTUNITY

YallaGive is the first licensed online donation and crowdfunding platform in the Middle East. It is the first platform of its kind, providing fully authenticated services entirely based on blockchain technology. Since its launch, YallaGive has fundraised AED 63,193,883 towards 2,079 campaigns in humanitarian and relief, health and medical, social and community, and environment and nature.



HAITI

SUSTAINABILITY

Through the EkoLakay project, they have provided more than 6,000 residents with safe, dignified access to sanitation, produced more than 200 tonnes of compost, and establishing a circular economy model that also addresses soil erosion and deforestation.

IRELAND

OPPORTUNITY

Through CoderDojo, 58,000 young people are being creative with technology with the help of 12,000 volunteers in 117 countries.



BANGLADESH

OPPORTUNITY

Apon provided health awareness and training sessions to 2,889 workers in the Bangladeshi garment industry, of which 1,794 accessed the health insurance plan.

COLOMBIA

OPPORTUNITY

Fundefir Nueva Esparta created 214 new communal banks or Bankomunales in Colombia, thereby allowing 4,453 members to save USD 698,903 and access USD 3,976,616 in credit.



COSTA RICA

OPPORTUNITY

They built pallets with no deforestation, lower energy consumption and a higher rate of oxygen regeneration, which means their packaging helps towards conservation and regeneration of the environment.

ARGENTINA

MOBILITY

OTTAA Project gives back a voice to those who lost it. With images and artificial intelligence, using any mobile phone, it enables the speech-impaired to talk again.



UGANDA

OPPORTUNITY

Jibu enabled local entrepreneurs to deliver 12 million litres of potable water to 58,250 rural people, including refugees, across Uganda.

BENIN

SUSTAINABILITY

Almightly Services Plus provided clean fuel and cookstoves to 4,170 people in Benin, thereby avoiding 31,855 tonnes of carbon dioxide equivalent.



RWANDA

MOBILITY

Babyl trained 323 health care professionals who conducted mobile-based consultations for 44,695 unique patients in Rwanda.

 **KENYA**

 **SUSTAINABILITY**

Hydroponics delivered hydroponic systems to 500 farmers across East Africa thereby contributing to generating 1,841 new farmer jobs and saving 936,000 litres of water.



 **SAUDI ARABIA**

 **MOBILITY**

Labayh now has 120,000 clients and logged more than one million consultation minutes in 2020. Due to the global pandemic Labayh launched 'Labayh Hope', a campaign to support people during the health crisis and gave more than 10,000 free consultations.

 **JAPAN**

 **MOBILITY**

WheeLog is the only crowdsourced map in the world that makes it possible to visualise the routes wheelchair users have taken (TrackLog). By creating an interactive map that allows wheelchair users to clearly see the accessibility of public spaces, they promote a society where wheelchair users and people with mobility challenges can fully enjoy their lives.



KEY EXAMPLES OF EXPO LIVE GLOBAL INNOVATORS ACROSS EXPO 2020'S THREE THEMES

SUSTAINABILITY



INITIATIVE:
DESERT CONTROL

SECTOR:
ENVIRONMENT



LOCATION:
NORWAY

Be My Eyes connects blind and low-vision people with sighted volunteers or workplace representatives for visual assistance through a live video call, thereby improving their independence and self-reliance.

<p>MARKET ORIENTED BUSINESS MODEL</p>	<p>Desert Control's product offers a strong value proposition for customers with short payback times. Their LNC product boosts crop yields by 62 per cent while cutting water use by up to 50 per cent. Additionally, converting desert to green land reduces carbon dioxide emissions by 15 to 25 tonnes per hectare, annually. The company targets three segments of customers:</p> <ol style="list-style-type: none"> 1. Green landscaping firms that can reduce water consumption and use of fertilisers. 2. Agricultural industries, both food production and forestry, that can improve yield and reduce the risk of deforestation. 3. Non-governmental organisations (NGOs) and multi-stakeholder initiatives that promote impact programmes.
<p>CREDIBLE SOCIAL COMMITMENT</p>	<p>The company's vision is to restore the earth's natural greenness by reversing desertification and soil degradation. It aims to transform sand and degraded land into fertile soil while reducing the water needed for green ecosystems by up to 50 per cent.</p>
<p>RAISING CAPITAL VIA FINANCIAL MARKETS</p>	<p>In April 2021, Desert Control successfully raised approximately USD 23 million in its Initial Public Offering (IPO) on the Oslo Stock Exchange. The private placement attracted significant interest from domestic, Nordic, and international investors, who focus on ESG, sustainability, and green innovation. The capital raised will finance the company's expansion plans and commercial rollout in the UAE and the western United States.</p>

MOBILITY



**INITIATIVE:
BE MY EYES**

**SECTOR:
INFORMATION AND
COMMUNICATIONS
TECHNOLOGY (ICT)**



Be My Eyes connects blind and low-vision people with sighted volunteers or workplace representatives for visual assistance through a live video call, thereby improving their independence and self-reliance.

<p>MARKET ORIENTED BUSINESS MODEL</p>	<p>Be My Eyes is a mobile application that connects blind and low-vision individuals with sighted volunteers and companies from all over the world through a live video call. The Be My Eyes business model relies on partnerships and contracts with companies. The service can be integrated into a company's existing communication channels via an application to meet the needs of the company's low-vision employees, clients, suppliers, and other stakeholders.</p>
<p>CREDIBLE SOCIAL COMMITMENT</p>	<p>The Be My Eyes story started in Denmark in 2012 with Hans Jørgen Wiberg, a Danish furniture craftsman, who is visually impaired. Through his work at The Danish Association of the Blind, he recognised that blind or low-vision people typically required some assistance to solve everyday tasks. However, he learned from a blind friend that he used video calls to connect with family and friends who assisted him with these tasks. It was then that Hans Jørgen got the idea for Be My Eyes. He believed that the technology of video calls could be used to visually assist blind or low-vision individuals, without them having to rely on friends and family, but on a network of volunteers.</p>
<p>RAISING CAPITAL VIA FINANCIAL MARKETS</p>	<p>Be My Eyes attracted 10,000 volunteers within its first 24 hours of operation, and within eight weeks, it had users in 100 countries. During the past six years, 4.5 million volunteers and 290,000 blind and visually impaired have joined the community. With assistance in 180 languages, it is currently the most prominent online platform for the blind and visually impaired, and one of the largest micro-volunteering platforms in the world.</p>

OPPORTUNITY



INITIATIVE:
INVESTED

SECTOR:
EDUCATION



InvestEd offers affordable and flexible loan products to students from low-income households in the Philippines. Instead of loan processors, students applying for a loan at InvestEd are accommodated by financial counsellors. Once repayment begins, students primarily deal with coaches instead of collectors.

**WITH THE RIGHT FUNDING
AND SUPPORT
AT THE RIGHT TIME, GLOBAL
INNOVATORS SCALED
THEIR BUSINESSES AND
IMPACT 10X**

In 2018, when InvestEd applied for the Expo Live grant, the company was just past the pilot phase. The co-founders were facing issues finding an investor in the region who believed in the idea of pro-student loans. The Expo Live grant allowed InvestEd to test and further develop their loan products to vulnerable target groups such as young mothers. They were able to catalyse additional funding and hire nine new employees over the following year. Through the network of Expo Live GIs, InvestEd joined a network where it was able to exchange stories and share learnings to improve its resilience.

As the pandemic hit, InvestEd's business plan became irrelevant. However, with the help of the emergency support from Expo Live, InvestEd re-examined what learning in the face of a pandemic would look like and entail for a student's financial and non-financial needs. As a result, InvestEd was able to readjust and expand the organisation to 50 employees and finance more students in 2021 than it had in the three former years combined.

SECURITY PRACTICES

Expo 2020 hosted a safe event, providing Expo 2020's visitors with a secure and safe experience as a result of the security operations and controls in place. Expo 2020 worked in collaboration with Dubai Police and federal security authorities to secure the perimeter of the site. This assured the safety of the visitors and guests, ensuring the highest level of event safety and security was maintained.

Security personnel training on human rights	Pre-event phase	Event phase
Number of security personnel who received formal training in the organisation's human rights policies or specific procedures and their application to security.	2,879	0

Pre-event refers to the period from April 2021 to September 2021 and the event phase refers to the period from October 2021 to March 2022.

Expo 2020's security personnel were trained during the pre-event phase as part of their onboarding process. The training was conducted at the Dubai Police Academy and was taught by Expo 2020 Security Operations and the Expo 2020 Learning and Development Training Team.

There were four entrance points visitors could use to access the Expo 2020 site, including Metro Plaza, Opportunity Plaza, Sustainability Plaza and Mobility Plaza. Visitors were required to complete a search and screen process on arrival through the Pedestrian Screening Areas (PSAs).



CASE STUDY

MISSING AND FOUND PERSONS PROGRAMME

Prior to the event phase, one of the risks identified through a security Threat and Risk Assessment (TRA) was the high likelihood of a missing person on the Expo 2020 site during the event phase. Thus, it was concluded that Expo 2020 required a procedure to mitigate this risk. Expo 2020 identified the required actions to effectively manage this risk to ensure separated visitors, families, groups, etc., were reunited.

The programme was successful as missing persons were reunited in a relatively short time. Moreover, missing persons (especially children) were placed in a safe and secure place while the search for the parents/guardians was initiated and concluded. This programme proved effective and significantly reduced the risk of anyone, especially children, being lost, abducted, abused or harmed. The Expo 2020 Missing and Found Persons Programme can be used as a benchmark for future events on the Expo 2020 site during the legacy phase.

The Expo 2020 Missing and Found Persons Programme was successful due to the support from the following advanced technology tools:

- **CCTV Cameras/Operators:** Expo 2020 implemented an extensive Close Circuit Television (CCTV) Programme. Approximately 15,000 cameras were deployed around the Expo 2020 site. Many of the CCTV cameras were smart cameras and were critical to the programme's success.

- **SSA Function:** The Security System Analytics (SSA) Function proved to be a technologically advanced and leading programme. It served as an asset to the Missing and Found Persons Programme as it mapped individuals using facial recognition. This was instrumental in tracking down and guiding the Security Operations and the Emergency Services to individuals on the Expo 2020 site.



CASE STUDY

LOCKDOWN AND VOID PROGRAMME

Expo 2020 conducted a security Threat and Risk Assessment (TRA) to identify risks using the available information based on ISO 31000, an international risk management standard. This exercise was initiated in 2016 and upon completion of the TRA in August 2021, Expo 2020 implemented two initiatives during the pre-event phase to mitigate the identified risks.

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The main risk identified in the TRA was that individuals could attempt to place threats on-site during the pre-event phase. The primary initiative was to design and implement a series of coordinated searches of the entire Expo 2020 site by specialist advanced search teams. This was done in collaboration with the relevant Dubai authorities.

The purpose of Expo 2020's 'Lockdown Phase' activities was to confirm that there were no unauthorised persons or prohibited or restricted items on the Expo 2020 site. Once the search was complete, the site was declared as 'locked down'. From that point forward, there were policies, procedures, protocols, and practices in place to prevent any reintroduction of materials to the site.

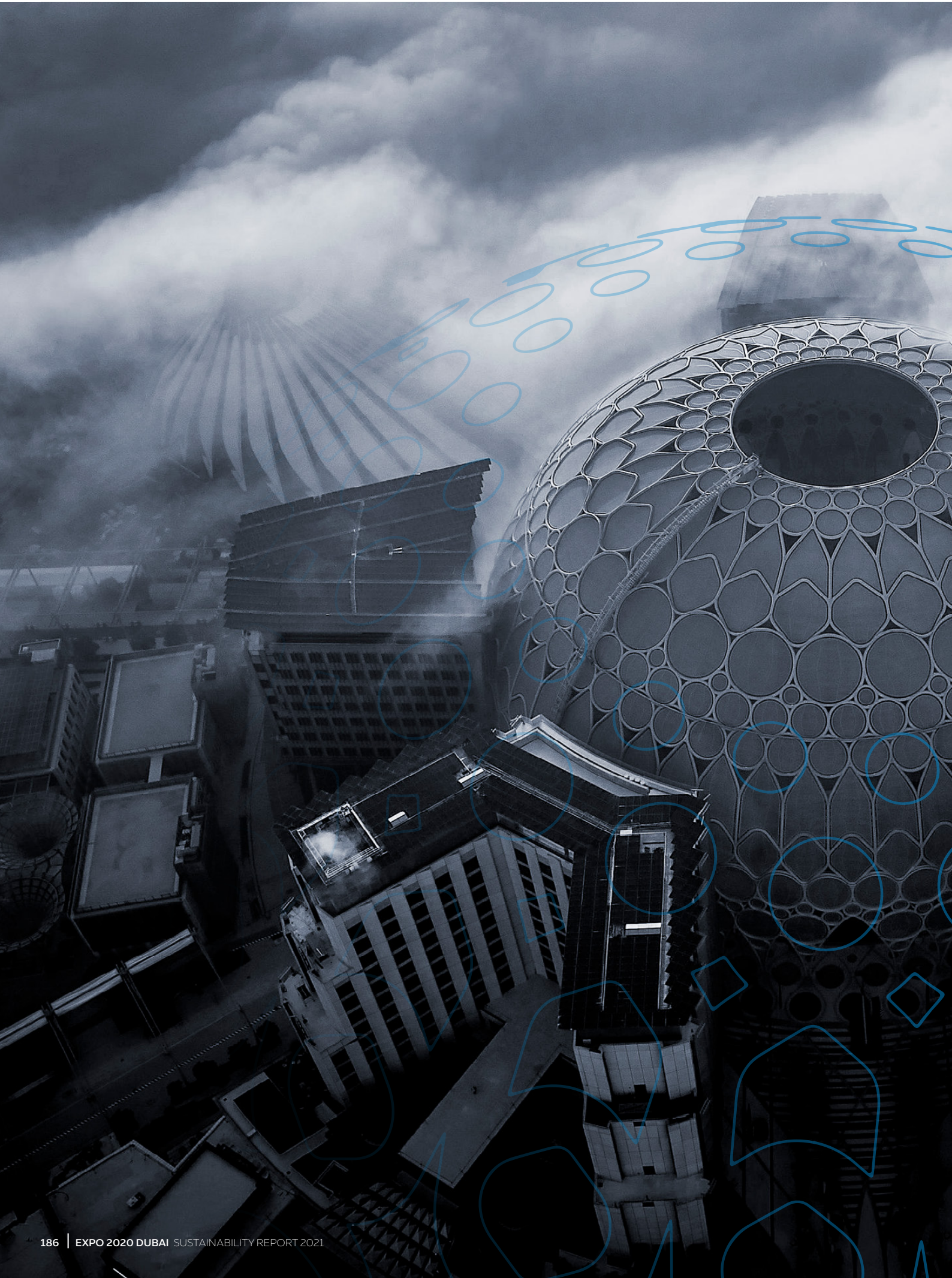
Nonetheless, one significant challenge was that the lockdown phase would be ineffective if the security teams could not search the inaccessible voids created during construction. These voids could only be searched using search dogs and technological equipment, which was less effective than physical inspections. Therefore, an additional initiative was implemented to ensure that all inaccessible voids were inspected at the point of being created. This initiative was called the 'Void Programme'. Expo 2020 developed specific criteria to inspect all inaccessible voids that were subject to a risk assessment. It ensured that each inaccessible void was inspected with documented evidence trail.

The primary challenge was the potential for the initiatives to delay construction progress and/or incur a financial burden for the contractors. This created an additional

challenge to minimise the negative impact on the contractors without compromising the integrity of the initiatives. Nevertheless, the initiatives were successfully implemented and had no significant impacts on the contractors.

The high levels of confidence enjoyed by Expo 2020 and the Dubai law enforcement authorities was the primary benefit of the combined initiatives. After the site was locked down, there were no unauthorised persons or items on-site. Therefore, the security protocols employed from that point ensured that this status remained throughout the event.

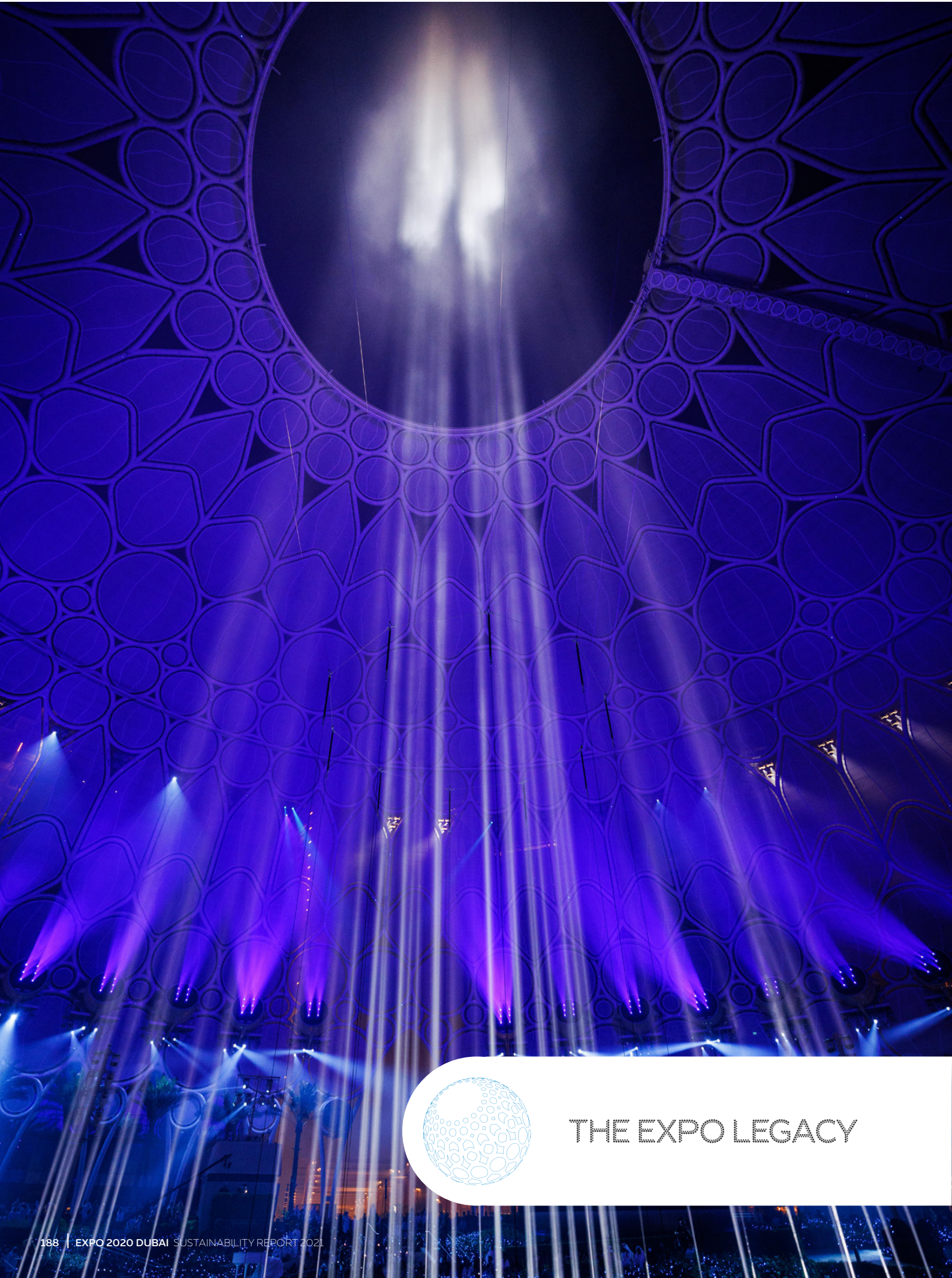




03

THE EXPO LEGACY





THE EXPO LEGACY



EXPO 2020 LEGACY CONTRIBUTION

Creating a sustainable and enduring legacy has been at the core of Expo 2020’s vision from the beginning. The six months of Expo 2020 encouraged cultural exchange while promoting Expo 2020’s core theme of “Connecting Minds, Creating the Future” and its key subthemes of Opportunity, Mobility and Sustainability. Building on the success achieved, the Expo 2020 site will transition to Expo City Dubai, fulfilling Expo 2020’s founding vision to continue as an ecosystem to connect, create and innovate. Expo City Dubai will serve as an ideal platform to foster collaboration between local and global companies, SMEs, start-ups as well as government, and academia.

EXPO 2020 LEGACY: DIMENSIONS OF PLANNING



ECONOMIC LEGACY



Expo City Dubai will be a long-term contributor to the UAE's economy following the success of Expo 2020. The economic legacy will be created by contributing to new business generation, GDP growth and job creation across the region. Expo 2020 supports the UAE's vision for sustainable economic development by driving growth in key industries such as travel and tourism, logistics, transport, construction and real estate. The growth of these sectors provides continual support to economic diversification by helping build a more resilient, sustainable, and knowledge-driven economy.

ENVIRONMENTAL LEGACY



Expo 2020 positioned itself as a catalyst for sustainability in the region through its sustainability strategy and the adoption of sustainability and environmental standards and guidelines. It sought to serve as a future model by setting best practices for mega-events and driving innovations in sustainability. Expo 2020's legacy planning ensured the integration of energy-efficient technologies and sustainable design. Continuing on this path, Expo 2020's environmental legacy will be realised through the positive environmental performance of Expo City Dubai and its efficient use of natural resources.

REPUTATIONAL LEGACY



As the first World Expo ever held in the MEASA region, Expo 2020 showcased the region's potential to an international audience. Expo 2020 highlighted the UAE's capacity to bring the world together to build a global community across its 200-plus participants, partners, and millions of visitors from around the world. Together, Expo 2020 unlocked the potential for individuals and communities to shape the future. Through the legacy phase, Expo 2020 will continue to strengthen multilateral relations by encouraging the collaboration and cross-pollination of thoughts, cultures and ideas.

SOCIAL LEGACY



Expo 2020 provided an opportunity to educate, inspire, and involve its internal and external stakeholders through the different phases of the event. Expo 2020 imprinted a positive and long-lasting impact on the stakeholders it encountered during its event phase including the visitors, international participants (IPs), employees, volunteers, and the local community. In addition, it encouraged innovation by identifying, showcasing, and celebrating social innovators around the world. Building on Expo 2020's commitment to inspire the generations of the future, Expo City Dubai will continue to offer meaningful educational and cultural experiences to inspire learning during its legacy phase. Thereby developing the next generation's innovative minds through new channels of knowledge that will stimulate their curiosity and empower them to become agents of change. Furthermore, pavilions that promoted social development will be retained as part of Expo City Dubai. One such pavilion is the Women's Pavilion which highlighted women's contributions to society.

PHYSICAL LEGACY



More than 80 per cent of Expo 2020's built environment will live on as Expo City Dubai, which is set to be one of the world's most human-centric, smart and sustainable innovation ecosystems. Expo 2020 will help foster growth in the region as it embodies the future of living and working through a new urban experience.



B

EXPO CITY DUBAI -THE FUTURE OF THE EXPO 2020 SITE

Creating a sustainable and enduring legacy has been at the core of Expo 2020's vision from the beginning. The six months of Expo 2020 encouraged cultural exchange while promoting Expo 2020's core theme of "Connecting Minds, Creating the Future" and its key subthemes of Opportunity, Mobility and Sustainability. Building on the success achieved, the Expo 2020 site will transition to Expo City Dubai, fulfilling Expo 2020's founding vision to continue as an ecosystem to connect, create and innovate. Expo City Dubai will serve as an ideal platform to foster collaboration between local and global companies, SMEs, start-ups as well as government, and academia.

EXPO CITY DUBAI

Expo City Dubai is planned to be a smart and futuristic destination driven by sustainability, innovation, education and entertainment. The new city will contribute to the UAE's journey towards carbon neutrality and the transition to net zero by 2050.

Expo City Dubai is the legacy plan of Expo 2020, as forward planning has always been an integral component of Expo 2020's development. Strategically located in Dubai South, midway between Abu Dhabi and Dubai, Expo City Dubai is one of the five urban centres identified in the Dubai 2040 Urban Master Plan. Moreover, the site can be easily accessed from UAE's main airports and seaports. The site will also be connected by major highways and a dedicated Route 2020 Metro Station.

Expo 2020's popular attractions such as the Al Wasl Plaza, Garden in the Sky observation tower and the Surreal water feature, will remain as part of Expo City Dubai. Moreover, Alif – the Mobility Pavilion, and Terra – the Sustainability Pavilion, will be repurposed as interactive educational experiences. The Opportunity Pavilion will become the Expo 2020 Museum to highlight the history and impact of World Expos and celebrate the success of Expo 2020. Other attractions set to remain include the Woman's Pavilion and the Vision Pavilion. Building on the momentum and success of Expo 2020, Expo City Dubai seeks to boost efforts to reinforce Dubai's position as a leading destination for global exhibitions and events. Thus, DEC will continue to host local and international events.



The Al Wasl Plaza, Garden in the Sky observation tower and the Surreal water feature.



The Opportunity Pavilion

CONFERENCE OF THE PARTIES (COP28)

Expo City Dubai was appointed to host the 28th session of the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC). The selection of Expo City Dubai as a venue for COP28 builds on the legacy and message of 'Connecting Minds, Creating the Future', and affirms Expo 2020's commitment to the themes of Sustainability, Opportunity and Mobility. Expo 2020 is ideal to host COP28 as it is a city designed and operated following sustainable principles, with an established platform for change-makers from different nations and societies.

EXPO DUBAI GROUP

Expo 2020 established the Expo Dubai Group (EDG), a new entity that will take forward the legacy phase of Expo 2020. EDG's main purpose is to continue fostering meaningful international cooperation by disseminating the lessons learnt from Expo 2020. EDG will be based in Expo City Dubai and will offer a wealth of opportunities to partner with governments, corporates and individuals. EDG aims to provide a space that serves as a platform to demonstrate how technology can be integrated within cities to achieve optimal, sustainable, and efficient ways of operating.

Expo 2020 will leverage its experience and expertise to tackle the challenges of today across three interconnected and interdependent pillars:

- **Expo City Dubai Insights** - the habitats designed and built.
- **PPP Advisory and Events** - the communities and networks brought together.
- **Creative Storytelling** - the stories shared with one another.

Expo 2020 will continue to drive the conversations and outcomes initiated during the event phase. In order to reinforce the firm bonds forged and to harness the torrent of innovation and creativity unleashed in service of human dignity, prosperity and progress.

EXPO CITY DUBAI BLUEPRINT



5G-ENABLED NETWORK

Expo City Dubai is set to be the largest city in the world to be fully covered by a 5G-enabled network.



SMART METERS

Expo City Dubai will incorporate built-in smart metering and sensors to monitor the energy consumption and efficiency of power, light, water and climate conditioning systems.



SUSTAINABLE BUILDINGS

Expo City Dubai comprises 123 LEED-certified buildings, epitomising the highest levels of sustainable design, construction and operations.



ENVIRONMENTAL SUSTAINABILITY

Expo City Dubai is focused on offering alternative green transport solutions to ensure the availability of sustainable transport and promote a healthy, secure, and walkable lifestyle. Additionally, Expo City Dubai is focused on protecting and promoting local species and ecology present within the site.



HEALTH AND WELLNESS

Expo City Dubai is focused on creating an environment with positive impacts for health and wellness. Moreover, Expo City Dubai will have a 10-km-long cycling track, a five-km running track and 45,000 square metres of parks and gardens.





CORPORATE ARCHIVE

Expo 2020 was committed to retaining and transferring the valuable knowledge and resources accumulated over the decade-long journey of planning and delivering the event. This meant collating organisation-wide knowledge, records, expertise, experiences, best practices and lessons learned to preserve the history of Expo 2020. Expo 2020 established procedures by which knowledge was safeguarded and transferred from host cities to national stakeholders as well as host successors. This was done to position Expo 2020 as a benchmark for future World Expos and other mega-events.

Expo 2020's corporate archive was an initiative that assisted with the successful capture and transfer of knowledge. The corporate archive was established in April 2019 with the appointment of a professional archivist. The objective of the programme was to capture Expo 2020's significant records and ensure their availability for beneficiaries, which include UAE government stakeholders such as the UAE national archives as well as the BIE, the World Expo Museum in Shanghai, and others from industry and academia.

OUTLINE OF THE INITIATIVES WITHIN THE CORPORATE ARCHIVE:

EXPO 2020 ARCHIVE POLICY:

Expo 2020's Archive Policy was rolled out across the organisation to help drive the successful implementation of the corporate archive programme.

CORPORATE ARCHIVE LIAISONS:

Under the Expo 2020 Archive Policy, it was mandatory for each Head of Department (HOD) to appoint a liaison. The liaison was responsible for identifying and transferring department-specific records to the corporate archive. By the end of the event phase, there were more than 70 liaisons from across the organisation.

CORPORATE ARCHIVE MANUAL:

The corporate archive manual outlined the step-by-step processes involved in the identification, transfer, cataloguing, storage, and accessibility of the records. All Expo 2020's employees had access to both the policy and manual, along with the associated templates through the organisation's intranet.

CATALOGUING SOFTWARE:

The cataloguing software for the corporate archive was continually

configured to reflect the file types, file sizes and the make-up of the organisation. This ensured that the records of each Expo 2020 function were accurately catalogued and provided with a suitable location.

TRANSFER OF KNOWLEDGE:

The transfer of knowledge was achieved initially through a UAE national internship programme. Expo 2020 recruited interns and trained them in archival management. In May 2021, an Emirati employee was trained in the science of archiving and appointed to work full time on the project.

STORAGE OF PHYSICAL ASSETS:

All physical assets were photographed, catalogued, and barcoded prior to storage in a state-of-the-art off-site storage facility. They can be retrieved as required.

TRANSFER OF SUITABLE PHYSICAL ASSETS:

Following the decommissioning of the Expo 2020 site, Expo 2020 ensured that all valuable physical assets were earmarked for eventual transfer to the corporate archive.

RAISING AWARENESS:

The corporate archive raised awareness of the need to capture significant Expo 2020 records through meetings and email exchanges across the organisation on a regular basis.

STORIES OF THE NATIONS EXHIBITION:

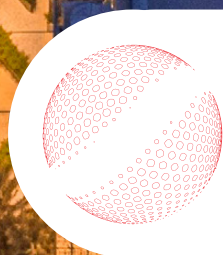
The corporate archive engaged with participating countries to collect physical and digital records during the event phase. The records were catalogued and stored, as appropriate, to be used in the Stories of the Nations exhibition and the Expo 2020 Dubai Museum. The Stories of the Nations exhibition will be displayed in three separate pavilions, with one in each Thematic District — Opportunity, Mobility and Sustainability. The purpose of the exhibition is to celebrate the participating countries and showcase their iconic pieces from the event phase that represent Expo 2020's subthemes. The Expo 2020 Dubai Museum will be housed in the re-purposed Opportunity Pavilion with plans to open during 2023.



04

EXPO 2020 AND
THE SDGS





EXPO 2020 AND THE SDGS

A

EXPO 2020'S CONTRIBUTION TO THE SDGS

The United Nations launched the Sustainable Development Goals (SDGs) in 2015, which served as a universal blueprint for the global community to take action and contribute to 17 development goals, measured by 169 targets. They work to address global challenges including climate change, inequality, economic growth, and global health. The SDGs seek to mobilise worldwide action among governments, civil society, and businesses to set the world on a sustainable path.

By hosting one of the world's most sustainable Expos, Expo 2020 committed to aligning its sustainability contributions and operations with the SDGs. As one of Expo 2020's main subthemes, sustainability was emphasised throughout Expo 2020's operations and initiatives across its pre-event, event and legacy phases. Visitors were able to experience interactive exhibits at the Sustainability and Opportunity Pavilions that showcased issues related to the SDGs. Through showcasing various initiatives such as the Expo Global Best Practice Programme, Expo 2020 amplified the presence of projects from around the world that provide real-time solutions to global problems and align with SDG objectives. Expo 2020 also used its global outreach platform and access to a diverse audience to drive awareness, accountability and action for the SDGs. Together with the help of its partners, suppliers, vendors, contractors, consultants and others, Expo 2020 worked to achieve a positive impact for the global community.

THE UNITED NATIONS HUB AT EXPO 2020

The UN Hub was located in the Opportunity Pavilion, the thematic pavilion that focused on how to unlock the potential of individuals and communities towards creating positive change for people and planet with a focus on the SDGs. Throughout the event phase, the UN Hub hosted a series of events and activities that reflected the values of multilateralism and showcased the role of international cooperation and joint actions to overcome global challenges. The UN Hub, along with other engagements in the Opportunity Pavilion, was programmed by the UAE UN Country Team under the leadership of the UN Resident Coordinator for the UAE. Therefore, a dedicated team managed by the UN Resident Coordinator's Office for the UAE ensured that the UN could engage the public in a variety of activities including exhibits, films, advocacy campaigns, discussions, and other interactive experiences around topics related to the SDGs and beyond.



EXAMPLES OF EXPO 2020 INITIATIVES THAT ARE ALIGNED TO THE SDGS AND THEIR TARGETS



SDG 3 GOOD HEALTH AND WELL-BEING

- Expo 2020 rolled out a vaccination campaign to vaccinate the event phase workforce as part of its COVID-19 risk management.
- Expo 2020 designed a comprehensive PCR testing programme to ensure the safety of all participants. As part of this programme, seven PCR testing facilities were built across the Expo 2020 site. Together, they could conduct more than 20,000 PCR tests per day.
- Expo 2020 developed an Event Health, Safety and Environment Assurance Standards based on relevant local regulations and international best practice. These standards can be referenced in the future to ensure the safe delivery of events, regardless of size or scope.
- Expo 2020 organised a Health and Wellness Week, one of its thematic weeks that sought to explore opportunities to design a healthier and happier global society. The event brought together International Participants (IPs), partners, influential policymakers, thought leaders, Expo 2020 participants and renowned global experts for panel discussions and Q&As.



SDG 4 QUALITY EDUCATION

- Expo 2020 designed a wide range of initiatives as part of the Expo School Programme to encourage young learners to explore the global landscape. The Expo School Programme ensured Expo 2020's subthemes were more accessible to students through its initiatives. Through the Expo School Programme, a total of 1,003,747 students were able to enjoy immersive experiences.
- Through the Expo University Programme, students were able to connect with experts, explore different career paths and discover how to build solutions collaboratively for global challenges. It consisted of three-day educational programmes centred around five topics (Arts, Architecture and Design; Business and Entrepreneurship; Engineering and Construction; Innovation and Technology; and Sustainability). The programme provided students with real-life case studies of the latest inter-disciplinary ideas, thus complementing and enriching their existing curricula.
- Expo 2020 achieved total training hours of just under 500,000 for its staff, contractors and volunteers.



SDG 5 GENDER EQUALITY

- During the reporting period, female representation at Expo 2020 accounted for 53 per cent during the pre-event phase and 52 per cent during the event phase, displaying an overall gender-balanced workforce.
- In 2021, Expo 2020 was awarded the Gender Equality European and International Standard (GEEIS) certificate after undergoing an independent third-party audit.
- The Women's Pavilion, under the exhibition title of "New Perspectives", was curated by Expo 2020 in collaboration with Cartier. Through the Women's Pavilion, Expo 2020 attracted more than 330,000 visitors to celebrate and honour women's contributions and achievements locally, regionally and globally.



SDG 6 CLEAN WATER AND SANITATION

- Terra – The Sustainability Pavilion's canopy served as a large collection area for stormwater and dew that replenished the building's water system.
- Expo 2020's water strategy focused on reducing demand on water systems through a variety of efficiency initiatives such as, but not limited to, reducing water consumption in buildings, minimise potable water consumption through the use of recycled water and incorporating water efficiency requirements into contracts. Moreover, Expo 2020 focused on reducing usage by applying a water efficiency hierarchy in line with the UAE Water Security Strategy 2036.



SDG 6
CLEAN WATER AND SANITATION

- Expo 2020 significantly reduced its groundwater consumption over the years as part of its efforts to replace groundwater and potable water with Treated Sewage Effluents (TSE).
- Expo 2020's 39 signature water fountains, called the Sabeel Fountains, were situated around public spaces at the Expo 2020 site. Through these public drinking fountains, Expo 2020 aimed to emphasise water as a precious and shared resource. The fountains' design allowed for the inclusivity of people of all ages, heights, and physical abilities to access clean water.



SDG 7
AFFORDABLE AND CLEAN ENERGY

- A total of 123 permanent buildings across Expo 2020 are LEED-certified. Of these, seven buildings across Expo 2020 are certified to the LEED Platinum standard, 105 are certified to the LEED Gold standard, nine are certified to the LEED Silver standard and two are certified to the LEED Certified standard.
- Expo 2020 modelled its energy management in line with ASHRAE 90.1, an internationally recognised standard for building efficiency.
- Expo 2020 installed renewable energy systems with a combined total capacity of 5.5 megawatts on all permanent buildings across the Expo 2020 site.



SDG 8
DECENT WORK AND ECONOMIC GROWTH

- In 2021, of all the contracts awarded to suppliers, 56 per cent comprised SMEs and 81 per cent were awarded to UAE-based suppliers.
- In line with the UAE Vision 2021's economic diversification agenda, Expo 2020 contributed to Dubai's travel and tourism industry.



SDG 9
INDUSTRY, INNOVATION, AND INFRASTRUCTURE

- Expo 2020 was awarded eight CEEQUAL 'Excellent' certificates for its numerous infrastructure projects. These awards span Expo 2020's public realm, Al Wasl Plaza, parks, shading and other infrastructure across the 4.38 sqkm site.
- The Expo 2020 site was one of the most connected sites. A comprehensive 5G network covered the entire site with over 8,500 mobile access points. Expo 2020's 5G network achieved the highest median upload and download speeds of any 5G network at a major international event.
- Expo 2020 deployed more than 150 programmable robots across the site, with the help of its Premier Robotics Partner, Terminus.
- Expo 2020 was able to fund, accelerate and promote creative solutions by innovators who are tackling some of the world's most pressing challenges through Expo Live, its innovation and partnership programme.



SDG 10
REDUCED INEQUALITIES

- Expo 2020's Code of Conduct emphasised treating co-workers respectfully and in a non-discriminatory manner. Successful adherence to Expo 2020's values by all Expo 2020 employees resulted in consistently recording zero cases of discrimination.
- Expo 2020 received the International Board of Sensory Accessibility (IBSA) certification, which was a first for an event in the MENA region and the history of World Expos.
- The Worker Welfare Policy and Assurance Standards were formulated in line with applicable UAE laws and international best practices. Expo 2020 set new benchmarks for worker welfare in the region and the wider construction industry.



SDG 11 SUSTAINABLE CITIES AND COMMUNITIES

- Expo 2020's legacy phase was designed as a model for the communities and cities of the future. Expo 2020's physical legacy incorporates becoming a smart and futuristic destination driven by sustainability, innovation, education and entertainment. During the legacy phase, Expo City Dubai aims to contribute to the UAE's journey towards carbon neutrality and the transition to net zero by 2050.
- The majority of Expo 2020's legacy buildings will use smart technology and have building management systems in place. Siemens' MindSphere will be used to monitor services linked to Expo City Dubai's physical infrastructure. The features embedded into the buildings include smart metering and sensors that monitor the energy consumption and efficiency of power, light, water, and climate conditioning systems.
- During the legacy phase, Expo City Dubai will be one of the five urban centres identified in the Dubai 2040 Urban Master Plan, which maps out a comprehensive plan for a sustainable urban development in Dubai.



SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Expo 2020 developed a Sustainable Materials Guideline to reduce the negative environmental, social, and economic impacts of all materials procured. Expo 2020's efforts focused on using sustainable materials to avoid the depletion of natural resources, maximise resource efficiency, and reduce cost. The selection and procurement of sustainable materials required a variety of steps to ensure the use of recyclable content, embedded carbon, and responsible sourcing.
- For the event phase, Expo 2020 introduced its RISE Guidelines, a set of operational guidelines for suppliers on integrating sustainability elements into the products and services they provide to Expo 2020 throughout the event. For instance, embedding recycled content into the products supplied at Expo 2020.
- Expo 2020 successfully diverted 88 per cent cumulative waste from landfill during the pre-event phase.
- Expo 2020 launched a Food Rescue Programme in partnership with its Digital Network Partner, Cisco, on World Food Day. As part of the initiative, food surplus from Expo 2020's restaurants, food halls, and workforce catering was repurposed and distributed to local charities with the logistical support of the UAE Food Bank.



SDG 13 CLIMATE ACTION

- Expo 2020 implemented a carbon management programme to minimise its Greenhouse Gas (GHG) emissions. The GHG emission inventory was developed to monitor and report on changes in emissions from all sources irrespective of ownership or control.
- Expo 2020 encouraged alternative transport methods and practices to reduce vehicle usage and associated carbon emissions.
- Expo 2020 purchased verified carbon offsets. A significant percentage of offset purchases were chosen for their co-benefits in line with the SDGs, based on voting by the Expo 2020 workforce and visitors.



SDG 14 LIFE BELOW WATER

- The Terra Pavilion offered interactive learning experiences to teach visitors about aquatic life, marine habitats, and the importance of protecting ocean ecosystems.
- With respect to its internal provisions, Expo 2020 enforced extensive processes to deal with hazardous chemicals to mitigate water contaminants and preserve the UAE's scarce water resources.
- Expo 2020 implemented a dedicated Spill Response Procedure.
- Expo 2020's Environment Assurance Standards prioritised pollution prevention such as marine pollution in order to reduce adverse environmental impacts and protect marine and coastal ecosystems.



SDG 14
LIFE BELOW WATER

- Expo 2020 organised the Water Week, one of its thematic weeks as part of the Programme for People and Planet. It aimed to address key global challenges such as reversing the impact of pollution on essential ocean ecosystems and sustaining the blue economy. The events held during this week focused on the global community's collective responsibility to better manage and preserve water in the face of climate change, plastic pollution, over-fishing, and other threats.



SDG 15
LIFE ON LAND

- Expo 2020 committed to enhancing the ecological value of the Expo 2020 site by protecting local species and promoting biodiversity. Expo 2020 supported the conservation of a range of species by showcasing country pavilions, and journeys that included their commitment towards wildlife. Moreover, Expo 2020 recognised bees as an integral part of the ecosystem and, thus, the Expo 2020 site was home to around 10 active bees' nests.
- Expo 2020, in partnership with the Zoological Society of London (ZSL) and Edinburgh Science, hosted a Conservation for Hope event at the DP World Pavilion under the theme of 'Advancing Best Practice in Wildlife & Biodiversity Conservation'.
- Expo 2020 managed 90 per cent of its landscape areas without the use of chemical pesticides, herbicides, or fertilisers.
- Expo 2020 planted approximately 14,000 trees, 2,500 date palms and more than 3.5 million native and adaptive small plants.



SDG 16
PEACE, JUSTICE AND STRONG INSTITUTIONS

- Expo 2020 ran a 'Tolerance and Inclusivity Week' uniting 192 nations in promoting the principles of coexistence, hope and joint action in the UAE and worldwide.
- The Global Tolerance Alliance, a UAE initiative to make tolerance and peaceful coexistence an integral part of people's lives, was launched during Expo 2020.




SDG 17
PARTNERSHIPS FOR THE GOALS

- Expo 2020's Global Best Practice Programme (GBPP) showcased projects that provided tangible solutions to the world's biggest challenges contributing to the SDGs. Through a dedicated exhibition at Expo 2020 called the Best Practice Area, the GBPP featured selected projects and demonstrated how these solutions yielded positive benefits. The exhibition brought together a variety of stakeholders to learn about and exchange various project components that may be adapted, replicated, or scaled up internationally.
- Expo 2020 brought 192 nations together to address pressing sustainability issues reflecting the 2030 Agenda for Sustainable Development. Expo 2020 closely engaged with the international community and visitors from across the world to embark on a journey to seek collective solutions to global challenges.




APPENDIX

SDG	DISCLOSURE	DESCRIPTION
	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

● MEDIUM RELEVANCE

	SDG 4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
	SDG 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 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 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 culture's contribution to sustainable development

● HIGH RELEVANCE*

	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

● MEDIUM RELEVANCE

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	Programmes for upgrading employee skills and transition assistance programmes
	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 	GRI 306-1	Water discharge by quality and destination
	GRI 306-2	Waste by type and disposal method
	GRI 306-3	Significant spills
	GRI 306-4	Total weight of hazardous waste and non-hazardous waste diverted from disposal
	GRI 306-5	Total weight of waste directed to disposal
	 LOW 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
	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
	 MEDIUM RELEVANCE	

SDG	DISCLOSURE	DESCRIPTION
	GRI 305-3	Other indirect (Scope 3) GHG emissions
	GRI 305-5	Reduction of GHG emissions
	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
<p>MEDIUM RELEVANCE</p>		
	GRI 305-5	Reduction of GHG emissions
	GRI 306-3	Significant spills
	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
<p>MEDIUM RELEVANCE</p>		
	GRI 306-3	Significant spills
	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
<p>MEDIUM RELEVANCE</p>		
	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
	SDG 17.7	Promote the development, transfer, dissemination, and diffusion of environmentally sound technologies to developing countries on favourable terms, including concessional and preferential terms, as mutually agreed
	SDG 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	DISCLOSURE	DESCRIPTION
	SDG 17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
	SDG 17.19	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement the GDP and support statistical capacity-building in developing countries

MEDIUM RELEVANCE

	SDG 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 SDGs in all countries, in particular developing countries
	SDG 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 17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
	SDG 17.19	By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement the GDP and support statistical capacity-building in developing countries

HIGH RELEVANCE*

 **LOW RELEVANCE**
 **MEDIUM RELEVANCE**
 **HIGH RELEVANCE**

Relevance ranking methodology: Identifying the correlated aligned 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 through the 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 over 61 per cent alignment. For example, SDG five has six targets, and the material GRI disclosures align with three targets, thus indicating a 50 per cent alignment (medium).

*In the case of SDGs 4 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's programmes, initiatives, and policies.

METHODOLOGY

This Sustainability Report showcases the steps in positioning Expo 2020'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'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 2021 Sustainability Report and Expo 2020's material topics. This mapping exercise is a high-level activity and does not reflect the full extent of Expo 2020's overall alignment with the SDGs.

B

GLOBAL BEST PRACTICE PROGRAMME

Expo 2020's Global Best Practice Programme (GBPP), 'Small Steps, Big Leaps: Solutions for Sustainable Impact' showcased initiatives and innovation from around the world that contributed to actualising the SDGs and 2030 Agenda for Sustainable Development. The GBPP sought to advance the world's collective impact towards achieving the SDGs by spotlighting initiatives that localised the SDGs, provided tangible solutions to the world's biggest challenges and yielded positive impact. The programme invited projects that came from nations, international organisations, businesses, educational institutions and communities from across the world.

Expo 2020 defines 'best practice' as follows:

- A simple, tangible and successful solution or initiative that has been implemented collaboratively by individuals, communities or agencies.
- An initiative that addresses integrated development challenges, highlighting the interconnected nature of interventions and how ripple effects play out.
- An initiative that can be adapted or replicated to scale globally for sustainable impact.
- For the Expo 2020 GBPP, submissions were made under five key topics:
 - Resilient habitats: Protecting human, economic and natural assets in urban, rural and fluid environments.
 - Livelihoods and enterprise development: Promoting alternative employment and income opportunities, women in the workplace, competitive products and services and improved market access.
 - Social development: Reliable, affordable and appropriate healthcare and education systems and delivery.
 - Inclusive and sustainable

service delivery: Reliable service provision in urban and rural areas, as well as in fluid environments such as informal, nomadic, post-disaster, emergency, and refugee settlements.

- Water, food and energy security: Smart consumption and resource management to better meet increasing water, food and energy requirements for a growing global population.

The projects were assessed on the following parameters:

SUSTAINABLE IMPACT

TRANSFERENCE

COLLABORATION

CREATIVE

The GBPP projects were showcased in a dedicated exhibition at Expo 2020 called the Best Practice Area (BPA). The BPA was a space to demonstrate to the general public how these solutions yielded positive benefits. It also brought together a

variety of international stakeholders with the aim of adapting or scaling the solutions. The exhibition also provided a platform for experts and inquisitive minds to connect, exchange knowledge. In total, **50 best practices from 39 different countries** were on display. The solutions rotated monthly during the six months of Expo 2020 to align with the Programme for People and Planet's theme weeks, ranging from Climate & Biodiversity in October to spotlighting Water solutions in March.

In the first phase, more than 1,100 proposals were received from 141 different countries. Out of the submissions, 25 projects were selected and invited to showcase in the BPA. Submissions were reviewed by a jury comprising international development organisations and industry leaders from across the world, followed by a final recommendation by the programme Co-Chairs – the BIE and Cambridge Institute for Sustainability Leadership. The second phase of the programme called 'Untold Stories' announced a further 20 projects to exhibit alongside the inaugural cohort of 25 projects. The third and final phase of the programme focused on a Special Edition call for proposals inviting solutions relating to COVID-19. Five additional projects were selected in 2021 to be on display in the exhibition.

In 2021, the programme called for short and long-term solutions to promote responsibility within the context of COVID-19. This was based on new and innovative approaches to health services, public spaces, technology, education, livelihoods and basic amenities, and services to benefit communities and tackle the effects of COVID-19.

PROJECT

Social distancing under control
LOPOS BELGIUM

FOCUS AREA

DIGITALISATION:
Affordable and scalable technological solutions accelerating progress towards achieving the SDGs and mobilising communities forward.

PROJECT OUTLINE

Lopos SafeDistance is a small, light and portable device that measures the distance to other Safe Distance sensors in real time to help ensure sufficient space between employees. This wearable device warns employees immediately when social distancing is not respected through a sound alarm, flashing light and vibration. Based in Ghent, the start-up uses revolutionary Ultra-Wideband (UWB) radio technology that emits low-energy signals at high speeds and bandwidth, making it uniquely suited for real-time geolocating and distance-tracking wearables such as the SafeDistance.



FOCUS AREA

EDUCATION AND SKILLS DEVELOPMENT:
Promoting effective approaches to impactful learning experiences for all students, anywhere. communities forward.

PROJECT

Mi casa, Min Cancha” in Spanish – “My Home, My Playground” in English
FUTBOL MAS, CHILE



PROJECT OUTLINE

A series of videoclips that seek to promote education and physical activity for children and adolescents aged six to 14 years old in reduced spaces. The project provides users with active routines, raising awareness and improving mental and physical health at home, without the need of sports equipment. Each episode shows activities and purposeful games to help children to stay active. During the COVID-19 lockdowns, the project was rolled out in Chile, Mexico, Peru, Ecuador, Paraguay, Haiti and Kenya.

PROJECT

reach52
REACH52, SINGAPORE

FOCUS AREA

HEALTH AND WELLBEING:
Protecting the mental and physical wellbeing of healthcare professionals and the wider community, ensuring the transmission of COVID-19 is suppressed and the risk of infection is mitigated.

PROJECT OUTLINE

reach52 is a Singapore-based social enterprise reaching last-mile communities. reach52 responded to COVID-19 by training frontline Community Health Workers (CHWs) through a mobile phone eLearning platform. Rural health units were provided free access, resulting in thousands of upskilled CHWs and an estimated 200,000 beneficiaries. Delivering health services through mobile apps and tech platforms to rural and remote populations in the Philippines, Cambodia and India.



PROJECT

Maji Bucket
PROJECT MAJI, UAE / GHANA

FOCUS AREA

WATER, SANITATION AND HYGIENE (WASH):
 Promoting reliable, affordable and appropriate WASH practices.

PROJECT OUTLINE

The Maji Bucket is a simple low technology invention designed with a vision to ensure safe handwashing practices among rural communities as a frontline preventative measure against COVID-19. The handwashing station is foot-operated, eliminating the need for touch by hand, and thus successfully curbs the spread of germs. Project Maji is a Dubai-based water non-governmental organisation working in Ghana and Kenya, that aims to increase sustainable access to safe water.



FOCUS AREA

PROTECTING LIVELIHOODS:

Supporting the creation of new enterprises that offer and promote alternative employment, income opportunities and greater inclusion of women in the workplace.

PROJECT

SitatByoot and Makesy
SITATBYOOT, JORDAN



PROJECT OUTLINE

SitatByoot works directly with vulnerable communities in Jordan, to empower them to enter the labour market and grow their businesses online. As a result of COVID-19, it developed a new vocational training programme called Tadreeb Live, revolving around sewing, crocheting, embroidery, and home-based business skills that can be delivered both online and offline. As women progressed in the training, they gained skills to 1) accelerate their online home-based business, 2) access opportunities to be employed by local garment factories and/or 3) become a certified "Maker" through SitaByoot's sister eCommerce website, Makesy. Makesy facilitated business opportunities connecting demand for high-quality garments and handmade goods with the skilled production capacity of its 'Makers', primarily women working from home due to COVID-19 lockdowns in Jordan.

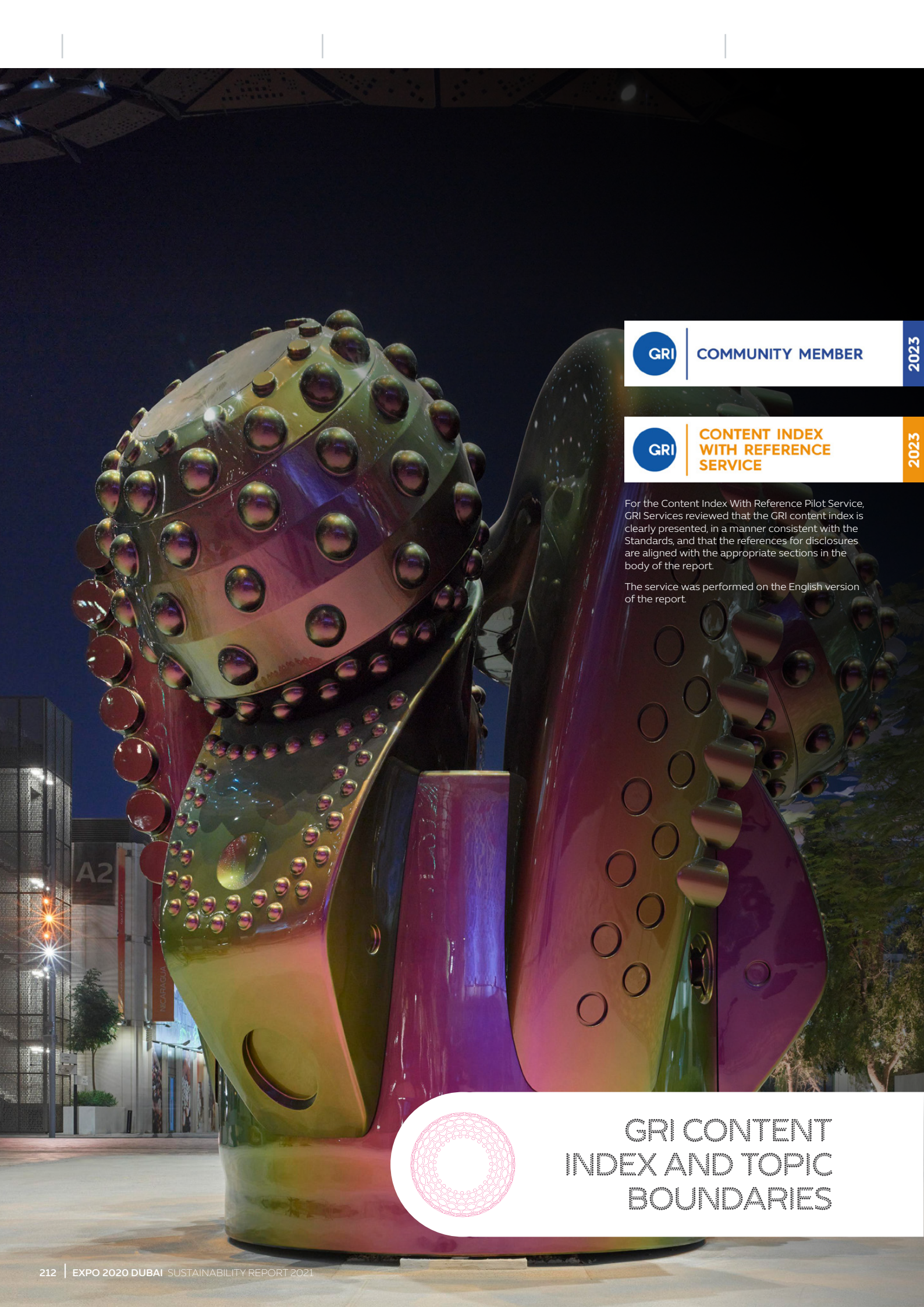




05

GRI CONTENT INDEX
AND TOPIC BOUNDARIES



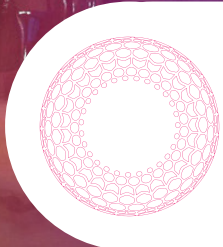


GRI | **COMMUNITY MEMBER** **2023**

GRI | **CONTENT INDEX WITH REFERENCE SERVICE** **2023**

For the Content Index With Reference Pilot Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures are aligned with the appropriate sections in the body of the report.

The service was performed on the English version of the report.



GRI CONTENT INDEX AND TOPIC BOUNDARIES



GRI CONTENT INDEX

STATEMENT OF USE	Expo 2020 has reported the information cited in this GRI content index for the period between 1 April 2021 until 31 March 2022 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

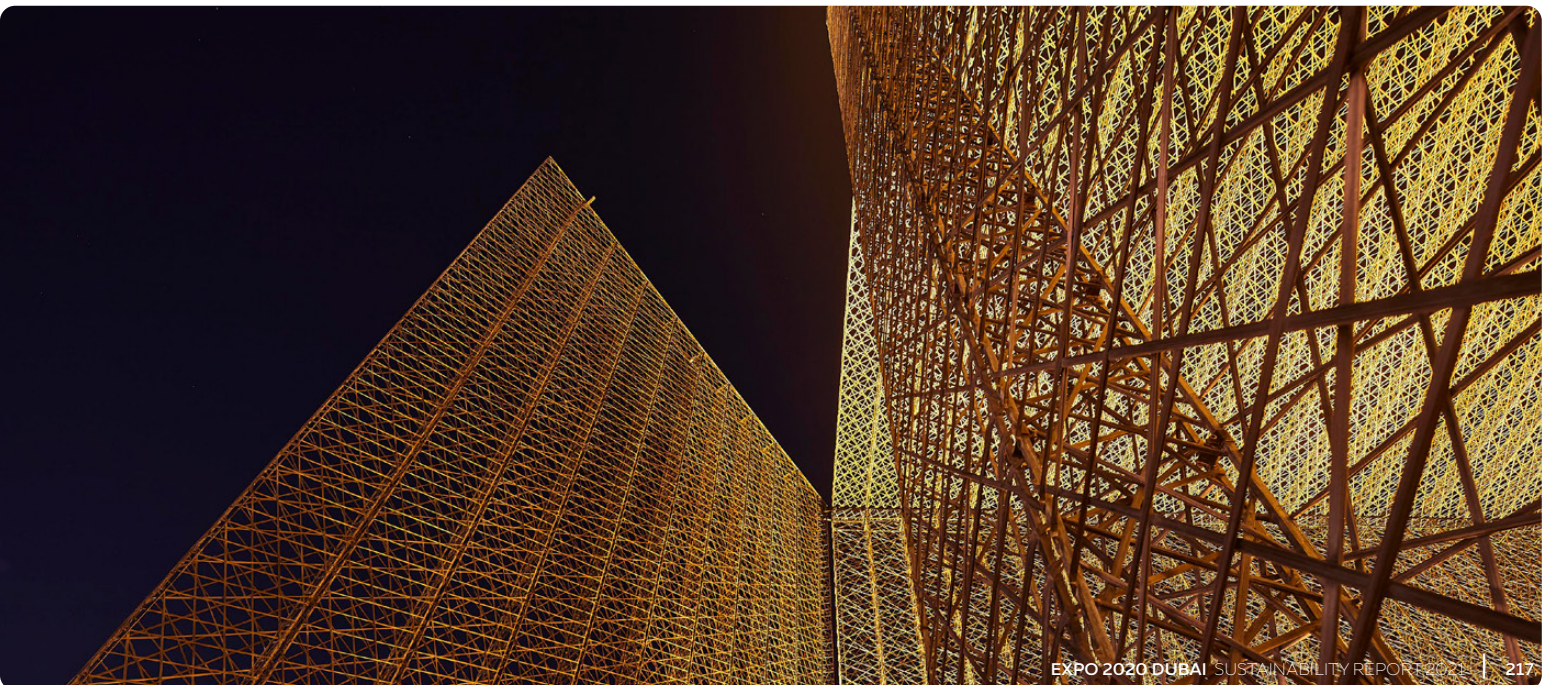
GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 2: GENERAL DISCLOSURES 2021	2-1 Organizational details	21
	2-2 Entities included in the organization's sustainability reporting	15
	2-3 Reporting period, frequency and contact point	15
	2-4 Restatements of information	No restatement of information from the previous report.
	2-5 External assurance	This report is not externally assured.
	2-6 Activities, value chain and other business relationships	16-20
	2-7 Employees	134-135
	2-9 Governance structure and composition	21-22
	2-22 Statement on sustainable development strategy	6-9
	2-27 Compliance with laws and regulations	105 Expo 2020 complied with all relevant regulations set forth by the UAE Federal Government and Dubai Municipality. During the reporting period, the organisation has not been in violation of any regulations nor has it received any complaints or fines.
	2-28 Membership associations	Expo 2020 was not a member of any associations.
2-29 Approach to stakeholder engagement	38-39	
2-30 Collective bargaining agreements	Collective bargaining agreements are not permitted in the UAE.	
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	38-41
	3-2 List of material topics	40-41

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
MATERIAL TOPICS		
GRI 200 ECONOMIC STANDARD SERIES		
ECONOMIC PERFORMANCE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	58-59
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	58-59
ANTI-CORRUPTION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	126
GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	126
	205-2 Communication and training about anti-corruption policies and procedures	126
	205-3 Confirmed incidents of corruption and actions taken	126
GRI 300 ENVIRONMENTAL STANDARDS SERIES		
MATERIALS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	47-48, 90-91
GRI 301: MATERIALS 2016	301-2 Recycled input materials used	91
ENERGY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	82-84
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	84
	302-4 Reduction of energy consumption	34
WATER AND EFFLUENTS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	85-89
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	85-87
	303-2 Management of water discharge-related impacts	88-89
	303-5 Water consumption	88-89
EMISSIONS		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	66-73
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	69

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 300 ENVIRONMENTAL STANDARDS SERIES		
EMISSIONS		
GRI 305: EMISSIONS 2016	305-2 Energy indirect (Scope 2) GHG emissions	71
	305-3 Other indirect (Scope 3) GHG emissions	71
	305-5 Reduction of GHG emissions	69
WASTE		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	93-97
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	93-97
	306-2 Management of significant waste-related impacts	93-97
	306-3 Waste generated	94-97
	306-4 Waste diverted from disposal	93-97
SUPPLIER ENVIRONMENTAL ASSESSMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	42-45
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1 New suppliers that were screened using environmental criteria	33, 42-45
	308-2 Negative environmental impacts in the supply chain and actions taken	42-45, 64-73, 82-91, 93-97, 105
GRI 400 SOCIAL STANDARDS SERIES		
EMPLOYMENT		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	134-135
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	136
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	144
	401-3 Parental leave	145
OCCUPATIONAL HEALTH AND SAFETY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	150-152
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	150-152
	403-2 Hazard identification, risk assessment, and incident investigation	152-155

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 400 SOCIAL STANDARDS SERIES		
OCCUPATIONAL HEALTH AND SAFETY		
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-3 Occupational health services	157
	403-4 Worker participation, consultation, and communication on occupational health and safety	158
	403-5 Worker training on occupational health and safety	156-157
	403-6 Promotion of worker health	150-159
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	151-155
	403-8 Workers covered by an occupational health and safety management system	150-152
	403-9 Work-related injuries	159
	403-10 Work-related ill health	159
TRAINING AND EDUCATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	145
GRI 404: TRAINING AND EDUCATION 2016	404-2 Programs for upgrading employee skills and transition assistance programs	146-147
	404-3 Percentage of employees receiving regular performance and career development reviews	147
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	134-135
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	21-22, 134-135
NON-DISCRIMINATION		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	125
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	125
CHILD LABOR		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	124
GRI 408: CHILD LABOR 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	124

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S), DIRECT ANSWERS, AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 400 SOCIAL STANDARDS SERIES		
FORCED OR COMPULSORY LABOR		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	124
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	124
SECURITY PRACTICES		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	183
GRI 410: SECURITY PRACTICES 2016	410-1 Security personnel trained in human rights policies or procedures	183
LOCAL COMMUNITIES		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	143
GRI 413: LOCAL COMMUNITIES 2016	413-1 Operations with local community engagement, impact assessments, and development programs	63-64, 113-121, 124-125, 140-143, 172-182, 207-209
CUSTOMER HEALTH AND SAFETY		
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	32-37, 43-45, 157-162
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1 Assessment of the health and safety impacts of product and service categories	32-37, 43-45, 157-162



B

TOPIC BOUNDARIES

As per the GRI Standards, boundaries refer to the place or limit to which the impact has occurred and Expo 2020's involvement with these impacts.

SPACE-BASED BOUNDARIES

- **On-site:** the geographic spatial boundaries where the event occurred. This does not include Expo Village and Dubai Exhibition Centre (DEC)
- **Off-site:** activities which do not take place within Expo 2020's geographic spatial boundaries. In addition to this, Expo 2020 also includes temporal boundaries, dividing its operation into three time-related phases.

TEMPORAL BOUNDARIES

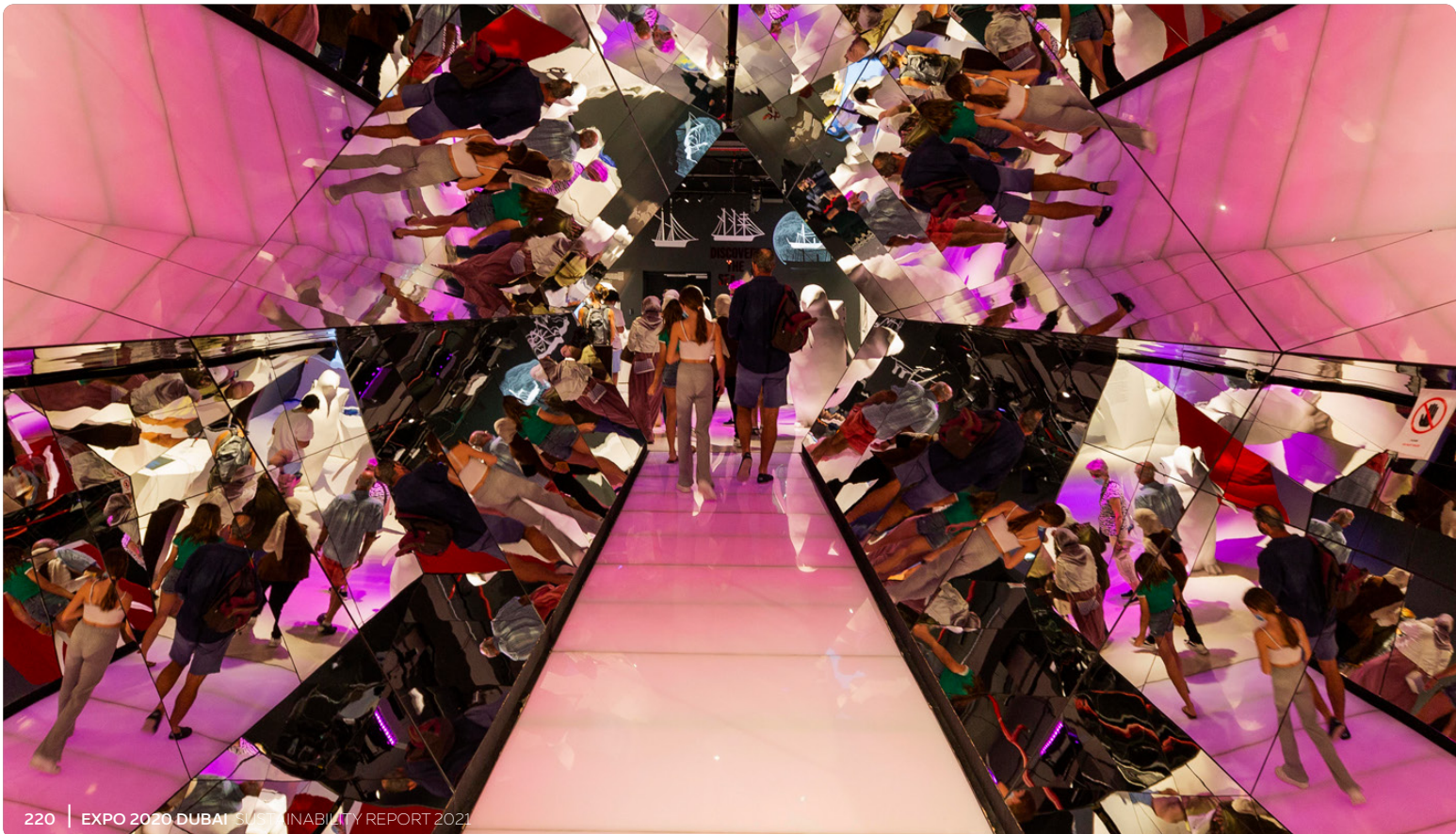
- **Pre-event phase:** the preparation period before the event
- **Event phase:** the six-month duration of the event
- **Legacy phase:** the period after the event

THE BOUNDARIES OF THIS GRI SUSTAINABILITY REPORT FALLS PRIMARILY UNDER THE PRE-EVENT AND 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 AND NGOS	CONSTRUCTION CONSULTANTS AND CONTRACTORS/ WORKERS	PARTNERS	EXPO 2020 VISITORS		GOVERNMENT AUTHORITIES
ECONOMIC											
Economic Performance	■	■	■	■	■	■	■	■	■	■	On-Site Off-Site
Anti-Corruption	■	■	■			■	■		■		On-Site
ENVIRONMENTAL											
Energy	■	■	■		■	■	■	■	■	■	On-Site
Water and Effluents	■	■	■		■	■	■	■	■	■	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 AND NGOS	CONSTRUCTION CONSULTANTS AND CONTRACTORS/ WORKERS	PARTNERS	EXPO 2020 VISITORS	
ENVIRONMENTAL										
Emissions	■	■	■		■	■	■	■	■	On-Site
Waste	■	■	■		■	■	■	■	■	On-site
Materials	■	■	■		■	■	■		■	On-Site
Supplier Environmental Assessment	■	■	■			■	■		■	Off-Site 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
Diversity and Equal Opportunity	■	■	■	■	■	■	■		■	On-Site
Training and Education	■			■	■	■			■	Off-Site On-Site
Child Labour	■	■		■	■		■		■	Off-Site On-Site
Forced or Compulsory Labour	■	■		■	■	■	■		■	Off-Site On-Site
Security Practices	■	■	■	■	■	■	■		■	Off-Site 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 AND NGOS	CONSTRUCTION CONSULTANTS AND CONTRACTORS/ WORKERS	PARTNERS	EXPO 2020 VISITORS	GOVERNMENT AUTHORITIES	
NON-GRI										
Innovation	■	■	■	■		■	■	■	■	On-Site Off-Site
Accessibility	■	■		■	■		■	■	■	On-site
COVID-19	■	■	■	■	■	■	■	■	■	On-Site Off-Site
Business Resilience	■	■		■	■	■	■		■	On-Site
Environmental Compliance	■	■	■		■	■	■		■	On-Site
Human Rights Assessment	■	■	■		■	■	■		■	On-Site





ACRONYMS AND ABBREVIATIONS

ACRONYM/ ABBREVIATION	EXPANSION
AED	Arab Emirates Dirham
AR	Augmented Reality
ASHRAE	American Society of Heating, Refrigerating and Air-Conditioning Engineers
ATMs	Automated Teller Machines
B2B	Business to Business
B2G	Business to Government
BAU	Business As Usual
BIE	Bureau International des Expositions
BS 8555	Internationally recognised Environmental Management System (EMS) standard
BS EN ISO 14001	Internationally recognised Environmental Management System (EMS) standard
BS EN ISO 9001	Internationally recognised Quality Management System (QMS) standard
CAP	World Steel Association Climate Action Programme
CCA	Crushed Concrete Aggregate
CCT	Crisis Communications Team
CCTV	Close Circuit Television
CEEQUAL	Civil Engineering Environmental Quality Assessment and Award Scheme
CEMP	Construction Environmental Management Plan
CMST	Crisis Management Support Team
CMT	Crisis Management Team
CO ²	Carbon dioxide
COC	Chain of Custody
COP	Conference of the Parties
CSCS	Construction Supervision Consultants
CTO	Certificate in Terminal Operations
CWF	Central Waste Facility
CWMPs	Construction Waste Management Plans
DCAs	Dubai Corporation for Ambulance Services
DCCI	Dubai Chamber of Commerce and Industry
DED	Department of Economic Development
DET	Department of Economy and Tourism
DEWA	Dubai Electricity and Water Authority
DHA	Dubai Health Authority

ACRONYM/ ABBREVIATION	EXPANSION
DM	Dubai Municipality
DMED	Dubai Municipality Environment Department
EC	Environment Clearance
ECVM	European Council of Vinyl Manufacturers
EEC	Expo 2020 Emergency Centre
EEG	Emirates Environmental Group
EF	Emission Factors
EIA	Environmental Impact Assessment
ENOC	Emirates National Oil Company
EP	Environmental Plan
EPD	Environmental Product Declaration
ESMS	Event Sustainability Management System
EU	European Union
EV	Electric Vehicle
FAO	Food and Agriculture Organization
FSC	Forestry Stewardship Council
FTE	Full-Time Equivalent
G2G	Government to Government
GBF	Global Business Forum
GBPP	Global Best Practice Programme
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
GEEIS	Gender Equality European and International Standard
GEWE	Gender Equality and Women's Empowerment
GHG	Greenhouse Gas
GI	Global Innovators
GRI	Global Reporting Initiative
GVA	Gross Value Added
H&S	Health and Safety
HOD	Head of Department
HR	Human Resources
HRD	Human Resources Department
HSE	Health, Safety and Environment
HVAC	Heating, ventilation, and air conditioning
IBSA	International Board of Sensory Accessibility
ICE	Institutions of Civil Engineers
ICT	Information Communication Technology
IIGP	Innovation Impact Grant Programme
IIOT	Industrial Internet of Things
ILO	International Labour Organisation

ACRONYM/ ABBREVIATION	EXPANSION
IOT	Internet of Things
IPM	International Participants Meeting
IPO	Initial Public Offering
IPP	International Participants Pavilion
IPS	International Participants
IS	International Sign
ISO	International Organisation for Standardisation
JAHWTF	Jebel Ali Hazardous Waste Treatment Facility
KHDA	Knowledge and Human Development Authority
KPI	Key Performance Indicator
LEED	Leadership in Energy and Environmental Design
LNC	Liquid Natural Clay
LRV	Light Reflectance Value
MICE	Meetings, Incentives, Conferences and Exhibitions
MOCCA	Ministry of Climate Change and Environment
MOCD	Ministry of Community Development
MOH	Ministry of Health
MRF	Material Recovery Facility
MSDS	Material Safety Data Sheet
NCEMA	National Emergency Crisis and Disaster Management Authority
NGOs	Non-Governmental Organisations
OEI	Observe, Engage and Improve
OHAS	Occupational Health and Safety
ORF	Observer Research Foundation
PEFC	Programme for the Endorsement of Forest Certification
PMC	Programme Management Consultant
PMO	Project Management Office
POD	People of Determination
PPC	Priceless Planet Coalition
PPE	Personal Protection Equipment
PPP	Programme for People and Planet
PSA	Pedestrian Screening Area
PV	Photovoltaic
PVC	Polyvinyl Chloride
RDF	Refuse Derived Fuel
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
RGB	Red, Green, and Blue
ROHS	Restriction of Hazardous Substances
RTA	Roads and Transport Authority
RT-PCR	Reverse Transcription Polymerase Chain Reaction

ACRONYM/ ABBREVIATION	EXPANSION
SDGs	Sustainable Development Goals
SRI	Solar Reflective Index
SSA	Security System Analytics
STEAM	Science, Technology, Engineering, Arts, and Mathematics
STEM	Science, Technology, Engineering and Math
STP	Sewage Treatment Plant
TBF	Thematic Business Forums
TDS	Temporary Demountable Structures
TRA	Threat and Risk Assessment
TSC	The Sustainability Consortium
TSE	Treated Sewage Effluent
UHC	Universal Health Coverage
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
UPS	United Parcel Service
USGBC	US Green Building Council
UV	Ultraviolet radiation
UWB	Ultra-Wideband
VOCs	Volatile Organic Chemicals
VR	Virtual Reality
WASH	Water, Sanitation and Hygiene
WBCSD	World Business Council for Sustainable Development
WHO	World Health Organization
WRI	World Resources Institute
ZSL	Zoological Society of London







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