An aerial photograph of a winding asphalt road cutting through a dense, lush green forest. A single white car is visible on the road, moving away from the viewer. The lighting is bright, suggesting a sunny day, with dappled sunlight filtering through the trees.

DCC

**ENABLING
PROGRESS**

Sustainability Report 2022

DCC is a leading international sales, marketing and support services group with a clear focus on sustainable growth. We operate in three sectors: energy, healthcare and technology.

We are an ambitious and entrepreneurial business operating in 21 countries, supplying products and services used by millions of people, every day. Building strong routes to market, driving for results, focusing on cash conversion and generating superior, sustainable returns on capital employed enable us to reinvest in our business, creating value for all our stakeholders.

We are clear on the questions that are most relevant to the sustainability of our business and to our stakeholders.

Climate Change and Energy Transition



Safety and Environmental Protection



People and Social



Governance and Compliance



ENABLING PEOPLE AND BUSINESSES TO GROW AND PROGRESS

Contents

2	Highlights of the Year
4	At a Glance
6	Introduction from our Chief Executive
8	Our Sustainable Growth Model
10	Our Strategy
12	Our Business Model
14	Stakeholder Engagement
18	Measuring our Progress
20	Climate Change and Energy Transition
28	Safety and Environmental Protection
32	People and Social
36	Governance and Compliance
43	Independent Assurance Statement
45	Additional Sustainability Information

Throughout this Report we have included references to additional relevant information in our 2022 Annual Report or our website, using the following icons:



Read more in our 2022 Annual Report



Read more on our website
www.dcc.ie

Highlights of the Year

A YEAR OF ACTION AND PROGRESS

We continued to make progress against our sustainability priorities during the year.

Climate Change and Energy Transition

Net Zero

We set a new target to reduce our Scope 1, 2 and 3 carbon emissions to net zero by 2050 or sooner based on an updated strategy for DCC Energy.

50%

We also set a new interim target to reduce our Scope 1 and 2 carbon emissions by 50% against a 2019 baseline by 2030.

80%

of the energy used in our business comes from renewable sources.

We improved our CDP rating from C to B.



Safety and Environmental Protection

0.96

We reduced our Lost Time Injury Frequency Rate to below 1 per 200,000 hours worked for the first time.

Zero

employee or contractor fatalities or Tier 1 process safety incidents.

69%

reduction in spills per ten thousand deliveries of liquid fuels.



We retained our AAA rating with MSCI.

People and Social

74%

Employee engagement score.

89%

of colleagues surveyed believe their work contributes to our purpose.

63%:37%

Further progress made in improving the gender diversity of our workforce since last year.

Governance and Compliance

£800m

New sustainability-linked financing facility.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Our Annual Report contained all recommended TCFD disclosures.



Human Rights

Almost 4,000 employees across the Group received training covering the importance of protecting human rights.



We have improved our Sustainalytics score from 39.1 (high risk) to 21.4 (medium risk) since the end of 2019.

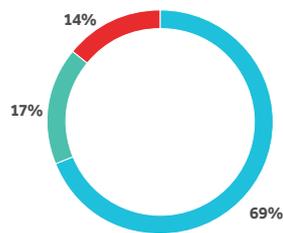
At a Glance

OUR SUSTAINABLE OPERATIONS

We combine our strengths to connect people and businesses with the essential products and services that they require to keep growing and progressing. We operate across three sectors: energy, healthcare and technology, employing 15,400 people in 21 countries.

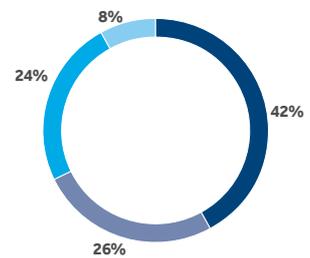
Profit by division

- DCC Energy
- DCC Healthcare
- DCC Technology



Profit by geography

- Continental Europe
- UK
- Rest of World
- Ireland



DCC Energy

Read more in our Annual Report on pages 22 to 27 and pages 56 to 67

DCC Energy is accelerating the net zero journey of our customers by leading the sales, marketing and distribution of low carbon energy solutions.

Our capital-light operating model and innovative culture ensure we remain agile in navigating the evolving energy markets where we operate. Our ambition is to bring decarbonisation closer for our customers through domestic and commercial energy solutions and multi-fuel mobility networks.

Volumes (litres)
15.9bn
 (+15.8%)

Adjusted operating profit
£407.1m
 (+2.8%)

DCC Healthcare

Read more in our Annual Report on pages 68 to 73

A leading healthcare business, partnering with consumer brands to create and manufacture high quality health and beauty products, and supplying primary and secondary care providers with essential products and services.

We will continue to grow our international reach, our presence in specific customer segments and our high quality technical expertise, by investing to create value for our broad customer base and for other stakeholders in this fragmented market.

Revenue
£765m
 (+16.8%)

Adjusted operating profit
£100m
 (+22.9%)

DCC Technology

Read more in our Annual Report on pages 74 to 79

A leading specialist distribution partner for global technology and appliance brands and customers, providing reach, simplicity and scale which enables our partners' businesses to grow and progress.

DCC Technology partners with many of the world's leading technology brands to market and sell a range of consumer, business and enterprise products and services to a broad customer base across the globe.

Revenue
£4.6bn
 (+3.6%)

Adjusted operating profit
£82m
 (+12.8%)



Employees

7,600

Principal Operating Locations

France	Sweden	Luxembourg
UK	Norway	USA
Ireland	Denmark	Hong Kong & Macau
Netherlands	Germany	
Belgium	Austria	



Employees

2,829

Principal Operating Locations

UK	Switzerland
Ireland	USA
Germany	

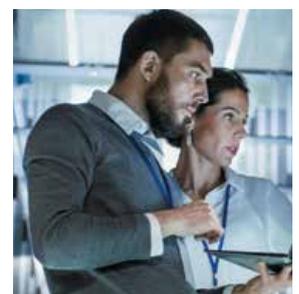


Employees

4,908

Principal Operating Locations

France	Finland	USA
UK	Germany	Canada
Ireland	Italy	China
Netherlands	Switzerland	UAE
Sweden	Spain	
Norway	Poland	



Introduction from our Chief Executive

SUSTAINABLE HORIZONS

“Our purpose-led strategy and the capabilities and resources that we have across the Group mean we are well placed to play a positive role as important societal questions are addressed over the coming decades.”

Donal Murphy
Chief Executive



This report is focused on DCC's most recent financial year, from 1 April 2021 to 31 March 2022. That period was marked by continued turbulence in the societies we serve.

Covid-19 continued to impact many people, despite the progress made through vaccination programmes. The war in Ukraine, which began at the end of February, directly affected millions of people, most notably Ukrainian citizens who were attacked and displaced. And the effects of climate change were also increasingly apparent in the form of extreme weather events.

These events have had considerable and tragic human consequences. They have also generated widespread supply chain dislocation which has affected a far larger group of people and businesses in the form of product shortages, increased prices and general economic disruption. As I write this, there is little doubt that this turbulence will continue for some time.

At times like this, DCC's purpose – to enable people and businesses to grow and progress – is important. Businesses in our Group provide sales, marketing and support services for a wide range of products that are essential to modern economies: the energy that we need to move around, cook and provide heat; healthcare products and services that have been in such demand in recent years; and technology products, which enable everyday life, but became even more essential during the pandemic.

Our role in society is to enable our customers to get access to these essential products and services, to provide routes to market for other businesses that supply them, to ensure that our people are recognised and rewarded for the critical role they play, and to do all this in a way that meets the highest standards of business conduct, including through decarbonisation.

Even when times are tough, we remain focused on ensuring that all of our stakeholders continue to benefit from their dealings with us. We support the development of our people, enhance the products and services we provide, expand our operations, and provide dividends to our shareholders.

This clarity as to our purpose in society and the importance of stakeholder partnerships to us means that we are also very clear on the subjects that are material to our sustainability as a company:

- climate change, where we can help by leading the introduction of lower carbon forms of energy;
- safety and the protection of the environment in the communities where we operate;
- the development of our people and our wider societal relationships; and
- the good governance of our company and compliance with the standards that apply to our operations.

We report on these subjects under four pillars, which form the backbone of this Report and our wider sustainability reporting.

The steps we are taking within these four pillars are directly aligned with our Group strategy and the strategies of our three divisions: DCC Energy, DCC Healthcare and DCC Technology. They are also reflective of our internal organisational structure. Achieving improvements in each area is suitably reflected in management objectives across the Group.

I am pleased to report that good progress was made in the year under review. The most notable step forward was setting a new strategy for our energy business, which enabled us to set a target to get to net zero across Scope 1, 2 and 3 carbon emissions by 2050 or sooner. Progress was also made on important subjects like safety, the reduction of fuel spills and diversity. The alignment of our four sustainability pillars with our purpose, our strategy and key management processes makes me confident that we will continue to make progress in these key areas over the coming years.

The Board of DCC oversees sustainability matters, with support from the Governance and Sustainability Committee of the Board and governance at management level, notably our Executive Sustainability Committee. The Directors and members of management devoted considerable time to sustainability questions during the past year and this will continue to be the case in the present year.

This Sustainability Report summarises the work we are doing on sustainability. It is intended for stakeholders who have a particular interest in that aspect of our activities. More detail on the subjects covered – in particular our approach to energy transition – is available on our website www.dcc.ie and cross-references to that information have been included in this Report at appropriate points.

We will continue to develop our reporting over the coming years to ensure it meets our stakeholders' needs and are closely following the development of new standards by EU, UK and international reporting regulators for this purpose.

Our purpose-led strategy and the capabilities and resources that we have across the Group mean we are well placed to play a positive role as important societal questions are addressed over the coming decades. We intend to do so.

Donal Murphy
Chief Executive

Our Sustainable Growth Model

CONNECTING PURPOSE TO PERFORMANCE

Our purpose is to enable people and businesses to grow and progress. Underpinned by our values, our purpose informs everything we do, from guiding our strategy and shaping our business model to defining the metrics we use to measure our success.

**Our purpose is our
reason for being**

**Our values
reflect how we
live our purpose**

**We fulfil our purpose
by focusing on our
strategic priorities**

**Our business
model is driven
by our strategy**

**Our business model
creates value for
our stakeholders**

**Our KPIs measure
our progress**

Our purpose is to enable people and businesses to grow and progress. It summarises the role that DCC plays in society. In a large group it acts as a focus for our strategy and creates a connection across our diverse activities. We strive to play a part in helping and supporting the success of others – our employees, our customers, our suppliers, our investors and the communities we serve.



Read more in our Annual Report: Chairman's Statement on pages 16 and 17

Our values underpin our business activities and are at the heart of our culture, guiding all that we do. We believe these values strongly support our effectiveness as a business and our wider societal responsibilities. These values have been communicated Group-wide and will continue to be promoted by the Group's management teams to guide our employees in the way that we do business, particularly as we expand into new geographies and embrace new cultures.



Read more: People and Social on pages 32 to 35

Our strategy has been consistent over the long term. Our strategic objective is to build a growing, sustainable and cash-generative business which consistently provides returns on capital well in excess of our cost of capital. This simple strategic objective drives a consistent Group-wide focus on continuous value creation, exploration of growth opportunities and a steadfast commitment to sustainable business activities.



Read more: Our Strategy on pages 10 and 11

Our business model describes the resources and activities required to generate value for our stakeholders. Organic growth is enabled by our growth-focused management teams, operating in carefully chosen markets, whilst our strong cash generation facilitates further organic and acquisition growth as well as investment in our people and returns for our investors.



Read more: Business Model on pages 12 and 13

Our commitment to strong stakeholder relationships is reflected in our purpose, our values and our strategy, and the interests of our stakeholders are reflected in our decision making. As the needs and priorities of our stakeholders evolve, including the global need to address the climate crisis, we will continue to evolve and innovate to enable the people and businesses who are our stakeholders to grow and progress. This is what makes our business truly sustainable.



Read more: Stakeholder Engagement on pages 14 and 15

Our business model generates financial and non-financial returns for our stakeholders, and we employ key performance indicators ('KPIs') to measure these. Our divisional KPIs are directly aligned with Group and divisional strategies.



Read more in our Annual Report: KPIs on pages 44 to 47

Our Strategy

OUR STRATEGY CREATES LONG-TERM SUSTAINABLE VALUE

Our strategy informs how we enable people and businesses to grow and progress and achieve our long-term strategic objective, which is to build a growing, sustainable and cash-generative business which consistently provides returns on capital well in excess of our cost of capital.

We do this by developing high quality sales, marketing and support services businesses within industries that provide essential products and services to society. Our businesses create sustainable competitive advantage within these industries by building leading positions in selected sectors, focusing on value creation for their stakeholders, and benefiting from Group expertise in areas such as capital deployment and risk management.

Building leading businesses

Grow organically

We focus first on delivering sustainable organic growth across the Group.

This is achieved through a deep knowledge of individual markets, committed and empowered management teams, long-term partnerships with suppliers and customers, and continuous improvement and innovation in our operations.

Convert profits to cash

We ensure that the profits from our operations are promptly available for reinvestment.

Identify investment opportunities

Businesses across the Group then look for ways to improve and expand by making investments in their people, in organic growth, such as improving their manufacturing facilities, and in acquisitions.

Investing for growth

Maintain investment capacity and expertise

A strong and liquid balance sheet, a clear set of investment priorities, and leading M&A and integration capabilities enable us to invest in further growth and development.

We combine market knowledge with capital allocation and transaction expertise to ensure investment opportunities are assessed and progressed efficiently.

Expand opportunities to invest

As the Group grows into new geographies and markets that are aligned with positive long-term trends, our opportunities for further investment increase.

Driving long-term sustainable value

Benefit our stakeholders

This combination of organic growth, investment in existing and new operations, plus a focus on continuously developing our people and wider capabilities delivers positive, sustainable outcomes for the Group's stakeholders.

Our entrepreneurial and values-led culture is essential to the delivery of these outcomes and we therefore seek to encourage and deepen it across the Group, especially in recently-acquired businesses.

We measure these outcomes for stakeholders through both financial and non-financial performance measures.

Focus on our objective and purpose

Our overall objective is to deliver a growing, sustainable and cash-generative business which consistently provides returns on capital employed well in excess of our cost of capital and which also fulfils the Group's purpose in society: to enable our stakeholders – the people and businesses we deal with – to grow and progress.

Strategic enablers

Our strategic enablers are key disciplines that enable us to deliver against our three priorities.

These enablers ensure a common approach to value-creation across the Group.

 Read more in our Annual Report: Strategy in Action on pages 28 to 35



Market leading positions



Operational excellence



Innovation



Extend our geographic footprint



Development of our people



Financial discipline

Our Business Model

Guided by our strategy, our business model describes how we create value for all our stakeholders from the resources and relationships we use to operate the business.

*How we create
and sustain
value*

*We choose
where we
OPERATE*

Our resources

People

DCC at its core is a people business. We are a multinational and multicultural Group, employing 15,400 people in 21 countries. We have an inclusive and diverse culture with shared values and a common purpose. The Group's continued success depends on a skilled, engaged and inclusive workforce to deliver the right products and services, safely and on time, to our customers every day.

Partnerships

We are a trusted partner to millions of customers ranging from major corporations and governments to sole traders and individual consumers. We partner with thousands of the world's leading energy, healthcare and technology companies, giving us access to a diverse range of quality products. Our suppliers are carefully selected, and our aim is to create long-term sustainable relationships with them.

Financial

The Group has a strong and liquid balance sheet which enables us to react quickly to commercial opportunities. At 31 March 2022, the Group had cash resources of £1.3 billion and total equity of £3.0 billion.

Infrastructure

We are well positioned to execute our strategy, having robust, adaptable, and well-invested operating platforms, a diverse geographic footprint across 21 countries and the capacity and appetite to invest further in existing and new assets.

Intellectual

The quality of our skills and expertise together with our own brands, third-party brands, licences and business processes provide significant competitive advantage. We foster a culture of innovation across the Group and constantly challenge each business to identify and implement innovative and effective solutions in a rapidly changing, digitally-enabled environment.

*We combine our
EXPERTISE*

*We focus on
GROWTH*

*Our Financial
Model is
SUSTAINABLE*

We compete in attractive and sustainable markets and have the skills and platforms for further growth. When investing, we focus on sectors with equally attractive dynamics where we can win because of our proven ability to operate and grow customer-focused sales, marketing and support services businesses. This generates recurring revenue with high cash conversion, in developed markets with similar risk profiles and opportunities for consolidation.

We operate a devolved management structure which allows our businesses to drive innovation in their chosen markets and to remain agile and responsive to changes in customer needs. Our devolved model is a critical mechanism for ensuring local responsibility, focus and autonomy. Our businesses are supported by central functions with expertise in areas such as talent development, risk management and capital allocation, together with setting a consistent strategic direction.

We support growth with a rigorous set of management processes that ensure a constant focus on improvement, investment and further cash generation. We drive organic growth within our businesses by partnering with our stakeholders and by fostering a culture of high performance, innovation and entrepreneurship in our teams. This organic growth facilitates ongoing investment in our people and in our operations and the delivery of consistent returns to our investors. This is supported by disciplined and selective capital redeployment for expansion and new acquisitions, allowing us to sustain our growth model.

We provide products and services that millions of people and businesses use every day. There is long-term and sustainable demand in the sectors in which we operate, and our divisions and businesses all possess the platforms and capabilities to achieve further growth in the future. Our choice of markets results in a highly sustainable financial model. Our financial model of organic growth and strong cash generation is designed to strike the right balance between reinvesting in future organic growth and acquisitions and sharing value with all stakeholders.

How we share value

We build for the long-term and combine global expertise with local know-how to create value at a meaningful scale for the people and businesses we work with, society and our investors. Our business model generates financial and non-financial returns for our stakeholders. Here, we summarise the principal financial returns created during the year. The rest of this Report goes on to describe the non-financial value we generate for our stakeholders.

Suppliers and Customers

Goods and services supplied

£16.5bn

Employees

Employee payments

£761m

Investors

Dividend to shareholders

£173m

Interest payments

£77m

Communities and the Environment

We are committed to continually improving our environmental performance through careful management of our operations. This year we committed to achieve net zero, across Scopes 1, 2 and 3, by 2050 or sooner.

Governments and Regulators

Corporate taxes

£81m

Capital for reinvestment

Retained for reinvestment

£280m

Stakeholder Engagement

UNDERSTANDING WHAT MATTERS TO OUR STAKEHOLDERS

We recognise that the sustainability of our business is enhanced when it is reflective of stakeholder views and when our stakeholders benefit from their dealings with our Group. This section provides an overview of our key stakeholder relationships. Further detail on how the Board considers stakeholder views in its decision making is set out on pages 38 and 39 of this Report.

Customers

Our customers, whether they are businesses or consumers, look to us for advice on a wide range of essential products and services. They rely on us to provide those products and services at a competitive price and on time, even when supply chains are disrupted.

What matters to our customers?

Our customers are interested in supply chain reliability, the identification of opportunities that offer profitable growth for their businesses, technical expertise, and excellent customer service. The environmental impact of our goods and services is also of increasing interest to our customers.

How our businesses engage

Our teams across the Group actively engage with customers to ensure we are meeting their expectations and consistently identify ways to improve performance based on these discussions. Members of divisional management teams also meet with key customers during the year to reinforce these relationships.

How our Board engages

Our extensive customer engagement shapes our divisional strategies and business plans, which are reviewed in detail, and on a regular basis, by the Board.

How we respond

We provide reliable supplies of essential products and services to millions of businesses and consumers. Our supply chain expertise ensured minimal disruption during the Covid-19 pandemic and during recent supply disruption caused by the war in Ukraine. In the year under review, we updated our energy strategy to support our energy customers in reducing their carbon emissions.

Case study

Certas Energy Customer Services

The continuing impact of the Covid-19 pandemic and the volatility in energy markets following Russia's invasion of Ukraine, led to disruption in the supply chains for many of the products we sold during the year. The team in Certas Energy worked hard to ensure they could make deliveries, in spite of industry-wide HGV driver shortages, looking out especially for customers in vulnerable situations. Where prices or delivery times were uncertain, Certas took additional steps to communicate with their customers. They added significantly to their customer service team to ensure that customer service was maintained.



Suppliers

Our suppliers rely on us to provide an efficient route to market for their products and to advise them on how those markets are evolving. Through collaboration with them, we maximise our collective impact, ensuring a tailored, reliable, and sustainable source of supply for customers.

What matters to our suppliers?

Strong, mutually-beneficial commercial partnerships matter to our suppliers, as do responsible supply chain management, open engagement and fair payment terms. Our financial strength is a key factor for many of our suppliers.

How our businesses engage

We work closely with suppliers to ensure reliable and efficient supply chains. We also hold regular meetings with our supply partners to discuss product and service innovation. And we engage closely with them on responsible supply chain management.

How our Board engages

The Board receives frequent updates on trading performance across the Group, including on any material changes in supplier relationships. Our Executive Risk Committee regularly monitors progress on sustainability in our supply chain and the results of this are reported to the Audit Committee and the Board. The Board also considers and approves our Modern Slavery Act statement annually.

How we respond

The year under review has seen continued disruption to supply chains, exacerbated since February by the war in Ukraine. Businesses across the Group worked closely with suppliers over the year to maintain supplies of key products into the markets they serve.

Employees

Our greatest asset is our experienced, diverse, and dedicated workforce. Our relationship with our people is open and honest. We support, develop, and reward them so they feel encouraged to do their best in all that they do.

What matters to our employees?

Our people are interested in opportunities to grow and develop their careers in line with fair pay and reward expectations. They seek an open and honest workplace and management practices that enable them to achieve their full potential. They want to work in a place where they are accepted and valued for who they are, regardless of their background.

How our businesses engage

At business, divisional and Group level, we communicate with our employees through a range of channels, including team meetings in town halls, regular engagement surveys, including an annual Group survey, and employee recognition programmes.

How our Board engages

Our non-executive Workforce Engagement Director, Mark Ryan, holds regular discussions with management on matters related to the Group's workforce. The Board also actively considers employee engagement survey results and discusses responses with management. Progress against our overall people strategy is regularly discussed at Board meetings during the year.

How we respond

During the year we undertook a Group-wide employee engagement survey and are responding to the feedback obtained from this, with Group businesses developing suitable local action plans. We also maintained our consistent approach to talent and performance management and provided extensive learning and development both in person and online. Embedding our Inclusion and Diversity Policy 'You Belong Here.' was a key part of our employee engagement during the year. Safety is one of DCC's core values and we continued to embed a safety culture through training, awareness and visible health and safety leadership and were therefore particularly pleased to see further progress in our safety record (measured by lost time injuries) in the year.

Members of Almo's ProAV national sales team volunteered at their local food bank to pack over 6,000 meals for those in need. This was part of a yearlong '75 Ways of Giving Campaign' for Almo's 75th anniversary.



Stakeholder Engagement continued



Investors

Our investors include individual and institutional shareholders. We maintain an active dialogue with them through our extensive investor relations programme.

What matters to our investors?

Our investors rely on DCC to operate a sustainable business that delivers returns on capital employed significantly ahead of the Group's cost of capital, converts profits from those operations to cash, shares some of those returns through a progressive dividend policy, and retains a further proportion of them to improve existing operations and generate further growth, including through acquisitions. Our investors are increasingly focused on the opportunities and risks around climate change and in that context, we recently set out our new energy strategy, which will deliver against both investor objectives. They also demand high standards of corporate governance, led and overseen by our Board.

How our businesses engage

Members of the management team meet regularly with investors and analysts, in particular at the time of our annual results, interim reporting dates, at capital market conferences and at investor roadshows. This year, we also undertook a detailed investor perception study to enhance our understanding of investors' views.

How our Board engages

Following his appointment as Chairman in July 2021, Mark Breuer met with a number of our largest shareholders. Our CEO, CFO and Head of Investor Relations regularly update the Board on investor relations issues.

How we respond

During the year we increased our dividend, representing our 28th year of unbroken dividend growth. We held separate capital market events on our Energy, Healthcare and Technology businesses. This year members of the management team presented at 17 conferences and conducted 378 institutional investor one-on-one and group meetings.



Governments and Regulators

We seek to engage constructively with governments and regulators to achieve the best outcomes for all our stakeholders. In some cases, we work with governments and regulators to shape our industries to help ensure the right outcomes for customers and society.

What matters to governments and regulators?

Reliable and efficient availability of the essential products and services provided by businesses across the Group is of crucial importance to the smooth running of the societies we serve. Governments expect large global businesses to provide reliable employment for thousands of people, often in rural locations. They rightly expect organisations such as ours to operate to high standards of safety, quality and compliance, and expect that we support a just transition to a low carbon society.

How our businesses engage

We engage with governments and regulators both directly and through business and trade associations on matters like product quality, availability and affordability, supply chain efficiency, safety, carbon emissions reduction and corporate governance.

How our Board engages

The Board discusses changes in regulation and governance reforms where they are material to the Group. The Board also reviews a detailed report twice a year on notable dealings with regulatory and government authorities.

How we respond

We provide thousands of jobs directly, and support many more indirectly and contributed £81m in duties and taxes in the countries where we operate. In the year under review, we continued to operate to high standards of safety, quality and compliance, with no notable safety, product quality or compliance breaches recorded during the year. We engaged constructively with regulators on several relevant policy proposals, including by making a submission to the UK Department for Business, Energy and Industrial Strategy on reforms proposed in its White Paper: Restoring Trust in Audit and Corporate Governance.

Donal Murphy at the launch of Social Entrepreneurs Ireland's national call for applications.



Communities and the Environment

Our aim is to be a force for good in the communities we serve. Climate change, including the need to transition to lower carbon forms of energy and get to net zero, is an issue of critical importance for every community we serve. This year, we extended our existing carbon emission reduction targets to include emissions from the energy we sell. We have undertaken to get to net zero, across Scope 1, 2 and 3 carbon emissions, by 2050 or sooner.

We help a number of community groups, both through financial support and through our employee giving programme.

What matters to our communities and the environment?

Climate adaptation and moving toward net zero emissions by 2050 or sooner is a primary concern to our communities and is clearly of critical importance for the environment. Protection of the environment in other ways, through the elimination of oil spills is also of importance. Our communities expect us to provide reliable, safe jobs, and to support a range of community organisations.

How our businesses engage

We continue to reduce our own carbon emissions and to support our customers in moving to lower carbon energies. More detail on this is contained in the Energy Strategy section on page 22 of our Annual Report and the Sustainable Business Report on page 80 of our Annual Report. Our businesses support a range of community organisations such as Social Entrepreneurs Ireland and the Laura Lynn Foundation in Ireland. We are also taking steps in European countries where we operate to support people displaced by the invasion of Ukraine.

How our Board engages

The Board receives regular updates on progress in the implementation of our energy strategy. It also considers a quarterly report from the Head of Group Sustainability on progress in reducing carbon emissions. Following the invasion of Ukraine, the Board considered our response, including our support for the work of UNICEF in Ukraine and for affected Ukrainians in other European countries.

How we respond

During the year, we set a new target to reduce our own (Scope 1 and 2) carbon emissions by 50% by 2030. In addition, we set a target of getting to net zero, across Scope 1, 2 and 3, by 2050 or sooner. To support this, we further improved our carbon emissions reporting and increased our CDP rating to 'B'. We continued to work closely with our customers to ensure their energy needs are met while they reduce their own carbon emissions.

At community level, we continued to support Social Entrepreneurs Ireland and the Laura Lynn Foundation in Ireland. We also provided a financial donation to UNICEF to assist their work in Ukraine.

Measuring our Progress

ALIGNING PURPOSE, STRATEGY AND SUSTAINABILITY

Climate Change and Energy Transition



Our objective

We will reduce our own Scope 3 emissions to net zero by 2050 or sooner.

Key metrics

Carbon intensity of energy sold (gCO₂e/MJ).
Biogenic content of energy sold (%).
Scope 3 emissions (mtCO₂e).

Our objective

We will decarbonise our operations – to net zero by 2050 or sooner and by 50%, against a 2019 baseline, by 2030.

Key metric

Scope 1 and 2 carbon emissions, adjusted to reflect acquisitions.

Why this is important to DCC and our stakeholders

We are actively helping our customers move their homes and businesses to low and zero carbon energy. While this is happening, we ensure their existing energy supplies are safe, reliable and efficient.

Relevant UN Sustainable Development Goals



Safety and Environmental Protection



Our objective

We keep our people safe.

Key metrics

Lost Time Injuries (LTIs).
Serious Safety Events.

Our objective

We protect the environment in communities we serve.

Key metric

Spills requiring remediation.

Why this is important to DCC and our stakeholders

Our people drive trucks and operate machinery. They work in energy facilities and warehouses. Some of the products we sell can be dangerous if not stored and transported carefully. We are therefore focused on keeping our people and those who could be affected by our operations, including the communities where we operate, safe at all times.

Relevant UN Sustainable Development Goals



Governance

Sustainability in DCC is governed by the Board with support from the Governance and Sustainability Committee and Executive Sustainability Committee. The overall role of the Board in this respect is summarised in the Governance and Sustainability Committee Report on page 122 of our Annual Report.

The Governance and Sustainability Committee is chaired by the Chairman of the Board, and its activities are outlined in our Annual Report on page 119.

The Executive Sustainability Committee is chaired by the Chief Executive. Its members include the Group CFO, all divisional Managing Directors, the Head of Group Sustainability and the Head of Group Investor Relations. The

Committee meets six times each year and is responsible for coordinating sustainability matters at management level, monitoring sustainability performance and supporting reporting to the Governance and Sustainability Committee and the Board.

Sustainability Reporting Framework

Our Sustainability Reporting Framework, which is set out below, reflects the questions that are most material to our stakeholders and the long-term success of the Group. Its pillars are directly supportive of key components of our Group strategy, of divisional strategies (most notably in relation to energy transition), and are aligned with the UN Sustainable Development Goals and relevant GRI and SASB reporting standards.

Sustainable Development Goals

We support the objectives of the UN Sustainable Development Goals and the four pillars of our Sustainability Reporting Framework are aligned with a number of them.



People and Social



Our objective

We actively support the development of our people.

Key metrics

Employee turnover.
Performance reviews completed.
Training provided.

Our objective

We actively support inclusion and diversity.

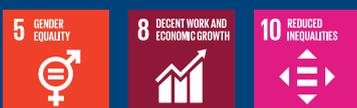
Key metrics

Gender diversity.
Incidents of discrimination.

Why this is important to DCC and our stakeholders

DCC is a people business and developing our people is critical to our current and future success. We do this by investing in training, actively developing careers and building a supportive culture that values diversity and innovation. We also value the relationships that we have with the many local communities where we operate and that we serve. Our businesses will thrive if they help these communities prosper too.

Relevant UN Sustainable Development Goals



Governance and Compliance



Our objective

We protect human rights.

Key metric

Human rights problems in our operations or our supply chain.

Our objective

We prevent corruption.

Key metric

Incidents of bribery and corruption in our operations or our supply chain.

Our objective

We sell safe products.

Key metric

Product safety failures.

Why this is important to DCC and our stakeholders

Good governance and high standards of compliance with the laws and ethical standards that apply to our activities are a fundamental part of how we do business. We also recognise the contribution that working with suppliers and customers who share these values can make to society more generally.

Relevant UN Sustainable Development Goals



Pillar One:

CLIMATE CHANGE AND ENERGY TRANSITION

We are committed to leading our customers in their energy transition by providing innovative and cleaner energy solutions. We have established a net zero target for carbon emissions, based on our updated energy transition strategy. We will achieve net zero, across Scope 1, 2 and 3 carbon emissions by 2050 or sooner.

Assessing Climate-related Risks and Opportunities

We assess the impact of climate change on our activities principally by considering both transitional and physical effects over short-term (within three years), medium-term (between three and ten years) and long-term (more than ten years) periods. Within this framework, we consider scenarios, using reasonable assumptions as to how certain factors, such as regulation, product availability and customer demand are likely to develop, to estimate the impact of climate change on our activities. This analysis in turn informs strategic choices we make regarding the future development of the Group and our three divisions.

In the year under review, this approach resulted in an updated strategy for the energy sector, which is covered in the Energy Strategy section on pages 22 to 27 of our Annual Report and in a revised capital allocation framework described in the Financial Review on page 48 of our Annual Report.

In taking these steps, we are focused on the need to achieve a just transition to net zero across Scope 1, 2 and 3 carbon emissions by 2050 or sooner.

Taskforce for Climate-related Financial Disclosure ('TCFD')

In last year's Sustainability Report, we assessed our alignment with TCFD disclosure recommendations for the first time. In this year's Report we build on that foundation by adding further detail on our assessment of climate-related risks and opportunities, the development of our strategy and governance to reflect the importance of climate change and improvements in our reporting, including the expansion of our targets and metrics. One very notable development in this regard in the year was our commitment to achieve net zero across Scopes 1, 2 and 3 by 2050 or sooner. A table setting out the recommended disclosures in our Annual Report is provided in the Additional Sustainability Information section on page 46 of this Report.

The impact of climate is embedded within the governance and management processes of the Group. In the Corporate Governance Statement on page 108 of our Annual Report and on page 36 of this Report, we describe the Board's oversight of climate-related issues, and in the Risk Report on page 92 of our Annual Report, we describe how climate-related risk is integrated into the risk processes that operate throughout the Group. We also describe there and in the table on page 21 of this Report our assessment of the physical and transitional

impacts, in terms of both risks and opportunities, of climate change on the Group's operations.

Our assessment of climate risks is based in large part on climate scenario analysis ('CSA') work undertaken over the last year. We began this work by conducting a qualitative analysis to identify the most material climate risks to our operations and opportunities. We then undertook a further quantitative analysis to develop our understanding of a carefully selected group of risks and opportunities. The CSA process looked at climate-related effects on our business under two scenarios, both consistent with the scenario assumptions used by the IPCC (Intergovernmental Panel on Climate Change). The first was a scenario where decarbonisation is achieved consistent with a 1.5°C temperature rise. The second scenario assumed a temperature rise of 4°C, to help illustrate physical climate-related risks. These scenarios align with the two key frameworks used by the climate science community: Shared Socio-Economic Pathways ('SSP'), which describe different socioeconomic futures, and Representative Concentration Pathways ('RCP'), which model different emission pathways and the associated impact on climate.

The first scenario we used is based on SSP1 and RCP1.9. Our second scenario is based on SSP5 and RCP8.5.

The risks identified covered both the transitional risk associated with energy transition and our response to it, as well as physical risks from assets that could be affected by changing weather conditions. The CSA process also assessed the opportunity available to our Technology division as the market for recycled technology products develops.

The results of the CSA were assessed within our wider Group risk management framework which is used to assess the potential impact of risks of all types across the Group.

TCFD also requires the development of relevant metrics and targets. The targets and metrics that we have selected form a prominent part of the Sustainability Reporting Framework covered on page 18 and 19 of this Report. From this year, this framework covers all scopes of emissions. Further detail on our approach to reporting on Scope 1, 2 and 3 carbon emissions is set out on pages 24 and 26 of this Report.

Analysis of Key Climate Scenarios

We considered the resilience of our Group and divisional strategies against a range of climate-related scenarios during the year. This process involved an initial qualitative assessment of climate-related risks and opportunities. More detailed qualitative assessments were then undertaken on four relevant scenarios. The results of this are summarised in the following table. In each case, our analysis was supported by suitable external expert advice.

Risk/Opportunity	Principal Scenario	Impact Assessment	Actions
Transitional impacts of climate change on our energy activities.	<p>We undertook a detailed assessment of the likely evolution of each of the principal energy markets in which we operate (both geographic and customer markets), including a transition compatible with 1.5°C warming. This scenario was based on SSP1/RCP 1.9.</p> <p>This work included an assessment of the evolution of our policy and legal environment (such as the level of carbon pricing), the evolution of technology (such as improvements in EV technology) and the introduction of new forms of energy (such as biofuels and hydrogen). We also then considered how these and other relevant factors would influence the markets where we operate over the short, medium and long-term.</p>	<p>We concluded that there is a significant opportunity available to the Group to support existing and new customers as they reduce their use of fossil fuels over the next few decades. We can achieve this by adding to the range of products and services that we offer, while continuing to use the assets we have today to serve existing markets. It is clear that the transition to lower carbon forms of energy will, over the medium to long-term, see a reduction in demand for fossil fuels. A failure to adapt to this change would clearly create a material risk to our existing energy operations in the long-term.</p>	<p>Businesses in our Energy division are decarbonising their own operations and helping their customers move to lower-carbon forms of energy. We updated our energy strategy over the course of the year under review to support and accelerate this. More detail on this is set out in the Energy Strategy section on page 22 of our Annual Report.</p>
Physical impacts of climate change on our energy activities.	<p>We assessed the impact that an extreme 4°C warming scenario would have on the operation of two of our energy facilities, an LPG import terminal and an oil import terminal, both located in coastal regions. This scenario was based on SSP5/RCP8.5.</p> <p>This work focused on assessing the risk of physical damage to those assets. We also considered the disruption to our wider operations that could be caused if they were inoperable for a certain period.</p>	<p>In the medium to long-term, these facilities are slightly more likely to experience acute physical impacts because of adverse weather and/or sea level rises.</p> <p>If no mitigation measures were taken and no insurance was in place, the financial impact of one of these sites being rendered wholly inoperable is likely to be less than £10m, in current values. This is not a material amount in the context of the Group.</p> <p>Assuming mitigation measures are taken and insurance is in place, the financial impact of these events will be substantially less.</p> <p>DCC Energy's wider strategic resilience to climate change is addressed above and in the Energy Strategy section on page 22 of our Annual Report.</p>	<p>These impacts can, within the timeframes considered, be fully mitigated through increased physical mitigation measures and business continuity planning. In particular, alternative means of obtaining product are likely to be available. In addition, the Group maintains insurance against physical damage and/or business interruption.</p>
Physical impacts of climate change on our healthcare activities.	<p>We assessed the impact that an extreme 4°C warming scenario would have on the operation of one of our healthcare businesses in the USA. This scenario was based on SSP5/RCP8.5.</p> <p>This work focused on assessing the risk of physical damage to those assets as a result of wind or flooding. We also considered the disruption to our operations that could be caused if they were inoperable for a certain period.</p>	<p>In the medium to long-term, this facility is somewhat more likely to experience acute physical impacts from adverse weather and/or sea level rises.</p> <p>If no mitigation measures were taken and no insurance was in place, the financial impact of one of these sites being rendered wholly inoperable is likely to be less than £10m, in current values. This is not a material amount in the context of the Group.</p> <p>Assuming mitigation measures are taken and insurance is in place, the financial impact of these events will be substantially less.</p> <p>DCC Healthcare's strategy is considered highly resilient to climate-related risks and opportunities.</p>	<p>These impacts can, within the timeframes considered, be fully mitigated through increased physical mitigation measures and business continuity planning. In particular, alternative means of obtaining product are likely to be available. In addition, the Group maintains insurance against physical damage and/or business interruption.</p>
Transitional impacts of a move to a circular use of technology products.	<p>We assessed the possible timing and scale of a change in the global technology market from the purchase of products to their supply as a service, as steps are taken to increase the reuse of the materials used in their manufacture. This scenario was based on SSP1/RCP 1.9.</p> <p>This work included an assessment of the evolution of the relevant policy and legal environment (such as more compulsory recycling of technology products) and the evolution of technology (including manufacturers designing products to support increased reuse of materials). We also then considered how these and other relevant factors, such as demand from retailers and end users, would influence the technology markets where we operate over the short, medium and long-term.</p>	<p>We consider that a significant market for recycled technology products and related services is likely to develop over the medium to long-term. The evolution of this market represents an opportunity for our Technology division, because technology suppliers and customers are likely to need support in moving products back up the supply chain for reuse. However, the scale and timing of this change, particularly within individual geographic markets, are subject to very high levels of uncertainty.</p> <p>DCC Technology's strategy is considered highly resilient to climate-related risks and opportunities.</p>	<p>We will continue to closely monitor developments in the markets where we operate, including through discussions with our suppliers, customers and relevant policy makers.</p>

We will update the scenarios outlined above to take account of changes in regulation, market demand and other relevant factors. We also intend to undertake further scenario analysis on other impacts of climate change on our activities in due course.

Climate Change and Energy Transition continued

Updated energy strategy

Our detailed assessment of climate-related risks and opportunities was central to the definition of the revised energy strategy that we put in place during the year. It is summarised on page 22 to 27 of our Annual Report. A recording of the Capital Markets Event we held on 17 May 2022 to outline its key features, together with detailed supporting information is available on our website, www.dcc.ie.

Since DCC's formation nearly 50 years ago, we have grown with energy, broadening the range of energies we sell and working with partners to bring innovative solutions to customers. Now, as the world looks for new answers to energy security and net zero challenges, we continue to lead, with energy.

A cross-society challenge

The world must achieve net zero to prevent the worst effects of climate change. The path to net zero in the energy sector is not fully certain, but we are committed to reaching our net zero targets and helping our customers to do the same.

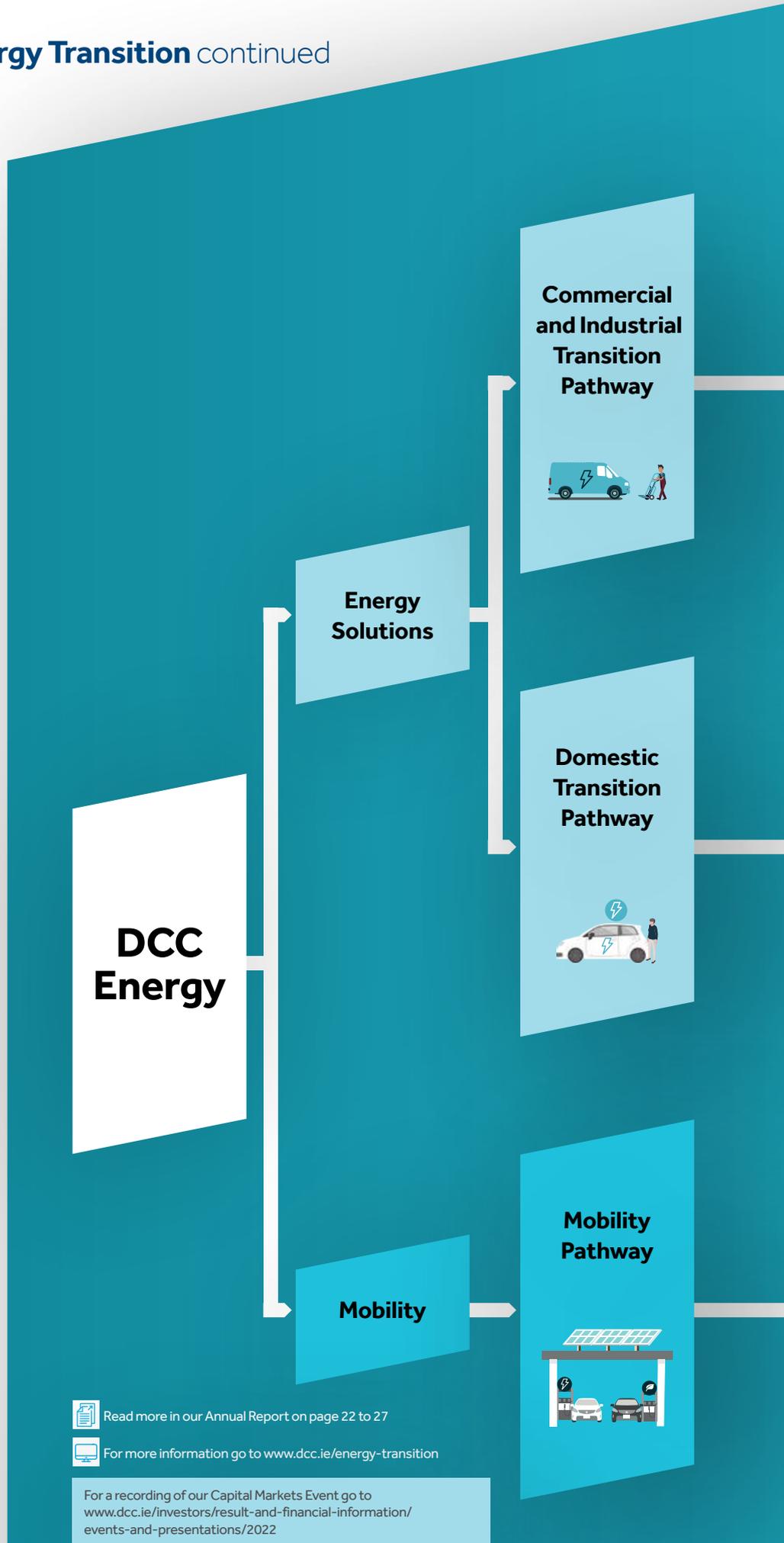
Many of our energy customers are in segments of the market that face particularly high economic, technological and societal barriers to change. We are in a unique position to work with our suppliers, customers and other stakeholders to help overcome those barriers.

Achieving net zero is a cross-society challenge. We have a clear view of the path ahead, are committed to the journey and will be a partner for entrepreneurs, policymakers, energy suppliers and our customers along the way.

A future, with energy

A core strength of DCC is the empowerment of our management teams who set strategies for their businesses, based on the needs of their customers and their operating environments. These teams have been successfully introducing lower carbon products and services for several years.

The changes we are making in our energy businesses are the result of this review. They align our energy operations with the long-term global goal of achieving net zero, and provide a compelling vision and a clear framework for the further successful development and growth of our operations in this area, in line with our purpose. The changes combine the strengths of our existing energy divisions and reinforce the progress they are already making on energy transition. They allow us to support existing and new customers in reducing their reliance on fossil fuels, while continuing to deliver sustainable returns to our shareholders.



 Read more in our Annual Report on page 22 to 27

 For more information go to www.dcc.ie/energy-transition

For a recording of our Capital Markets Event go to www.dcc.ie/investors/result-and-financial-information/events-and-presentations/2022

Climate Change and Energy Transition continued

The world's focus on new energy systems and formats, driven by the pursuit of lower carbon and the need for greater energy security creates opportunities for businesses that understand evolving energy markets. Our strategy will increase the lifetime value of our customers, create new opportunities for capital deployment, all while driving a just transition to net zero.

Our belief in our energy strategy is reflected in our commitment to achieve net zero, across Scopes 1, 2 and 3, by 2050 or sooner, and a 50% reduction in our Scope 1 and 2 emissions by 2030.

Scope 3 Emissions

Scope 3 emissions are indirect emissions generated upstream and downstream of a company's own operations. For most organisations, Scope 3 emissions account for the very large majority of total value chain emissions and DCC is no exception. So, while it is important to continue to reduce Scope 1 and 2 emissions, we are also focused on working in partnership with our suppliers and customers to identify opportunities to reduce emissions in the wider value chain. Two categories account for over 90% of our Scope 3 emissions:

- Category 3 – Fuel and Energy Related Activities not included in Scope 1 and 2. These are the upstream (often called well-to-tank) emissions associated with the energy sold by the Group's energy businesses.
- Category 11 – Use of Sold Products. These are the emissions generated when the energy products sold by the Group's energy businesses are used by customers. Reducing these emissions, while continuing to meet our customers' need for reliable and efficient forms of energy, is a core component of our energy strategy.

Under the GHG Protocol, biogenic emissions are not included in Scope 3 emissions. Biogenic emissions are emissions from biofuels which have been blended with regular diesel and petrol fuels. DCC Energy sells a range of biofuels and more detail on the biogenic content of the energy it sells is detailed in the table above.

The table below shows how each of these metrics has developed over the last four years:

Metric	Unit	FY19	FY20	FY21	FY22 ^Δ
Absolute Scope 3	mtCO ₂ e	41.5	39.8	35.9	41.2
Carbon intensity	gCO ₂ e/MJ	81.2	79.3	76.5	76.4
Biogenic content	% biogenic content of energy sold	3.2%	3.2%	4.0%	4.0%

Δ Refer to EY Report on page 43 of this Report.

Our Scope 3 emissions performance is measured by three key metrics:

- Absolute Scope 3 emissions (Category 3 and 11 emissions from DCC Energy).
- Carbon intensity of the energy that we sell.
- Biogenic content of the energy we sell.

Absolute Scope 3 Emissions

Our absolute Category 3 and 11 energy division Scope 3 emissions increased in the year under review, reflecting sales volume increases in our energy divisions following two years in which volumes were reduced by Covid-19 restrictions.

Carbon Intensity

This metric illustrates the progress we are making in the energy transition because it shows how the renewable proportion of the energy we sell is developing over time. As the biogenic content of fuel and the volume of renewable electricity sold increases, the carbon intensity metric declines, illustrating the delivery of lower carbon energy to our customers. As shown in the table above, carbon intensity has been decreasing over recent years, as the biogenic content of fuel sold and the level of renewable electricity sold have increased. Carbon intensity in the year to 31 March 2022 was similar to the prior year largely because increased sales of traditional road fuels, as Covid-19 restrictions eased over the year under review, offset the lower carbon forms of energy. We do not expect this to recur in future years.

Scope 3 Biogenic Content

DCC Group businesses sell a range of biofuels. The blend of these depends on local regulatory requirements. In Europe for example, the blend is generally B7 and E5 or E10 for diesel and

petrol road fuels respectively. However some countries, such as Sweden, have significantly higher biofuel percentage blends. Group businesses also sell 100% renewable energy, such as HVO and electricity from wind farms, solar and anaerobic digestion. The table shows that the biogenic content of the energy we sold in the year to 31 March 2022 was similar to the prior year. As in the case of carbon intensity, this largely reflects increased sales of road fuels, as Covid-19 restrictions eased over the year, which offset improved biogenic content of many other forms of energy sold. We do not expect this impact to recur in future years.

Scope 3 Emission Reduction Target

This year, the Group has set a target to achieve net zero carbon emissions across Scopes 1, 2 and 3 by 2050 or sooner. For this purpose, net zero means the complete or very substantial removal of carbon from the energy that we sell, with offsetting used only for residual emissions. The Science-based Targets Initiative ('SBTi') is currently developing detailed guidance for businesses that sell oil and gas. Until this is available, it is not open to businesses in those industries to seek SBTi accreditation. We will consider our eligibility for SBTi accreditation once the relevant guidance is in place. We will also consider setting an interim target for Scope 3 emissions as the regulatory environment develops.

Full details of the methodology underpinning our reporting on Scope 3 are set out in our Greenhouse Gas Reporting Criteria at www.dcc.ie.

CDP Reporting

In the year under review, DCC's rating by CDP improved from C to B. This reflects recent improvements in our reporting on carbon emissions, including setting targets and making progress against them, and the Group's overall focus on climate change.



Case study

PROVIDING ENERGY TRANSITION SOLUTIONS

The transition to a more sustainable, low-carbon future is accelerating, and flexible energy systems will be an integral part of DCC Energy's future growth.

Flogas Ireland's vision is to be Ireland's leading provider of energy transition solutions. The acquisition of Naturgy Ireland was an important step on this journey. Naturgy Ireland is a leading and innovative provider of renewable gas and electricity to large energy users across the island of Ireland.

The Naturgy Ireland business, now re-branded as Flogas Enterprise Solutions, has added a large portfolio of power purchase agreements ('PPAs') accounting for c.150MW of installed capacity through partnerships with a diverse range of renewable wind and solar farms.

The acquisition of Naturgy Ireland facilitated the formation of Flogas Enterprise Solutions during the year. Flogas Enterprise Solutions offers its customers a wide range of energy services, enabling them to improve their energy

efficiencies and offer renewable solutions. It is also the first company in Ireland to provide biomethane through its partnership with Green Generation (pictured below) - a company which converts food waste to biomethane using anaerobic digestion.

For many years, Flogas Ireland's LPG business has been assisting a wide range of off-grid commercial customers to transition from heavy fuel oil and diesel to lower-carbon LPG as part of their energy transition journey. In more recent times, Flogas Ireland has entered the electricity market and now offers 100% renewable electricity to its customers.

Flogas Ireland also supplies bio-LPG and biomass to off-grid customers who wish to accelerate their own energy transition to net zero.

This wide range of renewable products and services, combined with the company's focus on close customer relationships, means that Flogas Ireland is well positioned to assist Irish companies to meet their energy transition requirements.

"Flogas Enterprise Solutions offers its customers a wide range of energy services, enabling them to improve their energy efficiencies and offer renewable solutions."



Our partner Green Generation in Nurney, Ireland

Climate Change and Energy Transition continued

Scope 1 and 2 Carbon Emissions

Scope 1 and 2 emissions are those that arise from our use of heating and transport fuels and electricity use. All DCC businesses record their energy data which are then converted into greenhouse gas ('GHG') emissions by CDP-accredited software. Data is collected for all types of GHG emission and converted by the software into 'tonnes of CO₂ equivalent' so that one number can be quoted.

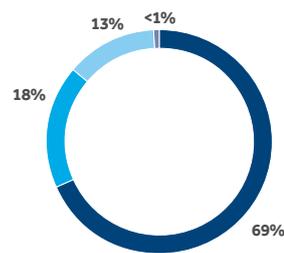
The data collated is subject to a limited assurance audit, conducted by EY, whose assurance opinion is set out on page 43 of this Report. The triangle symbol (Δ) is used in the charts below to denote the data that has been subject to EY assurance this year.

Scope 1 and 2 Carbon Emissions (000's tonnes)



- Scope 1 (Direct – Road transport and heating fuels, fugitive emissions)
 - Scope 2 (Indirect – Electricity) Location-Based
 - Scope 2 (Indirect – Electricity) Market-Based
- Δ Refer to EY Report on page 43 of this Report.

Scope 1 and 2 Carbon Emissions by Source Category

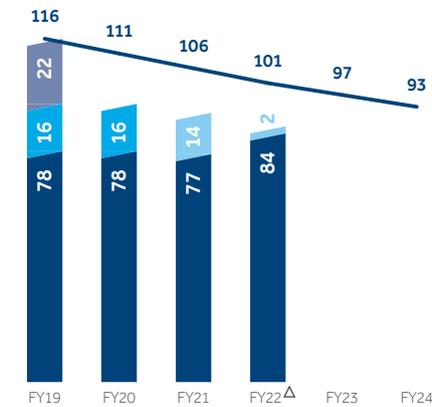


- Mobile combustion
- Electricity
- Stationary combustion
- Fugitive emissions

The charts above show DCC's absolute Scope 1 and 2 GHG emissions. We use both location-based and market-based approaches to the calculation of Scope 2 emissions, as set out in the GHG Protocol. The location-based approach uses the national grid average to calculate Scope 2 emissions. The market-based approach uses supplier provided emissions factors, allowing companies to reflect the actual emissions associated with procured electricity.

Scope 1 and 2 Carbon Emissions Reduction Target

In 2021, DCC committed to implement a 20% reduction in our Scope 1 and 2 emissions by 2025 relative to a 2019 baseline.



- Target Line
 - Scope 1
 - Scope 2
 - Re-base for acquisitions
- Δ Refer to EY Report on page 43 of this Report.

In accordance with the GHG Protocol, we adjust the baseline to reflect material acquisitions and disposals undertaken in the years since 2019. This means that as the Group grows by acquisition, we have to achieve the same percentage reduction in our carbon emissions. In the year under review, we adjusted the baseline to reflect a number of acquisitions, including the acquisition by DCC Propane of

UPG and NES, the acquisition of Almo Corporation by DCC Technology and the acquisition of Wörner by DCC Healthcare. The adjustments to our initial baseline to reflect acquisitions and disposals since 2019 is represented by the grey bar in the chart above. More detail on our methodology in this area can be found in our Greenhouse Gas Reporting Criteria on www.dcc.ie.

In the year under review, substantial progress has been made towards achieving our Scope 1 and 2 target. Our total Scope 1 and 2 emissions were 5.5% lower this year compared to the prior year. By 31 March 2022 we achieved a 25% reduction against the 2019 baseline, exceeding the target of a 20% reduction by 2025. We have therefore established a new target to achieve a 50% reduction against the 2019 baseline by 2030.

The majority of this has been achieved through a programme to procure renewable electricity, reducing Scope 2 emissions. In the year under review, we took further steps to switch our electricity use to renewable sources, directly from suppliers or through the procurement of Green-e® certified Renewable Energy Credits in the United States. This generated a reduction in market-based Scope 2 emissions: 80% of electricity purchased by DCC Group businesses is now renewable. The transition to renewable electricity is supported by other initiatives being taken by Group businesses, such as the installation of PV solar facilities at Exertis warehouses in the UK. Additional energy efficiency measures and transport fuel switching have also contributed to reductions achieved to date.

Group businesses are actively looking at further steps to reduce their Scope 1 and 2 emissions, in line with our new target to achieve a 50% reduction by 2030. We have not put in place an internal carbon price, as we consider that existing management processes are working effectively to reduce our use of carbon.

Case study

Successful Certas Energy UK HVO fleet trial scales up

A trial of Hydrotreated Vegetable Oil ('HVO') in Certas Energy UK's own vehicles proved so successful in contributing to the company's Scope 1 and 2 20% carbon reduction target by 2025 that HVO is being rolled out to more depots.

Like many companies reliant on fleet logistics, fuel is the biggest contributor to Certas Energy UK's carbon emissions. And from the initial trial results, it's clear that HVO can play a significant role in decarbonising Certas Energy's fleet as well as customer fleets across the UK.

Manufactured from 100% renewable and sustainable waste vegetable fats and oils, HVO can be used as a direct replacement for diesel. It can reduce carbon emissions by up to 90% compared to conventional diesel.

Emma Wordsworth, Operations Director, explains why this HVO trial was so important:

"We're viewing HVO as a transitional fuel, a way to reduce carbon from our operations immediately while we explore longer-term clean energy alternatives for our fleet and operations. It's one of many decarbonisation initiatives we are implementing."

"The HVO trial has allowed us to review how it performs across our fleet in a controlled way. It's evident that introducing HVO will be transformational in reducing our vehicles' carbon emissions, and fast. It's a great way to demonstrate to our customers the benefits of HVO too. We have now introduced HVO across six depots for our customers."



Energy Use

As noted above, reducing energy use is an important element in reducing our own carbon emissions. DCC used 1,646 million gigajoules of energy during the year, which was a 13.5% increase over the prior year. However, this reflected increased volume sales by our energy businesses, as well as other growth in the Group. This increase is partially offset by increased energy efficiency measures mentioned below.

Just over three-quarters of this energy was used by our LPG and Retail & Oil divisions in making deliveries to customers using our transport fleet. Transport fleet efficiencies will play an important role in reducing our own energy use. They are achieved from better

driving techniques, more efficient vehicles, and more efficient routing.

Additional energy saving initiatives are targeted to reduce electricity and heating fuels through more efficient lighting, heating controls and equipment.

Energy Usage (000's gigajoules)



Pillar Two:

SAFETY AND ENVIRONMENTAL PROTECTION



Safety Governance

Safety is a core value of DCC. We believe that a successful approach to safety must be grounded in a culture that encourages every DCC employee and contractor to identify and raise concerns, whether it is about safety or any other aspect of operating responsibly.

'HSE' refers to the management of health, safety, and environmental protection issues within all aspects of Group activities. It covers the processes by which we ensure a safe working environment for all our colleagues and partners, and the management and mitigation of potentially negative environmental impacts from our operations, for example from loss of containment.

In areas of higher environmental risk our HSE governance and operational processes are supplemented by additional processes.

Our HSE governance structure reflects the varied nature of our Group businesses, both within and across divisions, and reflects the need to cover different HSE functions such as policy development and oversight, operational HSE management, assurance, and people development.

Key roles and responsibilities are:

- The DCC plc Board has overall responsibility for the Group, including HSE matters. The Board devolves executive responsibility to the Chief Executive and the Group Management Team for the management of the Group. From there, different executive bodies have a role in overseeing and managing different but complementary aspects of the HSE discipline;

- The Managing Director of each Group business and their management teams are responsible for operational HSE performance in that business in accordance with local laws, for the implementation of Group HSE policies and for their performance against a set of shared HSE KPIs. Each business is also responsible for having processes by which it keeps up to date with changes in the law;
- The Group HSE function is responsible for developing policy, setting expectations, identifying relevant KPIs and sharing best practice; and
- HSE assurance takes place within businesses in the Group, supplemented by Group level audits using the International Sustainability Rating System ('ISRS') protocol. The nature and complexity of the HSE issues faced by a business determines the frequency and intensity of HSE assurance measures.

The Group Health & Safety and Environmental Policies, which link directly to the DCC Code of Conduct, are available on our website, and set out clear expectations in key areas including leadership, risk management, and compliance.

Every business has in place a HSE management system, reflecting the specific risks related to its operations. These are aligned with the expectations set out in the DCC Group policies. Several businesses are certified to the ISO45001 and or ISO14001 standard (e.g. Certas Energy, Exertis Supply Chain Services, Flogas Sweden and Norway, and Laleham Health & Beauty).

Learning from Events processes and performance metrics support the development of a positive and proactive safety culture across all our businesses. Our Group Health & Safety

Policy expectations extend to contractor organisations working on our behalf or at our facilities, and specific standards are defined for activities in hazardous process areas.

We maintain a rolling Three-Year Plan specifically for HSE, which lays out our continuous improvement actions in the areas of Leadership, Culture & Governance, Operational Execution, Competence & Training, Knowledge Sharing, and Management Reporting. These actions are derived from operational performance reviews, outputs from the Executive Sustainability Committee and HSE Steering Group, and our HSE Governance Review.

Good progress has been made in the implementation of our current HSE Three-Year Plan, with the introduction of a new Working Group for manufacturing operations, acquisition onboarding assessments, a practitioner resource hub and peer review audits, among the steps taken.

The introduction of a HSE Performance Review process across DCC was another of our Three-Year Plan actions. These reviews are conducted annually within each Group business, coordinated at Group level, and comprise a review of prior year commitments, HSE performance, and a focus on future challenges and improvement actions. The review at divisional level promotes learning from experience and sharing of good practice.

These reviews are central to the production of HSE Three-Year Plans within each Group business. Progress against these plans is tracked through divisional management reviews.

Covid-19

Successful implementation of our business continuity plans means Group businesses have been able to meet customer needs during the Covid-19 pandemic while also protecting their employees' health and safety. Our businesses implemented remote and hybrid working arrangements, made changes to workplace layouts and facilities, and modified shift patterns and changeover processes. While the Group was impacted by staff absences, this was largely attributable to community rather than workplace transmission.

Several of our businesses experienced regulatory Covid-19 spot-check inspections, with good outcomes, and we successfully switched governance processes such as site inspections and Group HSE audits to a virtual format, combining offline document reviews with videoconference interviews and remote site inspections. As providers of key products and services, Group businesses worked hard to manage their operations so that the impact of the pandemic was minimised both for our employees and customers.

Process Safety

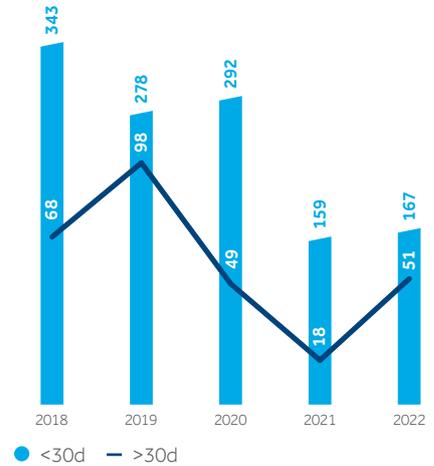
Process safety management is a disciplined framework for managing the integrity of hazardous operating systems and processes by applying good design principles, engineering controls and operating practices. It deals with the prevention and control of incidents involving the release of hazardous materials or energy, such as fire or explosion during the movement of fuel, fire within fuel vapour recovery systems, loss of containment leading to the formation of a vapour cloud, or a hydrocarbon spill.

Process safety risks are managed through detailed risk analysis, asset management, high reliability engineering controls and employee awareness training. Our process safety performance indicator data is aligned to the API-754 reporting framework, which represents best practice in this area. Process Safety Performance Indicators are used to provide assurance that process safety risks continue to be managed appropriately. These KPIs are routinely discussed in management review meetings at company, divisional and Board level.

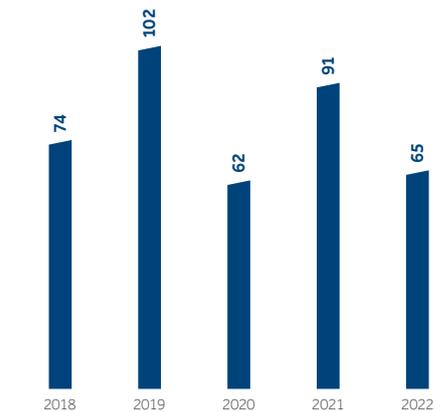
This year, there were no API-754 Tier 1 or Tier 2 process safety incidents. Vehicle-related incidents, such as roll-over, loss of load and combustion, were low in number and severity. Tier 3 indicators, which capture challenges to our safety systems such as equipment reliability and process alarm activations were stable. Tier 4 indicators measure operating discipline and management system performance, including on-time maintenance completion, safety inspections and tests, false alarms, and emergency drills. These indicators were broadly stable throughout the year under review.

In response to the Covid-19 pandemic, our Process Safety training for senior managers moved online last year, and we continue to deliver the training this way to ensure our focus on process safety leadership, the understanding of risks, controls, and monitoring systems, is maintained.

Overdue General Maintenance Tasks



Safety Critical Assets Failure on Test/Inspection



Case study

Investments that improve efficiency, safety and diversity

We invest continually in renewing and modernising our warehouses and recognise the wider benefits this creates.

In 2021, Exertis Ireland invested in the sustainable design of their new warehouse facility in Dublin, Ireland, to enhance our competitiveness, while also adding value for employees and our customers.

The Dublin facility operates on 100% renewable electricity meeting our Scope 2 emission objective. In addition, we also focus on a range of environmentally conscious initiatives including motion sensors and LED lighting systems, and electric vehicle chargers. The future facility investments will see solar power adopted to reduce our national grid usage. We also introduced new sustainable technologies around packaging management and recycling, which increase automation around our logistics

processes, and improve carbon efficiency. Our employees benefit from this as well, as these innovations ease their workload.

The implementation of these sustainability initiatives coupled with training courses resulted in more women joining our warehouse operations. While traditionally, warehouse roles are synonymous with a male workforce, our initiative has seen the number of women working in our Dublin warehouse increase in the past year. DCC is committed to diversity and inclusion across all its businesses and we are proud to represent 23 nationalities across our Exertis Ireland, MacroEV and Exertis Supply Chain Services teams based in Ireland, Poland and China.



Safety and Environmental Protection continued

Case study

EuroCaps and Friend of the Sea®



Environmental sustainability is an important and relevant issue for the fish oil Omega 3 industry. Many consumers, brands and manufacturers increasingly wish to make a sustainable choice of fish oil.

Friend of the Sea® is the only sustainable certification process recognised and supervised globally by national accreditation bodies for fisheries, aquacultures and nutraceutical products. It is the leading international standard for producers of fish oil, fishmeal and Omega 3 supplements.

Friend of the Sea® criteria for sustainable nutraceutical products require:

- well-managed sources of fish oil and fishmeal ingredients;
- traceability from certified origin; and
- social accountability.



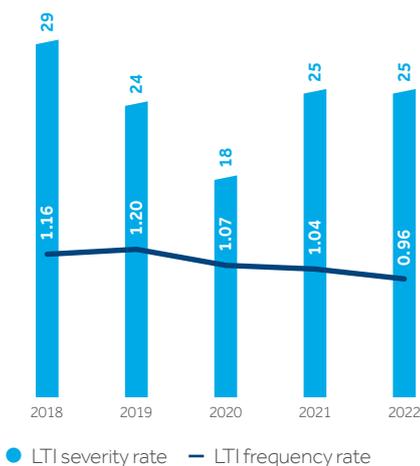
Friend of the Sea® Omega 3 producers verify that their suppliers implement sustainable fishing practices. In this way, they can provide the best reliable third-party assurance to consumers worldwide.

At its softgel nutritional supplement manufacturing site in Tredegar, South Wales, EuroCaps is certified and approved by Friend of the Sea® and has manufactured softgels using Friend of the Sea® sustainable fish oil

since 2017. In 2021, 79% of their fish oil purchased was Friend of the Sea® certified.

In doing so, EuroCaps offers its customers and their customers a sustainable and certified choice for fish oil derived Omega 3 supplements. EuroCaps' customers are also permitted to use the Friend of the Sea® logo on their product packs to demonstrate the sustainability of their products.

Lost Time Injury ('LTI') Rates



Occupational Safety

All incidents, including personal injuries, product spills, road traffic accidents and near misses, are recorded to evaluate potential consequences and identify underlying causes, control weaknesses and learnings. Both qualitative and quantitative HSE information is included in monthly reporting processes at all levels of the Group, including in HSE reporting to the Board. Our Learning from Events process is a key tool for sharing knowledge and driving improvement in safety management across the DCC Group.

Events with significant actual or potential consequences are discussed to identify improvements and these are communicated to relevant members of management. We operate a formal Learning from Events process to share knowledge and drive improvement in safety management across the Group.

We maintain platforms for sharing good practices within the HSE community and share communication tools to drive improvement in safety systems and culture more widely.

Lost Time Injuries ('LTIs'), defined as an accident resulting in at least one day lost after the date of the accident, remain an important indicator of overall HSE performance. Injury reporting requirements apply to all employees (full time, part time and temporary) and workers who have a contract with a third party but work under the direction and supervision of DCC. Although injuries to independent third-party contractors may be recorded, they are not included in the Group's safety performance figures.



Our LTI frequency rate dropped below one injury per 200,000 hours worked during the year under review."

There were no employee or contractor fatalities this year. The LTI frequency rate, defined as the number of lost time accidents per 200,000 hours worked, continued in a long-term downward trend against a background of continued company growth. Reflecting our continued focus on this area, the frequency rate dropped below one injury per 200,000 hours worked during the year under review. We will continue to work on further improvement in our LTI performance in the current year.

The LTI severity rate was in line with last year.

The majority of LTIs recorded across the Group are relatively minor including slips, trips, and manual handling injuries such as sprains and strains.

The Total Recordable Injury Rate ('TRIR') in the year under review was 1.12. A recordable injury for this purpose is one that results in a fatality, days away from work, restricted work or job transfer, medical treatment beyond first aid, loss of consciousness or a diagnosed significant injury/illness. The Near Miss Frequency Rate per 200,000 hours worked was 18.2.

Environmental Protection

The most material risk to the environment in the communities where Group businesses operate is the occurrence of a material spill of liquid fuel, such as home heating oil, petrol or diesel.

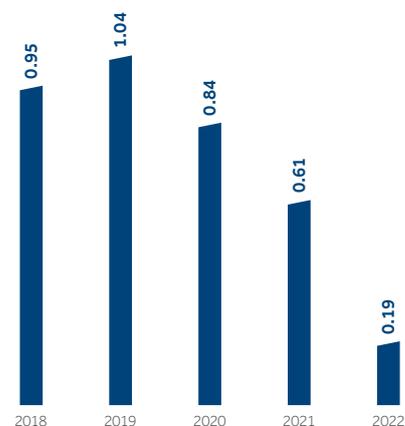
In contrast, the loss of LPG can present a significant safety risk, but does not typically result in damage to the local environment. Similarly, operations in our Healthcare and Technology divisions do not generate material risks of local environmental damage.

Group businesses therefore put in place spill protection and remediation measures specifically related to the materiality of the spill risk associated with the business activities.

A spill is defined as any unplanned release to the environment. All spills, and near misses, in connection with our operations, are recorded regardless of quantity in order that we can learn lessons from such events. Spills are categorised using a risk matrix, which considers spill quantity, substance and receptor, with low level spills classified as 'events' and any other more significant spills classified according to severity.

In the year ended 31 March 2022, there were in total 791 spills of all levels of significance, or 3.5 spills per ten thousand deliveries. Of those, 44 were categorised above the minimum reporting level, a rate of 0.19 per ten thousand deliveries. This is an improvement over the prior year when there were 0.61 spills per ten thousand deliveries above the minimum category. The proportion of spills rated above the minimum risk category is lower in the year under review versus the prior year at 6%. Any spills of significance are reported to the relevant environmental authorities and are cleared to their standards resulting in no long-term environmental impact. This year, one spill required remediation.

Spills per Ten Thousand Deliveries



Pillar Three:

PEOPLE AND SOCIAL



DCC is a people business; developing and investing in our people is a strategic objective for the Group. Our company focuses on growing our talent, finding better ways of working, building partnerships, supporting innovation, and successfully executing our growth strategy. All of our divisions and businesses have highly experienced and ambitious management teams with deep knowledge of the markets in which they

operate. As the Group continues to grow, the depth and quality of our talent is a key contributor to our future success.

At 31 March 2022, we employed 15,400 people, which is a 13% increase on the prior year. This increase was largely due to our acquisition of Almo Corporation in the US, which has over 700 employees. Our employee turnover rate during the year was 28% and our new joiners

amounted to 27% of all employees. The turnover numbers are in line with expectations and are a reflection of the wider employee environment, albeit higher than last year. Both of these figures include our seasonal workforce, who support our businesses in peak periods of trading, many of whom return year after year to work with us.

OUR VALUES



Safety

Our first priority is the safety of our employees, contractors, customers and other persons who may be affected by our business activities.

Nothing we do is so important that it cannot be done safely, every time.

We believe safety to be a foundation of our sustainable business success and that is why we continuously look for ways to improve our safety culture, systems and processes.



Integrity

Being honest, open, accountable and fair is in our nature. These traits are the pillars on which our business has been built.

We believe in doing the right thing and inspiring others by being true to ourselves and treating people with respect and dignity.

We are committed and responsible employers. We lead by example and take pride in delivering on our promises.



Partnership

Our business is all about creating sustainable partnerships. By working together as a team with those stakeholders who share our values, our passion and our drive—we become stronger.

We seek to develop mutually beneficial, long-term relationships, founded on trust and respect and place significant value on commitment and loyalty.

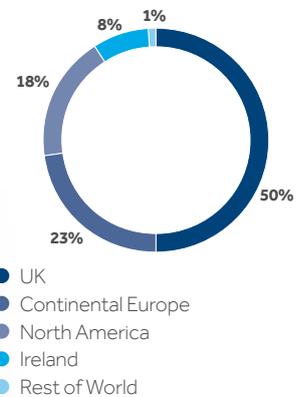


Excellence

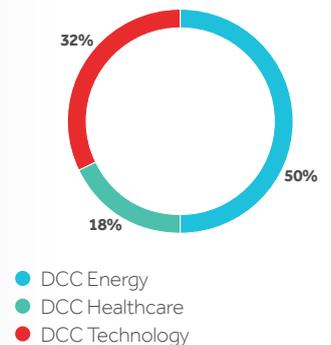
We believe great performance comes from preparation, focus on the detail, relentless determination, a sense of urgency and a genuine hunger for success.

These are the hallmarks of our people. We have a passion for accuracy and getting it right first time, every time. We share a collective entrepreneurial spirit. We are agile, responsive and continuously looking for ways to improve what we do.

Employees by geography



Employees by division



Employee engagement

Our people's expectations of work has changed considerably post the pandemic. We recognise the importance of culture and engagement in delivering superior performance and creating competitive advantage.

In 2021, we made a step change in our approach to engagement and listening to what really matters to our people. We launched our first Group-wide engagement survey which provided a direct feedback opportunity for our colleagues as well as an opportunity for us to measure employee sentiment and understand

their experience of working in our businesses. Our people across 20 countries in 60 businesses were given the opportunity to participate in the survey. At the time the survey was launched, we had only recently acquired Certas Energy Luxembourg, our only business in Luxembourg, and it was not included in the survey.

We achieved an excellent participation rate of 77%, with an overall engagement score of 74%. This initiative has given us new insights into what is important to our people and reinforced the strengths of our devolved business model.

The results highlighted that our colleagues have a strong sense of purpose and understand why their work matters. Our people are also invested in the future of the company and feel fairness and respect are at the heart of our working relationships. Encouragingly, our people also feel real accountability for our safety culture, a core value for DCC. While the results were very positive overall, we also identified a number of areas that need improvement. Our businesses and managers have implemented action plans at a local and team level to ensure that DCC businesses continue to be great places to work.

Employee engagement survey

20

countries

60

businesses

17

languages

77%

overall participation rate

87%

of colleagues surveyed care about the future of the company

89%

of colleagues surveyed believe their work contributes to their company's purpose

Case study

Recognition scheme in Flogas Britain

As part of our employee engagement activities, each business in the Group was encouraged to promote a "great place to work" culture through a three-point improvement plan that addressed local business priorities.

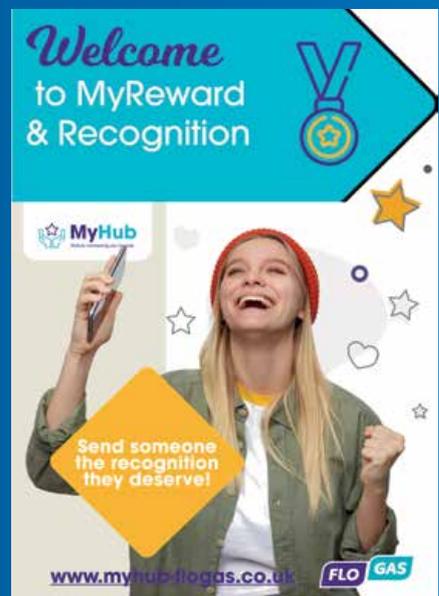
Flogas Britain, which is part of our DCC LPG division, had a strong overall response rate of 79%. The business' most favourable feedback centred around clarity of goals, line management fairness, caring about the future of the company and safety empowerment. Safety is a core value for DCC businesses; 80% of colleagues in Flogas Britain told us they feel empowered to speak up when something is unsafe and 90% feel their managers are committed to safety.

One of the business's key areas for improvement was centred around how their colleagues feel recognised and valued for their contributions. To address this, the business implemented a consistent and inclusive recognition scheme for all its colleagues who produce great work, live their values and show their loyalty to both the business and their customers.

Flogas Britain launched their 'My Reward & Recognition' initiative on 4 March 2021 to align with National Employee Appreciation Day. The recognition scheme allows any colleague to recognise another colleague in one of two different ways. The first way is through an eCard, a virtual greeting card, to commend a colleague's performance and contribution and the second way is to nominate a colleague for a LOVE (Living Our Values Everyday) award for someone who has gone above and beyond.

Flogas Britain has 1,243 colleagues and the recognition scheme has been a big success for the business with over 2,675 tokens of recognition sent, resulting in a significant proportion of their colleagues' receiving appreciation for their contributions. The 'My Reward & Recognition' initiative is empowered by the business' HR platform which is accessible to all of Flogas' colleagues, and this allows everyone to share and learn about the great work happening right across the business.

Initial feedback and uptake show the initiative has been well received and the business is looking forward to viewing its 2022 results to see the impact the programme has had on people feeling valued in the business.



People and Social continued

Case study

Inclusion and Diversity Pulse Survey

Having expanded rapidly across multiple geographies and cultures, DCC Technology is keen to ensure that people working in its businesses feel engaged around people policies and practices and have an opportunity to shape the Inclusion and Diversity ('I&D') journey into the future.

In January 2022, the DCC Technology division launched a pulse survey on I&D to understand whether colleagues feel they can be their true selves at work and whether there is any difference in experience when viewed through a diversity lens. The survey issued to c.3,700 colleagues and over 70% shared their important viewpoints with us.

We are pleased that 90% of the respondents feel that DCC Technology is living up to its I&D commitments.

While we still have work to do to ensure our workforce is more diverse, our colleagues gave us invaluable insight into how each business can be a better place to work for everyone.

The results also provide a valuable baseline for measuring improvements over the coming years.

92% reported that they experienced an inclusive environment and felt a sense of belonging

95% reported that DCC Technology was committed to improving I&D



Building an inclusive and diverse culture

We aim to create an environment where every individual feels a sense of belonging and can thrive and contribute to their fullest in our businesses. That means embracing diversity in the broadest possible sense, including gender, ethnicity, ability, age, sexual orientation, education, and ways of thinking. We believe that to reap the benefits of our diverse and talented workforce we need inclusive work environments where all of our colleagues have the freedom to achieve their ambitions and a culture that cultivates the energy and passion our colleagues bring to work. Our focus has been on targeting greater gender diversity, with a particular focus on developing a diverse pipeline of talented future leaders for the Group. Our Inclusion and Diversity Policy, 'You Belong Here' lays firm foundations to bring our inclusion and diversity strategy to life in a meaningful way. We remain committed to increasing diversity and inclusion within our workforce at all levels. Thirty seven percent of the people we employ across our global businesses are women. In the year under review, we were encouraged to see stronger retention of our female employees at senior level, across all our divisions relative to their male counterparts. This demonstrates the success of our various initiatives to achieve our 'You Belong Here' commitments.

As a Group, we recognise the importance of workforce turnover as a sustainability metric and, like most companies, we are experiencing strong competition for talent. Our employee turnover rate during this financial year was 28%. We continue to place great emphasis on our ability to attract, develop and retain talent and

identify this as a key element of our risk agenda as highlighted in our Risk Report. We will continue to further enhance our diversity-led activities including the requirement for diverse candidate lists for senior open roles, providing unconscious bias training for thousands of our colleagues across the Group, taking opportunities to celebrate diversity and most importantly listening to the views of our people. For more on this, see Case Study above.

Celebrating diverse cultures and traditions

With over 15,400 colleagues across 21 countries, DCC is a multinational and multicultural organisation. We recognise the opportunity that global cultural events provide, to raise awareness and understanding of our differences, as well as our common interests. These global awareness days create visibility and instills a sense of pride to ensure all our colleagues feel respected and valued. Undaunted by the challenges presented by Covid-19, in this financial year we found new ways to celebrate global events, demonstrating the importance we place on valuing diversity. Over the course of the year, we held activities to mark celebrations such as World Mental Health Day, International Women's Day, International Men's Day and Black History Month.

Gender diversity

Group	63%	37%
Senior Management	81%	19%
Board	58%	42%

- Male
- Female

We recognise the benefits of diversity at Board level as well. Our Board is fully compliant with the recommendations of the Parker and Hampton-Alexander reviews and more detail on this is contained in the Governance Report.

Developing our diverse workforce

Attracting talent that goes beyond

To enhance our collective ability to attract and retain talent in today's competitive career marketplace, we ran focus groups with colleagues from varied roles and different businesses from across the Group to refine our employee value proposition ('EVP').

'Go Beyond' reflects the culture of our devolved model where our individual businesses are unique and it draws from the strengths and values that are common to all of our

"We aim to create an environment where every individual feels a sense of belonging and can thrive and contribute to their fullest in our businesses."

businesses. Our companies offer current and prospective employees opportunities to build skills, help transform our organisation, and shape consumer behaviour in the industries we operate within for the better.

DCC Graduate Programme

The DCC Graduate Programme is an integral part of the Group's talent development process, designed to create a pipeline of high potential, internationally mobile, early career talent for the Group. Each year, we select graduates from a broad range of backgrounds and nationalities ensuring diversity in this talent pool at this early career stage. Graduates have the opportunity to develop their careers in the areas of Business Management, Commercial & Sales, IT, Logistics and Marketing. DCC is a fast-paced environment and graduates on our two-year programme are provided with a wide range of opportunities to support their learning and development. Many are given the opportunity to undertake international work placements and assignments where they benefit from the diversity of markets and geographies in which we operate. We have a commitment to continuous on-the-job coaching and coaching for all graduates, maximising the benefits of this programme. Find out more online at www.dccgraduateprogramme.com.

Talent planning and career pathing

DCC has a strong record of developing its talent; most of our senior leadership have progressed their careers through a succession of exciting roles in our diverse businesses across the Group. Throughout the year, we continued to identify and develop talent to meet the future needs of our businesses through our annual talent planning process. All our businesses actively engage in the annual talent process and use a consistent approach to focus on succession planning for high impact roles and identify talent for development purposes. Through this annual process, we

ensure a continued focus on the visibility and development of our diverse talent on an ongoing basis which will lead to greater diversity and balance in our management teams over time.

The number of roles in scope for succession planning has grown considerably over the past number of years in line with our growth over the same period. We strive to make talent visible and identify career paths for people within their own business as well as across the Group.

About 78% of our management team positions currently have internally identified successors from within our Group. Of those, all identified critical positions have succession coverage and we have worked hard to create visibility of our internal talent options.

Talent management system

We continue to invest in our Group-wide talent platform to help us identify internal talent and ensure talent management processes are embedded consistently across the Group. The platform currently supports the automation of succession planning, reward and performance management processes across 17 geographies. As more of our businesses have recognised the value of the system, we have had a 15% increase in the number of users over the last 12-months.

High-performance culture

Our people are driven to achieve and have an unwavering focus on results. We are open and transparent on performance and constantly measure our progress. Every member of our business management teams actively engages in our annual performance review process. To support and drive our high-performance culture, we offer regular coaching skills-based training to our business management teams at key points during the performance cycle.

96%

of business managers completed the annual performance cycle

Developing leaders

We strive to foster a culture of continuous development for our people, ensuring we have the talent and capabilities we need, now and in the future. Again, this year, as a result of the Covid-19 pandemic, in-person classroom training was not possible and all of our key leadership and management programmes were redesigned to be delivered in remote live settings including the DCC Management Essentials programme, the DCC Finance for Non-Finance Managers programme and our flagship DCC Business Leadership Development programme. While we are looking forward to more in-person learning in 2022, we will continue to invest in this area to facilitate broader access to e-learning across the Group.

Mentoring diverse talent

We were delighted to launch a mentoring programme to support the development of diverse talent during the year. Our objective for this programme is to create visibility and sponsorship for this key talent cohort.

Mentees are supported with their personal development through seasoned advice and guidance provided by their mentors to progress their careers. The programme also increases awareness in our mentors of the challenges facing diverse talents in our businesses so that they can influence change from a leadership perspective in their own businesses.



“We ensure a continued focus on the visibility and development of our diverse talent on an ongoing basis.”

Pillar Four:

GOVERNANCE AND COMPLIANCE



Governance

DCC is committed to operating in accordance with the highest standards of corporate governance.

Consistent with this, the Board oversees sustainability matters, including climate-related issues. The Governance and Sustainability Committee supports the work of the Board by reviewing the development of the Group's sustainability activities, including steps taken to meet regulatory requirements.

The Governance and Sustainability Committee is updated at every meeting on sustainability related work within the Group, including the work of the Executive Sustainability Committee. The Chairman of the Governance and Sustainability Committee briefs the Board on the work of the Committee after each meeting. In addition to updates from management, the

Committee received a briefing on sustainability reporting developments from a third party during the year. An external update to the Board on sustainability matters will be provided in the current financial year. The Board receives a report every quarter from the Head of Group Sustainability on key developments in the Group Sustainability Programme, with a particular focus on Pillar 1 (Climate Change and Energy Transition) and Pillar 2 (Safety and Environmental Protection). The Board also receives separate updates on the matters covered by Pillar 3 (People and Social) from the Head of Group HR and those covered by Pillar 4 (Governance and Compliance) from the Group General Counsel and Company Secretary.

In addition to considering these reports, the Board devoted considerable time during the year to the review of the Company's strategy for the energy sector, which is outlined in the

Energy Strategy section on page 22 of our Annual Report. That updated strategy is based on a detailed review of the transitional impact of climate change on the Group's energy activities. The Board continues to allocate significant time to climate change and energy transition matters, including the evolution of the Company's operations in the energy sector. Other risks and opportunities resulting from climate change were also reviewed during the year and reported to the Governance and Sustainability Committee and the Board as part of the reporting cycles described above. Those risks and opportunities are described in the Risk Report on page 92 of our Annual Report and on page 21 of this Report. The Risk Report goes on to describe how climate risks are considered as part of the Group's risk management and risk reporting processes.

Purpose, Values and Culture

DCC's purpose is to enable people and businesses to grow and progress. The Board promotes the Group's purpose and values through ongoing virtual and physical site visits to Group companies throughout the year, through meetings with members of senior management teams and at Board meetings where members of senior management present to the Board.

The Board supports, and operates in accordance with, the Group's purpose and values at all times, and challenges

management as to whether strategic decisions are aligned to the purpose and values of the Group.

The Board monitors the Group's culture to ensure it is aligned with DCC's purpose, values and strategy. During the year, the Board considered detailed reports on the results of the Group-wide employee engagement survey, through senior management briefings. A number of Board and individual Director visits to Group companies were also conducted during

the year, which allowed the Directors to engage with local management teams and members of the workforce. The ongoing activities of the Workforce Engagement Director are another key means of monitoring culture.

Further details on the relationship between the Company's purpose, values, strategy and business model and how these affect the Group's stakeholders are set out on pages 8 and 9 of this Report.



Governance and Compliance continued

Reflecting stakeholder views in our Board decision making

The Board recognises the importance of clear communication and engagement with all of DCC's stakeholders. Details on how both the Company and Board engaged with stakeholders and outcomes as a result of that engagement during the year are contained in the Stakeholder Engagement section on pages 14 to 17 of this Report. Below we provide further insights from our Workforce Engagement Director on workforce engagement and on the opposite page we also give detailed examples of how stakeholder interests were reflected in Board decision making during the year.

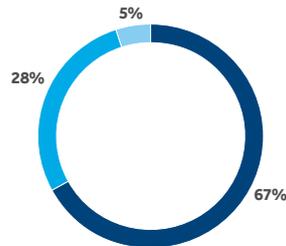
How the Board engaged with investors during the year

The Board actively seeks and encourages engagement with investors, including the Company's major institutional shareholders and shareholder representative bodies. The Group engaged with investors in a very active manner during the year. The charts opposite set out the number of meetings held with investors by the Executive Directors, other members of management and our Investor Relations team. These meetings include one-to-one meetings, group and conference meetings.

In addition to these meetings, the Group held three separate capital markets events over the last year. The first, held in September 2021, focused on our Healthcare division. In February, a similar event, focused on DCC Technology, was held. In May, the Group hosted an event that outlined our progress in the energy transition, including an updated strategy for our energy activities. These events were well attended and offered an important opportunity for investors to fully understand DCC's approach in the sectors where we operate.

Following Mark Breuer's appointment as Chairman in July 2021, he corresponded with our top ten shareholders and met with a number of them.

Number of meetings held during the year



- Executive Directors and Investor Relations
- Investor Relations
- Group management and Investor Relations

Engagements with institutional investors

Meetings	378
Capital market conferences	17
Sales desk briefings	12

Engagement During the Year

- The Board was kept informed of the views of shareholders through the executive Directors' attendance at the investor relations events held during the year. Relevant feedback from investor meetings, investor relations reports, brokers notes and feedback from DCC's investor perception study were provided to the Board.
- The Board received briefings from the Company's brokers and the Investor Relations team on topics such as fundraising, market perception and shareholder activism.
- The Company Secretary engaged with proxy advisors in advance of the Company's AGM which provides shareholders with the opportunity to question the Chairman, the Committee Chairmen and the Board. All of the resolutions put to shareholders at the 2021 AGM were strongly supported. Following two years of disruption as a result of Covid-19, the Board hopes that no restrictions on attendance will be necessary at this year's AGM.
- The Chairman of the Remuneration Committee led a process of engagement with major shareholders and proxy advisory firms in respect of proposed changes to our Remuneration Policy, which was approved at our 2021 AGM.

Strengthening engagement with our employees

Q&A with Mark Ryan, Workforce Engagement Director



How have you found your first few months as the Board's Workforce Engagement Director and what benefit has it brought to Board discussions?

I have enjoyed my role as the Workforce Engagement Director since my appointment in November 2021. To date I have spent time reviewing and discussing the results of the Group-wide employee engagement survey. This has enabled me to get a better insight and understanding of what is on the minds of our employees and what are the things that matter most to them. I have also engaged with the Group HR Director Nicola McCracken to understand what the businesses across the Group are doing to address any key issues that have been raised in the survey. This has enabled me to support the interests of employees at Board level and ensure the Board are informed on both the survey results and any actions that may be taken. The Board hugely values the direct employee feedback coming from the survey as it is an essential component of our culture.

What makes the role of the Workforce Engagement Director effective?

The purpose of the role is to ensure that there is a direct link between the employees and the Board to ensure that we can get a better understanding of their views and any concerns that they may have. My role and objective is to ensure that I get an accurate understanding of our employee's views and to then share this information directly with the members of the Board.

How do you report back to the Board?

I provide a separate update at each Board meeting around any relevant employee feedback (e.g. survey), an update on any people initiatives in progress and a quick summary of work I have undertaken since the last meeting.

How the Board considered stakeholders during the decision-making process and how the stakeholder engagement fed into this process

During the year, the Board was closely involved in all key decisions of the Company. As well as providing rigorous oversight of the Group's operations, risk management and reporting, the Board also had regard to the impact on the Company's stakeholders when making significant decisions.



Our revised energy strategy

During the year, the Board reviewed and approved the Group's new strategy for the energy sector, which combines continued growth with a commitment to decarbonisation. By leading our customers to decarbonise their transport, homes and businesses, we will meet their need for energy today and in the future. This change will positively impact not only our customers, but also our communities and the wider environment, while maintaining returns for our shareholders. The change is also positive for the Group's employees, who wish to work in a business that takes its environmental responsibilities seriously and acts in accordance with its purpose. The process also reflects the Group's careful assessment of and response to the transitional risks that climate change presents to its operations.

 For more information on our energy strategy, see pages 22 to 27 of our Annual Report



Growth in North America, including the acquisition of Almo

In December 2021, the Board approved the acquisition of Almo, a leading specialist sales, marketing and value-added distribution business in the US. The acquisition of Almo is a major step in the continuing expansion of both DCC and DCC Technology in North America. The North American market is the largest B2B and consumer technology market in the world and the acquisition enhances DCC Technology's presence and capability in the consumer channel, where Almo is also the largest national distributor of consumer appliance and lifestyle products. As part of the evaluation of the transaction, the Board considered its impact on the Group's employees, including the opportunities created for career development, the impact on existing suppliers and customers, and the benefits of the acquisition for shareholders. Following a detailed assessment, the Board determined to proceed with the investment.

 For more information on the Almo acquisition, see page 32 of our Annual Report



Response to the invasion of Ukraine

Since the invasion of Ukraine began on 24 February 2022, the Board has considered how DCC could assist the millions of people who have been adversely affected. Therefore, in addition to reviewing impacts on the Group's operations and wider risks, the Board supported a donation by the Company to UNICEF to support its work in Ukraine and also supported steps by Group businesses in a number of European countries to support Ukrainians displaced by the war.

 For more information on our community initiatives, see page 43 of our Annual Report



Growing our dividend

DCC's record of unbroken dividend growth has few peers and reflects the Group's operational excellence and disciplined approach to capital allocation. Reflecting both our strong financial performance in the year ended 31 March 2022 and the importance of our progressive dividend policy to shareholders, the Board recommended a final dividend of 119.93 pence per share, which when added to the interim dividend of 55.85 pence per share, resulted in a total dividend for the year of 175.78 pence per share. Our record of 28 years of uninterrupted dividend growth illustrates the Group's longstanding and continuing commitment to delivering for shareholders.

 For more information on our dividend, see page 51 of our Annual Report

Governance and Compliance continued

Protecting Human Rights

We have had internal controls in place for a number of years to ensure that human rights are protected within our own operations and in our supply chains. These include measures to identify and prevent modern slavery and human trafficking.

Our Supply Chain Integrity Policy requires businesses in the Group to have a suitable process to assess their supply relationships from the perspective of both product quality and supplier integrity, to carry out additional due diligence where this risk assessment requires, and to maintain where needed suitable preventative controls to ensure, insofar as practicable, that human rights, including modern slavery, do not arise.

Our Supply Chain Integrity Policy and our Human Rights Policy are available on our website www.dcc.ie.

We provided online training covering the importance of protecting human rights to almost 4,000 employees across the Group over the course of the year. Further training will be provided during the year ending 31 March 2023. The large majority of this training was designed to maintain and raise awareness of where human rights risks can exist, especially where products are sourced from other countries.

DCC Group businesses maintain suitable HR policies and procedures to ensure that the rights of employees in those businesses are fully respected.

DCC has issued a statement under section 54 of the UK Modern Slavery Act 2015 covering the year ended 31 March 2022. This year's statement and those issued in prior years are available on our website www.dcc.ie. A number of DCC Group businesses are subject to that reporting provision in their own right and have issued statements on their own websites. Those statements note where the activities of Group businesses or their suppliers present particular risks and the measures taken to reduce those risks.

No breaches of human rights were identified during the year under review.

Prevention of Bribery

DCC has a detailed Anti-Bribery and Corruption Policy in place, which states that no employee or representative of any Group business is to offer or accept any bribe, including small facilitation payments, or to engage in any other form of corrupt practice. The Policy which is available on our website www.dcc.ie is provided to every employee of the Group as part of their induction. Training on the key provisions of the Policy is also provided to relevant employees. In addition to prohibiting involvement in bribery and other forms of corruption, the Policy requires that every business in the Group maintains suitable policies, procedures and records in relation to the provision and acceptance of gifts, hospitality and sponsorship and the disclosure of conflicts of interest, and employs enhanced due diligence and controls when doing business with a party in a country where corruption is a particular problem, in particular, when appointing representatives.

No Group business was involved in any public legal case regarding corruption during the year under review.

Inclusion and Diversity

The Group actively supports the development of a diverse and inclusive workplace. Details on our Inclusion and Diversity Policy and the other measures we take in this area are set out in the People and Social section on pages 32 to 35. Where allegations of discrimination are made they are investigated and suitable action is taken in response.

Monetary loss as a result of legal proceedings associated with employment discrimination, covering inclusion and diversity and related issues was less than £0.5m in the year under review.

Product Safety

Group businesses have suitable processes and procedures in place that are designed to ensure that the products that they sell are safe and meet applicable regulatory requirements. There was no monetary loss from legal proceedings associated with product safety during the year.

Compliance Programme

The key message of the Group compliance programme is that directors, managers and employees across the Group should be 'Doing the Right Thing' at all times. This means not merely following the laws and policies that apply to their work, but also ensuring that their actions are fair and ethical.

Code of Conduct

Our current Group Code of Conduct, which is available on our website, was introduced in 2017. The Code sets out the standards that are expected in a range of areas, including anti-bribery and corruption, supply chain integrity, the protection of personal information and competition law. The Code also explains how employees can ask questions about compliance issues and raise concerns if they believe that something wrong is happening, including through a confidential and independent service available 24 hours a day, every day of the year. A copy of the Code is provided to every employee when they join.

Compliance Policies and Training

The Group also maintains more detailed policies on a range of relevant areas, complementing the general requirements set out in the Code of Conduct. The areas covered by more detailed policies include health and safety, anti-bribery and corruption, supply chain integrity, human rights, competition law, data protection, information security, diversity and inclusion and share dealing. Depending on the nature of their role, employees of the Group may receive more detailed training on those policies.

Whistleblowing

Employees across the Group are required to raise a concern if any of our activities are being undertaken in a manner that may not be legal or ethical and are supported if they do so. Concerns can be raised with a member of management in the business where the employee works, with the General Counsel & Company Secretary or externally with SafeCall, a third-party facility which is independent of DCC and available in multiple languages on a 24-hour basis. Employees may raise concerns anonymously if they wish. Our internal policies make clear that retaliation against any employee who raises a concern is prohibited. Our Human Rights Policy also sets out the ways in which non-employees can raise concerns in relation to any breach of human rights that may have occurred within our operations or our supply chains. Where concerns are raised, they are investigated in an appropriate and independent manner. The Audit Committee has oversight responsibility for our whistleblowing facilities and how they operate. This is referred to on page 125 our Annual Report, as part of the Audit Committee Report.

Governance of Compliance

We have clear procedures to ensure compliance with our obligations under applicable rules and regulations. Businesses in the Group report twice a year on their compliance controls. A report on these performance indicators are then provided to the Executive Risk Committee and Audit Committee. More detail on how compliance risks are addressed within the Group is set out in the Corporate Governance Statement on our Annual Report page 108.

We will continue to ensure that a robust approach is taken to operating within all of the laws and regulations that apply to our activities.



We will continue to ensure that a robust approach is taken to operating within all of the laws and regulations that apply to our activities.”

SUPPLEMENTARY INFORMATION

43	<u>Independent Assurance Statement</u>
45	<u>Additional Sustainability Information</u>

Independent Assurance Statement

DCC plc Scope

We have been engaged by DCC plc ('DCC') to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on DCC's selected subject matter information marked with the symbol Δ (the 'Subject Matter') in the DCC Annual Report ('the Report') for the year ended 31 March 2022.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by DCC

In preparing the Subject Matter, DCC applied their internally developed General Reporting Boundaries and Carbon Criteria ('the Criteria'). Such Criteria were specifically designed by DCC for the purposes of Subject Matter reporting. As a result, the Subject Matter may not be suitable for another purpose.

DCC responsibilities

DCC management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information ('ISAE 3000'), the International Standard for Assurance Engagements *ISAE 3410 Assurance Engagements on Greenhouse Gas Statements* ('ISAE 3410'), and the terms of reference for this engagement as agreed with DCC on 18 January 2022. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

The Subject Matter has been evaluated against the following criteria:

- **Completeness:** Whether all material data sources have been included and that boundary definitions have been appropriately interpreted and applied.
- **Consistency:** Whether the DCC scope and definitions for the Subject Matter have been consistently applied to the data.
- **Accuracy:** Whether the data has been accurately collated by DCC management, and whether there is supporting information for the data reported by operations to DCC management.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions. We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on the Report is entirely at its own risk.

Our independence and quality control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Control 1, *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than, for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems. The GHG quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Independent Assurance Statement continued

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Interviewed management to understand the key processes, systems and controls in place for the preparation of the Subject Matter.
- Performed a review of the data management systems, tested reasonableness of conversion factors applied, reviewed alignment with the Criteria and conducted analytical review procedures over the Subject Matter.
- Undertook a remote desktop review to two selected DCC operations to understand the process of data collection and reporting from site level to head office.
- Agreed sample selection to supporting documentation and re-performed calculations.
- Assessed the appropriateness of the Criteria for the Subject Matter.
- Reviewed the Report for the appropriate presentation of the Subject Matter, including the discussion of limitations and assumptions relating to the data presented.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter for the year ended 31 March 2022, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of DCC for limited assurance of the Subject Matter for the year ended 31 March 2022 and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young

16 May 2022
Dublin, Ireland

Additional Sustainability Information

1. GRI and SASB Reference Table

Sustainability Pillar	Target	Metric	UNSDG	GRI	SASB	Annual Report Page Reference		
Climate Change and Energy Transition	We will reduce our carbon emissions by 20% by 2025 and to net zero by 2050.	Scope 1 and 2 carbon emissions	7: Affordable and Clean Energy	305-1 & 2	EM-RM-110a.1	Page 83		
	We help our customers reduce their carbon emissions	Scope 3 emissions	13: Climate Action	305-3	N/A	Page 84		
Safety and Environmental Protection	We keep our people safe	Lost time injury frequency rate (LTIFR) and severity rate (LTISR)	8: Decent Work and Economic Growth	403-9	EM-RM-320a.1	Page 88		
		Number of serious personal injuries to employees and contractors.				Page 88		
		Number of API Tier 1 process safety events				N/A	EM-RM-540a.1	Page 87
	We protect the environment in the communities where we operate	Number of significant spills.	12: Responsible Consumption and Production	306-3	EM-RM-150a.2	Page 89		
People and Social	We support the development of our people	Number and rate of senior employee turnover by age group, gender, and region	8: Decent Work and Economic Growth	401-1 (b)	N/A	N/A		
		Number of employees by age group, gender and region who received a performance and career development review.				404-3	N/A	N/A
		Average hours of training by age group, gender, and region.				404-1	N/A	N/A
	We support inclusion and diversity.	Gender balance of senior management teams (MD-1) and above. (See comment on Governance below.)	5: Gender Equality	405-1	N/A	Page 38		
		Number of incidents of discrimination, the status of incidents reviewed and confirmation of remediation.	10: Reduced Inequalities	406-1	N/A	Page 91		
		Monetary loss from inclusion and diversity related legal proceedings.	N/A	CG-MR-330a.2	Page 91			
Governance and Compliance	We protect human rights.	Human rights breaches in our business and our supply chains.	12: Responsible Production and Consumption	408-1	N/A	Page 90		
	We prevent corruption.	Number of significant cases and monetary losses related to bribery and corruption.		409-1		Page 90		
	We sell safe products.	Product safety-related compliance failures.		205-1		HC-BP-510a.2	Page 90	
				416-2	HC-DI-250a.1	Page 91		

Application of EU and UK Taxonomy Rules

As a company listed on the London Stock Exchange (which is no longer regulated by EU law), DCC is not currently subject to the EU Taxonomy. We may be subject to the UK Sustainability Disclosures Regime ('SDR') and related UK Green Taxonomy, which are currently in development, in due course. We recognise the importance of both EU and UK rules in this area to many investors and other stakeholders. We will continue to develop our reporting over the coming years, as EU and UK requirements evolve, to ensure we are meeting our stakeholders' needs for detailed and comparable information on sustainability matters.

Additional Sustainability Information continued

2. TCFD Reference Table

		Recommended Disclosure	Principal Section of Annual Report
Governance	Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	Risk Report page 92 Corporate Governance Statement page 108
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	Energy Strategy page 22 Sustainable Business Report page 80 Risk Report page 92 Corporate Governance Statement page 108
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Energy Strategy page 22 Financial Review page 48 Sustainable Business Report page 80 Risk Report page 92
		b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Energy Strategy page 22 Financial Review page 48 Sustainable Business Report page 80 Risk Report page 92
		c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Energy Strategy page 22 Risk Report page 92
Risk Management	Disclose how the organisation identifies, assesses, and manages climate-related risks.	a) Describe the organisation's processes for identifying and assessing climate-related risks.	Financial Review page 48 Sustainable Business Report page 80 Risk Report page 92
		b) Describe the organisation's processes for managing climate-related risks.	Risk Report page 92
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Risk Report page 92
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Energy Strategy page 22 Sustainable Business Report page 80
		b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Sustainable Business Report page 80
		c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Energy Strategy page 22 Sustainable Business Report page 80



DCC plc,
DCC House,
Leopardstown Road,
Foxrock, Dublin 18,
D18 PK00
Ireland

Tel: + 353 1 279 9400
Email: info@dcc.ie

www.dcc.ie

Designed and produced by **emperor** 
Visit us at emperor.works