



DCC

Sustainability
Report 2021

DCC is a leading international sales, marketing and support services group operating in the energy, healthcare and technology sectors.

DCC is an ambitious and entrepreneurial business operating in 20 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 the Group to reinvest in its business, creating value for all its stakeholders.

DCC is listed on the London Stock Exchange and is a constituent of the FTSE 100.



MSCI
ESG RATINGS

CCC B BB BBB A AA **AAA**



SUSTAINALYTICS

a Morningstar company

GOVERNANCE
QUALITYSCORE
HIGHEST RANKED BY ISS ESG

1

Our **purpose** is to enable people and businesses to grow and progress.



Contents

2	Introduction from our Chief Executive
4	Our Sustainable Operations
6	Our Sustainable Growth Model
8	Measuring our Progress
10	Climate Change & Energy Transition
16	Safety & Environmental Protection
20	People & Social
24	Governance & Compliance
26	Stakeholder Engagement
30	Independent Assurance Statement
31	Additional Sustainability Information



Introduction from our Chief Executive

Building stakeholder partnerships

“Our commitment to strong stakeholder relationships is reflected in our purpose, our values and our strategy.”

Donal Murphy
Chief Executive



This report covers DCC's most recent financial year, from April 2020 to March 2021.

During that period, DCC businesses delivered essential energy, healthcare and technology products to homes, businesses and public services, supporting them through the Covid-19 pandemic. We helped health services to operate, kept homes warm and made working from home viable through technology.

This was achieved because of the resilient partnerships that DCC businesses have built over many years with a wide range of suppliers and partners. But above all, it was made possible by the 13,700 people who work across our Group. Without their commitment, none of those essential products or services would have been delivered. I'd like to thank all my colleagues for delivering such a wonderful performance in the most challenging environment we have experienced in our lifetimes.

Our commitment to strong stakeholder relationships is not new. It is reflected in our purpose as a company: to enable people and businesses to grow and progress. It is reflected in our core values of safety, integrity, partnership and excellence. And it is also central to our strategy, which recognises the importance of the development of our people, of operational excellence and of innovating to ensure we always meet and exceed our stakeholders' needs.

This commitment to delivering long-term value for our stakeholders has made DCC successful over many years. As the needs and priorities of our stakeholders evolve, DCC will continue to innovate to enable people and businesses to grow and progress. This is what makes our business truly sustainable.

We are very clear on the issues that are most important to our stakeholders and therefore to our long-term sustainability.

- First, climate change and energy transition. Our role is to help our customers reach net zero by supplying them with renewable and lower-carbon forms of energy and by helping them become more energy efficient. We will lead by example and have accordingly set targets to reduce our own carbon emissions to net zero in line with the Paris Agreement.
- Second, the safety of the people we deal with and the communities we serve. We ensure this by operating safely and preventing pollution.
- Third, the development of our people and, more widely, society. We contribute in this area by providing career and other development opportunities to a diverse range of people and by supporting selected community groups using our financial and non-financial resources.
- Fourth, our commitment to high standards of governance and compliance, which preserves our licence to operate, giving us the opportunity to add value to our stakeholders.

We have identified a series of metrics, which are aligned to the UN Sustainable Development Goals and to SASB and GRI reporting standards, to measure our progress in these areas.

In addition, we have enhanced the governance of sustainability activities across the Group. While sustainability activities are overseen by the Board, the Governance and Sustainability Committee of the Board has been given specific responsibility for sustainability matters. We have also formed an Executive Sustainability Committee made up of senior management to implement agreed improvements. The Chairman of the Board chairs the Governance and Sustainability Committee. I chair the Executive Sustainability Committee.

We reported on these developments in our Annual Report this year. However, we recognise the benefits for our stakeholders in having a stand-alone report on our sustainability activities. This Sustainability Report therefore sets out the key elements of our approach to sustainability, with a clear focus on the issues that are most material to our stakeholders and to the DCC Group's long-term success. We intend to expand this report in the future as our sustainability programme and external reporting standards develop.

Over the next few years, every business will need to demonstrate its ability to contribute to a net zero, nature-positive world. Our purpose, values and strategy all support this evolution and we have the capacity, skills and ambition to achieve it. The last year has taught us that nothing is impossible. We are looking forward to it.

Donal Murphy
Chief Executive

At a Glance

Our Sustainable Operations

Energy

What we do

We supply the energy needed to heat homes and businesses, to power industry and to allow travel and transport.



We ensure that our customers' current energy needs are met. But we are also working with a wide range of suppliers and partners to bring lower-carbon forms of energy to market. Our role is to meet our customers' energy demands with lower-carbon and renewable forms of energy and to help our customers to become more energy efficient. Ultimately, we want to help all our energy customers get to net zero.

For more on our energy businesses, see the Operating Reviews on pages 42 and 50 of our 2021 Annual Report.

Key stakeholders

Our 6,800 colleagues who work in the energy sector deliver to customers, ensure efficient logistics, source product from our suppliers, and ensure our businesses operate safely, efficiently and effectively.

We supply the energy products used by millions of customers in ten countries in Europe, in the US and in Hong Kong and Macau.

We cooperate with a wide range of energy suppliers, logistics firms and other service providers to ensure that our customers receive reliable and cost-effective energy. We partner with producers to bring renewable energy to market.

Healthcare

What we do

People are living longer and healthier lives and are increasingly focused on their well-being.



Our healthcare businesses support these trends by providing a wide range of products and services to health and beauty brand owners and healthcare providers, including national health systems.

For more on DCC Healthcare, see the Operating Review on page 58 of our 2021 Annual Report.

Key stakeholders

Our 2,600 healthcare colleagues work in manufacturing, product quality, sales and purchasing, and on ensuring our businesses operate safely, efficiently and effectively.

DCC Health & Beauty Solutions provides outsourced manufacturing services to a broad customer base of international nutritional and beauty businesses. DCC Vital services more than 30,000 customers including national health systems, community care organisations, blue light services, GPs and other primary care providers.

Technology

What we do

Technology enriches and simplifies many aspects of our lives. Our role is to efficiently bring a wide range of reliable products to customers in the markets we serve.



We help technology suppliers access existing and new markets. We work with them to develop their products and services to better meet evolving customer demand. And we help our customers to efficiently source the technology products that they need.

For more on DCC Technology, see the Operating Review on page 66 of our 2021 Annual Report.

Key stakeholders

We have 3,900 technology colleagues who work in sales and marketing, purchasing, logistics and ensuring our businesses operate safely, efficiently and effectively.

We help more than 2,400 technology companies sell to over 50,000 customers, including retailers, e-tailers, business users and consumers. Our operations are based in 14 countries in Europe, in North America and in the United Arab Emirates but we deal with suppliers and customers worldwide.

We operate in 20 countries, providing essential energy, healthcare and technology products and services. Here, we outline what we do, our main stakeholders and recent steps to enhance the sustainability of our operations.

Key Developments

We work with our suppliers, customers and regulators to ensure that the products we sell are safe when they are transported and when they are used.

We are working on ways to ensure our own operations and those of our customers reach net zero, in everyone's interest.

For more on how we deal with our stakeholders, see the Stakeholder Engagement section on page 26.

We increased the amount of renewable fuel to 11% of all road transport fuel we sold during the year. For more see the case study on page 13.

We entered the solar energy business in France with two acquisitions. For more see the case study on page 11.

We increased the number of fast electric chargers on our retail network by 50%. For more see the case study on page 13.

We were the first to bring sustainable aviation fuel to Denmark, in partnership with Neste and Shell.

All the electricity we sold in Ireland during the year came from renewable sources.

We supported inclusion and diversity by providing unconscious bias training to 3,038 colleagues across our energy businesses. We increased awareness of human rights risks through training to 2,020 colleagues in energy.

Key Developments

We work with numerous suppliers around the world to ensure that the raw materials and packaging we use are safe and ethically sourced.

We have close working relationships with healthcare regulatory authorities, in addition to our customers and suppliers, to ensure the products we sell are safe and meet applicable regulatory standards.

Our operations are based in the UK and the US but we work with suppliers and customers worldwide.

For more on how we deal with our stakeholders, see the Stakeholder Engagement section on page 26.

We are providing essential medical supplies, including personal protective equipment for front line workers, to the national health services in the UK and Ireland as they deal with Covid-19.

We are reducing our energy needs and moving to net zero. For instance, EuroCaps in Wales has installed two wind turbines to power its manufacturing facilities. For more see the case study on page 15.

We supported inclusion and diversity by providing unconscious bias training to 1,016 colleagues across the division. We increased awareness of human rights risks through training to 1,427 colleagues in DCC Healthcare.

Key Developments

We work with our suppliers, customers and regulators to ensure that the products we sell are safe and made and transported ethically.

For more on how we deal with our stakeholders, see the Stakeholder Engagement section on page 26.

We supplied essential technology, which facilitated businesses to operate and employees to work remotely during the pandemic.

We are taking steps to reduce our energy use and carbon emissions. For instance, 40% of the electricity needs at Exertis UK's National Distribution Centre will soon be powered by solar energy. For more see the case study on page 14.

We are reducing our resource use. Exertis UK reduced its use of stretch wrap and pallet top sheet material by 25%, saving 18 tonnes of plastic.

We supported inclusion and diversity by providing unconscious bias training to 1,237 colleagues across the division. We increased awareness of human rights risks through training to 1,712 colleagues in DCC Technology.

How we Create, Sustain and Share Value

Our Sustainable Growth Model

Our purpose, strategy and values

Our purpose sets out the role of DCC in society and provides the foundation for our strategy, values, and decision-making:

Our purpose is to enable people and businesses to grow and progress.

We fulfil our purpose by applying our strategic framework:

Market leading positions



Innovation



Development of our people



Operational excellence



Extend our geographic footprint



Financial discipline



And by following our core values:

Safety

For us, safety comes first



Partnership

We are stronger together



Integrity

Our business is built on trust



Excellence

We are driven to excel in everything we do



Our key resources and relationships

People

We are a people business. We are an inclusive and diverse, multinational and multicultural Group, employing over 13,700 people in 20 countries with shared values and a common purpose. Our continued success depends on a skilled, engaged and inclusive workforce delivering the right products and services to our customers, safely and on time every day.

Customers

We have a broad spectrum of customers, ranging from major corporations and governments to sole traders and individual consumers. We are a trusted partner to over 1.5 million customers.

Suppliers

We partner with thousands of the world's leading energy, healthcare and technology companies, to deliver a diverse range of quality products. We aim to build long-term sustainable relationships with all our carefully selected partners.

Financial

We have a strong and liquid balance sheet which enables us to react quickly to commercial opportunities.

Infrastructure

We have robust, well-invested operating platforms, a diverse geographical footprint across 20 countries and the capacity and appetite to invest further in our facilities.

Intellectual

The quality of our own brands, third-party brands, licences and processes supports our operations. We encourage 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.

Delivering long-term, sustainable benefits to all of our stakeholders, in keeping with our purpose, is central to our overall business model.

We are a diverse and resilient Group

Our strategic framework enables us to operate in a diverse range of markets and geographies. Our diversity, both in terms of our business activities and our people, has been a key contributor to the Group's strong track record of sustained growth and development.

We support our businesses

Our devolved management structure enables our businesses to drive innovation in their chosen markets and to remain agile and responsive to changes in customer needs. This is critical in ensuring local responsibility, focus and autonomy. Our businesses benefit from consistent strategic direction and centralised functions with expertise in areas such as talent development, risk management and capital allocation. Efficient financial and commercial management of our businesses, ensuring that we grow profits organically, manage our risks, convert profits to cash and reinvest a portion of those profits, has been key to DCC's success for many years.

To continue this success, we actively promote the development and sharing of best practice and innovation across all our businesses and divisions.

Growth is at the core of who we are and what we do

Our primary focus has always been on unlocking potential to deliver long-term sustainable growth.

We drive organic growth by working in partnership with our stakeholders and by nurturing a culture of high performance and entrepreneurship in our teams. This organic growth, together with the cash-generative nature of our businesses, funds ongoing investment in both our people and our operations. This is supported by disciplined and selective capital redeployment for expansion and new acquisitions, sustaining our growth model.

Creating value for our stakeholders

Our purpose focuses on the value we create for the people and businesses we work with. Our business model generates financial and non-financial returns for our stakeholders. The principal financial returns created during the year are outlined below. The remaining sections of this Sustainability Report address in more detail our stakeholder relationships and the non-financial value we generate for our stakeholders.

Suppliers and Customers

Our businesses supply essential products and services to our customers. We strive to support our suppliers and customers to improve the sustainability of their businesses.

Goods and services

£12.4bn (2020: £13.7bn)

Employees

We invest in our people throughout their careers. Our working environments are safe and inclusive, and people are empowered and enabled to develop both personally and professionally. We provide competitive rewards and benefits, clearly aligned with performance, and offer opportunities for further career progression.

Employee payments

£619m (2020: £598m)

Investors

We are committed to delivering long-term value to our shareholders and share our success through our progressive dividend policy. We have an unbroken record of dividend growth and a compound average dividend growth rate of 13.9% over 27 years.

We have built strong long-term relationships with our core debt providers. Interest payments reflect the returns to these debt providers.

Dividend to shareholders

£157m (2020: £144m)

Interest payments

£85m (2020: £95m)

Communities and the Environment

Our businesses operate in a wide variety of locations, working closely with local service providers. This enables and promotes economic activity in our communities. We partner with a number of charities and encourage our people to engage in volunteer work.

Governments and Regulators

Our taxes and the levies we pay enable governments to develop and maintain public works, services and institutions.

Corporate taxes

£66m (2020: £61m)

Capital for reinvestment

Disciplined and selective capital redeployment sustains our growth model. High cash-generation enables ongoing investment in our people and existing businesses together with further acquisitions, and drives both efficiencies and further sustainable growth.

Retained for reinvestment

£247m (2020: £234m)

Measuring our Progress

Developing our Sustainability Reporting

Our purpose, strategy and values support the development of long-term stakeholder partnerships. This makes our business truly sustainable.

Our investors and other stakeholders want to hear more about our sustainability. We have agreed a set of targets and metrics to support this, based on a review of our own activities, to determine which non-financial issues are most material for our stakeholders – our investors, employees, customers and communities; and externally-recognised sustainability standards, such as GRI and SASB.

The process identified four core sustainability pillars for DCC:

- Climate Change & Energy Transition
- Safety & Environmental Protection
- People & Social
- Governance & Compliance

Sustainable Growth

Our strategy and business model have delivered financial and non-financial benefits for all our stakeholders for many years. Our ability to generate consistent stakeholder value makes our business highly resilient and sustainable. Our performance during the year is testament to this.

In this Report, we set out significant progress in the following areas:

- **Governance**
We established Board and senior management committees to oversee our sustainability activities. We also aligned the performance objectives of senior management with our updated targets and metrics described below.
- **Reporting**
We agreed targets and metrics for the most important aspects of our operations, aligning these to reporting frameworks such as GRI, SASB and the UN Sustainable Development Goals. We will use these to report on our non-financial performance in future. We also took steps to report in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

- **Climate Change and Energy Transition**
We committed to reduce our carbon emissions to net zero by 2050, if not before, in line with the Paris Agreement, with an interim reduction of 20% by 2025. We developed internal reporting structures to measure and report on progress against these targets. We hosted an investor presentation outlining the important part we have to play as an enabler of the energy transition.
- **Safety and Environmental Protection**
We delivered good results against our safety and environmental KPIs. We also put in place a new HSE Three-Year Plan detailing our planned activities until 2024.
- **People and Social**
We introduced a new Inclusion and Diversity Policy and provided training on unconscious bias across the Group.
- **Governance & Compliance**
We took steps to develop the diversity of the Board. We introduced a new Human Rights Policy and provided training on the protection of human rights to over 5,000 colleagues.

Our Sustainable Growth Model on page 6 describes the relationship between our sustainability programme, our stakeholders and our business activities in more detail. For more detail on our stakeholders and how their interests influence our decision making, see the Stakeholder Engagement section on page 26.

The remainder of this section covers the following areas:

1. Governance of Sustainability
2. Development of our Reporting, including alignment with reporting frameworks
3. Progress Against our Four Pillars

Governance of Sustainability

We reviewed and revised our governance structures to support the Group's sustainability activities.

First, we expanded the role of the Nomination & Governance Committee to include sustainability. The Committee, led by our Chairman, has been renamed the Governance and Sustainability Committee. We also established a new Executive Sustainability Committee led by the Chief Executive. These Committees oversee and support the development of our sustainability programme.

Each Committee will meet six times during the financial year ending 31 March 2022 and will receive detailed reports on progress on key sustainability initiatives. The Board retains overall responsibility for sustainability issues across the Group.

Development of our Reporting

Following a review during the year of the issues that are most material to our stakeholders and the Group's long-term success, we identified four pillars for use in our future sustainability reporting. Within each of these pillars we selected relevant targets and metrics which we will use to report in detail on our non-financial performance. These are set out in the following table. This reporting framework is aligned to the UN Sustainable Development Goals, as well as to relevant elements of the GRI and SASB reporting standards.

For references to individual GRI and SASB standards, please refer to the Additional Sustainability Information section on page 31.

Pillar	Target	Metric	UNSDG
 Climate Change & 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 13: Climate Action
	We help our customers reduce their carbon emissions	Carbon intensity of energy sold, bio content of fuel sold	
 Safety & Environmental Protection	We keep our people safe.	Lost time injury frequency rate (LTIFR) and severity rate (LTISR).	 8: Decent Work and Economic Growth
		Number of serious personal injuries to employees and contractors.	
		Number of API Tier 1 and Tier 2 process safety events.	
	We protect the environment in the communities where we operate.	Number of significant spills.	 12: Responsible Consumption and Production
 People & Social	We support the development of our people.	Number and rate of senior management turnover by age group, gender, and region.	 8: Decent Work and Economic Growth
		Number of employees by age group, gender and region who received a performance review.	
		Average hours of training by age group, gender, and region.	
	We support inclusion and diversity.	Gender balance of senior management teams.	  5: Gender Equality 10: Reduced Inequalities
		Number of incidents of discrimination, the status of incidents reviewed and confirmation of remediation.	
 Governance & Compliance	We protect human rights.	Human rights breaches in our business and our supply chains.	 12: Responsible Consumption and Production
	We prevent corruption.	Number of significant cases and monetary losses related to bribery and corruption.	
	We sell safe products.	Product safety-related compliance failures.	

We report on a number of these metrics in the sections of the Report that follow. We will extend our reporting in future years to report against the others.

Measuring our Progress continued



Climate Change & Energy Transition

The reduction of carbon emissions from our directly managed operations is central to our climate action initiatives.

Scope 1 and 2 Carbon Emissions

All our businesses record their energy use (transport fuels, heating fuels and electricity). This data is then converted into greenhouse gas ('GHG') emissions by CDP-accredited software. This same data is subject to a limited assurance audit, conducted by EY, whose assurance opinion is set out on page 30. The majority of the Group's emissions are of carbon dioxide. In this Report, we therefore use the term carbon to refer to all GHGs.

The chart on this page shows DCC's scope 1 and 2 carbon emissions. Our scope 1 emissions total is 77,000 tonnes of carbon. None are covered by emission limiting regulations. Scope 2 emissions represent 20% of our carbon emissions. Compared to the previous year, there was an absolute increase of 2% in carbon emissions. Covid-19 contributed to a decline in emissions (using a location-based approach) in some parts of our operations but to an increase in others. Acquisitions, such as Amerilab Technologies, NES and UPG in the US, increased emissions by c. 12%.

In previous Annual Reports, we have reported scope 2 carbon emissions using a location-based approach.

This year we have also included scope 2 emissions using the market-based approach as set out in the GHG Protocol. This approach uses the relevant electricity suppliers' actual emissions factors to calculate scope 2 emissions, thereby taking into account the amount of renewable energy purchased by our businesses.

This currently represents c. 30% of total kWhs used. We anticipate that this will increase in the short term as procurement decisions prioritise renewable sources of energy.

Energy Use

We used 1.45 million gigajoules of energy during the year, a slight increase on the previous year. Our LPG and Retail & Oil divisions were responsible for two thirds of this as they delivered orders to customers.

Our transport fleet efficiency is a key focus for our energy saving initiatives. We are constantly looking for efficiencies in driving, vehicle engines, design and routing. Additional energy saving initiatives include reducing electricity and heating fuels with more efficient lighting, and improved heating controls and equipment.

Carbon Emissions Reduction Target

In November 2020, we announced our carbon emissions reduction targets:

- Net zero by 2050, if not before.
- A reduction of 20% by 2025,

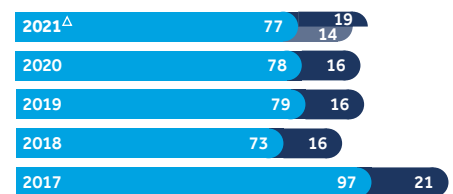
relative to a baseline year of 2019 and using the market-based approach to calculating scope 2 emissions. These targets are consistent with the goals of the Paris Agreement.

The 2025 target has been built into our most recent three-year planning cycle. This resulted in every business in the Group setting specific actions to achieve at least the same reduction in their own activities. Initiatives include procurement of renewable electricity, increasing use of biofuels in own-fleet vehicles and ongoing energy efficiency projects for buildings and equipment.

We have also updated our capital expenditure approval processes to require an assessment of the carbon impact of the investment in question, to incentivise lower carbon investments.

We have built the monitoring of progress against these reduction targets into our management reporting systems.

Absolute Carbon Emissions by Scope (000's tonnes)

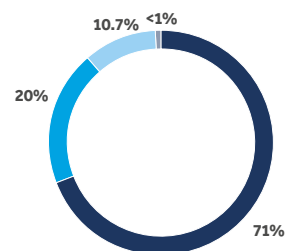


- Scope 1 (Direct – Road transport and heating fuels, fugitive emissions)
- Scope 2 (Indirect – Electricity) Location-Based
- Scope 2 (Indirect – Electricity) Market-Based
- Δ Refer to EY Report on page 30

Energy Usage (000's gigajoules)



Energy Use by Source Category



- Mobile combustion
- Electricity
- Stationary combustion
- Fugitive emissions

Case study

DCC invests in solar PV clean technology in France

Recognising that solar-generated power will help customers to decarbonise, DCC has recently entered the fast-growing solar industry in France. DCC acquired two solar photovoltaic (PV) installers, Solewa and Soltéa, based in the west and south-west of the country, during the past year. These growing businesses advise on, put in place and manage solar installations for agricultural and commercial customers looking to optimise large roof spaces on buildings. Post-installation, the business assists the customer with the maintenance of this clean power source. Solar panels are a clean technology, producing renewable electricity on the customer's site. The market for on-site solar installations has been expanding by more than 10% per annum in recent years.

According to figures from the French Ministry of Ecological Transition, the country's cumulative installed solar power has reached 11.5 GW. This is still well below the 2030 target of 20 GW in France's national energy strategy. Grid operator Réseau de Transport d'Électricité (RTE) produced a report with six scenarios for France to reach its goal to fully decarbonise its energy system and economy by 2050. Solar capacity would need to expand by six times to 70 GW under the most conservative scenario. The upside scenario is for 208 GW of solar output.

Solewa and Soltéa have many years of technical, regulatory and commercial experience related to the French solar PV market. Their teams design solutions for each customer's situation: the selection and purchase of materials, sales and administrative processes to connect a new installation, construction and solar PV performance management. They focus also on long-term maintenance contracts for mid-size rooftop installations. Most of their current business is with agricultural customers and DCC is now well positioned to capture a material share of the other growing segments such as industrial and commercial buildings. In recent years, DCC has significantly expanded the energy solutions it provides to customers in France. Butagaz is a leading distributor of propane to rural communities – providing communities with a lower-carbon, clean burning, energy source. From this strong position and following its expansion into solar, in lower carbon LPG, DCC now offers bioLPG, renewable wood pellets, renewable electricity and solar energy.



Measuring our Progress continued

CDP Reporting

We submit information annually to CDP on our carbon emissions. Our 2020 CDP score of 'C' was in line with previous years, above our sector average, and in line with the global average. Our 2021 submission will include our enhanced sustainability governance structures and our carbon emission reduction targets as described above.

Scope 3 Emissions

Scope 3 emissions are the indirect emissions resulting from business activities but not directly generated by them, such as the emissions our customers generate by using the products they buy from us. In our 2020 CDP submission we provided a breakdown of our scope 3 emissions. The most material element of our scope 3 emissions relates to the use of the fuel products we sell. The second most important category of our scope 3 emissions relates to the upstream extraction and transportation of those same fuels. These two categories account for around 99% of all our scope 3 emissions.

The steps we are taking to support our customers in the energy transition, including by reducing the carbon levels in the fuels that we sell, will result in a reduction in the intensity of our scope 3 emissions in future years.

Taskforce for Climate-Related Financial Disclosures

In 2020, we completed a review of the TCFD reporting framework to assess our current alignment with its disclosure recommendations and identify actions to better integrate climate governance, strategy, risk management and metrics and targets into our business processes.

Our CDP reporting, referred to above, is broadly aligned with TCFD in its coverage of climate related metrics, governance, and disclosures. The Additional Sustainability Information section on page 31 maps our existing reporting against the 11 TCFD expectations and indicates the sections of our 2021 Annual Report where further commentary on those expectations can be found. We will continue to develop our reporting to ensure we can report in future in accordance with the framework.

The previous page discloses scope 1 and 2 emissions while scope 3 emissions are detailed in our annual CDP report. The primary climate related targets already in place relate to our own emissions reduction.

Those targets are live as of 1 April 2021 and will be reported on in subsequent years.

In addition to these carbon metrics, developments in the Group's risk management processes are described in the Risk Report in our 2021 Annual Report.



Case study

HVO: delivering an 80% carbon reduction for our customers

Hydrotreated Vegetable Oil ('HVO') is an alternative to diesel. It produces 80% to 90% lower carbon emissions than fossil fuels. It is generally produced from waste and residue fat. For example, used cooking oil, waste animal fat, waste fish fat, vegetable oils and residue oils can be used in its production.

We have been selling significant volumes of HVO in Sweden for some time and have developed a market-share of c. 25%. Our Swedish business has strong partnerships with suppliers, including Neste who have developed world-leading capability in renewable liquid energy products. Neste's leading product Neste MY Renewable Diesel is fossil-free, produced from only renewable raw materials.

The fuel is adapted to the Nordic climate and is used for diesel engines. The fuel works in both light and heavy vehicles, has high ignition and good cooling performance to temperatures as low as -30°C. The engine needs only to have the manufacturer's approval to switch from diesel. HVO performs as well as, and is chemically identical to, ordinary diesel, but produces significantly lower carbon emissions.

We sell HVO mainly to bulk customers directly into their own tanks and we have also developed a growing network of 37 locations offering HVO at the pump. From these sites, we can also sell to a wide array of customers, mainly in transport, construction and municipalities, but also into the marine diesel market.



Case study

Investing in the fast-growing electric charging business in Norway

DCC is at the cutting edge of the energy transition in Norway, where sales of electric vehicles ('EV') have been expanding over the past decade. Tax subsidies have incentivised the purchase of EVs, neutralising the price difference versus traditional internal combustion engines. More than half – 54% – of new cars sold in Norway in 2020 were powered solely by electricity, while another 20% were plug-in hybrids. Electric cars now represent 12% of the total passenger car population in Norway and more than 20% in the larger cities.

EVs are quickly becoming the vehicle of choice in Norwegian households given the increasing model range and vehicle size (including 4x4s) and the extended range resulting from improved battery technology.

DCC invested in seven new locations and 27 new EV charging units in Norway during the last year, delivering profitable cash contribution to the business. We are pleased with the strength of take-up and returns on invested capital are already in line with targets. The locations of our Esso-branded retail network in Norway are attractive to consumers and are ideal for facilitating customer apps or in-car systems. The business has partnered with software providers such as Recharge, leading to fast take-up and strong utilisation of charging capability once sites are operational.

More than 1 million kWh of electricity – the equivalent of 5 million kilometres driven – was sold from our chargers in Norway in the financial year to March 2021. This is sourced entirely from renewable power production such as hydropower and wind. DCC aims to more than double the number of locations and chargers within the next 12 months.

As Norwegian drivers convert to EVs, electric chargers will gradually replace liquid fuel pumps on our forecourts. The average charging time at our locations is 20-25 minutes, so customers prefer locations with adjacent services such as food and beverage offerings, sit-down dining facilities and restrooms. Our sites with the market leading 'Deli de Luca' convenience stores are ideally positioned to meet these consumer requirements.

Measuring our Progress continued

Case study

Expanding DCC LPG's presence in the Irish electricity market and supporting energy transition

Following the acquisition of Budget Energy, Flogas Ireland became the sixth largest supplier of natural gas and electricity on the island of Ireland and the only supplier of carbon neutral gas and electricity products with its innovative and award winning Green Future Gas and Green Future Dual Fuel products.

The acquisition of Budget Energy enhances DCC LPG's presence in the Irish electricity market and represents an important step in its strategy to further develop its renewable natural gas and power offering across the island of Ireland. Flogas Ireland is now the sixth largest supplier of natural gas and electricity on the island of Ireland with over 165,000 customers.

Flogas Ireland completed the acquisition of Budget Energy in May 2020. Budget Energy is an independent electricity supplier operating throughout the island of Ireland, supplying approximately 90,000 residential electricity customers at the time of acquisition. Budget Energy has a strong history of sourcing renewable energy, with agreements in place for the purchase of electricity generated from solar, wind and anaerobic digestion sources.

Flogas Ireland is committed to participating in, and accelerating, the energy transition and has taken substantial steps to reduce its own emissions as well as supplying 100% renewable electricity to

its customers. In October 2020, Flogas Ireland launched innovative Green Future Gas and Green Future Dual Fuel products to the residential market. These remain the only carbon neutral offerings in the Irish residential market and approximately 8,000 customers have now contracted for these products.

The Green Future products were recognised in the bonkers.ie National Consumer Awards with an award for Best Customer Innovation in the Irish market.

Case study

Installing solar in Exertis UK

DCC Technology is committed to minimising the impact that its business operations have on the environment.

Having already switched external electricity supply contracts to 100% renewable sources during the summer of 2020, our Exertis UK business is taking steps to further reduce its carbon footprint by installing a solar array system on the roof of its National Distribution Centre ('NDC') in Burnley. The 6,000 square metre system will be capable of generating a peak output of 1,236 KWh, which based on long term local weather averages, is estimated will provide c. 40% of the annual electricity requirement for the NDC and will reduce annual carbon emissions by c. 450 tonnes a year. It is also anticipated that excess output generated during periods of peak production will be exported back into the grid and will provide an additional source of income.

The solar panels will provide estimated initial annual electricity savings of c. £100k in addition to revenue from exports to the grid. It is anticipated that the installation will have a life span of 25 years with relatively little degradation of efficiency or performance over that period providing a relatively short-term payback period. Measured over its lifespan, this new source of renewable energy is projected to result in a carbon saving in excess of 11,000 tonnes.



Eurocaps facility in South Wales,
powered by solar and wind



Case study

EuroCaps continues on its journey to becoming a carbon neutral business

DCC Healthcare continues to find innovative ways to provide its customers with more sustainable and lower carbon solutions particularly in its manufacturing facilities that are traditionally large users of energy.

Within DCC Healthcare, one business, in particular, has been able to deliver significant improvements in its operating model over the last few years and has reduced its carbon footprint by 50% since 2019. EuroCaps, based in south Wales, is the European leader in softgel manufacturing, producing almost 2.5 billion oil, complex paste and vegetarian softgels last year. Over the last few years, it has designed, built and commissioned a facility extension which has resulted in a doubling of its manufacturing footprint and the addition of a number of new lines. Capacity will ultimately increase to in excess of four billion softgel capsules.

Over the last five years EuroCaps has completed a number of projects that have reduced energy consumption and has introduced sustainable energy solutions to its site. This has included the installation of voltage optimisation across the site (ensuring that the energy drawn from the grid to power plant and machinery is the minimum required), LED lighting throughout the facility and invested in heat recovery (where excess heat is recycled and used in other parts of the manufacturing process). In addition, Eurocaps mounted 870 solar panels on the roof of the original facility, with a capacity to deliver 190kW, generating approximately 5% of the facility's electricity requirements.

Following the success of the solar panel project and being located at the top of the beautiful yet breezy Welsh valleys, the management team embarked on a project to add wind generated electricity. Two 225kW wind turbines were installed on the site. These generate c.500,000kWh of power per year, providing a further 15% of total electricity requirements.

As the EuroCaps management team developed the designs and plans for the recent facility extension, they included in the design low voltage lighting, heat recovery and the use of equipment which met the highest energy efficiency ratings. In addition, the increased roof space provided the room to add an additional 944 solar panels. Due to advances in solar panel technology, location and elevation, these will provide almost 10% of the electricity consumed in the expanded facility.

Eurocaps switched to renewable sources for its remaining electricity needs. In total, the use of sustainably sourced power has resulted in a 50% reduction in EuroCaps' carbon footprint over recent years. The introduction of renewable energy sources and efficiency management initiatives have not only delivered material benefits for the facility and a much-reduced carbon footprint, but have also enhanced EuroCaps' relationships with its customers who value its commitment to sustainability.

Measuring our Progress continued



Safety & Environmental Protection

Safety and the protection of the environment in the places where we operate is one of our core values and an important element in of how we enable people and businesses to grow and progress. In this section, we set out the key management processes we use to achieve this and how we are performing against them.

Safety Governance

Safety is one of our core values. We believe that a successful approach to safety must be grounded in a widespread and empowering culture of openness. This should be built on trust and should encourage every employee and contractor to identify and raise concerns, whether about safety or any other aspect of operating responsibly.

The Group Health & Safety Policy, which links directly to our Code of Conduct, is available on our website, and sets out clearly defined expectations in key areas including leadership, risk management, asset integrity, training, and emergency preparedness. Our Code of Conduct is aligned with HSE management system good practice and ISO standards.

All our businesses have a health & safety management system in place reflecting their specific risks. These are aligned with the high-level expectations in the Group Health & Safety Policy. Group-wide initiatives, such as our Safety F1rst programme, Learning from Events processes and performance metrics support the development of a positive and proactive safety culture. 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. Certas Energy, Exertis Supply Chain Services and Laleham are certified to the OHSAS18001/ISO45001 standard.

In addition to business-led audit programmes, we conduct health & safety audits annually using the International Sustainability Rating System ('ISRS') audit protocol. In response to Covid-19, we successfully switched to a virtual audit process, combining offline document reviews with videoconference interviews and remote site inspections. Numerous external regulatory inspections of our sites and management systems provide further independent assurance.

Covid-19

Successful implementation of our business continuity plans meant that we minimised the impact of Covid-19, and were able to continue to meet our customers' needs while maintaining robust health & safety standards. Several of our businesses passed regulatory Covid-19 spot-check inspections during the year. We also adapted our governance processes, such as safety tours and HSE audits, to the constraints imposed by the pandemic.

Process Safety

Process safety management is a disciplined framework for managing the integrity of hazardous operating systems and processes in our LPG and Retail & Oil divisions 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. This year we conducted a "zero-base" process safety review for the whole LPG value-stream to identify safety assurance improvement opportunities. The Process Safety Working Group also led the development of Group guidance on the creation and implementation of Permit to Work arrangements. In response to Covid-19, we brought our process safety training for senior managers online to maintain our focus on process safety leadership, the understanding of risks, controls, and monitoring systems.

We use Process Safety Performance Indicators to ensure that process safety risks continue to be managed appropriately and 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.

The number of Tier 3 indicators, which capture challenges to our safety systems, such as equipment reliability and process alarm activations, appear to be stable or improving. (See accompanying chart.)

Tier 4 indicators that measure operating discipline and management system performance include maintenance, safety inspections and emergency drills. Covid-19 restrictions did in some cases limit our ability to obtain specialist maintenance support, impacting on-time work completion, but all safety critical equipment was appropriately managed to take account of any such delays. (See accompanying chart.)

Occupational Safety

We record all safety incidents, including personal injuries, product spills, road traffic accidents and near misses, to evaluate potential consequences and identify underlying causes, control weaknesses and learnings. Both qualitative and quantitative HSE information is included in monthly reporting processes. Our objective is to continue to improve our performance towards a goal of zero harm to people or the environment, and our Learning from Events process is a key tool for sharing knowledge and driving improvement across the Group.

Lost Time Injuries ('LTIs'), defined as an accident resulting in at least one day lost from the date of the accident, are an important indicator of overall HSE performance. Injury reporting requirements apply to all employees as well as all workers, such as agency staff, who

have a contract with a third party but work under the direction and supervision of DCC. Although injuries to third-party contractors may be recorded, they are not included in DCC performance figures.

There were no employee or contractor fatalities this year. The LTI frequency rate: the number of lost time accidents per 200,000 hours worked, continues to fall against a background of company growth. The LTI severity rate increased slightly compared to last year, largely as a result of two incidents: one in the Retail & Oil division and one in the Healthcare division that caused extended periods of lost time. The majority of LTIs were relatively minor including slips, trips, and manual handling injuries such as sprains and strains. The Total Recordable Injury Rate ('TRIR') in the year ended 31 March 2021 was 1.14.

Case study

Virtual safety tours

Covid-19 significantly restricted the ability of our leadership team to undertake normal operational safety assessments – an important part of our safety governance.

To maintain visible safety leadership, and ensure our business teams remained focused we made the most of the available technology to conduct virtual site safety tours by video conference.

Business teams used drone footage, live and pre-recorded video, site plans and employee interviews to provide the senior management team with an overview of their operations, occupational and process safety arrangements, and ongoing challenges.

This approach enabled access to areas and processes that would normally be impossible without specific training or equipment, providing managers with insights that might not otherwise have been captured.

The ability for a relatively large audience to have meaningful discussions with operators, albeit remotely, provided the opportunity to challenge existing practices and reflect on continuous improvement ideas.

The experience has proven so positive that it will likely become routine practice in the future.



Measuring our Progress continued

Environmental Protection

We are committed to continually improving our environmental performance through careful management of our operations. The Group Environment Policy requires all businesses to minimise the environmental impact of their operations with appropriate business specific systems and processes to ensure compliance with regulatory requirements. Several businesses in the Group operate to management systems that are certified to the ISO 14001 standard.

Spills

We define a spill as any unplanned release to ground or the environment. All spills and near misses are recorded regardless of quantity so that lessons are learnt. Spills are categorised using a risk matrix that allows for the varying nature of spills across the four divisions.

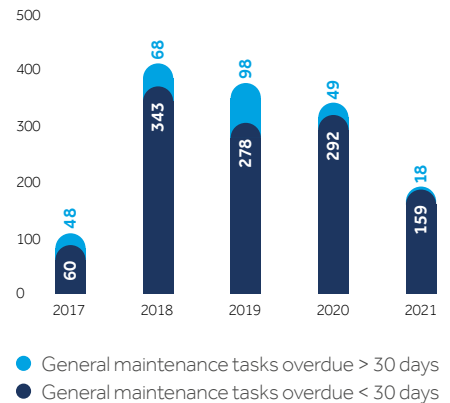
In 2021 there were a total of 798 spills of all levels of significance across our energy businesses – equivalent to 3.8 spills per 10,000 deliveries. Of those, 129 were categorised above the minimum reporting level in 2021 – equivalent to 0.6 per 10,000 deliveries. This compares favourably with 2020 when there were 0.9 spills per 10,000 deliveries above the minimum category. In 2020, 20% of spills were rated above the minimum risk category, and in 2021 this fell to 16%.

All spills of significance are reported to the relevant environmental authorities and are cleared up to their exacting standards resulting in no long-term environmental impact. This year, one spill required remediation.

HSE Three Year Plan

This year we developed a new Three-Year HSE Plan identifying areas for improvement around leadership, safety culture, training, incident investigation and reporting, among others.

Overdue General Maintenance Tasks

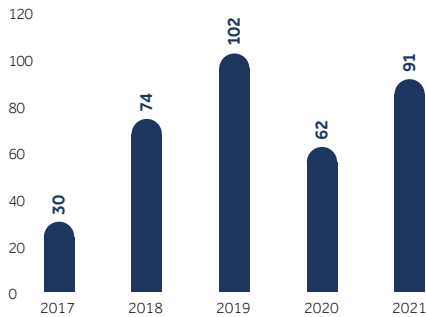


Case study

Sustainability planning in Laleham



Safety Critical Assets Failure on Test/Inspection



Case study

Zero-based safety review

Several of our LPG businesses reviewed process safety risks associated with the end-to-end value chain of their operations to identify any blind spots in our safety performance assurance process.

Complementing our traditional Bow-Tie analysis that is largely focused on activities at our fixed facilities, this review also examined up and downstream processes such as transportation, delivery and projects/after-sales.

As a result, the project team identified new performance indicators that will provide assurance that off-site activities with significant hazard potential are being appropriately managed. Routine reporting of this data will commence in FY22.



Case study

Reducing resource use in DCC Technology

- Our MTR business in the UK, part of Exertis UK, provides a second life to used and unwanted mobile phones, reducing the amount of material that may otherwise end up in landfill.
- Exertis CapTech in the Nordics has invested in new box folding and sealing machines, reducing the amount of cardboard used and space taken up in transport, ensuring that 80% of items that were previously shipped in large boxes will be shipped in a smaller box.
- Exertis UK reduced stretch wrap and pallet top sheet material by 25% last year, saving 18 tonnes of plastic material.

Measuring our Progress continued



People & Social

Our continued success and strong growth is due to the commitment and hard work of our people who have maintained the supply of essential products and services to our customers and society throughout the pandemic.

We work hard to build a workforce that is as diverse as our customers and communities. Recognising that our people are critical to sustaining our competitive advantage and long-term success, we ensure that each and every one has the same opportunity to develop and progress.

At 31 March 2021, we employed 13,689 people: a 3% increase on the previous year.

Our employee turnover rate during this financial year was 20% and new joiners accounted for 24% of our workforce. Both of these figures include our seasonal workforce, who support our businesses in periods of peak trading, many of whom return year after year. We try to limit the impact of seasonality and provide assistance to employees and managers when necessary. Fair and flexible hiring and lay-off practices apply, particularly in our seasonal businesses. We implement the appropriate required processes for major operational changes, notice periods and change management procedures. For the financial year ending 31 March 2022, we intend to collect data measuring employee turnover in line with our overall sustainability targets.

Throughout the pandemic, we tried to reduce the number of roles directly impacted by Covid-19 and as of 31 March 2021 there were no furloughed employees across the Group.

Talent Development Practices

We have made significant progress in recent years in developing common structures and processes for Talent Management across the Group and we continue to see the benefits of that investment.

Talent Planning and Career Pathing

Our annual talent planning process ensures we continue to identify and develop talent to meet the future needs of our businesses and offer our people the opportunity to further their careers.

All of our businesses actively engage in the annual process and use a consistent approach to focus on succession planning for high impact roles, and to identify talent for development

purposes. The number of roles in scope for succession planning has grown considerably over the past number of years in line with our acquisitive growth.

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 businesses. Of those, all identified critical positions have succession coverage and we have worked hard to ensure visibility of our internal talent opportunities.

Common Talent Management System

We continue to invest in our common 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 and performance management processes across 17 geographies. As more of our businesses have recognised the value of the system, we have had a 30% increase in the number of users in the last 12-months. At 31 March 2021, 45% of our total employee population have a presence on the platform compared to 35% as of 31 March 2020.

High Performance Culture

In the financial year ended 31 March 2020, 96% of our business management population completed the annual performance cycle.

Our performance management process includes financial and personal objectives and, where relevant, embeds key metrics related to sustainability. The core competencies required for leadership in DCC are also fully integrated into our performance management cycle.

To support and drive our high performance culture, we offer regular coaching and skills based training to our business management teams at key points during the performance cycle. We will report in future on how many of our people participated in an annual performance review process.

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. This year, as a result of the Covid-19 pandemic, in-person classroom training was not possible so we pivoted our Executive Development offerings to virtual deliveries and self-directed digital learning.

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.

During this period, the demand for e-learning significantly increased and we reviewed our Learning Management System capability to enable scalable access to quality e-learning 'on the go' support. We will continue to invest in this area to facilitate broader access to e-learning across the Group.

DCC Graduate Programme

The DCC Graduate Programme is an integral part of the Group's talent development, designed to create a pipeline of high potential, internationally mobile, early career talent. This year we adapted our attraction, recruitment and onboarding processes to take place virtually, including the creation and delivery of a customised virtual assessment centre.

DCC is a fast-paced environment and graduates on our two-year programme are exposed to the 70-20-10 model for learning and development. Graduates get unrivalled on-the-job experience through placements in our international operations where they learn about the diversity of the markets and sectors in which we operate. The remaining development is through formal training focused on targeted learning modules and ongoing mentoring and coaching. Throughout this year, all learning provision was efficiently delivered remotely.

Case study

Celebrating International Women's Day

In our Inclusion and Diversity business implementation guide, we outline the importance of using celebration days to raise awareness about inclusion and to celebrate our differences as well as our common interests. Celebrating these days serves to both educate and unite us.

This year we collectively celebrated International Women's Day to create a shared sense of commitment.

Across the Group we celebrated the work and achievements of women by profiling our female colleagues. We highlighted through internal communication and on social media the initiatives that our businesses have embarked on this year to support more inclusive workplace practices.



#ChooseToChallenge

Measuring our Progress continued

Local Skills Based Training Support DCC encourages and supports talent development at all levels in the organisation. Each business has the autonomy to develop and roll out local development programmes with an emphasis on driving individual business performance.

Our Leadership Development community continued to be very active this year providing ongoing access to training and learning, and sharing best practice on remote programme design and delivery.

For the financial year ending 31 March 2022, we will collect data at an aggregate level on the average hours of training per year per employee.

Inclusion and Diversity

With 13,689 colleagues across 20 countries, we are a multinational and multicultural organisation. We believe that to make the most of our diverse and talented workforce we need inclusive work environments where all of our colleagues have the freedom to achieve their ambitions, as well as a culture that cultivates the energy and passion our colleagues bring to work.

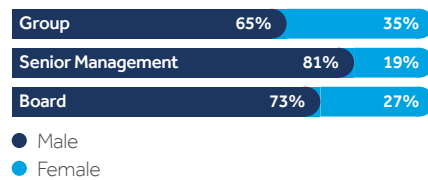
Our Inclusion and Diversity Policy, 'You Belong Here' outlines the core principles and expectations we have for ourselves, our colleagues and our businesses to build positive workplace environments. Our ambition is to be an organisation where everyone feels welcome, respected and valued, that they truly belong, and have the same opportunity for success as anyone else.

Our Inclusion and Diversity strategy focuses on a number of key areas, including communication, education and awareness, people practices, and measuring trends. We will continue to develop our shared direction, alignment and commitment on key initiatives that will have the most impact in affecting change. For more on this, see the Strategy in Action in the 2021 Annual Report on pages 24 to 26.

Gender Balance in DCC

We actively support the 30% Club: Chairs and CEOs committed to better gender balance at all levels of their organisations. A number of our colleagues participate in development programmes that will help build a pipeline of future female leadership talent. These programmes include the 30% Club Board Ready Programme and the Mentoring Foundations FTSE 100 cross company mentoring programme for next generation women leaders. We are also members of the Employers Network for Equality and Inclusion which works in partnership with our UK businesses to ensure we adopt best practice approaches to equality and human rights. We will in the future report on diversity in line with our overall sustainability targets.

Gender Diversity



People Strategy

Over the past three years we have made good progress in developing common structures and processes in Talent Management across the Group. While our work on evolving our core Talent Management foundational areas will continue, for the next three years we will focus on three themes – Workforce of the Future, Culture and Engagement, and Inclusion and Diversity.

We have identified a number of new workstreams for these themes to support our FY21-24 People Strategy. Each of the workstreams involve cross-divisional teams from our global HR network ensuring further collaboration across the function, and continued sharing of best practice.

Rewarding Our Employees

We offer fair and competitive rates of pay to attract and retain our employee base while offering benefits in line with industry, local or national practice. We are committed to meeting high standards of business conduct in every area of our operations. As part of this commitment, we regularly review our reward policies to ensure we reward employees fairly and comply with any minimum wage

requirements. We believe in performance-related rewards for our colleagues, dependent upon their contribution to the success of the business and to what extent they demonstrate company values.

Transparency

We welcome increased focus on transparency on pay. We fully comply with the mandatory remuneration reporting requirements in the countries in which we operate.

- UK: under UK legislation, employers in the UK with more than 250 employees are required to publish key metrics on their Gender Pay Gap. Our affected UK businesses publish individual annual reports and are committed to taking action, at a local level, in terms of deeper analysis of the data and implementation of appropriate initiatives.
- France: our French businesses with more than 250 employees (extended to between 50 and 250 employees since March 2020) are obliged to calculate and to publish a Gender Pay Equality Index.
- Canada: businesses based in Canada with more than 10 employees are required to complete a Pay Equity exercise and a maintenance exercise every five years.



Case study

The Butagaz Group Foundation's first project: helping Flers become energy efficient

The Butagaz Group Foundation was created to help French people manage their own energy transition. The Foundation's first project is a community partnership to renovate energy-intensive housing in Flers, a village in northern France.

Flers has 225 inhabitants. The aim of the partnership is to identify families experiencing energy poverty, to help them renovate their homes, including with support from French government grants. The Foundation is managing and coordinating the project in addition to assisting individuals with the administration of grant applications. The Foundation will also pay for some elements of the project directly, including energy audits and renovation work at the town hall-school.

As in many countries, millions of homes in France are not as energy efficient as they could be. As well as having adverse environmental impacts, this inefficiency can contribute to fuel poverty. The Butagaz Group Foundation aims to develop further projects like this one in Flers to help solve these problems.



Case study

Women in the Warehouse

Exertis Sweden's employee demographic consists of a balanced mix of age, ethnicity and experience – though this balance did not extend to the ratio of female colleagues to male colleagues in the warehouse.

In order to engage and hear how their female warehouse colleagues saw the importance of having an equal workplace, Exertis held a workshop with female colleagues in the summer of 2020. The purpose of the workshop was to:

- Highlight how women in the warehouse experience working in a male-dominated workplace
- Highlight how women adapt, what difficulties they face and what abilities they possess
- Address what the business needs to focus on in the future
- Set up strategies for implementing change and how the business will report on progress

In an open and safe forum, the participants had the opportunity through various exercises to talk about their experiences and together provided suggestions on how the environment could be improved through a stop, start and continue model.

Since implementing these changes, employee satisfaction has increased and the number of women now working in Exertis Sweden's warehouse has increased from 5% to 29%. Due to the success of this initiative, there are now plans to leverage this initiative and hold similar workshops with Exertis Sweden's office-based colleagues while the business continues to embed positive changes in their warehouse.

Measuring our Progress continued



Governance & Compliance

Our commitment to excellence and integrity is reflected in our high standards of corporate governance and compliance.

Governance

We are committed to operating in accordance with the highest standards of corporate governance. For more detail on our governance please see the Corporate Governance Statement on page 96 of our 2021 Annual Report.

Compliance

Protecting Human Rights

We have had internal controls in place for a number of years to ensure that human rights are protected both within own operations and in our supply chains.

Our Supply Chain Integrity Policy requires all our businesses:

- to assess providers from the perspective of both product quality and supplier integrity
- to carry out additional due diligence where any risk assessment requires
- to maintain suitable preventative controls to ensure that human rights abuses, among other compliance breaches, do not arise.

In the year under review, we enhanced our internal controls by adopting a Human Rights Policy setting out the Group's commitment to the protection of human rights and underpinning the existing controls described above.

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

We provided online training on the importance of protecting human rights to over 5,000 employees over the course of the year. Further training will be provided during the year ending 31 March 2022. The large majority of DCC Group businesses operate in countries where breaches of human rights do not present a material risk. This training was designed to maintain and raise awareness of where human rights risks can exist, especially where products are sourced from other countries.

Our businesses maintain suitable HR policies and procedures to ensure that the rights of all our employees are fully respected.

We have issued a statement under section 54 of the UK Modern Slavery Act 2015 covering the year ended 31 March 2021. A number of our 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 being 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, which states that no employee or representative of any Group business is to offer or accept any bribe, including small facilitation payments, or engage in any other form of corrupt practice. The Policy is available on our website www.dcc.ie. The Policy is provided to every employee of the Group as part of their induction and training on the key provisions of the Policy is also provided to relevant employees.

In addition to prohibiting involvement in bribery or other forms of corruption, the Policy requires all our businesses to

- maintain suitable risk-assessed policies, procedures and records in relation to the provision and acceptance of gifts, hospitality and sponsorship
- disclose conflicts of interest
- employ enhanced due diligence and controls when doing business with a party in a country where corruption is a particular problem, in particular, when appointing any representatives.

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

There was no monetary loss as a result of legal proceedings associated with employment discrimination, covering inclusion and diversity or related issues.

There was also no monetary loss from legal proceedings associated with product safety.

Governance of Compliance

Our businesses report twice a year on their compliance controls. A report on these performance indicators is 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 page 96 of our 2021 Annual Report.

We will continue to ensure that we take a robust approach to operating within all of the laws and regulations relevant to our activities.

Case study

Enhancing our focus on human rights

In the year under review we introduced a new Human Rights Policy which underlined our existing commitment to high standards of compliance and ethics not only within our own operations but also in our supply chains.

The protection of human rights has been a part of our internal control framework for some time, as an element of our supply chain integrity controls. The introduction of a separate Human Rights Policy this year reinforced our commitment to high standards in this area. It records our support for international human rights standards, including the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

The new Policy sets out our commitment to undertake suitable due diligence on new and existing suppliers with a view to identifying human rights abuses within our supply chains. This could be, for instance, the use of underage or forced labour. Each business in the Group is required to incorporate a suitable risk assessment into its existing procurement procedures.

Dependent on the results of the risk assessment, a decision is then taken whether to work with the supplier in question. If the supplier is appointed, suitable controls will be put in place to ensure that it operates to the standards we expect, for instance in relation to employment rights and working conditions. Each business in the Group has a code of practice for its suppliers that sets out the standards we expect to see followed. In some cases, we will do follow-up audits to ensure that those standards are being respected in practice.

Our Human Rights Policy goes on to confirm that we will seek to remedy any abuses of human rights that we identify in our supply chains. This may include supporting the supplier to implement improvements before we deal with them, deciding no longer to buy from the supplier and advising relevant regulatory authorities of the problems identified.

Our purpose as a business is to enable people and businesses to grow and progress, including the people and businesses who supply the products we sell. Our commitment to human rights in our supply chains is an important element of fulfilling our purpose and this is reflected in our Human Rights Policy.



Stakeholder Engagement

Enabling our stakeholders to grow and progress

Our success, in keeping with our purpose, is based on enabling all our stakeholders to grow and progress.

Suppliers and Customers

What is Important to our Suppliers and Customers

We provide an efficient route to market for our suppliers' products and advice on how markets are changing. We provide a wide range of competitively priced essential products for our customers. Many of our energy customers look to us to provide a reliable source of energy whilst reducing their carbon emissions. For both suppliers and customers, the financial strength of the DCC Group is important.

How we Build Successful and Enduring Relationships

The last year has demonstrated all too clearly the essential nature of the products and services we provide. We worked closely with suppliers and business customers to keep supply chains open. We supported healthcare providers tackling Covid-19. We provided power, heat and office equipment to people working from home. Our employees work day in day out to nurture successful and enduring supplier and customer relationships.

How we Monitor our Performance

We regularly and actively review how we are meeting the current and evolving needs of our suppliers and customers. How these relationships evolve is reviewed and recorded with divisional management on a monthly basis. The long-term development of the services

we provide to our suppliers and customers is intrinsic to our strategic planning process. More detail on how we are meeting supplier and customer needs are set out in the Operating Reviews in our 2021 Annual Report on pages 42 to 71 and the Strategy in Action section on page 16. The Chief Executive's Review on page 12 of the Annual Report sets out additional information on how we are responding to our customers' evolving energy requirements.

Board Decision Making

The Board receives a report on trading performance across the Group, including material changes in supplier and customer relationships at every meeting. And every year the Board conducts a strategic review of Group activities including how we are responding to developing supplier and customer needs.

Case study

Supplying Nutritional Products During Covid-19

Covid-19 increased demand for preventative nutritional products such as vitamins and other supplements. DCC Health & Beauty Solutions experienced a significant increase in customer demand as a result. Our top priority was the implementation of measures to ensure the safety of our employees. As a consequence, all our facilities remained fully operational throughout the pandemic. These additional safety measures, together with the dedication of our employees and the strength of our supplier relationships, meant we were able to increase production to meet the increase in customer demand.





Case study

Staying Connected

We recognise the valuable contribution made by each and every one of our people throughout the pandemic. Many of our people continued to work on site, observing Covid safety protocols, while others worked remotely, protecting each other by staying apart.

We adapted our communications to ensure we preserved our culture and kept our people connected not only to the business, but also to each other.

Many of our businesses pivoted to virtual town halls, enabling people to conduct digital meetings. We also issued regular internal communications on regulatory updates and workplace changes, and generated pulse surveys to understand how our people were adapting, and what measures we could take to provide further support.

Employees

What is Important to our Employees

We recognise that to engage and retain today's, and indeed attract tomorrow's employees we need to provide an inspirational culture with a strong sense of purpose in an inclusive environment.

As recognised in our Inclusion and Diversity Policy, 'You Belong Here', our people come from many diverse backgrounds and are all completely unique. Consequently we strive to create workplace cultures where all our people feel welcome, respected and valued for the individuals they are and the qualities they bring.

How do we Build Successful and Enduring Relationships

We use a variety of employee engagement processes at global, divisional and company level such as local intranets, employee engagement surveys, town halls, listening and project groups, employee polls, pulse surveys, HSE forums and employee recognition programmes, to communicate with employees. This helps us better understand our people's needs.

Throughout the pandemic we have issued regular internal communication covering regulatory updates, workplace changes, as well as health and wellbeing.

How we Monitor our Performance

We regularly collect information on levels of engagement respond accordingly. This year we will launch an annual Group-wide employee engagement survey as a forum for the collective Employee Voice.

Board Decision Making

Mr. Cormac McCarthy, as the designated non-executive Director with responsibility for workforce engagement as per provision 5 of the Corporate Governance Code, reports to the Board. The Board also reviews HR initiatives communicated by the Head of Group HR several times a year.

Stakeholder Engagement continued

Investors

What is Important to our Investors

Our investors rely on us to operate a sustainable business that:

- delivers returns on capital employed significantly ahead of the Group's cost of capital
- converts profits from our operations into cash
- shares some of those returns through a progressive dividend policy
- retains a further proportion of returns to improve existing operations and generate further growth, including through acquisitions.

How we Build Successful and Enduring Relationships

We value our investors contribution and maintain regular contact throughout the year, especially around interim reporting and annual results dates. We provide additional access to senior Group management through meetings and roadshows throughout the year. This year, members of the management team presented at 13 capital market conferences, conducted 272 institutional investor one-on-one and group meetings, and presented to 15 broking firms.

How we Monitor our Performance

Financial discipline is one of our strategic priorities. We have rigorous management reporting, strategic planning and budgeting processes in place to ensure that this is maintained. Our regular interactions with investors ensure that our strategy is closely aligned with their interests. For more information on our financial performance and our interactions with investors see the Financial Review on page 34 of our 2021 Annual Report.

Board Decision Making

The Board considers a detailed report on how the Group is performing against our financial KPIs at every meeting. The Board also regularly considers reports on engagement with the Group's investors. Non-executive Directors have the opportunity at every meeting to discuss investor relations with the Chief Executive and CFO. Members of the Board also have direct engagement with investors on certain other issues such as executive remuneration.



Case study

Enabling Energy Transition

In November 2020, we held a virtual conference, attended by our principal investors and analysts, on how we are evolving our energy businesses to support their customers' transition to net zero. At the conference, we set out how our purpose, values and strategy, together with our focus on customers' needs, allows us to make a positive impact while leading this change. The conference is available on our website.



Case study

Maintaining Supplies of Essential Products

At the outset of the Covid-19 pandemic, we worked with governments and regulators to ensure vital supplies of energy and healthcare products were delivered to health services caring for patients.

Governments and Regulators

What is Important to the Governments and Regulators we deal with

We engage with a wide range of regulatory authorities, including in the areas of tax, health & safety, environment, product safety and employment standards. We are expected to comply with the laws and to support their work in developing better regulation within their areas of responsibility. More generally, governments expect businesses like ours to add value to all our stakeholders, ensuring that our contribution to society is a positive one.

How we Build Successful and Enduring Relationships

We engage with all regulatory authorities openly and in accordance with our core value of integrity. Our focus on safety and compliance across all activities, covered in more detail in our Sustainable Business Report, informs all our discussions. Group businesses that liaise regularly with regulatory authorities are supported by central functions with relevant expertise where necessary.

How we Monitor our Performance

We monitor a number of key regulatory risks through our enterprise risk processes, described in more detail in the Risk Report on page 82 of our 2021 Annual Report, and our safety and compliance controls, described in more detail earlier in this Report.

Board Decision Making

The Board or its Committees receive and consider detailed reports on the Group's compliance with applicable laws, including safety and tax standards, and any material interactions with regulators in these areas. The Board and its Committees also have the opportunity to discuss the status of these relationships with relevant members of management throughout the year.

Case study

Supporting Social Entrepreneurs Ireland

For more than ten years, we have sponsored Social Entrepreneurs Ireland, which supports high-potential entrepreneurs focused on solving social problems. In February 2021, we announced an extension of our financial and strategic partnership with SEI for a further five years. More information on our partnership with SEI is available on our website.



Communities and the Environment

What is Important to our Communities

Climate change, including the need to transition to lower-carbon forms of energy, is an issue of critical importance for us all.

We are responding to this challenge by reducing our scope 1 and 2 carbon emissions and supporting our customers in reducing their own carbon emissions.

How we Build Successful and Enduring Relationships

This year, for the first time, we set out specific targets, in line with the Paris Agreement, to reduce our scope 1 and 2 carbon emissions. We will reduce our carbon emissions by 20% by 2025, and to net zero by 2050, if not sooner, from a 2019 base.

We are also working with our customers to ensure their energy needs continue to be met, whilst reducing their own carbon emissions. More detail on this can be found in the Operating Reviews on pages 42 to 71 of our 2021 Annual Report and the Strategy in Action section on page 16 of the Annual Report.

The Chief Executive's Review on page 12 of the Annual Report sets out additional information on how we are responding to our customers' evolving energy requirements.

Businesses across the Group support community organisations in the areas where they operate.

How we Monitor our Performance

More detail on the targets we have set to reduce our carbon emissions and our ongoing progress is set out in the Sustainable Business Report in Measuring our Progress section of this Report. The same section also explains how we report in line with CDP and the steps we are taking to report in line with the TCFD framework.

Board Decision Making

The Board receives a quarterly report from the Head of Group Sustainability on the progress being made against our carbon emission targets. The Governance and Sustainability Committee of the Board considers the activities of the Group in this area in more detail at each of its meetings.

Independent Assurance Statement to 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 2021.

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 to guide the measurement and reporting of the Subject Matter. As a result, the Subject Matter may not be suitable for another purpose.

DCC's 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 planned and performed our engagement in accordance with 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 14 December 2020. 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 Information 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.

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 site visit 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 2021, in order for it to be in accordance with the Criteria.

Ernst & Young

17 May 2021

Dublin, Ireland

Additional Sustainability Information

GRI and SASB Disclosures

The following table sets out the targets and metrics selected to support our sustainability reporting as outlined in the Sustainable Business Report of the DCC Annual Report and Accounts 2021 and, in each case, the nearest GRI and/or SASB standard. Due to the diverse nature of the DCC Group, no single SASB industry classification is directly applicable to our activities. Therefore, having consulted with SASB, we identified relevant SASB standards from several classifications. N/A indicates that there is no equivalent standard available.

Sustainability Pillar	Target	Metric	UNSDG	GRI	SASB	Page Reference
Climate Change & 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	74
			13: Climate Action			
Safety & 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	77
		Number of serious personal injuries to employees and contractors.				77
		Number of API Tier 1 process safety events.		N/A	EM-RM-540a.1	77
	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	77
People & Social	We support the development of our people.	Number and rate of senior management turnover by age group, gender, and region.	8: Decent Work and Economic Growth	401-1 (b)	N/A	78
		Number of employees by age group, gender and region who received a performance review.		404-3	N/A	78
		Average hours of training by age group, gender, and region.		404-1	N/A	79
	We support inclusion and diversity.	Gender balance of senior management teams.	5: Gender Equality	405-1	N/A	79
		Number of incidents of discrimination, the status of incidents reviewed and confirmation of remediation.	10: Reduced Inequalities	406-1	N/A	80
		Monetary loss from employment discrimination related legal proceedings.		N/A	CG-MR-330a.2	80
Governance & Compliance	We protect human rights.	Human rights breaches in our business and our supply chains.	12: Responsible Consumption and Production	408-1 409-1	N/A	80
	We prevent corruption.	Number of significant cases and monetary losses related to bribery and corruption.		205-1	HC-BP-510a.1	80
	We sell safe products.	Product safety-related compliance failures.		416-2	HC-DI-250a.1	80

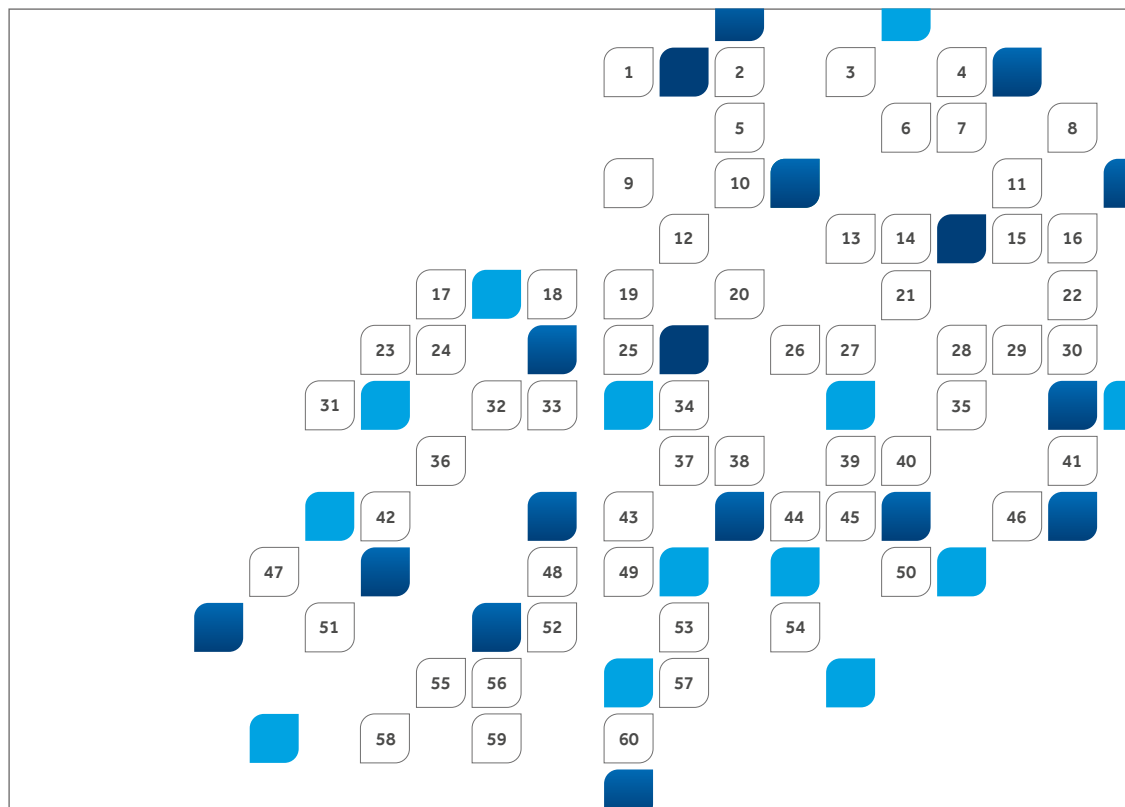
Additional Sustainability Information continued

TCFD Alignment

The following table cross-references comments in our 2021 Annual Report with the eleven TCFD expectations:

		TCFD	DCC Annual Report Page Reference
Governance	Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	Corporate Governance Statement page 96
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	Risk Report page 88
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.	N/A
		b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Chief Executive's Review page 12 and Operating Reviews page 42
		c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	N/A
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.	Risk Report page 83
		b) Describe the organisation's processes for managing climate-related risks.	Risk Report page 86 and Operating Reviews page 42
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	Risk Report page 85
Metrics & 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.	Sustainable Business Report page 75
		b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Sustainable Business Report page 74
		c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Sustainable Business Report page 75

Cover Information



1 Hashmiya from Ion Labs	16 Tracey from EuroCaps	31 Marit from Certas Energy Norway	46 Dave from Thompson & Capper
2 Lucas from DCC Propane	17 Sunil from Exertis UK	32 Karen from Flogas Ireland	47 Frederick from Certas Energy Norway
3 Lidia from Exertis CapTech	18 Shenaz from Flogas Britain	33 Michael from DCC Vital	48 Edel from Exertis Supply Chain Services
4 Million from Amerilab	19 Tom from Fuel Card Services	34 Cynthia from DCC Vital	49 Agnieszka from Design Plus
5 Evrard from Butagaz	20 Darron from Flogas Britain	35 Maria from Stampede	50 Scott from DCC Propane
6 Nathan from Certas Energy UK	21 Czarina from Exertis Arc Telecom	36 Casey from Elite One Source	51 Mark from Certas Energy UK
7 Cobie from Benegas	22 Piotr from Qstar	37 Janice from Jam	52 Espen from Exertis CapTech
8 Aimen from Benegas	23 Marlon from Exertis Arc Telecom	38 Lovely from Laleham	53 Danny from Amacom
9 Örfan from Qstar	24 Trish from Fuel Card Services	39 Alicia from Butagaz	54 Markus from CommTec
10 Andrea from Amerilab	25 Sharon from Design Plus	40 Lynda from Fuel Card Services	55 Rasmus from Qstar
11 Gaynor from DCC Vital	26 Stephen from DCC Vital	41 Greg from DCC Propane	56 Soren from DCC Energi
12 Petter from Certas Energy Norway	27 Kenneth from DSG Energy	42 Liam from Flogas Ireland	57 Lisa from Certas Energy Norway
13 Pietro from Exertis UK	28 Geir from Certas Energy Norway	43 Wilfred from Benegas	58 Christian from DCC Energi
14 Fay from DSG Energy	29 Jurgita from Amacom	44 Jo from Fuel Card Services	59 Nora from Exertis UK
15 Raymond from DCC Propane	30 Jamie from Exertis UK	45 Rene from Exertis Go Connect	60 Colin from DCC Vital



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