



# Millions of new beginnings

ESG Report 2021



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# ESG at Grab



# Founders' Letter

2021 was a challenging year for Southeast Asia. As new Covid-19 variants stretched hospital systems and upended reopening plans globally, our partners and communities sought to resiliently adapt to the effects of the prolonged pandemic. Many of them embarked on new beginnings, whether it was digitalising their traditional business to make their first online sale, or joining us as delivery partners. In spite of the pandemic, our partners earned US\$8.9 billion through our platform<sup>1</sup> in 2021, a 24% increase over the previous year. Their resilience was an inspiration to us as we embarked on our own new beginning as a public company.

In 2021, we committed US\$20 million to the vaccination of our partners. We also provided financial aid for our driver-partners, and supported local communities with medical supplies. We are tremendously grateful to our partners and communities who have been with us through the years, and we are committed to continually innovating our services to give them more earning opportunities.

Looking ahead, we will be transforming from a double bottom line company to one focused on a triple bottom line, taking into account the importance of the environment and its impact on our communities. While we continue to facilitate economic growth and uplift those in vulnerable economic positions, we seek to ensure that our success as a business has a positive impact on communities we operate in and their environment. We will bring our priorities into sharper relief by setting sustainability targets around climate change, inclusion and diversity. We will also reinforce our commitment to be transparent about our progress, challenges and learnings towards these targets:

- **On Climate Change:** Climate change is one of the most pressing issues globally. It is expected to exact a heavy toll on Southeast Asia, given the region's dependence on commercial agriculture and long coastlines. To combat climate change, we are committed to becoming a carbon neutral platform by 2040. We discuss this in our section on [Greenhouse Gas Emissions](#).
- **On Inclusion:** We seek to contribute to building an inclusive society, where we uplift the most vulnerable to enable them to participate economically, financially and socially in society. We aim to double the number of marginalised individuals who earn a living on our platform by 2025, up from the 2,100 persons with disabilities<sup>2</sup>, who are doing so currently.
- **On Diversity:** As part of our efforts to reflect diverse viewpoints and voices at all levels of our organisation, we seek to promote gender equality in the workplace. We target to have 40% women in leadership positions by 2030, up from 34% currently.

In light of these goals, we strengthened our commitment to sustainable development and gender equality by signing onto the United Nations Global Compact (UNGC) and the United Nations Women's Empowerment Principles (WEPIs).

Our new targets are not end points, but guideposts in our journey to bring about positive change. While our sustainability journey will not always be easy, we will persist in the steps as we believe that they are not only the right thing to do, but also fundamental to our mission to empower lives across Southeast Asia. Working closely with all our stakeholders, we seek to build greener and more inclusive workplaces, marketplaces and communities.



**Anthony Tan**  
Group CEO and  
Co-Founder, Grab



**Tan Hooi Ling**  
Co-Founder, Grab

<sup>1</sup> Sum of our driver-partner earnings and merchant-partner earnings. 'Driver-partner earnings' is defined as the fare, bonuses, tips and fees, net of commission. 'Merchant-partner earnings' is defined as the total order bill, including taxes charged by the restaurant/merchant net of commission, Grab advertising spend and promotion costs.

<sup>2</sup> Grab driver-, merchant-partners and Kios agents with disabilities and who have had at least one transaction on our platform within the year of 2021.

# About Grab

Grab is Southeast Asia's leading superapp, **with a mission to drive the region forward by creating economic empowerment for everyone.** We provide consumers with everyday services and have operations in 8 countries across Southeast Asia.

## Our services

### Mobility



GrabTaxi GrabBike GrabCar



GrabTuktuk JustGrab Shared mobility

### Deliveries



GrabExpress GrabFood GrabMart GrabKios

### Financial Services



Payments Insurance Lending Invest Rewards

### Enterprise And New Initiatives



GrabAds GrabFor Business GrabHealth



GrabDefence GrabGifts GrabLink

## Our footprint



## Our priorities

Grab believes that what is good for society is also good for business. We are a triple bottom line company, one that seeks to ensure that our success as a business has a positive social impact on communities we operate in and their environment.



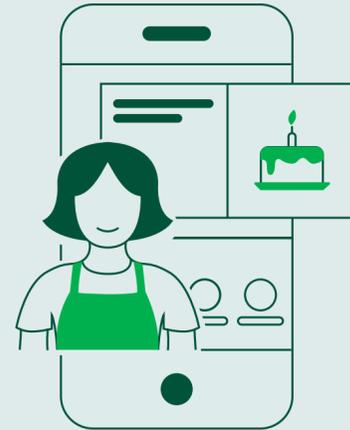
**1** We **enable millions of consumers** to access everyday services, connecting them with **over 9 million partners** who therefore have **income opportunities** through our platform.

**2** We want to ensure the long-term sustainability of our communities in Southeast Asia **by protecting the environment** on which the livelihoods of many depend on.

**3** Our triple bottom line efforts focusing on people, planet and profits are underpinned by **robust governance structures** that drive responsible business practices.

# Key Sustainability Highlights in 2021

Over  
**680,000**  
small merchant-partners<sup>3</sup> joined  
Grab in 2021, a 13% growth  
year-on-year



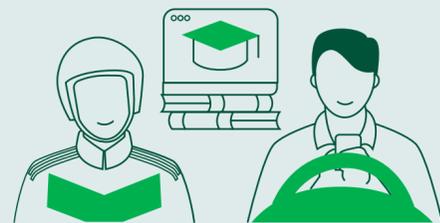
**US\$8.9 billion**  
earned by our driver- and merchant-partners through  
our platform<sup>4</sup>, a 24% increase from 2020



**28%** improvement in  
overall road safety  
in terms of accidents per million kilometres<sup>5</sup>  
compared to 2020



Over  
**780,000**  
driver-partners  
completed upskilling courses<sup>6</sup>  
on GrabAcademy



Ranked among  
**'World's Top 100  
Female-Friendly  
Companies'**  
by Forbes<sup>7</sup>

Retained a higher gender  
wage parity index of  
**0.98<sup>8</sup>**

**US\$20 million**  
from the GrabForGood fund went  
towards Covid-19 vaccinations



Merchant-partners  
onboarded to GrabPay<sup>9</sup>  
grew by **72%**  
year-on-year

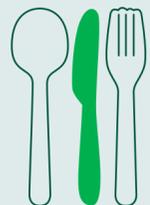
**>2,100 Persons  
With Disabilities<sup>10</sup>**  
earning a living on our platform

Over  
**42,000**  
trees planted  
regionally



**+ over 2,300  
tonnes of greenhouse  
gas emissions offsetted  
through carbon credits<sup>11</sup>**

More than  
**774 million**  
sets of  
single-use  
cutlery saved



<sup>3</sup> Small merchants refers to businesses that are non-chain, non quick service restaurants across our GrabFood and GrabMart offerings.

<sup>4</sup> 'Driver-partner earnings' is defined as the fare, bonuses, tips and fees, net of commission. 'Merchant-partner earnings' is defined as the total order bill, including taxes charged by the restaurant/merchant net of commission, Grab advertising spend and promotion costs.

<sup>5</sup> Data from our 8 countries of operation across our mobility and deliveries business segments. We define road accidents as any accident caused by the driver-partner that occurs on-trip resulting in physical injury to the driver-partner, passenger and/or a

third-party.

<sup>6</sup> Upskilling and training courses do not include mandatory courses. There are additional courses outside of GrabAcademy that are not included in this count here.

<sup>7</sup> [The World's Top Female Friendly Companies](#), Forbes, 2021.

<sup>8</sup> Wage parity index is an aggregated ratio of female to male employees' total compensation after taking into consideration role and location differences. The figure considers only full-time employees and does not include OVO. OVO personnel number will be included in subsequent reports.

<sup>9</sup> Includes online and offline merchant-partners.

<sup>10</sup> Grab driver-, merchant-partners and Kios agents with disabilities and who have had at least one transaction on our platform within the year of 2021.

<sup>11</sup> Around 30,000 trees were planted and over 2,300 tonnes of verified carbon credits were retired as a result of our carbon offset feature. Grab planted an additional 12,000 trees through internal fundraising activities and partnerships with stakeholders.

# About This Report

## Scope

Our ESG report communicates Grab's sustainability philosophy, approach and performance for the reporting period from 1 January 2021 to 31 December 2021 ("2021"), unless otherwise stated.

Unless otherwise stated, the quantitative and qualitative information covered in this report includes all operations managed by Grab around the world, including our Mobility, Deliveries, Financial Services, and Enterprise and Others business segments. We have offices in 14 locations<sup>12</sup> and operations in eight countries, namely Singapore, Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, and Vietnam.

## Reporting Framework

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. A GRI Standards Index is provided at the end of this report.

We have also referenced the [Sustainability Accounting Standards Board \(SASB\)](#), and the [Taskforce on Climate-related Financial Disclosures \(TCFD\)](#).

## External Verification

Grab has sought an independent limited assurance for selected ESG disclosures. Please [click here](#) for the independent limited assurance report of scope of data assured.

## Contacts

For more information or feedback, please e-mail: [sustainability@grab.com](mailto:sustainability@grab.com)

Our corporate office is located at:

3 Media Close,  
Singapore 138498

## Definitions:

"**Grab**" means Grab Holdings Limited, an exempted company limited by shares incorporated under the laws of the Cayman Islands, or as the context requires, Grab Holdings Limited and its subsidiaries and consolidated affiliated entities.

"**driver-partner**" refers to an independent third-party contractor who provides Mobility and/or Deliveries services on the Grab platform.

"**merchant-partner**" refers to online and offline merchants, restaurants and food stalls, convenience stores or retail shops, or shops that sell products or services on Grab's platform.

"**Kios agent**" refers to our agents in Indonesia who act as an offline channel to sell digital goods to consumers, including mobile airtime credits, bill payment services, and e-commerce purchasing services through Grab's platform.

"**consumer**" refers to an end-user who uses services offered through Grab's platform.

"**local community**" refers to the wider community around Grab operations and includes individuals that do not necessarily interact with the platform directly.

<sup>12</sup> Singapore, Cambodia, China, Taiwan, India, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, Vietnam, Romania, South Korea, and the United States.

# Our Sustainability Framework

Grab is a triple bottom line company, believing that a company can both run profitably and create positive social impact while protecting the environment. This is fundamental to our success and embedded into our business model and strategy.

Our Sustainability Framework articulates our strategy to drive impact and create long-term value for our stakeholders through three key pillars.

Each pillar encompasses the material ESG topics most relevant to our business and stakeholders. We believe managing these topics will create positive outcomes and mitigate negative impact for our stakeholders and ultimately enable us to achieve our triple bottom line philosophy.

Please refer to the [Annex](#) for details on how our material topics support the various Sustainable Development Goals.

## Creating Positive Social Impact:



### Socioeconomic Impact

We want to create a positive impact on our partners, our customers and our local community. Through our platform, we have the unique opportunity to empower people across three areas – economic, social, and financial.



### Partners' Welfare

We seek to help our partners thrive in an ever-changing society, preparing them and their families for the challenges of tomorrow.



### People and Culture

We strive to create an inclusive and equitable workplace and empower our employees so they can continue to serve the community in the best way possible.

## Upholding Responsible Business Practices:



### Governance and Ethics

We continue to maintain corporate governance of the highest standards in all interactions across our value chain. This is underpinned by strong leadership and a robust approach to risk management.



### Platform Safety

We set our policies and procedures to ensure that everyone on our platform, partners and consumers alike, is safe – both on and offline.



### Data Privacy and Cybersecurity

We seek to maintain data privacy and cybersecurity for customers and partners within our ecosystem.

## Protecting our Environment:



### Greenhouse Gas (GHG) Emissions

We are committed to taking climate action as a priority and reducing GHG emissions across our value chain, even as we grow our business.



### Sustainable Packaging Solutions

We seek to manage the food packaging waste generated through our platform.

# Materiality Assessment Process

## Context & Issue Identification

- Review industry developments to identify relevant industry trends and sustainability issues
- Develop preliminary list of prioritised material topics

## Stakeholder Engagement

- Review external stakeholder feedback from engagement channels
- Conduct interviews with key internal stakeholder groups

## Analysis & Validation

- Refine list of prioritised material topics based on analysis of stakeholder feedback
- Finalise list of material sustainability topics with senior management

The material ESG topics encompassed in our Sustainability Framework were identified through a materiality assessment. The purpose of our assessment is to ensure that we keep abreast of the evolving sustainability risks, opportunities and context facing our business and are responsive to stakeholder concerns.

In 2020, we conducted our first materiality assessment. This year, we updated our material ESG topics based on a review of the emerging issues and stakeholder interests.<sup>13</sup>

<sup>13</sup> **People & Culture** has been expanded from a focus on Diversity & Inclusion to encompass Human Capital Development; it covers information specific to employees, while diversity and inclusion of our partners is now reported under Socioeconomic Impact. **Governance & Ethics** has been expanded from Legal & Compliance to include information on our Board structure and governance, recognising its growing importance due to our public listing.

# Stakeholder Engagement

We seek to build mutual trust and support with various stakeholder groups through open dialogue, exchanges, and feedback. This not only informs our strategy and the material topics which we report on, but also enables us to understand their concerns and explore ways to address them.

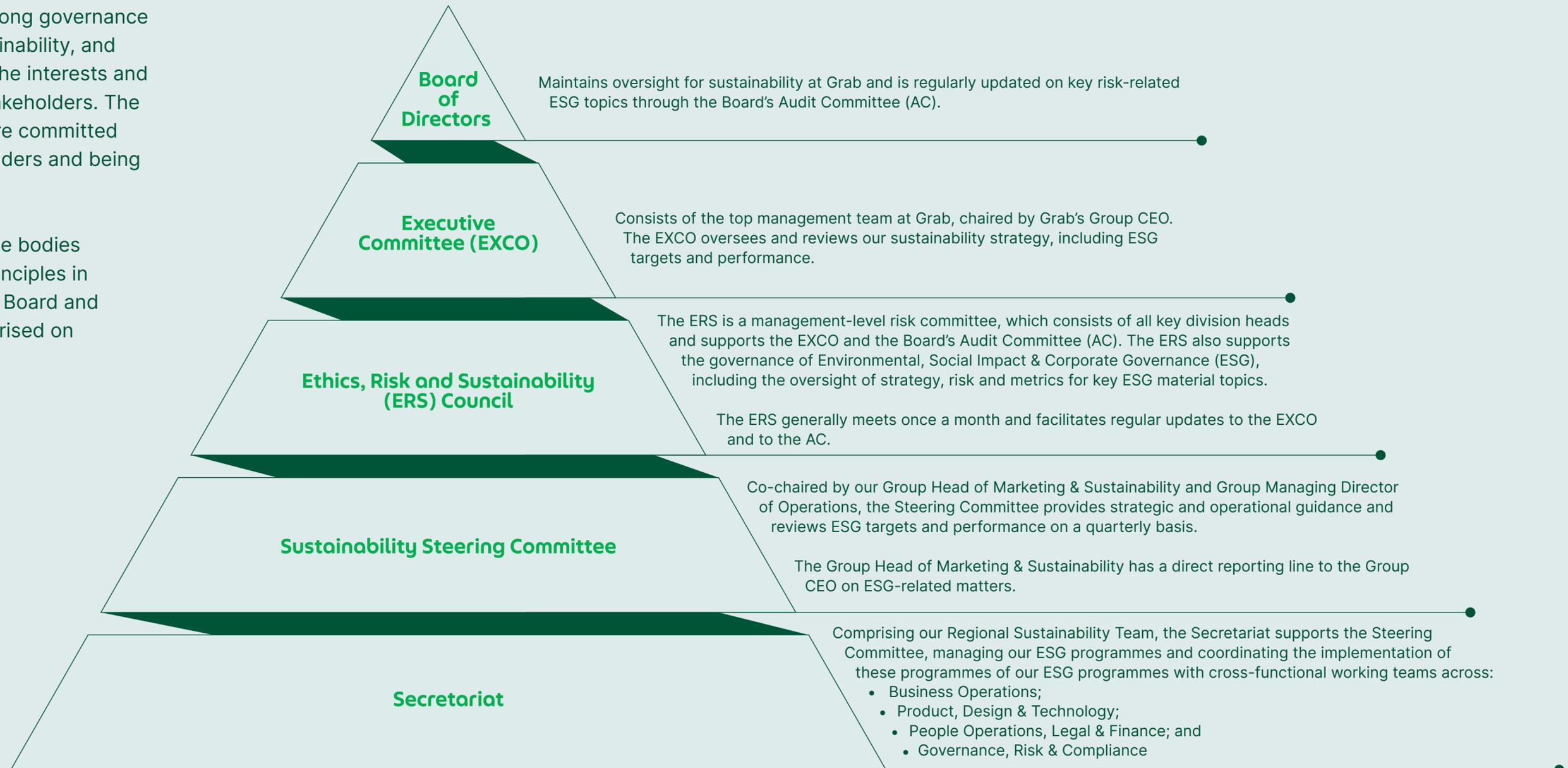
We prioritise which stakeholders to engage based on the significance of our impact on them, as well as their level of influence and interest in our business. The following table lists our key stakeholders, some of the common ways through which we engage with them, and the priority concerns raised. These concerns informed our materiality assessment. For each of our identified material ESG topics, our management approach and performance data is disclosed in the subsequent chapters of this report.

Stakeholder group	Stakeholder representative	Priority concerns	Engagement mechanisms	Engagement frequency
<b>Consumers</b>	<ul style="list-style-type: none"> <li>Users of Grab product and services</li> </ul>	<ul style="list-style-type: none"> <li>Safety of Mobility, Deliveries, and Financial Services offerings</li> <li>Protection of data and privacy</li> <li>Accessibility</li> <li>Consumer satisfaction and service level satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>In-app communication or over email</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
<b>Driver-partners</b>	<ul style="list-style-type: none"> <li>Driver-partners and representatives</li> </ul>	<ul style="list-style-type: none"> <li>Benefits, welfare, training</li> <li>Important updates and information</li> <li>Community building and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Townhalls and special events</li> <li>Collecting insights, health pulses, and feedback</li> <li>Trainings and workshops</li> <li>Communication via the driver-partner application, emails, social media</li> </ul>	<ul style="list-style-type: none"> <li>Partner satisfaction surveys</li> <li>Focus group discussions</li> <li>Driver-partner associations meetings</li> <li>Beta testing programmes</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>Grab's employees and management</li> </ul>	<ul style="list-style-type: none"> <li>Compensation and other employee benefits</li> <li>Career development</li> <li>Organisational updates</li> <li>Financial and sustainability performance of the company</li> </ul>	<ul style="list-style-type: none"> <li>Performance appraisals and compensation reviews</li> <li>Employee engagement survey</li> <li>Internal employee communications and updates (e.g. email updates, global as well as functional townhalls)</li> <li>Internal mobility</li> </ul>	<ul style="list-style-type: none"> <li>Learning and development</li> <li>Tracking of team engagement and motivation</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>Investors in Grab</li> </ul>	<ul style="list-style-type: none"> <li>Financial and ESG performance of the company</li> <li>Transparency of disclosures</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly financial results announcements</li> <li>Annual general meetings</li> <li>Investor conferences and meetings</li> </ul>	<ul style="list-style-type: none"> <li>SEC filings and forms</li> <li>Company website</li> </ul>
<b>Merchant-partner</b>	<ul style="list-style-type: none"> <li>Merchant-partner</li> </ul>	<ul style="list-style-type: none"> <li>Delivering training, merchant-partner participation in campaigns for growth</li> </ul>	<ul style="list-style-type: none"> <li>Via account managers</li> <li>In-app communication</li> <li>Email, webinars/conferences</li> </ul>	<ul style="list-style-type: none"> <li>Focus group discussions</li> <li>Partner satisfaction surveys</li> </ul>
<b>Public sector</b>	<ul style="list-style-type: none"> <li>Governments</li> <li>Local government regulatory authorities</li> <li>International organisations, research institutes, and educational institutes</li> </ul>	<ul style="list-style-type: none"> <li>Environmental, social and economic compliance</li> <li>Regulatory compliance practices</li> <li>Labour practices</li> <li>Health and safety performance</li> <li>Data regulation</li> <li>Industry issues such as digitalisation</li> </ul>	<ul style="list-style-type: none"> <li>Industry consulting representations</li> <li>Programmes, discussions, and collaborations with governments and regulators</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>As needed</li> </ul>

# Sustainability Governance

Grab has established a strong governance structure to oversee sustainability, and ensure accountability for the interests and concerns raised by our stakeholders. The Board and Management are committed to listening to our stakeholders and being responsive to their needs.

We have set up governance bodies to embed sustainability principles in our business, and that the Board and Management are kept apprised on sustainability matters.



# Covid-19 Response

We contributed **US\$20 million** towards Covid-19 vaccinations.



= US\$1 million worth of vaccinations donated

The Covid-19 pandemic disrupted communities across Southeast Asia as more transmissible variants of the virus spread across the region<sup>14</sup>.

In the face of these new waves, Grab **facilitated vaccinations** and **provided financial assistance** for our partners who were impacted by the pandemic. As a result of our efforts, over 95% of our driver-

partners are fully vaccinated in a majority of the markets we operate in<sup>15</sup>. We also **supported medical frontliners**, and took measures to ensure the **health and safety** of those using our platform.

<sup>14</sup> [A worrying new wave of covid-19 is hitting South-East Asia](#), The Economist, 2021  
<sup>15</sup> In Singapore, Indonesia, Philippines, Malaysia, Vietnam and Cambodia.

# Covid-19 efforts around the region

The prolonged pandemic has altered the way we live and transformed business models and consumer behaviours. Looking ahead, we are hopeful about recovery in the region and the return of normalcy as vaccination rates climb, restrictions loosen and travel resumes. We are committed to building on this recovery to ensure a stronger and more resilient Southeast Asia.

16 In Singapore, Indonesia, Philippines, Malaysia, Vietnam and Cambodia.

17 Based on an online survey that reached 3,232 driver-partners who received help from Grab in facilitating vaccination, conducted by NielsenIQ from 23 December 2021 to 3 January 2022 in Indonesia, Malaysia, Singapore, Vietnam, Philippines and Thailand.

18 Based on an online survey that reached 1992 driver-partners who received assistance from Grab through Covid-19 period, conducted by NielsenIQ from 23 December 2021 to 3 January 2022 in Indonesia, Malaysia, Singapore, Vietnam, Philippines and Thailand.

19 A joint venture of medical portal created by Ping An Good Doctor and Grab.

20 Held from June 2021 to January 2022.

21 From 27 August to 4 December 2021.

22 Financial assistance was available in all of Grab's eight markets, but varied across countries.

23 Plasma from donors who recovered from COVID-19 may contain antibodies that could help suppress viral replication.

24 Available in all markets, and consists of safety features such as contactless deliveries, updated health and safety policies such as mandatory face masks, as well as the provision of transport hygiene kits.

25 GrabCar Protect is also available in the Philippines, Indonesia, Myanmar and Cambodia.

## Vaccination

- In 2021, we committed up to US\$20 million through the GrabForGood Fund, to provide free Covid-19 vaccination for Grab partners, particularly those not covered by national vaccination programmes.
- Over 95% of our driver-partners are fully vaccinated in a majority of the countries we operate in<sup>16</sup>.
- 98% of driver-partners were satisfied with Grab's vaccination facilitation<sup>17</sup>.
- 90% were satisfied with the assistance that Grab provided during the pandemic<sup>18</sup>.
- Grab sought to increase vaccine access and knowledge.

### Indonesia

Grab worked with Indonesia's Ministry of Health and Good Doctor Technology Indonesia<sup>19</sup> to set up and run vaccine centres in nine cities across Indonesia. These vaccine centres allowed recipients to walk in, or for those on cars and motorbikes to drive-through. This helped to accelerate the distribution of vaccines, allowing those at high risk of infection to get their vaccines quickly. From February to December 2021, Grab has assisted in the distribution of vaccines in more than 54 cities and districts throughout Indonesia to more than 580,000 people.

### Malaysia

Grab supported the government's efforts in vaccination roll-out as a corporate partner in Malaysia's National Covid-19 Immunisation Programme. We raised awareness about Malaysia's vaccination programme through the Grab app, and provided discounted rides for senior citizens. In June 2021, we partnered with the Selangor state government to encourage vaccination by providing rebates for travelling to vaccination centres via Grab.

### Philippines

In May 2021, Grab launched the GrabBayanihan Vaccination Support Programme to help increase vaccine access and education for Filipinos. This included the "Vacc to Normal" Campaign<sup>20</sup>, which was an awareness drive together with the government, offering prizes and rewards to encourage Filipinos to get vaccinated. In August 2021, Grab and the Makati City Government launched a vaccination centre to vaccinate frontliners. The facility vaccinated up to 400 economic frontliners per day<sup>21</sup>.

## Financial Assistance

- Grab provided financial assistance<sup>22</sup> to our driver-partners, particularly those who caught Covid-19, to alleviate their financial concerns of not being able to work.
- By providing financial assistance, we helped to encourage those who had contracted the virus to stay home and curb the spread of Covid-19.

### Singapore

Grab provided over S\$4 million to merchant-partners who had been impacted by the pandemic through rebates, and over \$900,000 in financial assistance for driver-partners who had to serve government-mandated quarantine to supplement the loss of income. We also reimbursed the rental fees of those who rented their vehicles from us, committing over S\$1 million in 2021.

### Indonesia

OVO, Grab's fintech arm in Indonesia, has facilitated the disbursement of over USD\$529 million from Indonesia's stimulus programme that benefited 3.6 million people since 2020. The Kartu Prakerja initiative was aimed at providing professional development training and social assistance for job-seekers impacted by the COVID-19 pandemic. In 2021 alone, we disbursed USD\$243 million.

## Supporting medical communities

- As healthcare systems and frontline healthcare workers came under pressure during the pandemic, Grab stepped in to support the healthcare needs of our communities.

### Indonesia

Grab donated 1,000 oxygen concentrators and 1,000 oxygen cylinders tanks needed for the treatment of Covid-19 patients to 56 hospitals in response to a shortage of these equipment in Indonesia. Grab also donated one million doses of vitamins to the healthcare workers, and helped to boost the donations of convalescent plasma<sup>23</sup> by providing 10,000 free rides for those travelling to the donation sites.

### Thailand

We provided GrabFood discounts for medical frontliners in five government hospitals, so that they could get their meals conveniently while they managed the busy situation in the hospitals. Around 300,000 discounts were redeemed from 12 May to 30 June 2021.

### Cambodia

Grab donated 8,000 sets of Personal Protective Equipment for frontline workers including polyethylene protective gowns, KN95 masks, bouffant caps and shoe covers.

## Health and Safety

- Grab implemented measures to reduce the spread of the Covid-19 virus, such as providing testing and consultations for our driver-partners suspected of coming down with the virus. We also continued GrabProtect<sup>24</sup>, a suite of safety and hygiene measures, to minimise risks of the spread of COVID-19 on our platform.

### Myanmar

Grab implemented an initiative to provide free teleconsultation for our driver-partners experiencing Covid-19 symptoms.

### Vietnam

We launched the GrabCar Protect service<sup>25</sup> in Ho Chi Minh City, which required all participating driver-partners to be vaccinated and undergo regular rapid testing for Covid-19. Users were also encouraged to pay cashless via card or Moca e-wallet to minimise physical contact.

# Creating Positive Social Impact



## Creating Positive Social Impact

# Socioeconomic Impact

As Southeast Asia's leading superapp, we seek to facilitate economic growth and uplift those in vulnerable economic positions, helping these individuals to have a means to earn a living. We also seek to build resilient small businesses and strong communities in the region.

This ambition is fundamental to our triple bottom line philosophy, that what is good for business should also be good for our communities and the environment. As we grow, we seek to ensure that our success has a positive impact on communities we operate in.

We aim to deliver positive socioeconomic impact and empower all within the Grab ecosystem in three ways:

### **Economic Empowerment**

Enabling greater economic participation in the digital economy.

### **Social Empowerment**

Contributing back to society in meaningful ways.

### **Financial Empowerment**

Widening access for financial services for all in Southeast Asia, especially the unbanked, underbanked, and underserved.

## Creating Positive Social Impact

# Economic Empowerment

Our driver- and merchant-partners earned **US\$8.9 billion** through our platform in 2021<sup>26</sup>, a 24% increase from 2020.

**Through our platform, we are enabling everyday entrepreneurs with opportunities to earn an income.** Supporting economic empowerment in this way has become more important due to the economic shocks resulting from the global Covid-19 pandemic. In particular, the need to go online has created many challenges for small businesses.

To support livelihoods in communities across Southeast Asia, we are focused on **expanding opportunities for our partners** through our different business segments. We continue to **bring small businesses online** and ensure that they are able to **thrive on our platform**, by helping them leverage technology **to expand their customer reach**.

**Over 4 million** registered merchant-partners and GrabKios agents on our platform as of 31 December 2021

**Over 680,000** small merchant-partners<sup>27</sup> joined Grab in 2021, a 13% growth year-on-year

In 2021, the average order values of small merchant-partners grew by **16% year-on-year**

<sup>26</sup> 'Driver-partner earnings' is defined as the fare, bonuses, tips and fees, net of commission. 'Merchant-partner earnings' is defined as the total order bill, including taxes charged by the restaurant/merchant net of commission, Grab advertising spend and promotion costs.

<sup>27</sup> Small merchants refers to businesses that are non-chain, non quick service restaurants across our GrabFood and GrabMart offerings.

# Expanding opportunities for partners

The pandemic has transformed the way millions shop, eat and live. We have adapted to these new norms by expanding our GrabMart and GrabKitchen offerings to meet the needs of our consumers.

In 2021, Grab expanded GrabMart in Indonesia, Singapore, Philippines, Malaysia, Thailand and Vietnam to meet growing demand for grocery deliveries amidst COVID-19 restrictions. We signed partnerships with leading retailers including Big C in Thailand, Lotus's in Malaysia and S&R Membership Shopping in the Philippines.

We also increased the number of GrabKitchens<sup>28</sup> regionally to 75 in 2021, up from 61 in 2020. These expansions supported the entry of our merchant-partners into new locations, and, as a result, provided more earning opportunities for Grab's driver-partners.

Grab also tapped on government schemes to expand the earning opportunities for our merchant-partners. In Thailand, for example, we joined the 50:50 co-funding scheme launched by the government where eligible users get a 50% discount on the food cost. Grab worked quickly to integrate our system, so that we could boost sales for our merchant-partners. On average, merchant-partners saw about 50% growth in sales during the period that the scheme ran, from October to December 2021.

We also participated in the Shop Malaysia Online programme, which is part of the Belanjawan 2021 initiative by the Malaysian government, offering a 50% discount on GrabFood. The initiative was co-funded by Grab, the Malaysian government and merchant-partners, and benefited around 15,000 merchant-partners with about 20% uplift in gross merchandise value.



## Kim Bolete

GrabMart Shopper  
Philippines

*I shared a video introducing Grab and GrabMart on social media, and since then, several people have asked me about the service. I wanted to showcase Grab because working as a shopper has not only helped me financially but professionally as well. Because of my daily exposure to different types of customers, I was able to hone my communication skills a lot.*



<sup>28</sup> GrabKitchen is available in Indonesia, Thailand, Philippines, Singapore, Vietnam and most recently, Malaysia.

# Bringing small businesses online

Grab works with local governments to help digitalise small businesses at scale and spur economic growth. This ranges from facilitating the licensing process for businesses, to coordinating the sale of agricultural products beyond their usual markets as a result of the pandemic.

## Indonesia

One struggle that small businesses face in digitalising is in navigating business licensing.

In May 2021, Grab supported the development of the Indonesian government's new integrated business licensing system and educated our GrabFood merchant-partners on how to obtain these new licences using the system.

Restoran Karim Tandoori CT House is one of the merchant-partners who is part of Malaysia's GrabFood small business programme. Prior to the restaurant's digitalisation, the owners had set up their shop in various locations, but faced several challenges, such as the lack of customers and the difficulty of finding reliable staff for multiple shops. When they eventually decided to concentrate their efforts back at their first location, footfall was low, which eventually pushed them to go online.

## Malaysia

The GrabFood Small Business Programme was launched in May 2021 to help small businesses learn digital tools to grow online.

The programme included providing small businesses with their own website for free up till 31 December 2021, and webinars to equip them with knowledge and insights on how to grow their business on Grab.

## Vietnam

In June 2021, we established a partnership with the Vietnamese government to support the digital transformation of Vietnam's agricultural sector.

We launched the GrabConnect project, connecting local agricultural producers with consumers across Vietnam. The first GrabConnect programme focussed on lychees in the Bac Giang province, saving the seasonal fruits that would have been exported if not for pandemic-related constraints.

## Thailand

In Thailand, we continued to partner with the Ministry of Agriculture and Cooperative and Ministry of Commerce (MOC) to support farmers who were unable to sell their fruits at the local wet markets or export the fruits due to the pandemic.

Building on the success of the partnership in 2020, Grab supported the distribution of the seasonal fruits, such as mangosteens, for more than 1,000 small merchant-partners in 2021.



### Mohammed Karim and Siti Nur Aisyah

Owners of Tandoori CT House  
Malaysia

*We had never used the internet before, or owned a computer. But we believed we could do it, and so with a second-hand laptop and some guidance from a friend, we became a GrabFood merchant-partner. You could say technology saved us twice, when we first went online, and again when the MCO [Malaysia's movement control order due to the pandemic] hit. So now, we constantly do what we can to promote ourselves online.*



## Accelerating the digital transformation for small businesses across Indonesia

In Indonesia, 99% of all businesses are small businesses, but only 21% have any digital presence<sup>29</sup>. To help address this discrepancy, Grab has embarked on a new partnership with Elang Mahkota Teknologi Tbk (Emtek Group), to accelerate digitalisation and create opportunities for millions of small businesses and everyday entrepreneurs in Indonesia.

As part of the partnership, Grab and Emtek Group hosted an accelerator programme targeting small businesses located in less developed cities in Indonesia, providing them with guidance and support to grow their businesses, including business mentorship.

100 small businesses from five cities were selected for the accelerator programme last year.



### Airlangga Hartarto

Coordinating Minister for Economic Affairs of the Republic of Indonesia

*We hope that the collaboration between Grab and Emtek Group will create a positive impact on Indonesia's economic recovery and accelerate a more equitable digital economy in the country. Hopefully, the synergy between Grab and Emtek Group will support Indonesia to be one of the big five digital economy countries in the world by inclusively embracing MSMEs, including providing technology that is friendly to all people, including people with disabilities, women, and MSMEs in frontier, outermost and least developed regions.*



### Aditya Llyan

Owner of Mixology Coffee Indonesia

*I gained a lot of knowledge around marketing, branding, finance and legislation from the accelerator programme. With this knowledge, I hope to expand my business gradually, open a new branch and be able to help people around the area.*



<sup>29</sup> According to Indonesia's [Ministry of Cooperative and Small Medium Businesses](#).

# Enabling small businesses to thrive on our platform

Bringing small businesses online is only a first step. Once online, Grab seeks to ensure these small businesses are able to thrive in the digital world, by equipping them with business-ready tools and insights through our GrabMerchant app and providing them with training and networking opportunities to boost their businesses.

## Enhancing the GrabMerchant platform

We pushed out more tools on the GrabMerchant platform in 2021 to help merchant-partners monitor business performances, access customer reviews and chat with customers.

### GrabMerchant Menu Insights

In 2021, we launched GrabMerchant Menu Insights, which provides merchant-partners with insights on the performance of their GrabFood menus. The feature also provides suggestions, such as potential bundles that could increase order sizes.

### GrabAds

GrabAds is a tool for merchant-partners to maximise brand exposure, engagement and conversions. Merchant-partners are able to reach more customers easily through targeted ads on our platform.

GrabAds has proven particularly effective for small merchant-partners, delivering **600% return on every dollar spent**<sup>30</sup> through the tool in 2021.



## Leveraging the Grab ecosystem

We also leverage the Grab ecosystem to benefit our merchant-partners, finding ways to help them grow their business.

### 'Shopping' icon

Grab launched the 'Shopping' icon in June 2021. The e-commerce function boosts the discoverability of GrabPay merchant-partners<sup>31</sup> amongst our consumers by highlighting them in the app. Consumers can browse offers and purchase directly from the merchant-partners' websites.

### Annual GrabNEXT Conference

Between August to November 2021, we ran our second annual GrabNEXT Conference, which was attended by over 10,000 merchant-partners from across Singapore, Indonesia, Thailand, Vietnam and the Philippines. During the conference, we shared app enhancements and insights into emerging trends in the region.

### GrabMerchant Commerce

In Singapore, we launched a web store builder to help small businesses easily set up their e-commerce business. Grab also offers tailored support in areas such as marketing and brand development, as well as operational support in customer relationship, inventory and logistics management.

<sup>30</sup> Assisted gross merchandise value (GMV) generated from ads over the amount spent on ads.

<sup>31</sup> In Singapore, Malaysia, Philippines and Vietnam.

## Testimonials from our merchant-partners

Blooms: By M. was one of the businesses that set up their website through GrabMerchant Commerce. The preserved flowers and gift shop was opened by Michelle He who strives to provide affordable flowers for everyone.



### Michelle He

Owner of Blooms: By M.  
Singapore

*When extending our online presence with a website, we decided to partner with GrabMerchant Commerce and we have been very happy with the dedicated service from Grab. When faced with issues, Grab assigned us with someone to help with the process, and the team also checks in with us periodically to ensure our website runs smoothly. Our customers are also able to use GrabPay, which allows them to earn points and offset their next purchase, presenting a win-win situation for us and our customers.*



For others, being on the Grab platform was a lifeline for their businesses, especially with the impact of Covid-19. Businesses like Lykke Yogurt, which is based in Bangkok, Thailand, tapped on tools like GrabAds when many of the restaurants and hotels that the Greek yogurt shop catered to closed down.



### Lynn, Khemika Jiwapornthip and Lilly, Kheminee Kiatsampan

Co-Founders of Lykke Yogurt  
Thailand

*Since our revenue mainly comes from deliveries now, GrabAds helped us to spread awareness quickly and acquire new customers, who might not otherwise have been able to find us on Grab. Our average daily sales grew by almost three times! We are very happy with the results we got, and like that GrabAds gives us full control – we can set our budget so that we do not overspend.*



Creating Positive Social Impact

# Social Empowerment



We aim to **double the number of marginalised individuals** earning a living on our platform by 2025.

Through our platform, marginalised groups are able to engage and participate in society. We are committed to **doubling the number of marginalised individuals who earn a living on the Grab platform by 2025**, up from the 2,100 persons with disabilities (PWD)<sup>32</sup>, who are doing so currently.

We also seek to **uplift communities through research and education** because we believe that knowledge is a key to unlocking a more empowered society. We launched [Tech For Good Institute](#) (TFGI) to drive dialogue on technology in society and support the grooming of talents through education programmes and partnerships around the region.

<sup>32</sup> Grab driver-, merchant-partners and Kios agents with disabilities and who have had at least one transaction on our platform within the year of 2021.

# Empowering persons' with disabilities

In a regional survey of PWD driver-partners, 73% reported that they maintained or increased their earnings by working with Grab<sup>33</sup>. 80% of PWD driver-partners said they felt fulfilled and satisfied with life by working with Grab<sup>34</sup>.

Charles Thin who was born deaf and is mute, and can only communicate through sign language, was one such PWD who found fulfilment through working with Grab. When his father passed away from cancer when he was 15, Charles had to assume the responsibility of taking care of his mother and younger sister, including leaving school to find a job to supplement the family income. After trying many different jobs, he eventually became a Grab-driver in July 2017 and has been driving since. Now married with two young children, Charles is working towards buying a small two-storey house for himself, and sending his girls to college.



## Charles Thin

PWD driver-partner of more than four years  
Malaysia

*There are not many job opportunities for deaf people. But once I got my driving licence, I realised I could apply to become a Grab driver. But I wasn't sure my application would be accepted. When I was invited to the onboarding session, I was given one-on-one training. That's when I knew I had Grab's support. For me, driving is a way to be free. To explore. And now, to be financially independent.*



<sup>33</sup> Based on an online survey that reached 108 driver-partners with disabilities, conducted by NielsenIQ from 23 December 2021 to 3 January 2022 in Indonesia, Malaysia, Singapore, Philippines and Thailand.

<sup>34</sup> Based on an online survey that reached 108 driver-partners with disabilities, conducted by NielsenIQ from 23 December 2021 to 3 January 2022 in Indonesia, Malaysia, Singapore, Philippines and Thailand.

# PWDs on Grab



## PWDs earning a living through Grab

**>2,100** active PWDs<sup>35</sup> earning a living on our platform

**73%** reported that they maintained or increased their earnings by working with Grab<sup>36</sup>

**80%** of PWD driver-partners said they felt fulfilled and satisfied with life by working with Grab<sup>37</sup>

**48%** of PWD driver-partners surveyed reported an increase in their earnings by working with Grab<sup>38</sup>

To create new beginnings for those who typically do not have the means to earn a living, we have set a new target to **double the number of marginalised individuals who earn a living on the platform by 2025.**

## App features to ensure accessibility for PWDs

### As consumers:

We are committed to designing and building experiences that work with assistive technologies and adapt to unique needs.

 Improved colour contrast and action button design to enable visually impaired consumers to more easily navigate the app.

 In-app notification to a driver-partner that the passenger is visually impaired and requires assistance for pickup or travels with a guide dog.

 **GrabAssist**, an offering that allows consumers with mobility issues to book rides with driver-partners trained in providing specialised assistance to them. Features include GrabAssist Plus, which allows wheelchair or Personal Mobility Aid consumers to book wheelchair-accessible vehicles. Through a range of mobility offerings, we provide PWDs with more accessible transportation options, allowing them greater independence.

 In 2021, Grab embarked on an accessibility audit with Microsoft to assess the friendliness of our app for PWD consumers<sup>39</sup>.

### As partners:

We ensure that PWDs are able to join our platform and navigate their income opportunity with minimal difficulties.

 Customisable delivery radii for PWD partners so they can deliver food or groceries within a comfortable distance.

 In-app notification to inform the consumer that the driver-partner has a disability and prompt the consumer to communicate with, or receive the order in a location that is accessible to the driver-partner.

<sup>35</sup> Grab driver-, merchant-partners and Kios agents with disabilities and who have had at least one transaction on our platform within the year of 2021.  
<sup>36</sup> Based on an online survey that reached 108 driver-partners with disabilities, conducted by NielsenIQ from 23 December 2021 to 3 January 2022 in Indonesia, Malaysia, Singapore, Philippines and Thailand.  
<sup>37</sup> Based on an online survey that reached 108 driver-partners with disabilities, conducted by NielsenIQ from 23 December 2021 to 3 January 2022 in Indonesia, Malaysia, Singapore, Philippines and Thailand.  
<sup>38</sup> Based on an online survey that reached 108 driver-partners with disabilities, conducted by NielsenIQ from 23 December 2021 to 3 January 2022 in Indonesia, Malaysia, Singapore, Philippines and Thailand.  
<sup>39</sup> As a start, the audit assessment is limited to the consumer app on Android.

## Partnership with APSN

In 2021, Grab signed a two-year Memorandum of Understanding (MOU) with Singapore's social service agency APSN to prepare students with mild intellectual disability with vocational opportunities.

As part of the MOU, Grab will work with APSN to help train students with mild intellectual disability with skills needed in the food and beverage as well as retail sectors. Grab will also look at providing work attachment and employment opportunities at Grab-managed operations, including GrabKitchen and GrabMart.

The two-year programme aims to benefit around 400 special needs students under APSN.



### Subash Lazar

Principal of ASPN Delta Senior School  
Singapore

*Employment opportunities for Persons With Disabilities (PWDs) has been steadily rising in Singapore, as employers embrace inclusivity and also become more aware of the strength and capabilities of the special needs population. As a post-secondary vocational training institution, Delta Senior School (DSS) is always proactively looking to expand the employment possibilities for our students.*

*With the increased leveraging of food delivery services by our current population, we at DSS felt that incorporating specific training and the creation of a food delivery services via an educational cum training app, will hold our students in good stead to understand the demands of the food delivery services scene and also expand their own job horizons.*



# Uplifting communities through research and education

Grab believes in driving dialogue and partnerships to grow technology capabilities in the region.

## Tech For Good Institute (TFGI)

In October 2021, we launched the non-profit think tank to advance research and dialogue on Southeast Asia's fast-growing digital economy. It is aimed at driving digital inclusion by encouraging public and private sectors to come together and study, discuss and develop capabilities to enhance policy understanding and design.

## Grab Future Unicorn

Grab ran the first round of its Future Unicorn Apprentice programme in Vietnam in April 2021. The programme aims to groom Vietnam's future business leaders. The two-year apprenticeship programme selected five talents, and trained them by giving them the opportunity to lead important projects at Grab Vietnam.

## Grab Campus Apprenticeship

Grab supported the Kampus Merdeka programme<sup>40</sup> in Indonesia through the Grab Campus Apprenticeship, which aims to develop young talents. The six-month programme, which started in August 2021 saw 95 young Indonesian students offered roles in five of Grab's divisions.

The students received coaching and were involved in managing projects during the programme.

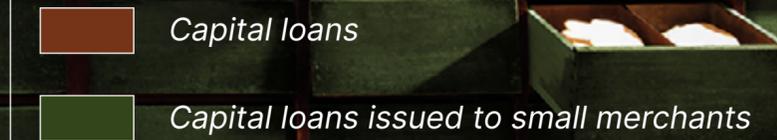


<sup>40</sup> The Kampus Merdeka Programme was initiated by the Ministry of Education, Culture, Research and Technology, Republic of Indonesia to give Indonesian students an opportunity to gather working experience.

## Creating Positive Social Impact

# Financial Empowerment

Over 60% of Grab's working capital loans issued in 2021 were to small merchants.



Millions in Southeast Asia, including our driver- and merchant-partners, are either unbanked or underbanked. Ensuring that individuals and businesses have access to financial products and services is vital to reducing poverty and boosting prosperity in Southeast Asia.

Grab Financial Group (GFG) continues to find ways to make financial products and services accessible,

affordable and secure for all in Southeast Asia, providing financial services<sup>41</sup> and solutions in six of our major markets. Grab looks to enable financial empowerment in a responsible, sustainable and inclusive way.

In 2021, Grab continued to **provide access to capital** for small businesses, partners and consumers, to bring about millions of new beginnings; whether it is a small business

taking out a loan to finance an expansion or a driver-partner borrowing to advance his child's education.

We also **accelerated GrabPay acceptance** by Southeast Asians merchants by deepening partnerships with global payment platforms and regional payment gateways, and introduced PayLater, our Buy Now Pay Later (BNPL) product in Singapore and Malaysia.

<sup>41</sup> Types of financial services offered differ from country to country.

## Grab's Financial Products and Services

### Payments



The region's move towards a cashless society has been spurred by the pandemic in a bid to minimise the spread of the virus.

GrabPay is a cashless payment system offered by Grab that aims to give consumers a more rewarding experience, and merchants an avenue to further grow their business, through its various offerings like the GrabPay Wallet, GrabPay Card, and PayLater.

Grab's e-wallet is available in Singapore, Malaysia, Philippines, Vietnam and Indonesia<sup>42</sup>.

In 2021, the number of merchant-partners onboarded to GrabPay<sup>43</sup> grew by

**72%**  
year-on-year

### Lending



Grab provides loans to partners within our ecosystem who do not typically have access to such financial services.

Microloans for our driver-partners are available in six of our markets<sup>44</sup> and for small merchant-partners in Singapore, Thailand and Philippines. We also offer loans to our consumers in Singapore, Malaysia and Philippines.

We have various forms of lending instruments, ranging from direct cash loans to instalment options.

Amount of loans disbursed to small businesses in 2021 increased by more than

**5X**

Amount of loans disbursed to driver-partners in 2021 increased by more than

**2X**

### Investments



Grab offers an investment product, Autoinvest, to our consumers in Singapore, who range from new to experienced investors. We will continue to roll out products aimed at enabling Grab consumers to grow their investments and earn returns even as they use the Grab platform.

The AutoInvest<sup>45</sup> pool grew by almost

**3X** in 2021

### Insurance



Grab offers 11 types of insurance policies across our six major Southeast Asian countries for our driver-partners and consumers. The majority of the policies transacted over our platform are innovative microinsurance policies such as pay-per-trip insurance or insurance with fractionalised premiums.

Number of transacting users grew more than

**2X** in 2021

<sup>42</sup> The e-wallet is called GrabPay in Singapore, Malaysia and the Philippines; GrabPay by Moca in Vietnam; and OVO in Indonesia.

<sup>43</sup> Includes online and offline merchant-partners.

<sup>44</sup> Singapore, Malaysia, Thailand, Vietnam, Philippines and Indonesia.

<sup>45</sup> A simple cash management product in Singapore.

# Providing access to capital

Access to capital is one of the barriers to growth for small businesses in the region<sup>46</sup>. By partnering with financial institutions and innovating on microloan products, we are able to provide a range of small business and personal loans to our partners to help them with their everyday needs. In 2021, Grab increased the disbursement of loans to small business merchant-partners in Thailand and launched a driver-partner loan instalment programme.

## Small Business Loans

Over 60% of Grab's working capital loans issued in 2021 were to small merchants who typically have difficulty securing loans from traditional financial institutions like banks given their lack of a formal credit history. These small business loans are offered by GFG in Singapore, Thailand, and Indonesia (through OVO), and have helped many small businesses stay afloat and even expand during the pandemic.

In Thailand, Grab created access to approximately US\$85 million in working capital for 18,000 local small and medium businesses through the Merchant Cash Advance offering which uses our proprietary algorithms to manage risks and assess creditworthiness. Launched in November 2020 in partnership with Krungsri (Bank of Ayudhaya PCL), the loans helped restaurants with cash flow issues to break up their monthly fixed costs into daily instalments over four to six months. It is fully automated and online, and easy for eligible merchant-partners to apply.

Nattakarn Khingpat (Mac), owner of Khaw Kaeng Kin Keng, a Bangkok restaurant that offers authentic southern Thai food, said taking out a Merchant Cash Advance with Grab and Krungsri Bank allowed him to scale up his business. With the loan, Mac was able to expand his kitchen and buy more kitchenware to fulfil more orders.



### Nattakarn Khingpat (Mac)

Owner of Khaw Kaeng Kin Keng  
Bangkok, Thailand

*As a first-time restaurant owner, we had 3-4 orders per day when we launched, but within a week after we offered the food delivery service, our orders went up to more than 20-30 per day which generated a continual income growth beyond our expectations. It was surprising as we have not participated in any promotional campaigns but still secured a pleasant outcome everyday. The Merchant Cash Advance allowed us to be able to leverage the growth of our business, without the burden of monthly lump sum payments, which helped us manage our cash flow better.*



<sup>46</sup> [Mico, Small and Medium Enterprise \(MSME\) Finance](#), The World Bank, 2013

## Personal Loans and PayLater options for our driver-partners

For our driver-partners, changes in their cash flow can have a big impact on household expenditure and working expenses.

In Indonesia, some driver-partners face difficulties in finding affordable loan products. To address this, in 2021 Grab rolled out same-day access to loans for pre-selected driver-partners in a fully online process. The product, GrabModal, was developed in collaboration with JULO, a licensed P2P lender and digital credit provider<sup>47</sup> **and allowed us to offer microloans to more than 250,000 driver-partners in Indonesia.** More than half of all eligible partners took up the loan, with a majority of driver-partners using the loans to grow side businesses, buy daily necessities and pay for their children's education fees.

In 2021, we launched Shop Now Pay Later, for eligible driver-partners in Singapore, Malaysia and Vietnam, which provides driver-partners with instalment plans for purchasing items such as smartphones, groceries, vehicle parts and other necessary goods or services at a discount.



### Firmansyah

Driver-partner who took GrabModal loans Indonesia

*I can use it for my mother's medical expenses and children's education. The response from JULO and Grab is very fast. I also don't have to bother to deposit here and there to pay because my balance is automatically deducted.*



### Phan Huu Tien

Driver-partner who used Shop Now Pay Later Vietnam

*I managed to purchase a new smartphone through Shop Now Pay Later and appreciate that Grab offers such programmes. My purchase is divided into daily instalments, which is very convenient and reduces the upfront cost which can be quite taxing, especially for us drivers.*



<sup>47</sup> JULO is licensed and supervised by Otoritas Jasa Keuangan, the Financial Services Authority of Indonesia.

# Accelerating GrabPay Acceptance

GrabPay is a cashless payment system offered by Grab to allow more people to make digital payments and transact online. In 2021, we established several key partnerships to accelerate GrabPay acceptance across the region. We seek to build a payments platform that is safe, convenient and rewarding for our consumers. GrabPay includes several offerings, like the GrabPay Wallet, GrabPay Card, and most recently, PayLater by Grab, which we introduced in 2021.

## Partnerships with global payments platforms and gateway partners

In 2021, Grab announced partnerships with global payment platforms Adyen and Stripe, and regional payment gateways such as 2C2P and Asiapay. These partnerships were aimed at making it easy for a wide group of merchants to offer GrabPay and PayLater on their online sites.

## PayLater by Grab

In 2021, Grab introduced PayLater by Grab, our flagship Buy Now Pay Later (BNPL) product to Singapore and Malaysia. PayLater gives consumers the flexibility of paying for their ecommerce transactions the next month or in four interest-free instalments, while earning rewards from Grab. We partnered with major brands such as Lenovo, Zalora and Agoda to offer PayLater with Grab to their shoppers, allowing their shoppers access to interest-free instalment payments for their purchases.



## Creating Positive Social Impact

# Partners' Welfare

We have upskilled over **780,000 driver-partners** on GrabAcademy in 2021.

For many people across Southeast Asia, the digital economy provides an accessible and flexible means of earning a living, but this is not without its challenges. As one of the largest providers of gig work opportunities in the region through our superapp, we [aim to build a sustainable and beneficial gig economy in Southeast Asia](#) by engaging in dialogue with stakeholders and a commitment to six key principles for our driver-partners.

To further promote partner welfare, we offered more than 130 upskilling courses through GrabAcademy for driver-partners to enable them to upskill.

We launched GrabAcademy for our merchant-partners in July 2021 to train our merchant-partners on the skills needed to thrive online. We also signed **two key partnership agreements with Mastercard and IFC** to provide relevant training opportunities in digital and financial upskilling for merchant-partners.

Aside from training, we also aim to foster a sense of community amongst our partners. We drive engagement through townhalls, small group gatherings, and festive celebrations. We continue to listen to our partners' interests and concerns, and provide them with practical benefits that can help improve their overall quality of life.

# Building a sustainable gig economy in Southeast Asia

In 2021, Grab shared its vision for [building a sustainable gig economy in Southeast Asia](#) through robust dialogue with stakeholders and a commitment to 6 key principles for our driver-partners.

## Our Principles

### Personal and professional development and career transition

We commit to facilitate upskilling and reskilling programmes, collaborate with governments and the industry to help our partners professionalise in their current roles or develop new skills.

### Insurance protection

We provide work-related accident insurance coverage for our partners to protect them from accidents and incidents that may arise in the course of their work.

### Savings

We encourage our partners to participate in national savings schemes, where these exist, and provide practical benefits that help them save on the road.

### Preserve flexibility

We commit to preserve our partners' ability to choose when to work and how much to work based on their preferences.

### Fair work conditions

We commit to provide fair work conditions for our driver-partners by ensuring a safe environment, promote inclusion, be transparent with our codes of conduct<sup>55</sup>, ensure earnings are paid out in a timely manner, and ensure our partners have a voice, so that they can communicate their concerns and engage with us.

### Sustainable earnings

We commit to nurture a marketplace that enables our partners to earn an income that is competitive, and being transparent on expected earnings ranges so that all potential partners can make an informed choice.

## Our Commitment

## Our welfare initiatives and benefits provided

**GrabAcademy** is a dedicated learning platform for our partners.

- More than 130 upskilling courses<sup>48</sup> available for driver-partners.
- Over 780,000 driver-partners completed upskilling courses in 2021 on GrabAcademy<sup>49</sup>.

We form **partnerships** that provide quality content to our partners:

- Digital, financial, small business training with companies such as Mastercard and Microsoft.
- Vocation training with governments and educational institutions.

67% of driver-partners who have taken an upskilling course from Grab felt that it allowed them to **expand their job opportunities**<sup>50</sup>.

**100%** of our driver-partners are covered by Grab's personal accident insurance policy.

- Insures them during the trips they make with Grab.
- Provided at no cost.
- Affordable options are available for driver-partners to top-up their insurance coverage.

**Benefits**<sup>51</sup> help driver-partners maximise their earnings:

- Fuel discounts.
- Vehicle maintenance discounts.
- Lifestyle and entertainment benefits.

• App features that **enhance flexibility** for our driver-partners:

- **"My Destination"**<sup>52</sup>: Twice a day, driver-partners can input their destinations when ending work, so that their final trip will be assigned in that direction.
- **Shifts for food delivery-partners**<sup>53</sup>: Option to work only within a given area for shifts, with a minimum earning guarantee during that fixed period.
- **Booking planner**<sup>54</sup>: Driver-partners can use this to accept advance booking jobs through JustGrab.

**Driver-partners are paid promptly**, with features that support this<sup>56</sup>:

- **Instant Cashout**, which is an on demand request to withdraw cash from their wallets.
- **Incentives auto payment** after the qualifying period has ended.
- **Adhoc payments and adjustments**.

**Multiple two-way engagement channels** with driver-partners including:

- Service centre at Grab Driver Centres.
- Regular townhalls / focus groups.
- In-app surveys.

• Average driver-partner earnings per hour **grew by 16%** year-on-year<sup>57</sup>.

<sup>48</sup> Upskilling and training courses do not include mandatory courses.

<sup>49</sup> There are additional courses outside of GrabAcademy that are not included in this count.

<sup>50</sup> Based on an online survey that reached 2465 driver-partners with who have taken digital literacy, life skills and vocational courses from Grab, conducted by NielsenIQ from 23 December 2021 to 3 Jan 2022 in Indonesia, Malaysia, Singapore, Vietnam, Philippines and Thailand.

<sup>51</sup> Benefits and discounts vary across countries and driver-partner tiers.

<sup>52</sup> Available in Singapore, Thailand, Malaysia and Indonesia.

<sup>53</sup> Available in Singapore, Malaysia and Vietnam.

<sup>54</sup> Available in Singapore, Thailand (Bangkok) and Vietnam (Ho Chi Minh and Hanoi).

<sup>55</sup> Refer to the section on [Platform Safety](#) for more information on how we create a safe environment for our partners.

<sup>56</sup> These are available in all eight markets that we operate in.

<sup>57</sup> Calculated as the average year-on-year change in driver earnings per transit hour across Singapore, Indonesia, Vietnam, Philippines, Thailand and Malaysia over the measurement period, comparing against Q4 2020 and Q4 2021.

# Upskilling our partners

We are committed to upskilling our partners, enabling them to learn new skills to pursue their goals or enrich their lives. In 2021, we extended GrabAcademy to our merchant-partners to help them learn ways to grow their businesses. We also signed numerous partnerships with companies such as Mastercard, as well as local government and educational institutions. These partnerships help ensure that our partners receive training that is high quality and relevant to them.

## GrabAcademy extended to merchant-partners

GrabAcademy is a dedicated training portal for our partners, accessible from our partners' apps. It provides partners a convenient way to find training courses, track their progress, get updates on new courses and reminders to complete a course.

Previously only available for driver-partners, we rolled out GrabAcademy on our app for merchant-partners in six countries<sup>58</sup> in 2021, with courses aimed at helping them improve their businesses on Grab. In the six months that GrabAcademy was rolled out for merchant-partners, more than 250 courses for merchant-partners were offered regionally.



<sup>58</sup> Indonesia, Philippines, Vietnam, Thailand, Singapore and Malaysia.

## Examples of courses available to merchant-partners

### Basic financial literacy

- Understanding your financial statements
- Financial analysis for profitability

### Order management

- How to improve preparation time
- How to lower cancellation rate

### Marketing tips and tricks

- Understand how customers make decisions
- Building your brand

### Covid-19 response

- Assessing your new environment
- Reducing your costs

Justin Yap, a fashion designer based in Kuala Lumpur, Malaysia took some of these courses through GrabAcademy to find ways to improve his business on the Grab platform.



#### Justin Yap

The eponymous owner of his fashion and lifestyle label Justin Yap Malaysia

*The course on offering promotions is a great reminder that consumers are always hunting for deals – even if it's a RM3 discount, they will feel joy in getting a discount. Besides offering deals, I have engaged with influencers, and implemented special promos for new customers and during festive seasons to expand my customer base.*

In 2021, we signed a partnership with the International Financial Corporation (IFC), a member of the World Bank Group, to provide relevant small business financial literacy courses for our merchant-partners.



#### Qamar Saleem

Regional Manager, Advisory Services  
Financial Institutions Group for Asia and Pacific, International Finance Corporation (IFC)

*IFC is committed to ending poverty and boosting shared prosperity and this would only be possible through partnerships with private sector players, such as Grab. Grab's merchant-partners will have access to IFC's world-class training material, resources, and tools—designed to accelerate financial literacy and digital skills among small business owners. IFC expects that this partnership will benefit merchants and micro-entrepreneurs across Southeast Asia and mitigate some of the impact that COVID-19 has had on MSMEs in emerging markets.*

In 2021, we offered more than 130 upskilling courses<sup>59</sup> on GrabAcademy to driver-partners. These courses were completed by over 780,000 driver-partners<sup>60</sup>. This includes the [Microsoft digital literacy programme](#), which remains a popular course for our driver-partners.

<sup>59</sup> Upskilling and training courses do not include mandatory courses.

<sup>60</sup> There are additional courses outside of GrabAcademy that are not included in this count.

# Regional partnership with Mastercard to advance digital and financial inclusion in Southeast Asia

In 2021, Grab signed an MOU with Mastercard aimed at granting our driver- and merchant-partners digital, financial and business skills to help them learn small business skills in order to participate in the digital economy.

The scope of the two-year partnership includes:

## Bespoke training tools for informal workers and small businesses

Mastercard and Grab are co-creating three different training programmes – Small Business Training, Driver Entrepreneurship Training and Driver Financial Literacy Training – targeted at Grab's driver, delivery and merchant-partners.

## Upskilling digital talent access in Indonesia

As part of the Mastercard Academy 2.0 initiative, Mastercard extended its cybersecurity certification programme to Grab's driver-partners and their family members, and business mentorship access programme to driver-partners and merchant-partners.

## Advancing the digital economy through research and dialogue

Mastercard joined Grab's recently established Tech for Good Institute as an advisory board member, to support the Institute's efforts to harness technology for good.



### Tim Murphy

Chief Administrative Officer  
Mastercard

*With technology, the world has never been in a better position to overcome last mile barriers – such as geography, information asymmetry, and access. We have the opportunity to leverage the digital economy to create a more inclusive and equitable society, but we must be intentional in our collective efforts to apply technology as a solution that makes people's lives better. Mastercard is proud to collaborate with Grab to provide upskilling opportunities to*

*hundreds of thousands of gig workers across ASEAN. I am also excited about the recently launched Grab Tech For Good Institute, which will convene policymakers and leaders to co-create action-oriented solutions that advance greater financial resilience and financial health. Together we will expand a digital economy that works for everyone, everywhere.*



## Cybersecurity certification programme in Indonesia

In August 2021, Mastercard and InfraDigital Foundation (IDF), a not-for-profit organisation in Indonesia, opened their Cyber Security Training programme for Grab driver-partners and family members. The 12-week technical certification programme was held in Jakarta and provided learners with technical skills and an internationally recognised certification to increase their job opportunities in the cybersecurity field.

A total of 18 Grab driver-partners and their family members went through the programme, of which 16 received certificates of completion.

Didi Humaidi is a GrabBike partner who participated in the programme. Previously, Didi had already earned a diploma certificate in information technology (IT) and wanted to re-enter the field.



### Didi Humaidi

GrabBike driver-partner  
Indonesia

*I have always been interested in information technology and dreamt of pursuing a career in that field once more. The Grab-Mastercard<sup>61</sup> training programme has been the perfect opportunity for me as it provided me with training and knowledge on the latest tech topics, such as cybersecurity, which I believe would make me more attractive to potential employers. I hope my training allows me to get my foot in the door and I can realise my goal of transitioning back into the IT sector.*



<sup>61</sup> This training programme was delivered in collaboration with Infra Digital Foundation, a non-for-profit organisation in Indonesia's education development sector.

# Partnerships with local governments and educational institutions to expand upskilling opportunities

Apart from tapping on the expertise of other companies such as Mastercard and Microsoft, Grab also works with local governments and educational institutions to expand the upskilling opportunities offered to our partners. This helps us align with and contribute to the national skills agendas of the different countries, ensuring that we are providing relevant training opportunities for our partners.

## Indonesia

In Indonesia, we actively support the government's drive to increase digital literacy across the country. In 2021, we ran two programmes for merchant-partners and the public: 'Siberkreasi', which targets basic literacy level, and 'Digital Talent Scholarship', which targets middle level literacy skills.

The programmes reached more than 12,000 MSMEs.

## Vietnam

In Vietnam, we signed a Memorandum of Understanding with the Directorate of Vocational Education and Training (DVET) of the Ministry of Labour, Invalids and Social Affairs (MOLISA) to jointly expand upskilling opportunities and develop a national occupational skills standard for driver-partners across the country.

## Singapore

In Singapore, we developed a financial literacy programme in partnership with Ngee Ann Polytechnic to help our driver-partners better manage their finances.

As of December 2021, over 3,500 driver-partners have completed the programme.

## Thailand

In Thailand, we partnered with the Bank of Thailand to launch the 'Learning about Finance' series to improve the financial literacy of over 11,000 driver-partners nationwide.



### Naruenat Semsamai

Grab driver-partner who participated in the 'Learning about Finance' course Thailand

*I found the [Learning about Finance] course very interesting, especially for those who are trying to save money. The course taught me how much of my income I should save and also how not to fall into debts. It also shared about investments and other income opportunities, which I found to be very useful. This is my seventh year as a Grab driver-partner and I have always dreamed of being an entrepreneur. This course has taught me the small steps that I can take to reach my goal.*



## Creating Positive Social Impact

# People and Culture

We're committed to increasing the percentage of **women in leadership to 40% by 2030**, up from 34% currently.

Gender distribution in leadership:

 = Male  = Female

At Grab, we recognise that people are at the core of our ability to achieve our mission. Our workplace rests upon two core pillars that ensure employees feel engaged and are able to bring their best to work.

The pillars are **i) human capital development**, where we focus on developing programmes and initiatives to create a high motivation environment, where employees enjoy

their work, derive purpose from it and see their jobs as having potential for growth and **ii) diversity and inclusion** where we are committed to creating and maintaining a diverse and inclusive workplace.

To reflect our commitment to having diverse voices lead Grab, and to ensure that a variety of views are considered when crafting and implementing policies and decisions,

we are committed to increasing the percentage of women on our leadership bench to 40% by 2030<sup>62</sup>, up from 34% currently.

As of 31 December 2021, Grab had 8,834 full-time employees, 229 fixed-term contract employees and 7,282 temporary agency workers.

<sup>62</sup> Our employee gradings start from G1 and extend to G10. Leadership roles are G7 and above.

## Key People and Culture Highlights

### Human Capital Development

We value all our employees and are invested in helping them to grow, improve and develop. We recognise that this is vital to the growth and productivity of Grab.

### Diversity And Inclusion

We are committed to empowering diverse voices in our organisation and ensuring that our employees feel safe, respected and included.

Improvements in our ability to engage and motivate our employees as seen from the results of our last Grabber Engagement Survey (GES)<sup>63</sup>:

**93%** of employees felt proud to work at Grab

**85%** of employees recommend Grab as a great place to work

**82%** of employees found that Grab motivates them to go beyond what they would elsewhere

**Investment in career growth, learning and development:**

**Mentorship & leadership programmes**

to develop employees as they progress within the company

**Creating positive work environment:**

- Flexwork and remote working options during the pandemic
- New campus in Singapore to bring employees under one-roof
- Promoting physical fitness with free virtual online classes
- Mental wellness programmes

**40% women**

in leadership positions by 2030, up from 34% currently.

**Retaining a high gender wage parity index of 0.98<sup>64</sup> :**

A female employee earned 98 cents to a dollar paid to a male employee for performing a similar role at Grab.

**3 Employee Resource Groups**

Groups of employees who support each other together in their workplace based on shared characteristics or life experiences:

**Women at Grab**

**Parents at Grab**

**Pride at Grab (Singapore)**

We aim to **double** the number of employee resource groups by 2025 to drive engagement and inclusion within Grab.

<sup>63</sup> The Grabber Engagement Survey is done twice a year. Results highlighted here were from the latest GES done in the second half of 2021 and was completed by 89% of full-time employees.

<sup>64</sup> Wage parity index is an aggregated ratio of female to male employees' total compensation after taking into consideration role and location differences. The figure considers only full-time employees and does not include OVO. OVO personnel number will be included in subsequent reports.

# Human Capital Development

At Grab, we recognise the importance of investing in our people and culture. In 2021, we implemented a framework that guides our leaders and employees on creating a high motivation environment that gives employees a sense of play, purpose and potential. We want our employees to stay motivated and engaged by finding ways to ensure that they enjoy their work, derive purpose from it and see their jobs as having potential for growth.

## Identity

We encourage our employees to embody ['The Grab Way'](#) in alignment with our 4H principles:



### Heart

To serve our communities and each other



### Hunger

Achieving our mission requires grit and drive



### Honour

Trust in Grab makes our mission possible



### Humility

Acknowledging that we are all a work in progress

## Creating a high motivation environment at



## Teamwork

We encourage teams to practise team habits that create performance through play and purpose.



## Role Model

We train our leaders to inspire through performance, play, purpose and potential.



## Collaborate

We encourage teams to collaborate and not operate in silos.



## Talent Systems

We create systems that motivate learning, team outcomes, and lower economic and emotional pressure.

# Learning and development

We invest in the growth of our employees. We offer coaching-on-demand, LinkedIn Learning, Coursera subscriptions and mentorship programs to full-time employees to help them to develop the necessary skills to grow in their career and personal lives. In 2021, **85% of employees felt they were able to continuously improve due to the access to relevant learning and development programmes**<sup>65</sup>.

<sup>65</sup> Results taken from the Grabber Engagement Survey, done in the second half of 2021 and was completed by 89% of full-time employees.

<sup>66</sup> Our employee gradings start from G1 and extend to G10. Leadership roles are G7 and above.

## Lead The Way programme

Our leaders help bring the Grab Way to life. They seek to build highly motivated and engaged teams where their employees are empowered to do their best work.

To develop the leadership skills of new leaders<sup>66</sup>, we launched the Lead The Way programme in 2021. The five-month programme trains new leaders through 1:1 coaching, interactive forums and panel discussions with other senior leaders. After going through the programme, the leaders are encouraged to create new team habits to encourage high motivation within their teams.

Rita Jararatnam, who leads over 500 employees across different countries, dubbed attending the programme as the best gift to both herself and her team.



### Rita Jararatnam

Head of Customer Support  
Singapore

*Meeting other leaders through the Lead The Way programme allowed me, especially as a woman leader, to discuss common challenges and share our perspectives in a safe space. The support and resources made available to me through this programme helps me make the best decisions for my team, our consumers and myself every day.*



## OneGrab mentoring programme

To help teams build deep connections despite remote work arrangements, Grab launched the OneGrab mentorship programme in late 2020. The four-month mentorship programme connected employees from different seniority, countries, offices and functions to help both parties learn and develop their soft skills.

Mentees were paired with mentors for them to learn from each others' experiences.

As of December 2021, some 600 mentor-mentee pairs have gone through the programme.

Caroline Wong was part of the mentorship programme in 2021. She credits her mentor, Ryan Handoyo, Product Operations Lead for GrabWheels Indonesia, for helping her crystallise important decisions as she moved teams internally.



### Caroline Wong

Regional Brand Marketing Manager  
Malaysia

*The OneGrab mentoring programme gave me the opportunity to meet leaders that genuinely want to grow and nurture others. My mentor, Ryan, empathetically listened and helped me evaluate my situation from a different perspective, allowing me to come to a favourable conclusion with my team move.*



# Creating a positive work environment

We care for our employees and continuously evolve our ways of working to support our employees. At the workplace, we encourage initiatives that foster collaboration amongst teams – the design of our **new Grab campus in Singapore** reflects this.

During the pandemic, we developed **flexible working arrangements** to cater to the needs of our employees while allowing them to perform at their best. We also offered various online programmes to support their **mental wellbeing** during this period of uncertainty and isolation for many.

## Under one roof: OneGrab OneNorth

As we continue to grow our workforce, we seek to strengthen the bonds among employees in order to enhance collaboration. This underpins our decision to bring employees in Singapore, who were previously working in four different offices, under one roof.

Our campus in Singapore practises an 'activity-based working' (ABW) environment, with workspaces that facilitate collaboration within and across teams, while also ensuring that employees have areas where they can perform deep work. The design of the different spaces took into consideration the varied needs of employees as we seek to increase collaboration, productivity and motivation.



## New ways of working: remote working and FlexWork

As the pandemic entered its second year in 2021, many of our employees have not seen their families for months. To enable them to juggle the needs of their family and work, we piloted two flexible work policies.

### Flexible Hours

Allows employees to vary their start and end times to suit their work and personal commitments, as long as they fulfil their daily working hours stipulated in their employment contracts.

### In-Country TeleCommute

Where employees are allowed to work outside of the office, at any suitable and secure workspace within the country, where they currently work.

This builds on existing leave benefits for all employees including parental leave, childcare leave, maternity leave, and even birthday leave which was introduced in 2021.

Our efforts have proven effective, with **81% of employees agreeing that their teams found meaningful ways to stay connected in the current environment, and 90% agreeing that they have the access to the right resources to cope with remote work arrangements**<sup>67</sup>.

We have also extended **cross border remote working arrangements** for expatriate employees to return to and work from their home countries to see their families.

Vijay Pal had been away from his parents for two years, the longest he had ever been away from his home in India. Vijay took the opportunity to tap Grab's remote work options to reunite with his loved ones.



#### Vijay Pal

Senior Site Reliability Engineer of Grab Digibank Singapore

*During this time, I really appreciated being able to be reunited with my family, and took the opportunity to create many memorable experiences that I know I will cherish in the future, such as taking my parents on vacations.*

*The separation due to the Covid-19 travel restrictions was a difficult time and I am grateful that Grab made this happen for me. The remote programme really shows how a Grabber's wellbeing is considered, and this motivates me to deliver my best work.*



<sup>67</sup> Results taken from the Grabber Employment Survey, done in the second half of 2021 and was completed by 89% of full-time employees.

# Caring for our employees' mental wellbeing

Grab cares for the mental wellbeing of our employees. We have numerous wellbeing programmes that are designed to support and equip employees to care for their own wellbeing.

## 2021 Wellbeing Programmes

### Employee Wellness & Growth Microlearning Webinar Series



Equips all employees with the tools to build sustainable habits, develop a growth mindset, and become more compassionate and purpose driven.

### GrabCalm Together



To help employees deal with the ongoing changes and uncertainties, this weekly mindfulness programme allows employees from across different countries to come together online as OneGrab, and we empowered them with tools to be more present, manage their emotions and enhance their mental wellbeing.

### Empathy Circles



Participatory sessions facilitated by mental health professionals, which offer a safe space for employees to share and get practical tips.



### Amirah Amir

Manager of Government Affairs and Co-chair of Women at Grab Employee Resource Group (ERG) Malaysia

*I liked that Empathy Circles gave us the opportunity to open up and be vulnerable with each other, and I believe that it will help build a supportive community and promote a culture of inclusivity at Grab.*



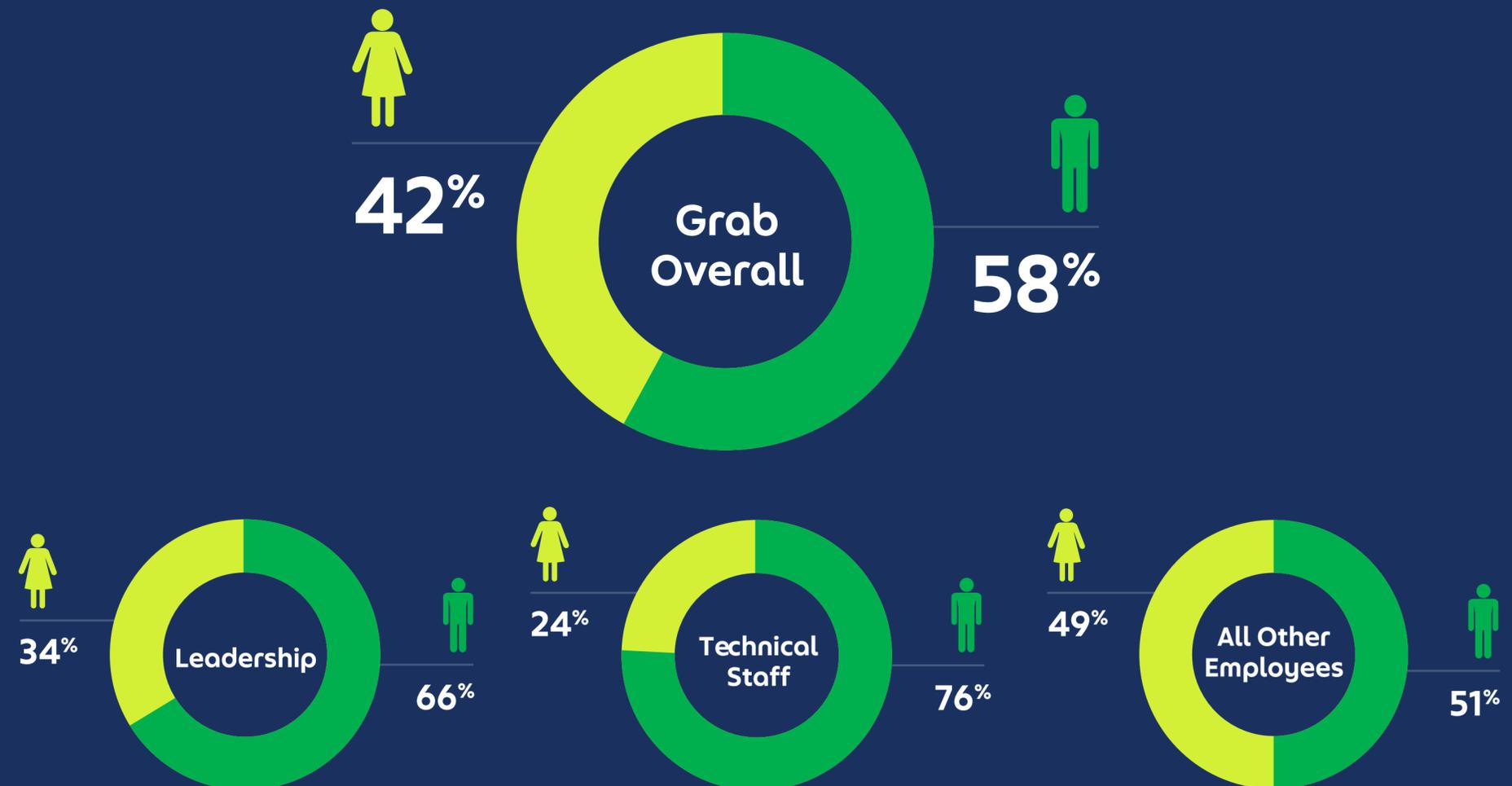
# Maintaining a diverse and inclusive workforce

At Grab, we believe that no two people are the same and we seek to celebrate and respect each others' lived experiences and perspectives. As of December 2021, Grab has employees from 58 nationalities. We believe that having diverse voices, aligned in mission and guided by the Grab Way, will build better products and services for our community.

We are honoured to have our efforts to promote gender diversity recognised by Forbes where we were ranked [96 in the World's Top Female-Friendly Companies](#).

These charts below illustrate the **gender diversity** of our employees across different categories:

## Gender by Employee Category 2021



We strive to create an inclusive environment by using **analytics** to root out unconscious biases, **training** our employees so that they can help maintain a safe and inclusive workplace, and providing employees with **engagement** opportunities through our employee resource groups.

## Using data analytics to root out unconscious bias

Grab is an equal opportunity employer. We are committed to taking proactive measures to ensure that we provide equal opportunities for all employees throughout their employment.

As a data-driven company, our People Analytics team utilises data dashboards to identify and address any unconscious biases that may occur in the process of promotion or performance reviews. This data is monitored and reported to senior leadership on a monthly basis.

## Training employees to ensure a safe and respectful workplace

To enable a truly inclusive workplace that is safe and respectful for all our employees, we implement a mandatory training course for all our full-time employees to develop a common understanding of inclusion at Grab.

## Engagement through our employee resource groups

We launched Employee Resource Groups (ERGs) in late 2020 to help foster strong connections amongst employees. In 2021, we had 3 ERGs at Grab and we plan to double this number by 2025.

### Women at Grab

### Parents at Grab

### Pride at Grab (Singapore)

#### Goal

To enable a safe, inclusive and equitable work environment for women at Grab through policy advocacy and championing culture change.

To create an organisation where parents from different cultures and nationalities can be well supported in their parenting journey.

To build a community of LGBTQ+ Grabbers in Singapore that is visible, inclusive and embraced.

#### Objectives

- 1. Dialogue:** Create visibility and dialogue on gender inclusivity and equity at Grab.
- 2. Community:** Build a supportive and engaged community for Women at Grab.
- 3. Advocacy:** Shape policies to promote a diverse, inclusive, safe and respectful workplace.
- 4. Culture:** Promote a culture of inclusivity and allyship at Grab.

- Create a supportive and engaged **parenting network** at Grab where parents can learn from one another and exchange ideas.
- To build a trove of **internal resources** that Grabbers can access to support them in different phases of their parenting journey.
- To **plug gaps** - in both the material and emotional aspects - to help Grabbers juggle and succeed at work and at home.

- To promote a safe and respectful workplace which supports the **mental wellbeing** of LGBTQ+ Grabbers.
- To ensure **equitable representation, availability of resources and opportunities** for LGBTQ+ Grabbers.
- To build a **supportive and engaged internal community** at Grab for LGBTQ+ Grabbers rooted in empathy and understanding.
- To **empower LGBTQ+ Grabbers** to confidently forge professional networks externally.



#### Ang Soo Kuang

Grab Strategic Engagement Associate  
Singapore

*Grab's ERGs provided opportunities for like-minded individuals to share and support each other. For me, Pride at Grab provided engagement sessions and critical conversations that contributed to the workplace feeling safer and more inclusive, which made me feel more empowered in being my authentic self at work.*

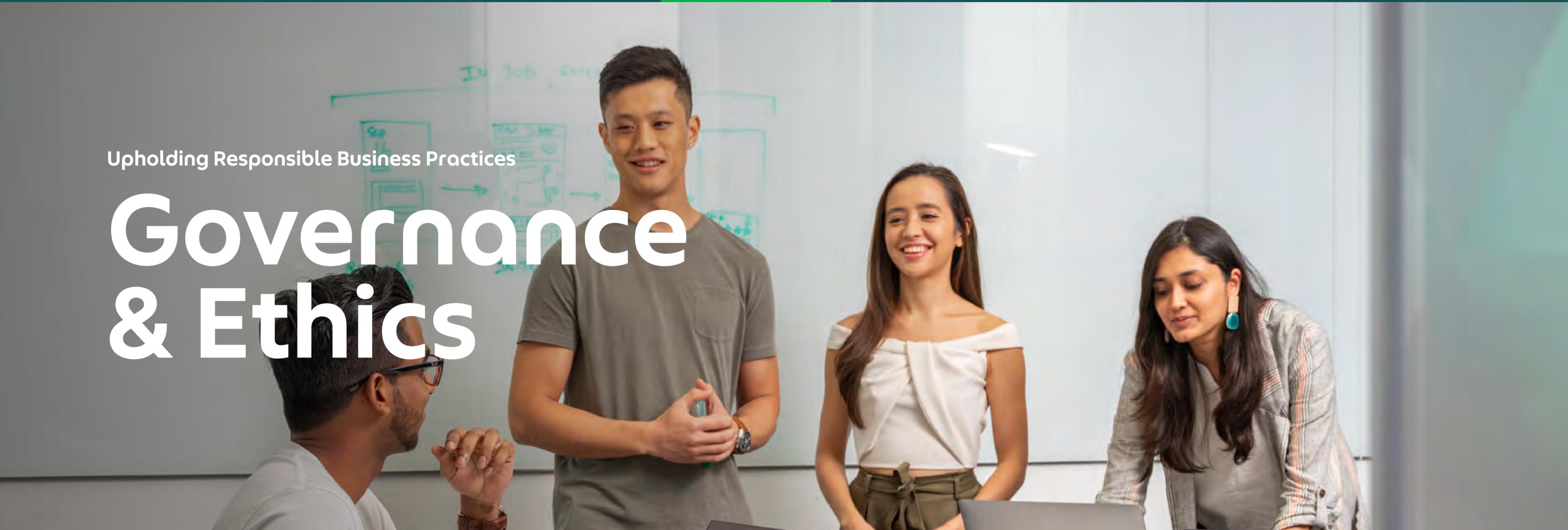


# Upholding Responsible Business Practices



Upholding Responsible Business Practices

# Governance & Ethics



Having a strong corporate governance structure that provides oversight and control of our business is essential to our long-term success and ensures accountability to our stakeholders.

# Our Board of Directors

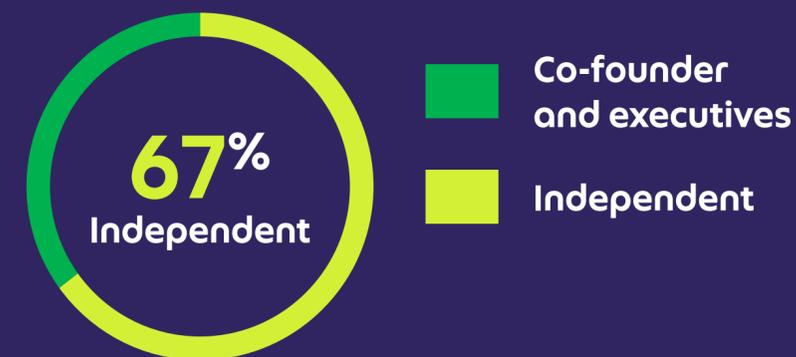
Our Board of Directors is committed to best-in-class corporate governance practices and firmly believes that we must be transparent with, and accountable to, our shareholders with respect to our business strategy, policies and culture.

## Board Profile

Our Board was constructed based on three considerations: Diversity, Experience, and Skills.

Grab recognises that diversity on the Board provides a range of perspectives and insights that can be beneficial for Grab. We maintain an independent majority to foster independent decision-making and mitigate conflicts of interest that may arise.

### Board independence



### Gender diversity



For more information on our Board of Directors, including their profiles, please see the [Board of Directors page on our website](#).

## Board's Conduct of Affairs

Grab has established processes to ensure that our Board members are well supported by accurate, complete and timely information, have unrestricted access to management, and have sufficient time and resources to discharge their oversight function effectively.

Subject to the approval of the Chairman, the directors may seek and obtain independent professional advice to assist them in their duties, at the expense of the Company.

The Board will receive training in material ESG areas such as climate, corporate governance, anti-corruption, and industry-related matters so as to update and refresh them on matters that may affect or enhance their performance as Board or board committee members.

## Board Leadership

The Board is led by Anthony Tan as Chairman of Grab Holdings Limited's Board of Directors. Anthony Tan also serves as Group Chief Executive Officer (CEO) and is the Co-Founder of Grab.

Anthony's leadership both on the Board and as CEO ensures that Grab remains guided by purpose and stays true to our mission. While Anthony and Grab's co-founder serve on the Board, a majority of the Board is independent.

## Board's Committees

To assist the Board in the discharge of its function, three Board Committees have been constituted with clear charters and play important roles in ensuring corporate governance at Grab. The Board is kept updated on discussions of the Committees via circulation of minutes and regular updates at board meetings. The charters are reviewed annually, along with the Board committees' structures and membership, to ensure their continued relevance and effectiveness.

- **Audit Committee** to review and discuss with management Grab's risk exposures including assisting the Board in overseeing Grab's enterprise-wide risk management framework, provide oversight regarding significant financial matters, and oversee Grab's accounting and financial reporting processes including ensuring independent audit.
- **Nominating Committee** to assist the Board in evaluating nominees to the Board and the committees.
- **Compensation Committee** to oversee the compensation of all executive officers and such other functions as assigned by law or the Board.

For more information on our Board Committees, please see the [Corporate Governance page on our website](#).

# Legal & Compliance

We maintain a robust risk management approach that ensures we continue operating with high standards of ethical conduct.

**In 2021, we did not receive any significant monetary fines<sup>68</sup> or significant non-monetary sanctions for non-compliance with applicable laws and regulations.**

We adopt a three-prong approach towards maintaining high ethical standards across our organisation.

## Code of Business Conduct and Ethics

We strive to operate at the highest levels of ethics and integrity, and have articulated our various policies in our [Code of Business Conduct and Ethics](#), which covers our stance on key issues including, but not limited to anti-corruption and bribery (ABC), disclosures, insider trading, business courtesies and gifts, health and safety, as well as conduct in the workplace. We require our third-party suppliers to comply with our [Supplier Code of Conduct](#), which covers topics such as ethics and ABC obligations.

## Transparency

We have engaged an independent third party to maintain our [whistleblowing portal](#) and [hotline](#). These are open to all employees and members of the public. Complaints are reviewed by the team in charge of whistleblowing investigations and if warranted, investigated. Once the investigations are complete, a report is submitted to a Remediation Council for its adjudication on appropriate remediation steps to be taken.

## Training and Communication

We set up virtual learning systems that ensure all our full-time employees undergo mandatory training on ABC. All full-time employees have been trained when they are onboarded, and attend annual refresher training. Regular newsletters are also sent to all Grabbers to ensure they are kept updated and informed on the policies and procedures.

Our Ethics & Compliance team oversees policies relating to anti-bribery and corruption (ABC), and works with the Legal team to help ensure compliance with all applicable local ABC laws. Collectively, our Legal, Public Affairs, Privacy and Ethics & Compliance teams identify, evaluate and manage regulatory risks, including those that impact socio-economic issues such as health and safety, data privacy, anti-trust issues, economic sanctions, financial practices, intellectual property rights, and anti-terrorism financing.

We added training to ensure that our employees are well aware of the behaviours and standards expected of them given our status as a listed company.

<sup>68</sup> Significant monetary fines are defined to be any fines above US\$1,000,000 paid out in the reporting year.

## Business Competition Compliance Programme

In 2021, Grab launched a Business Competition Compliance Programme in collaboration with the Indonesian Commission of Business Competition Monitoring. We became the first technology company in Indonesia to develop a digital interactive training for employees on Indonesia's competition law and partnership regulation. Aimed at the relatively young employee demographics of Grab, we sought to make the training interesting and relevant, steering away from the typical formats of training on business competition compliance.



## Preventing Financial Crime

Grab complies with all applicable regulations regarding Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT). All relevant employees undergo mandatory AML/CFT online training, which includes annual refreshers. Our Compliance team also reviews and takes action on every case that is raised to them. We also continue to invest in and enhance controls to better understand the behaviour of our driver- and merchant-partners and consumers, and to proactively deter bad actors from using our platform.



## Upholding Responsible Business Practices

# Platform Safety

In 2021, we saw a **28% reduction** in road accident rates.

## Road accidents per million kilometres



At Grab, we do our best to ensure the safety of all who use our platform, by maintaining robust policies and features that protect our driver- and merchant-partners and consumers.

We have a comprehensive safety management framework<sup>69</sup> and a dedicated team that evaluates the safety performance and trends to protect the safety of all Grab consumers and partners. **More than 99.99% of our rides occur without any incident<sup>70</sup>**, but we strive

to continually create safe journeys for everyone. In 2021<sup>71</sup>, we saw a 28% reduction in road accident rates<sup>72</sup>, 38% reduction in sexual harassment<sup>73</sup> and 50% reduction in sexual assault<sup>74</sup> incidents. This was partially due to continued driver-partner training and education on critical topics like harassment and defensive driving. Fewer vehicles on the road due to movement restrictions in Southeast Asia during the pandemic also partially contributed to the lower rate of safety incidents.

As our food delivery business grows, we launched several in-app features to help merchant-partners improve food safety. We shared consumer feedback with merchants-partners directly to help them assess issues and self-improve, and took action on those who had consistently high food safety or hygiene incidents.

We also took measures to strengthen our anti-fraud framework, halving the rate of fraud<sup>75</sup> on our platform.

<sup>69</sup> More information on our comprehensive safety management framework can be found on pages 40-41 of the [Grab ESG Report 2020](#).

<sup>70</sup> Defined as all reported and validated road safety incidents across our mobility and delivery businesses, including road accidents, harassments and crimes.

<sup>71</sup> Data from our 8 countries of operation across our mobility and deliveries business segments.

<sup>72</sup> We define road accidents as any accident caused by the driver-partner that occurs on-trip resulting in physical injury to the driver-partner, passenger and/or a third party.

<sup>73</sup> Verbal and non-physical unsolicited sexual advances, requests, or the inappropriate promise of rewards for sexual favours, and verbal bullying or coercion of a sexual nature, which the aggressor or victim could be either consumer, driver or merchant.

<sup>74</sup> Unlawful physical acts that are of a sexual nature. This includes attempted or actual penetration or touching or kissing any sexual body part. We also include sexual misconduct to encompass non-verbal and non-physical behaviour used to obtain sexual gratification against another's will or at the expense of another, which the aggressor or victim could be either passenger, driver or merchant.

<sup>75</sup> Fraud rate is defined as the number of suspicious activities as a proportion of total activities and is calculated for all the 8 markets Grab operates. Suspicious activity includes creating and using dummy accounts and use of location spoofing software for platform abuse including but not limited to abuse of promotion, incentives, rewards, refunds.

# Safe journeys for everyone



Grab's comprehensive safety management framework<sup>76</sup> encourages safe journeys for all who take part in our mobility and deliveries businesses. Our safety protections start before a ride begins, with robust driver screenings and training to communicate our safety expectations on safe driving and other areas including sexual harassment. Measures in place to maintain safe journeys on the road include:

- **Codes of Conduct** are in place to guide all platform user groups through the safe use of the Grab platform. We expect platform users and partner behaviours to meet the expectations set out in these codes of conduct; those who do not may face permanent deactivation or bans from the Grab platform.
  - [Code of Conduct: Driver-Partners](#) for our driver-partners
  - [Code of Conduct: Consumers](#) for users of Grab
  - [Code of Conduct: Merchant-Partners](#) for our merchant-partners
- **Background checks**<sup>77</sup> are conducted for all potential driver-partners.
- **Training** for our registered driver-partners to communicate our safety expectations. All potential driver-partners must complete mandatory training on safe driving and other training modules, including sexual harassment training before they can start driving on the platform.
- **Mobile telematics and in-app safety tools** that help reduce road accidents.

<sup>76</sup> More information on our comprehensive safety management framework can be found on pages 40-41 of the [Grab ESG Report 2020](#).

<sup>77</sup> Background checks on criminal history are done in 7 of the 8 countries we operate in. We are aiming to implement background checks in Cambodia in the near future.

# Road safety performance in 2021

In 2021, the vast majority of rides on our platform occurred without incident. Our **overall road accident rate in 2021 for our mobility and deliveries segments saw a 28% improvement compared to 2020**. The majority of accidents on our platform resulted in injuries that are of a moderate severity. Trends in 2020 and 2021 were heavily influenced by months of movement restrictions across Southeast Asia. Fewer vehicles on the road partially contributed to the lower rate of safety incidents and these trends are likely to evolve as countries reopen more fully.

**Our regional mobility segment continues to outperform the industry benchmark by significant margins.** We benchmark against Singapore's Land Transport Authority (LTA) Quality of Service (QoS) as a yardstick for the region, Singapore being a jurisdiction with high safety standards for its taxi and ride-hailing industry. The QoS measures how well taxi companies manage service quality, including safety indicators. In 2021, our mobility accidents rate was **79% better than the QoS benchmark** of less than 0.5 accidents per 100,000 trips.

## Road Accident<sup>78</sup> and Injuries Severity<sup>79</sup> Rate

Safety Performance	2019	2020	2021
Overall Road accidents per million kilometres <sup>80</sup>	0.252	0.224	0.161
Moderate accidents <sup>81</sup> per million rides	0.0730	0.0718	0.0730
Serious accidents <sup>82</sup> per million rides	0.0211	0.0088 <sup>83</sup>	0.0076
Critical accidents <sup>84</sup> per million rides	0.0064	0.0141 <sup>85</sup>	0.0058
LTA's QoS requirement Road Accidents <=0.5 accidents per 100,000 rides	0.15	0.12	0.07

<sup>78</sup> We define road traffic accidents as any accident caused by the driver-partner that occurs on-trip resulting in physical injury to the driver-partner, passenger and/or a third party. Includes accident data from our mobility and deliveries business segments in Indonesia, Singapore, Malaysia, Vietnam, Thailand, Myanmar, Cambodia and the Philippines.

<sup>79</sup> Includes accident injuries severity data from our mobility and deliveries business segments across in Indonesia, Singapore, Malaysia, Vietnam, Thailand, Myanmar, Cambodia and the Philippines. Excludes pilots and deactivated services.

<sup>80</sup> Includes all accidents that result in minor, moderate, serious or critical injuries.

<sup>81</sup> Injuries that go beyond skin which require outpatient or inpatient treatment. Treatment may include minor surgery defined as minimally invasive procedure(s) with little risk to the person's life. e.g. closed fractures, non-superficial lacerations requiring surgery.

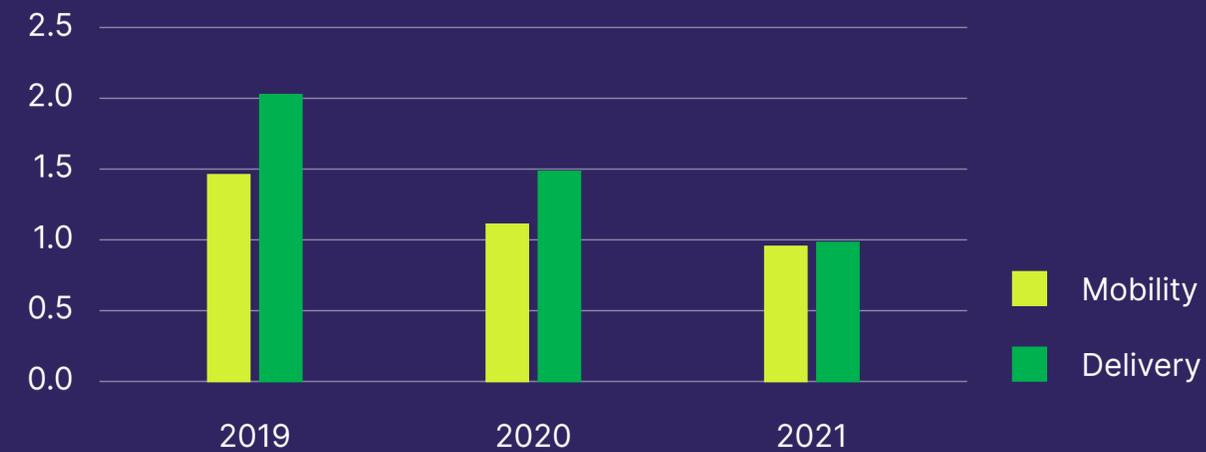
<sup>82</sup> Injuries that require major surgery defined as procedure(s) which requires entering a body cavity, typically of medium to high risk. Injuries do not result in permanent disability and the person has little to no issues returning to pre-injury function. e.g. open fractures, operation on an organ.

<sup>83</sup> Figure restated from Grab's 2020 report due to conclusion of pending incidents at a later date.

<sup>84</sup> Accidents that led to loss of life or permanent disability.

<sup>85</sup> Figure restated from Grab's 2020 report due to conclusion of pending incidents at a later date.

## Mobility and Delivery accidents per million rides



## Deliveries

Grab's delivery business is mainly powered by a two-wheel fleet<sup>86</sup>. However, two-wheel driver-partners are vulnerable road users, at higher risks of injury and fatality compared to four-wheel vehicles. Grab takes proactive measures to put the safety of our driver-partners first. As a result, **our accident rate for our delivery segment<sup>87</sup> improved by 36% year-on-year**, in spite of the strong growth in our delivery business.

Measures to improve safety for delivery partners on the road include:

- Designing reflective prints and tags on delivery gear to increase the visibility of delivery-partners on the roads.
- Providing defensive driving training<sup>88</sup> for new drivers in partnership with ComfortDelGro in Singapore and Yamaha in Thailand to equip them with the right skill sets for delivery.
- Providing a driving safety report in-app, designed for two-wheel driving behaviour. These are customised to the driver, highlighting instances of speeding, poor cornering and harsh braking, to increase awareness of their driving behaviour so they can self-improve.
- Using allocation algorithms to prioritise four-wheel vehicles for large orders (based on weight and dimension), in markets where we have them as part of our delivery fleet, over two-wheel vehicles. We also prioritise four-wheel vehicles for trips that are further.

<sup>86</sup> Approximately 96% of our delivery segment is powered by two-wheel vehicles in 2021.

<sup>87</sup> Includes data from our deliveries business in Indonesia, Singapore, Malaysia, Vietnam, Thailand, Myanmar, Cambodia and the Philippines.

<sup>88</sup> Defensive driving training is the practice of drivers who consciously reduce the dangers associated with driving. This includes handling and reacting to real life scenarios on the road, such as how to handle a sharp corner well, so that two-wheel drivers do not slip and fall. Defensive driving techniques reduce the likelihood of a collision or incident.

# Investing in food safety and hygiene

As Grab's food delivery business grows, we have created a framework to prevent and mitigate food safety incidents in 2021. We identify merchant-partners with repeated food safety incidents and take actions to reduce recurrence.

We also piloted several in-app features<sup>89</sup> to empower merchant-partners to make necessary corrections and improve their food safety, including:

- **Incident Feedback Feature:** This feature allows merchant-partners to view a consumer's feedback on food safety incidents, including photos and comments. The feature helps merchants identify possible root causes and take actions to prevent further incidents.
- **Merchant Quality Score:** This performance management tool provides merchant-partners with an overview of their customer satisfaction and business performance, which helps them to be aware of their operations and service blind spots. The tool highlights the most critical issues, including food safety and provides merchant-partners with tips on how to solve them.

In conjunction with World Food Safety Day on 8 June 2021, Grab partnered with the Food Safety and Hygiene Academy of the Philippines (FoodSHAP) to raise safety, hygiene, and quality standards throughout the food delivery industry. This included conducting food safety training for merchant- and delivery-partners, providing merchant-partners with real-time consumer feedback focusing on food safety and quality, and appointing an internal auditor to conduct food safety and quality audits to ensure that merchant-partners maintain service quality and food safety protocols.



<sup>89</sup> These features have been launched to selected merchant-partners in Singapore, Surabaya, Indonesia and Phuket, Thailand.

# Preventing sexual harassment and assault

Grab has a zero-tolerance policy for sexual harassment and sexual assault on our platform and almost all rides<sup>90</sup> occur without incident. However, in 2021, a very small number of sexual harassment cases and sexual assaults occurred on our platform. We continue to take steps to bring that number closer to zero. Testament to our efforts, we successfully reduced the number of incidents in 2021. Sexual harassment rates were reduced by 38% and sexual assault rates by 50%.

Incident rate (per million rides)	2019	2020	2021
Sexual harassment <sup>91</sup>	0.520	0.452 <sup>92</sup>	0.282
Sexual assault <sup>93</sup>	0.435	0.235	0.117

Grab has in place a series of **preventive measures**:

- 1. Training:** In 2021, we implemented mandatory training and retraining for driver-partners on what constitutes sexual harassment in six countries<sup>94</sup>.
- 2. Strict Policy:** Driver-partners found to have sexually harassed or assaulted a passenger are permanently banned with no appeal. The policy also applies to passengers who sexually harass or assault driver-partners.
- 3. Engagement:** We have regular in-app reminders to driver-partners on what constitutes sexual harassment.

In the event we receive a sexual assault or sexual harassment incident notification, the alleged perpetrator will be suspended pending an investigation. Once the investigation is concluded and the case is conclusive, the perpetrator will be permanently removed from the platform. Post incident care management is also provided to the victim.

<sup>90</sup> Data from our 8 countries of operation across our mobility and deliveries business segments.

<sup>91</sup> Verbal and non-physical unsolicited sexual advances, requests, or the inappropriate promise of rewards for sexual favours, and verbal bullying or coercion of a sexual nature, which the aggressor or victim could be either consumer, driver or merchant.

<sup>92</sup> Figure restated from Grab's 2020 report due to changes in conclusion of incidents at a later date.

<sup>93</sup> Unlawful physical acts that are of a sexual nature. This includes attempted or actual penetration or touching or kissing any sexual body part. We also include sexual misconduct to encompass non-verbal and non-physical behaviour used to obtain sexual gratification against another's will or at the expense of another, which the aggressor or victim could be either passenger, driver or merchant.

<sup>94</sup> Singapore, Malaysia, Indonesia, Vietnam, Thailand, Philippines. We aim to roll this out in Cambodia and Myanmar by the end of 2022. We aim to roll this out in Cambodia and Myanmar by the end of 2022.

# Our Anti-Fraud Framework

As a platform company, we are open to the risk of fraud posed by bad actors and criminal syndicates. Grab seeks to proactively prevent and combat fraud in our platform in order to protect and maintain the trust of our stakeholders. **In 2021, we successfully halved the fraud rate<sup>95</sup> compared to the previous year.**

We have a zero-tolerance policy for fraud, and issue suspensions and bans for consumers and partners who are identified as engaging in fraudulent behaviours such as abuse of marketing promotions or incentives, account takeovers, use of location spoofing software, or attempting stolen credentials for payments on the platform.

Our fraud defensive mechanisms include:

- **Fraud risk management:** Ensuring our products and offerings are comprehensively risk-reviewed before launch.
- **Active fraud detection & prevention:** We actively detect and prevent fraud throughout a product and offering's lifecycle, enabled by our fraud detection systems that can function real-time and offline.
- **On-the-ground fraud intelligence:** We listen to Grab partners and collect fraud intelligence from the ground. We act on tips that come through our [Fairplay programme](#) where our driver-partners can anonymously submit reports on suspected fraudulent activities. This feedback is valuable in helping us improve our prediction and prevention of fraud risks.

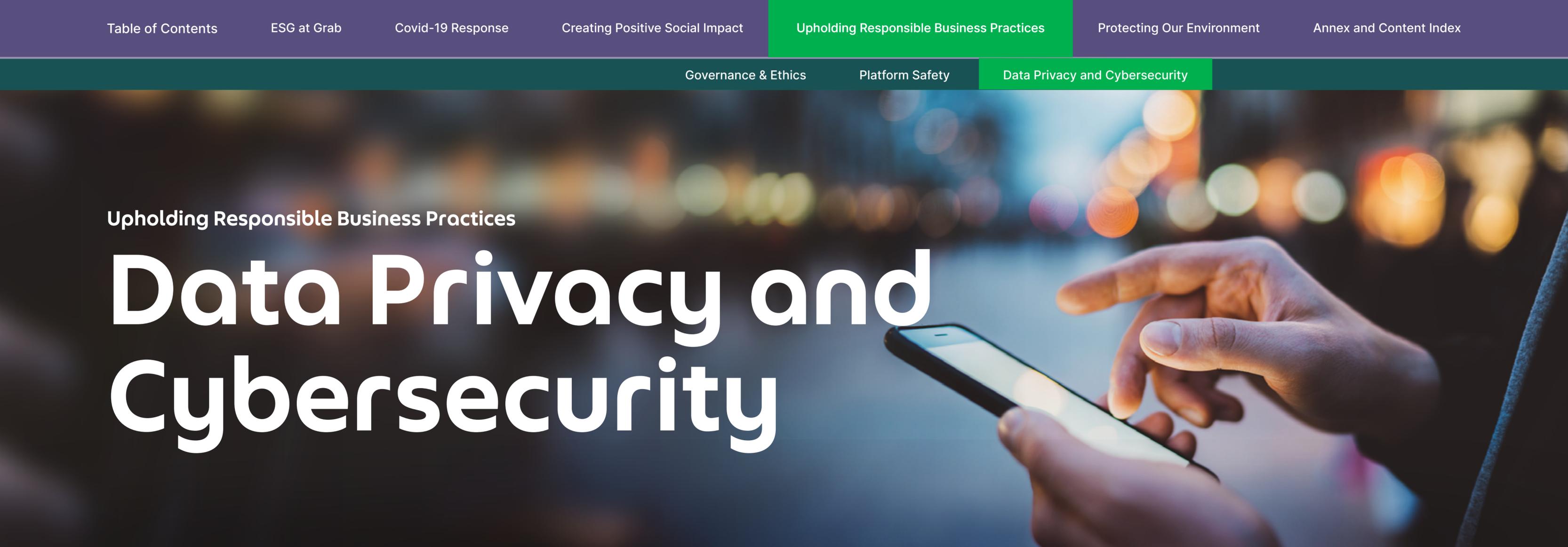
## A.I. in Fraud Detection

Leveraging our strength in technology, we use a combination of machine learning methods to automatically sift through millions of data points to uncover fraudulent patterns. Our algorithms incorporate signals from different sources, such as registration information, transactional history, behavioural insights and sophisticated graph models. This allows us to continuously monitor and adapt our tactics to stay ahead of fraudsters. Using these algorithms, our systems make more than 20 million risk decisions everyday in real-time. The technology is supported by investigators, subject matter experts, and intelligence gatherers who ensure that there is a feedback loop into the algorithms, so that there are minimal defects in the decision making.

<sup>95</sup> Fraud rate = Suspicious activities as a proportion of total activities and its calculated for all the 8 markets Grab operates. Suspicious activity includes creating and using dummy accounts and use of location spoofing software for platform abuse including but not limited to abuse of promotion, incentives, rewards, refunds etc.

## Upholding Responsible Business Practices

# Data Privacy and Cybersecurity



At Grab, data privacy and cybersecurity are strategic priorities, fundamental to our business. We are continuously strengthening and investing in our data privacy and cybersecurity measures to safeguard all users of our platform.

All Grab employees<sup>96</sup> and contingent workers<sup>97</sup> undergo mandatory cybersecurity and data privacy training and an annual refresher so they are well-informed of our policies and practices. In 2021, we achieved a **training completion rate of 100%** for our full-time employees on these topics.

In 2021:

- We received **zero substantiated complaints** made by third-parties or regulators that are significant in scale and impact concerning breaches of customer privacy<sup>98</sup>.
- We secured the first of seven Data Protection Trustmark (DPTM) certification for Grab Singapore.
- We performed five Payment Card Industry Data Security Standards (PCI DSS) re-certifications across different Grab Entities (e.g. GrabTaxi, GrabPay, GrabLink, Moca).

<sup>96</sup> This includes both full-time and part-time employees.

<sup>97</sup> This includes external hires, agency workers, advisors and manpower performing managed services.

<sup>98</sup> This includes any breaches concerning the unauthorised collection, processing and/or disclosure of personal data.

# Data Privacy

We strive to uphold high standards and implement strict protocols on the storage, handling and protection of our employees', consumers', and partners' data.

Our approach to data privacy is underpinned by our "**Privacy by Design**" framework. Through this philosophy, we embed privacy and data protection into every new product or feature from the conceptualisation and design phase, through its entire lifecycle.

Our Data Privacy Framework is based on these four tenets:

## Notification and Obtaining Consent

We aim to notify and obtain consent of our consumers and partners when we collect their personal data and we inform them of what we would be doing with their personal data.

## Protection and Safe Custody of Personal Data

We seek to provide and implement reasonable security arrangements to protect personal data. For example, this includes physical access controls and logical access controls to personal data.

## Retention For No More Than Necessary

We endeavour to cease the retention of personal data, through anonymisation, disposal or other suitable means, when there is no longer a legal or business need for us to retain the personal data.

## Transparency

We aim to provide users with clear information on how we collect, use, process and disclose personal data. Our [Privacy Notice](#) is publicly available on our websites, and so is the contact information to reach out to our Privacy Office.

Our Privacy Office reviews the global regulatory landscape and best practices to maintain robust data privacy control, and our Internal Audit and Risk Assurance teams provide evaluations and assurance on the effectiveness of these control measures.

In 2021, we secured the first of seven **Data Protection Trustmark (DPTM)** certification for Grab Singapore. The DPTM is a voluntary enterprise-wide certification for Singapore-based organisations to demonstrate accountable data protection practices. The certification validates our commitment to put in place responsible data protection practices.

# Cybersecurity

We work hard to protect our networks, systems, and data from potential cybersecurity threats.

We have a well-defined cybersecurity programme that is reviewed and updated on an annual basis, taking into consideration internationally recognised cyber security frameworks such as **National Institute of Standards and Technology (NIST)** and **ISO 27001 Information and Security Management**.

In 2021, we performed five **Payment Card Industry Data Security Standards<sup>99</sup> (PCI DSS)** re-certifications across different Grab Entities (e.g. GrabTaxi, GrabPay, GrabLink, Moca) which enables us to accept and process credit card transactions and meet security expectations from regulators and payment processors. Grab's PCI DSS certifications validates our commitment to maintain high standards for the storage, processing and transmission of cardholder data.

Our Cybersecurity Team continuously reviews the changing landscape of cyber threats and regulations, and updates our systems and policies to maintain effective security measures. We are subject to internal and external audits on a periodic basis to verify the effectiveness of our security measures and our approach is also in strict compliance with applicable cybersecurity laws and sector-specific requirements imposed by regulators.



<sup>99</sup> PCI DSS is the global data security standard adopted by payment card brands for all entities that process, store or transmit cardholder data and/or sensitive authentication data.

# Protecting our Environment



## Protecting Our Environment

# Greenhouse Gas Emissions

Transitioning to low emission vehicles<sup>100</sup> to achieve carbon neutrality by 2040.



Southeast Asia is a geographically diverse region of thousands of islands and peninsulas teeming with biodiversity. It is home to lush tropical rainforests, beautiful coasts and dense mangrove swamps. It is also a region of tremendous economic growth that is projected by the Association of Southeast Asian Nations to become the world's fourth-largest economy by 2030.<sup>101</sup>

While this economic growth is likely to drive prosperity in the region, it is also likely to accelerate climate change<sup>102</sup>. As a triple bottom line company, Grab believes that business, society and the environment are intricately linked. Therefore, as we take strides to grow our business, we will prioritise managing our environmental impact and do our part to combat climate change.

In 2021, we have set a goal of becoming **carbon neutral by 2040**<sup>103</sup>. Climate change is one of the greatest challenges facing humanity today. It is expected to have a disproportionate impact on Southeast Asians due to the region's economic reliance on agriculture and the impact of rising

sea levels on coastal communities. Our journey to carbon neutral will not be an easy one. It takes into account the challenges of our region and the different factors influencing the implementation of our roadmap.

We plan to achieve our target by transitioning Grab's rental fleet to low emission vehicles and encouraging our partners to do the same; running our operations on renewable energy; implementing sustainable business and technology practices; and investing in carbon removal programmes that offset residual carbon from Grab's ecosystem.

To achieve our carbon neutrality target, we have to collectively address the hurdles preventing a swift transition to low emission vehicles in Southeast Asia, namely the development of affordable vehicles fit for ride-hailing and delivery, a clean energy grid and electric vehicle infrastructure.

Overcoming these obstacles will require concerted government and industry investment and development, and we are optimistic we can play a positive role in facilitating and accelerating this process in the region.

Today, Grab has a number of climate change-related initiatives in place. In 2021, we rolled out a feature that lets consumers offset their carbon emission from their rides. We also made a switch to power all our corporate offices<sup>104</sup> with 100% renewable energy sources<sup>105</sup>. In addition, to strengthen our commitment, we signed onto the Climate Neutral Now Initiative<sup>106</sup>, which aims to encourage organisations to contribute towards a climate neutral world by 2050. Our work in this area is only just beginning. We are committed to taking action, innovating and collaborating with public and private stakeholders to deliver on our environmental commitments. Together, we can foster climate security, economic prosperity and social stability in Southeast Asia for generations to come.

**Anthony Tan**

Group CEO and Co-Founder

<sup>100</sup> Includes Battery Electric Vehicles, Extended Range Electric Vehicles, Plug-in Hybrid Electric Vehicles, and Hybrid Electric Vehicles.

<sup>101</sup> [ASEAN State of Climate Change Report](#) (ASEAN, 2021)

<sup>102</sup> [Southeast Asia and the economics of global climate stabilization](#), Asian Development Bank, 2015

<sup>103</sup> Applicable where we provide ride-hailing, delivery and financial services through our existing subsidiaries under

our operational and management control. Grab's roadmap and targets are set in consideration of future business growth. We utilised data from 2019 as the baseline for absolute greenhouse gas emissions as 2020 and 2021 was materially impacted due to COVID-19 movement restrictions, where our business saw a significant decrease in our mobility services, the most material contributor to our carbon footprint.

<sup>104</sup> Singapore, Cambodia, China, India, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, Vietnam, Romania,

and the United States.

<sup>105</sup> From unbundled Renewable Energy Certificates (RECs).

<sup>106</sup> [Climate Neutral Now](#) was launched by the United Nations Framework Convention on Climate Change (UNFCCC) to encourage organisations to contribute towards a climate neutral world by 2050.

# Carbon Neutral by 2040

We have developed a decarbonisation strategy and roadmap based on the mitigation hierarchy, where we first implement strategies for reducing emissions, before neutralising our residual emissions.

## Our Road to a Greener Future

Grab has outlined the milestones we hope to achieve over the next two decades through our four main levers. As a priority, we will **support the transition to low emission vehicles** by encouraging our driver-partners and switching our fleet from petrol engines. We will also roll out campaigns to drive awareness about environmental sustainability among our key stakeholders.

### 2021

#### Immediate Term



All Grab corporate offices<sup>107</sup> are powered by 100% renewable energy<sup>108</sup>.



100% Grab-owned 2-wheel rental vehicles in Indonesia are low emission vehicles.

### 2030

#### Medium Term



100% low emission vehicles for ride-hailing in Singapore in support of the Singapore Green Plan 2030.



Net zero operational carbon for all premises occupied and under direct control (including our operation hubs and data centres), as a member of [EP100](#).

### 2040

#### Long Term



Carbon Neutral

Residual emissions will be offsetted through our carbon avoidance and removal programmes while we continue our pursuit towards fully electric vehicles<sup>109</sup> (EVs) and reducing our emissions further.



#### Nirarta Samadhi

Director  
WRI Indonesia

*WRI Indonesia is proud to work with Grab on its decarbonisation journey. Together we are working to decarbonise the urban areas of Indonesia through renewable energy utilisation, electrification of vehicles and tree-planting. We look forward to our continued collaboration, to protect the environment and mitigate the effects of climate change, as part of private, public and non-profit stakeholders collaboration to effect change and seek solutions in the abatement and removal of emissions.*

<sup>107</sup> Singapore, Cambodia, China, India, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, Vietnam, Romania, and the United States.

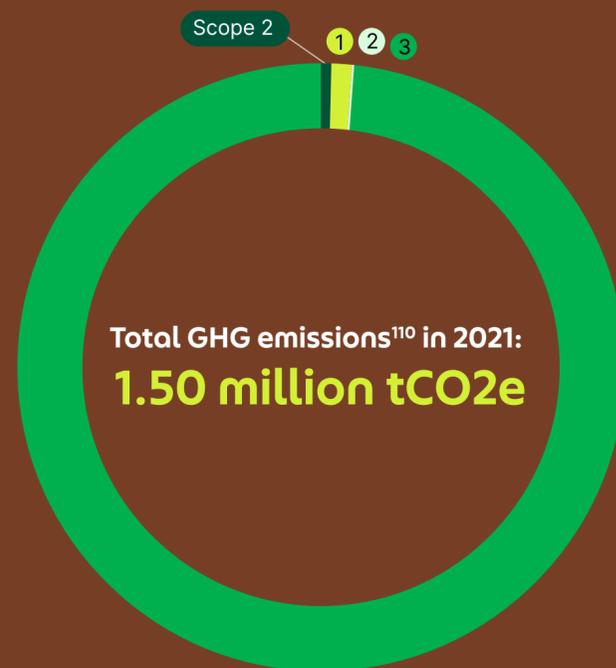
<sup>108</sup> From unbundled Renewable Energy Certificates.

<sup>109</sup> Fully electric vehicles refer to vehicles with an electric motor instead of an internal combustion engine (e.g. Battery Electric Vehicles).



# Our Carbon Neutral Levers

Grab measures our GHG emissions annually. Understanding our footprint informs our decarbonisation strategy, so that we concentrate our efforts in areas that can have the greatest impact. The bulk of our emissions come from our transportation activities that result from the mobility and delivery businesses that our platform provides.



We identified four main levers with the potential to make the most significant impact in reducing our GHG emissions.

## Transitioning to Low Emission Vehicles

To reduce emissions from the use of sold products, Grab focuses on supporting our driver-partners in transitioning to low emission vehicles by partnering governments and industry players. We also aim to transition the vehicles we own and rent to driver-partners.

### Scope 2<sup>111</sup>

Purchased Electricity	0.72%
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### Scope 3

1 Purchased Goods & Services, Capital Goods <i>Procurement spend</i>	3.02%
2 Business Travel <i>Employees' flights and hotel stays</i>	0.07%
3 Use of Sold Products <i>Mobility and Delivery activities</i>	96.20%

While emissions beyond the use of sold products account for less than 4% of our total emissions, Grab looks at areas we have direct influence, which allow us to make immediate moves towards more sustainable operations.

## Renewable Energy for Grab's Premises

Grab plans to power the electricity needs of our premises with renewable sources to reduce our emissions associated with our electricity usage.

## Sustainable Business & Technological Practices

Grab strives to harness technology to optimise our operations and be good stewards of resources.

Residual emissions that cannot be reduced through our other levers will then be offset through our carbon avoidance and removal programmes, while we continue our pursuit towards having our fleet be run on fully electric vehicles and reducing our emissions further.

## Carbon Avoidance & Removal Programmes

Grab will invest in high quality carbon offsets in Southeast Asia and explore carbon capture solutions. We aim to educate our consumers and empower them to manage their environmental footprint through our platform.

<sup>110</sup> This is the total emissions before taking into account the zero emission rate from the purchase of unbundled RECs and emissions avoided through verified carbon credits. Refer to the [Annex](#) for the final emissions calculated. Scope 1 emissions were assessed to be immaterial as stationary combustions and fugitive emissions in Grab's operations are insignificant relative to vehicle emissions. Vehicles used on Grab's platform are owned and/or controlled by our driver-partners, and are considered Scope 3 emissions.

<sup>111</sup> Scope 2 figures presented here were calculated using the location-based method. Both the location-based and market-based methods were used in the final calculations according to the GHG Protocol guidelines. These can be found in the [Annex](#).

# Transitioning to Low Emission Vehicles

Grab recognises that the main source of GHG emissions in our inventory is indirect, coming from the vehicles we put on the road to provide mobility and delivery services. Switching to low emission vehicles, and fully electric vehicles in particular, will allow us to achieve the most significant amount of emission reduction in our operations.

Grab actively participates in and supports conversations with major automakers, energy players as well as governments to build a sustainable and inclusive electrification ecosystem across the region.

## How Grab is tackling the challenges of transitioning to low emission vehicles in Southeast Asia

### Challenges:

#### EV market in Southeast Asia is nascent:

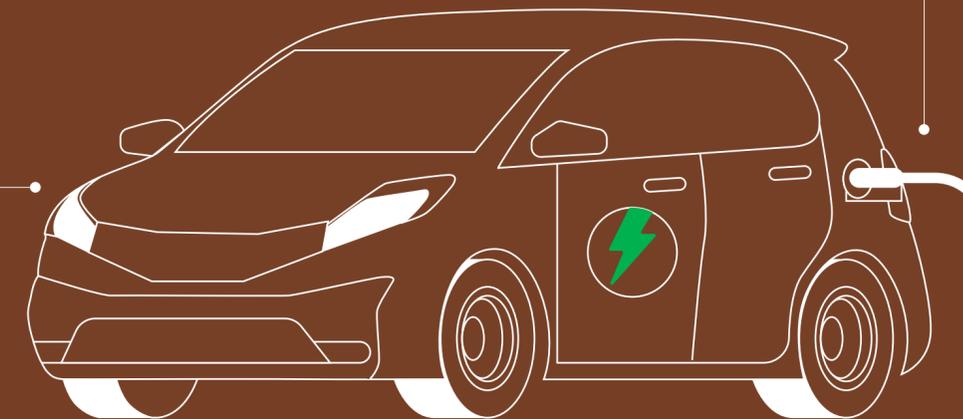
There is a lack of affordable EV models that meet the needs of Grab driver-partners, who need to drive long distances on each charge and need sufficient space to transport passengers, food and goods.

#### Current charging infrastructure is inadequate:

Our driver-partners require fast and convenient charging. Current battery charging for electric cars takes at least 30 minutes even at the fastest charging stations<sup>112</sup>, considerably longer than the time taken to refuel. There are also insufficient charging and battery swapping stations, particularly in smaller cities and towns.

#### Source of electricity:

As EVs require electricity to run, a country's electricity grid plays a big part in achieving emission reductions. A clean energy grid is desirable as EV adoption grows, to mitigate emissions from the electricity grid itself.



We adopt a three-prong approach in our efforts to encourage EV adoption:

#### Drive for Innovation:

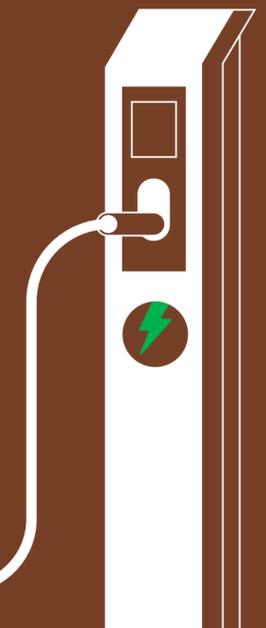
Seek out innovative alternatives that are both safe and fit the needs of our driver-partners and business, in being able to carry passengers and goods.

#### Drive for Economic Viability:

Work with governments/regulators and ecosystem players to ensure that the transformation does not burden our driver-partners and is sustainable over the long-run.

#### Drive for Accelerated Adoption:

Explore viability of EV infrastructure in all markets through studies and pilots to support the holistic development of the EV ecosystem.



<sup>112</sup> Will charging electric cars ever be as fast as pumping gas?, National Geographic, 2021

## Partnerships to promote EV ecosystems around the region

In **Indonesia**, we formed partnerships with various automakers, such as Viar Motor, Kymco and Gesits, to roll out around 8,500 electric vehicles. This puts us in a good position to work with other partners to build up an ecosystem to support EV adoption, including ensuring that battery charging is convenient for driver-partners.

We worked with Kymco to develop Battery Swap Station (BSS) for Grab-owned vehicles. We have deployed six of these in stations owned by Perusahaan Listrik Negara (PLN), Indonesia's state energy company, and ten at Grab premises, such as our Grab Driver Centres and GrabKitchens. These stations allow our driver-partners to conveniently swap out batteries that were low in power for fully charged ones. We will continue to deploy more BSS in 2022.

In **Singapore**, our partnership with SP Group provided cost savings for driver-partners through preferential EV charging rates. We are also partnering on a feasibility study on EV usage behaviours to improve accessibility and utilisation of EV charging stations.

In **Thailand**, Grab formed partnerships with subsidiaries of PTT, Thailand's national energy company, EVme and Swap&Go, to test the product-fit of their electric vehicles.

**Regionally**, we deepened our partnership with Hyundai Motor Group, the multinational mobility provider that includes Hyundai Motor Company and Kia Corporation, in 2021 to accelerate EV adoption in Southeast Asia. Together, we are collaborating on a feasibility study on the total cost of ownership for EVs in Singapore with a focus on addressing the key concerns that will enable EVs to be comparable to Internal Combustion Engine (ICE) vehicles. Grab and Hyundai Motor Group will also explore collaboration in new business opportunities and technologies such as smart city solutions.

## Piloting low emission Grab-owned vehicles

We start our drive towards low emission vehicles with the vehicles we own. In Singapore, we offer subsidised rates when driver-partners rent EVs or hybrid vehicles with GrabRentals. Such vehicles also benefit the drivers as charging costs are lower than refuelling costs. By 2030, we aim for 50% of this fleet to be EVs by partnering with the authorities to raise greater awareness and address EV cost concerns, in line with complementing the government's plan for infrastructural improvements in charging points. Meanwhile, in Indonesia, Grab has a fully electric fleet of around **8,500 EVs**, making us the largest EV fleet owner in Indonesia.

## JustGrab Green: A choice of greener vehicles

In July 2021, Grab launched JustGrab Green as a pilot in Singapore, providing passengers with the choice to be assigned low emission vehicles<sup>113</sup> at no additional cost. According to a survey of millennials in Singapore, an overwhelming majority have shared that they are willing to do their part for the environment<sup>114</sup>. Services like JustGrab Green provide them with the option of choosing a greener ride. The service was first made available to passengers booking a ride from the central region and we have seen encouraging uptake of the service, with **over 150,000 JustGrab Green rides completed in 2021**.

<sup>113</sup> These are of a minimal Vehicular Emissions Scheme (VES) A2 band (such as a Hyundai Kona Electric, Toyota Prius or Kia Niro Hybrid). The VES is based on a car or taxi's carbon dioxide (CO2) emissions, plus emissions of hydrocarbons, carbon monoxide and nitrogen oxides. Vehicles in the VES A2 band emit less than 125g of CO2 per kilometre, as defined by Singapore's Land Transport Authority.

<sup>114</sup> [9 in 10 Singapore millennials willing to do their part for the environment, but want Govt to do more: Survey](#), TodayOnline, 2019

# Renewable energy for Grab's premises

Reducing the emissions that we have direct control over is a priority for Grab and we have begun reducing the Scope 2 emissions generated from our premises.

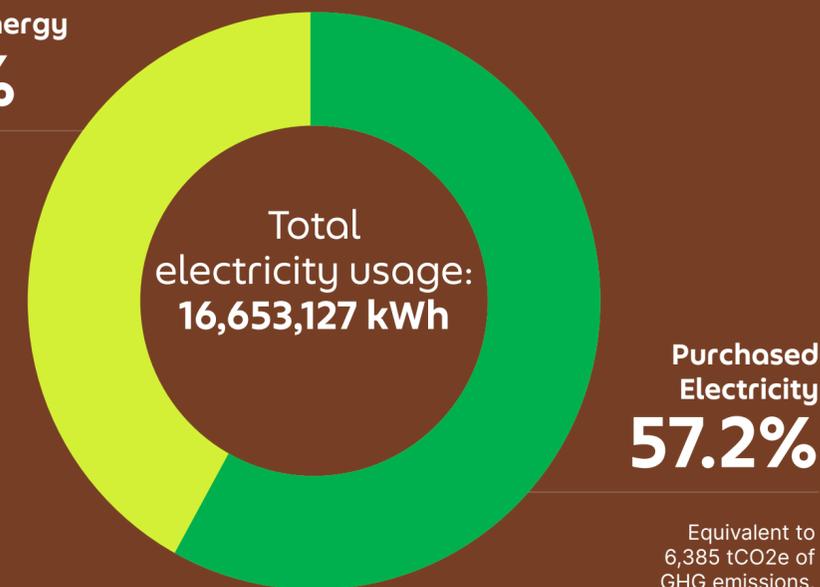
In 2021, all of Grab's corporate offices in 12 countries worldwide were powered by 100% renewable energy through the purchase of unbundled Renewable Energy Certificates (RECs)<sup>115</sup>, supporting mainly solar energy projects across Southeast Asia<sup>116</sup>. This contributed to more than 40% of our total electricity consumption in 2021, and we are committed to keeping our offices running on renewable energy, while continuously optimising energy management.

We have made a commitment to increase the proportion of renewable energy we use to achieve net zero operational carbon for all premises under our direct control (including our operation hubs and data centres) by 2030<sup>117</sup>, as a member of the global initiative on energy productivity, [EP100](#).

## Energy Usage in 2021

Renewable Energy  
**42.8%**

Equivalent to emission reduction of 4,332 tCO<sub>2</sub>e, achieved through the purchase of Renewable Energy Certificates.



Purchased Electricity  
**57.2%**

Equivalent to 6,385 tCO<sub>2</sub>e of GHG emissions.

## Grab at One-North

In 2021, Grab opened its new campus in Singapore, incorporating green ideas in the design of the space and its use. The new campus has achieved the Green Mark Gold<sup>Plus</sup> certification awarded by the Building and Construction Authority of Singapore<sup>118</sup> with its environmentally-sustainable design:

- Estimated energy savings of over 1,800,000 kWh each year, achieved through sustainable solutions including:
  - 100% LED lighting.
  - Energy-efficient equipment such as lifts and escalators.
- Building management system that controls, monitors and optimises building facilities and electrical equipment, while lowering electricity use.

We also enable employees to adopt more environmentally sustainable practices in the workplace by providing:

- EV charging stations and bicycle racks for those who choose a greener commute to office.
- Reusable cutlery, mugs, bowls and plates in the pantries to reduce single-use plastics.
- Drink dispensers to reduce the use of single-use beverage bottles or cans.

<sup>115</sup> The purchased RECs meet the APX Tradable Instrument for Global Renewables (TIGR) Registry and the International REC (i-REC) standards, helping ensure a transparent account of the environmental impact. 1 REC means that 1MWh of electricity was generated from a renewable energy resource.

<sup>116</sup> All RECs purchased are from renewable energy generated from solar energy projects with almost 80% sourced from Indonesia, Malaysia, The Philippines, Singapore, Thailand and Vietnam.

<sup>117</sup> When the amount of carbon dioxide emissions associated with building operations is reduced (highly energy efficient and fully powered from renewable energy sources) to a level consistent with reaching net zero in 1.5 degrees Celsius, and any residual emissions that are infeasible to eliminate should be neutralised through carbon removals.

<sup>118</sup> The Green Mark certification scheme was launched in January 2005. It is a green building rating system designed to evaluate a building's environmental impact and performance. It provides a comprehensive framework for assessing the overall environmental performance of new and existing buildings to promote sustainable design, and best practices in construction and operations in buildings.

# Sustainable Business and Technology Practices

Beyond our premises, Grab looks at how we can reduce our carbon footprint in our operations (i) by using technology to **optimise for resource use**, and (ii) by developing and implementing **responsible corporate standards and practices**.

## Resource Optimisation

As a data and technology company, Grab leverages technology to reduce environmental footprint, optimising for efficiency through AI-enabled algorithms. These push the most distance- and time-efficient routes, reducing overall emissions, allowing Grab to enhance the efficiency in our services.

For example, Grab uses artificial intelligence (AI) to group multiple orders for efficient delivery. This reduces emissions from multiple trips, while ensuring that more consumers can be served, especially during peak periods. In 2021, we have reduced the distance that would have otherwise been travelled by **around 38 million kilometres**, thereby reducing emissions by more than **3,900 tCO<sub>2</sub>e<sup>119</sup>**.

We also provide carpooling solutions that reduce emissions, such as GrabHitch in Singapore, which covered **more than 50 million kilometres in 2021**.

## Responsible Corporate Standards and Practices

Grab seeks to implement best practices in our operations to ensure that our environmental impact is considered across our business and ecosystem. We aim to refine policies and guidelines to incorporate environmental considerations for our employees, business partners and suppliers.

In 2021, we began to align our reporting with the recommendations set out by the Taskforce for Climate-related Financial Disclosures (TCFD), which is available in our [Annex](#).

<sup>119</sup> Calculated based on estimated distance multiplied by appropriate conversion factors provided by the UK GHG Conversion factors in 2021.

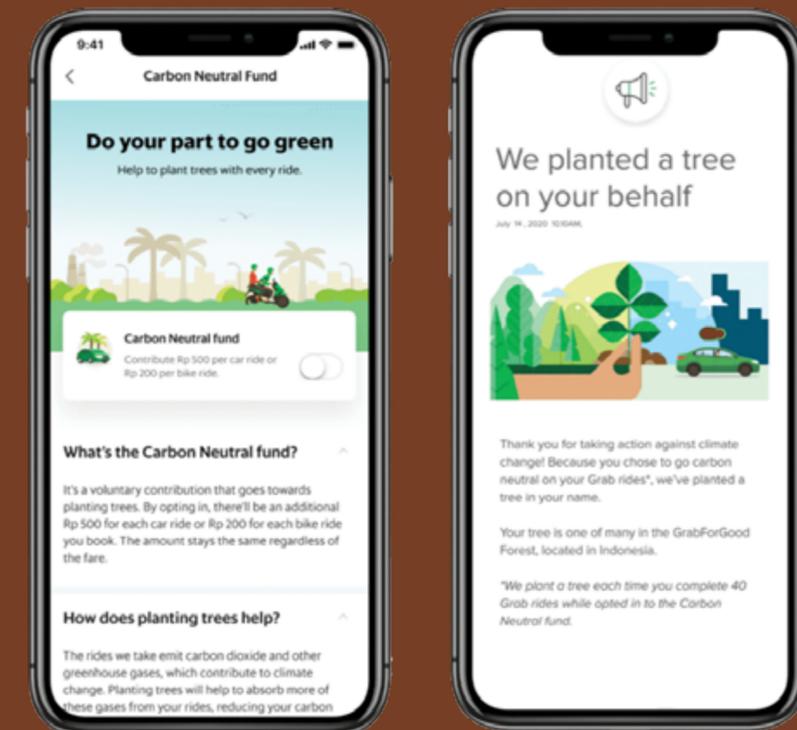
# Carbon Avoidance and Removal Programmes

While we are investing in solutions to reduce emissions as a top priority, the technology and infrastructure to clean energy and transport systems will take time to change. We plan to invest in programmes that avoid or remove the residual emissions remaining from our first three levers.

As a start, Grab rolled out a feature to enable our consumers to make voluntary contributions to offset their Grab rides from July 2021. The contributions go towards nature-based solutions, such as tree-planting or carbon credits that support the restoration and conservation of Southeast Asia's forests. Forests in the region account for 15 percent of the world's tropical forests and includes important biodiversity hotspots of the world<sup>120</sup>. Unfortunately, it is also one of the most deforested regions in the world due to land clearing for commercial crops<sup>121</sup>. Through our efforts, we hope to do our part in protecting Southeast Asia's vital green lungs.

**In 2021, almost five million rides with such voluntary contributions were taken in the six months since the launch of our carbon offset feature. The contributions went towards the planting of around 30,000 trees in the region, as well as the purchase of verified carbon credits<sup>122</sup>, which avoided more than 2,300 tonnes of GHG emissions from being released to the environment.**

**Grab planted an additional 12,000 trees** in Indonesia as a result of internal fundraising activities and partnerships<sup>123</sup> that drove awareness on climate change and how the planting of trees helps remove carbon from our environment.



<sup>120</sup> [The future of Southeast Asia's forests](#), Nature Communications, 2019

<sup>121</sup> [Forests in Southeast Asia: Can they be saved?](#), European Parliament, 2020

<sup>122</sup> Each carbon credit is generated for 1 tonne of greenhouse gas emissions reduced, avoided or removed through carbon removal projects. In the voluntary carbon market, carbon credits verified against international standards (e.g. Verified Carbon Standard) ensures the credibility of the emission reduction achieved.

<sup>123</sup> The stakeholders ranged from Grab's employees to the greater community, and in particular the partnership with the World Resources Institute (WRI) Indonesia alone contributed 6,600 trees.

## Grab's Carbon Offset Feature

In 2021, Grab introduced an in-app carbon offset feature in six countries<sup>124</sup> to empower consumers to take action against climate change, a concern which was shared by more than 80% of Grab consumers<sup>125</sup>. The feature is available for most Grab mobility services, including GrabCar, GrabBike, JustGrab, GrabTaxi.

### How the Carbon Offset Feature works

Consumers pay a nominal fee (<USD 0.10 per ride) to offset the GHG emissions on their rides.

Carbon offset contributions go toward forest conservation and forest restoration projects in Southeast Asia.

In Singapore, Grab will match the contribution of up to three million rides, doing so for over 1.4 million rides in 2021.

### Impact Created

Almost  
**5,000,000**  
offset rides taken.

Around  
**30,000**  
trees planted.

More than 2,300 verified carbon credits<sup>126</sup> purchased, avoiding over  
**2,300 tonnes**  
of CO<sub>2</sub>e emissions.

### Projects Supported

#### Singapore:

Solarisation in Singapore: Collaborating with Sembcorp Industries to identify and support the rooftop solarisation of community institutions in Singapore.

Katingan Mentaya Project in Central Kalimantan, Indonesia: Restores natural forests and conserves peatland habitats, preventing the release of almost 7.5 million tonnes of greenhouse gases each year. The project is also audited to the Verified Carbon Standard (VCS) and Climate Community and Biodiversity (CCB) standards, which ensures that carbon is offsetted while providing benefits to biodiversity and community.

#### Cambodia:

The Keo Seima Wildlife Sanctuary is a conservation project that is Reducing Emissions from Deforestation and Forest Degradation (REDD+) in Mondulkiri Province, Cambodia. The protected area is home to 75 globally threatened species and supports the livelihoods of local indigenous communities. The project is also audited to and validated by the VCS and CCB standards that verify conservation activities are reducing carbon emissions, driving investments to the community, and conserving wildlife.

#### Indonesia:

Trees4Trees, non-profit foundation that works to improve the environment and people's lives in local communities through planting trees, education, and related economic opportunities.

#### Malaysia:

Tropical Rainforest Conservation & Research Centre which aims to restore tropical rainforests and address the critical rate of biodiversity loss in Gerik, Perak.

#### Thailand:

Conserve Natural Forests, a non-profit NGO based in the Pai district of Mae Hong Son in Northern Thailand, which aims to restore natural forest landscapes throughout Thailand and improve the livelihoods of local communities in the long term.

#### Vietnam:

Foundation for Supporting and Development of Sustainable Living Community (Sống Foundation), a non-profit organisation; our carbon offset project is supporting the Foundation's "Green Happiness" afforestation and restoration programme in Thuan Nam district, Ninh Thuan Province.

<sup>124</sup> Singapore, Cambodia, Indonesia, Malaysia, Thailand, Vietnam.

<sup>125</sup> According to a regional survey done by Grab of 8,910 consumers conducted in March 2021, across Singapore, Indonesia, Malaysia, Thailand, the Philippines and Vietnam.

<sup>126</sup> Each carbon credit is generated for 1 tonne of greenhouse gas emissions reduced or removed from the atmosphere. In the voluntary carbon market, carbon credits verified against international standards ensures the credibility of the emission reduction achieved.

## Protecting Our Environment

# Sustainable Packaging Solutions

More than **1.7 billion sets of cutlery** saved since 2019.



**2019:**  
401 million  
saved

**2020:**  
571 million  
saved

**2021:**  
774 million  
saved

Over half of the land-based plastic pollution in our oceans originates from just five countries, four of which are in Southeast Asia<sup>127</sup>. Several countries lack adequate waste management infrastructure in the region<sup>128</sup>, contributing to the amount of waste left in the environment.

As one of the largest delivery platforms in Southeast Asia, we seek solutions for the food packaging waste generated

<sup>127</sup> [UNEP report warns plastic policies lagging behind in South-East Asia](#), UNEP, 2019

<sup>128</sup> [Waste Management in ASEAN Countries](#), UNEP, 2017

<sup>129</sup> Singapore, Malaysia, Vietnam, Indonesia, Thailand, Philippines.

on our platform, while considering the key challenges our merchant-partners face, such as the high cost of alternatives and operational constraints.

We manage the food packaging waste generated on our platform through:

**1. Waste Assessment:** In 2021, we have set out to better understand the packaging waste footprint generated through our platform to enhance our reduction strategy.

**2. Reduce, reuse, replace and recycle:** Our waste management approach is aimed at reducing the consumption of single-use items on our platform and diverting the waste we cannot reduce from landfills.

As a demonstration of our commitment, we signed the WWF-Singapore's Plastic ACTION (PACT) pledge in 2020 as a region, with the vision of 'No Plastic in Nature by 2030'. In 2021, we rolled out our default cutlery opt-out toggle to six of our major markets<sup>129</sup>.

# Waste Assessment

In 2021, Grab set out on a journey to study the food packaging waste generated through our platform. This served as a first step, to form a baseline and provide insights on how we can reduce such waste in markets where we provide food delivery services.

We also do this by engaging with merchant-partners across the region, to understand their packaging needs and find practical alternatives. This will allow us to make a meaningful impact in managing the waste generated through our platform, by reducing, reusing, recycling, replacing and educating.

# Our Waste Management Approach

## Reduce



- The most effective way to manage waste is to not create it. We reduce the waste generated on our platform through our default opt-out cutlery toggle.
- In 2021, this has helped save **more than 774 million sets of cutlery regionally**.

## Replace



- Where we are unable to reduce or reuse, we can lower the prolonged impact to landfills and the plastic pollution of water bodies by replacing packaging with eco-friendly alternatives.
- Grab sources for and negotiates with eco-packaging suppliers for bulk pricing on behalf of its merchant-partners to make it more affordable to replace packaging with eco-friendly alternatives.

## Reuse



- We encourage our merchant-partners to adopt reusable packaging through partnerships, as it can greatly reduce waste.
- Grab continued its two food delivery reusable packaging partnerships in Singapore with Muuse and barePack in **over 100 outlets**, which offers merchant-partners with the option of providing their food in reusable containers.
- These partnerships have helped us to understand and explore the solutions for the operational challenges of reusable containers, such as lack of storage space, the hygiene of reusable containers and the vast variety of food types in Southeast Asia, with some being hot and high in liquid content.

## Recycle



- Grab leverages our ecosystem to promote recycling, collecting back precious resources that can be used to produce new materials. This helps to redirect waste that could otherwise pollute the environment.
- In Indonesia, we offer GrabExpress Recycle in partnership with Danone-AQUA and Octopus, allowing consumers to send their recyclables through GrabExpress to a list of recycling centres belonging to Danone-AQUA and Octopus. To encourage greater adoption and drive behaviour change, the partnership has subsidised<sup>130</sup> the cost of these rides for consumers who used the service. In 2021, Grab expanded the programme to merchant-partners, who are able to accumulate a more substantial amount of recyclables than general consumers due to their scale. This collective effort has incentivised them to recycle by holding competitions and giving out prizes and this contributed to **more than 2,000kg worth of recyclables that were collected through around 4,000 orders of GrabExpress Recycle**.

<sup>130</sup> Up to IDR 40,000, which is around US\$2.78. This typically covered the full fee.

## Indonesia's Eco-Packaging Pilot (Resto Hijau)

An example of how various elements of our waste management strategy comes together is through “Resto Hijau”, a category on GrabFood where we featured eco-friendly merchant-partners. We launched the pilot in Indonesia through a collaboration with The Indonesia Plastic Bag Diet Movement<sup>131</sup>, which advised Grab in plastic-related company policy and conducted joint consumer education efforts.

The pilot, which ran in the Greater Jakarta area, Indonesia, spurs the move away from single-use plastic in two ways:

1. Merchant-partners who **reduced** and/or **replaced** at least three single-use plastic items from their food deliveries were labelled as eco-friendly businesses. These include providing **reusable** or compostable packaging options. We created a category to incentivise merchant-partners by helping to increase their **visibility** on the Grab app.
2. We encourage merchant-partners and consumers to take action on waste by **educating** them on the environmental impact of single-use plastics.



<sup>131</sup> Gerakan Indonesia Diet Kantong Plastik, a national-level civil society organisation with a mission of inviting people to be conscious in using plastic bags.

# Annex

## Supplementary Data for People and Culture

### Grab employee profile 2021

		Grab overall <sup>132</sup>	Leadership <sup>133</sup>	Technical staff <sup>134</sup>	All other employees <sup>135</sup>
Gender	Male	58%	66%	76%	51%
	Female	42%	34%	24%	49%
Age	Under 30 years old	41%	2%	44%	40%
	30-50 years old	58%	90%	56%	59%
	Over 50 years old	1%	8%	<1%	1%

### Grab's Gender Parity Index 2021

	Grab overall <sup>136</sup>	Leadership (G7-9)	Technical staff	All other employees
Ratio of total annual compensation of women to men	0.98	0.95	0.97	0.98

### Employee engagement score 2021

	Strongly agree	Agree	Neither agree nor disagree	Disagree / Strongly disagree
Recommend Grab as a great place to work <sup>137</sup>	43%	42%	12%	3%

### Learning and development programmes 2021

Grab offers a range of learning and development opportunities for our employees. 88% of respondents to the Grab Engagement Survey felt that they were “always learning at Grab”. We provide training on topics including people management, communication, collaboration, difficult conversations and feedback, self-leadership, resilience, managing ambiguity and stakeholder management.

71% of Grab's full-time employees undertook soft skills training while 57% undertook technical skills training in 2021.

<sup>132</sup> This includes full-time employees and fixed-term contract staff.

<sup>133</sup> Our employee gradings start from G1 and extend to G10. Leadership roles are G7 and above.

<sup>134</sup> Technical staff are those who work in the technology end of the business, and are determined based on the employee's finance category, which is based on the cost centre, product, vertical and location. These figures include leadership.

<sup>135</sup> Employees who are not technical-staff, including non-technical leadership.

<sup>136</sup> This includes only full-time employees; all other categorisations remain the same as stated in Employee Profile 2021.

<sup>137</sup> Data taken from Grab's 2021 H2 Employee Survey.

## Supplementary Data for Greenhouse Gas Emissions

Scope	Emissions (tCO <sub>2</sub> e) <sup>138</sup>		
	2019	2020 <sup>139</sup>	2021
<b>Scope 1:</b> Direct GHG emissions: from fuel consumption and refrigerant	Scope 1 emissions were assessed to be <b>immaterial</b> as stationary combustions and fugitive emissions in Grab's operations are insignificant relative to vehicle emissions. Vehicles used on Grab's platform are owned and/or controlled by our driver-partners, and are considered Scope 3 emissions.		
<b>Scope 2<sup>140 141</sup>:</b> Indirect GHG emissions: from purchased electricity	<b>6,051</b> <b>(6,051)</b>	<b>9,255</b> <b>(9,255)</b>	<b>10,718</b> <b>(6,385)</b>
<b>Scope 3:</b> Other indirect GHG emissions: from use of sold products (distance travelled for Grab rides and deliveries), purchased goods and services, capital goods, business travel of Grab employees	<b>3,012,063</b>	<b>1,475,107</b>	<b>1,484,864<sup>142</sup></b>
Purchased Goods and Services, Capital Goods <i>Procurement spend</i>	34,801	30,503	45,188
Business Travel <i>Employees' flights and hotel stays</i>	15,152	1,708	982
Use of Sold Products <i>Mobility and Deliveries activities</i>	2,962,110	1,442,895	1,438,694
<b>Carbon Credits</b>	<b>0</b>	<b>0</b>	<b>-2,334</b>
<b>Total Emissions</b>	<b>3,018,114</b> <b>(3,018,114)</b>	<b>1,484,362</b> <b>(1,484,362)</b>	<b>1,493,248</b> <b>(1,488,915)</b>

## Energy Consumption

	2019	2020	2021
<b>Total Electricity Consumed (kWh)</b>	10,052,620	13,972,485	16,653,127
<b>% Renewable</b>	0%	0%	42.8%
<b>% Grid electricity</b>	100%	100%	57.2%

<sup>138</sup> All emissions data reported in metric tons of CO<sub>2</sub> equivalent. These include: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all. Figures in the table may not add up due to rounding off of decimals.

<sup>139</sup> 2020 Scopes 2 & 3 GHG emissions were recalculated to include that of our new subsidiary, OVO. Scope 2 now covers the electricity consumption of Grab's operation hubs previously not included. Scope 3 was recalculated to include procurement-related emissions (Categories 1 & 2), as well as estimated distances for GrabExpress which we had no data for.

<sup>140</sup> Scope 2 does not include premises in shared spaces (e.g. co-working spaces) due to inability to track consumption from spaces used by Grab's employees through an electricity meter.

<sup>141</sup> Scope 2 emissions are calculated using both location-based and market-based methods, according to guidance from GHG Protocol. Figures calculated using the market-based method are represented in brackets, and include the reduction in emissions from the purchase of unbundled RECs.

<sup>142</sup> An additional 8 tCO<sub>2</sub>e, which was not included in the independent limited assurance report, arose from OVO's business travel.

## Disclaimers for Greenhouse Gas Emissions

Our greenhouse gas emissions in 2020 and 2021 were significantly lower than that in 2019, as they were heavily influenced by months of movement restrictions across Southeast Asia. Fewer driver-partner vehicles on the road contributed to lower emissions from the use of sold products, and these trends are likely to evolve as Covid-19 restrictions ease. In light of this, 2019 emissions are included as a business-as-usual scenario, to be used as a baseline against which we will measure our emissions going forward.

### Scope 2

The carbon emissions reported for Scope 2 are based on the reporting requirements of the WRI and WBCSD 'GHG Protocol Corporate Accounting and Reporting Standard'. The equivalent CO2 emissions for electricity use are calculated based on the operating margin grid emission factors from the sources mentioned for each country:

- *Singapore*: Energy Market Authority, [2019](#) and [2020](#)
- *United States*: US EPA e-GRID2019 and eGRID2020, [2021 and 2022](#)
- *Cambodia, China, India, Indonesia, Philippines, Malaysia, Myanmar, Romania, Thailand, Vietnam*: International Energy Agency Emission Factors, [2021](#)

### Scope 3

- *Purchased Goods and Services, Capital Goods*: Supply chain emission factors are derived from the [Supply chain emission factors were derived from the Supply Chain GHG Emission Factors for US Commodities and Industries](#), with reference to the global warming potential values for 100-year time horizon adapted from the [IPCC Fifth Assessment Report, 2014](#).
- *Air travel*: Scope 3 air travel emission factors are derived from the [UK GHG Conversion factors, 2019, 2020 and 2021](#)
- *Hotel stay*: The hotel stay conversion factors are taken from the [UK GHG Conversion factors, 2019, 2020 and 2021](#), where available. Otherwise, they are taken from the [Hotel Footprinting Tool](#), derived from the Cornell Hotel Sustainability Benchmarking Tool 2019 data set that uses annual data from international hotel companies and a standardised industry methodology.
- *Use of sold products*: The emission factors for the vehicles consuming petrol and diesel as fuel are referenced from the [UK GHG Conversion factors, 2019, 2020 and 2021](#). The electric vehicles' emission factors are calculated based on the operating margin grid emission factors from sources mentioned for each country in Scope 2, and the classification of vehicles into market segments in the UK GHG Conversion factors methodology papers.

Note on the UK GHG Conversion factors, 2019, 2020 and 2021:

Previously known as the Guidelines to Defra/DECC's GHG Conversion factors for Company reporting, which is recognised by GHG Protocol databases for calculation of carbon footprint. The conversion factors are updated yearly and are for use by UK and international organisations to report on annual greenhouse gas emissions.

## UN Sustainable Development Goals

SDG	SDG Target:	Grab's Material ESG Topic	Grab's efforts and programmes
 Goal 1: End poverty in all its forms everywhere	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.	Socioeconomic Impact	Core to our businesses is providing empowerment for everyday microentrepreneurs in three areas - economic, social and financial. Over 9 million partners have engaged with the Grab ecosystem, and we continue to find new ways to increase their earning opportunities. Through the Grab Financial Group, we are widening access for financial services for all in Southeast Asia, especially the unbanked, underbanked, and underserved.
 Goal 3: Ensure healthy lives and promote well-being for all at all ages	3.6 By 2030, halve the number of global deaths and injuries from road traffic accidents.	Platform Safety	Grab's comprehensive safety management framework encourages safe journeys for all who take part in our mobility and delivery businesses. We have introduced numerous initiatives to reduce road accidents, tracking and reporting on rates.
 Goal 5: Achieve gender equality and empower all women and girls	5.2: Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.	Platform Safety	Grab has in place a series of preventive measures against sexual harassment and assault. We track rates of such incidents and look at ways to reduce this.
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	People and Culture	We have set a target to increase the percentage of women in leadership to 40%, up from 34% currently. We also strive to create an inclusive environment by using analytics to root out unconscious biases, training our employees so that they can help maintain a safe and inclusive workplace.
 Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.	Greenhouse Gas Emissions	All our offices are powered by 100% renewable energy and we will extend this to all premises we occupy by 2030, as a member of EP100.
 Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	Socioeconomic Impact	Core to our businesses is providing empowerment for everyday microentrepreneurs in three areas - economic, social and financial. Over 9 million partners have engaged with the Grab ecosystem, and we continue to find new ways to increase their earning opportunities.
	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	Socioeconomic Impact	In 2021, there are 2,100 persons with disabilities who are earning an income through the Grab platform, and we aim to double the number of marginalised people who do so by 2025.
	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.	Socioeconomic Impact	Through the Grab Financial Group, we are widening access for financial services for all in Southeast Asia, especially the unbanked, underbanked, and underserved.

SDG	SDG Target:	Grab's Material ESG Topic	Grab's efforts and programmes
	Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.	Socioeconomic Impact Through the Grab app, we provide a technological infrastructure that is aimed at driving economic empowerment for the people of Southeast Asia, providing them with access to economic opportunities.
		9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	Greenhouse Gas Emissions Grab actively supports the building of an EV ecosystem in Southeast Asia, forming numerous partnerships to do this.
	Goal 10: Reduce inequality within and among countries	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	Socioeconomic Impact In 2021, there are 2,100 persons with disabilities who are earning an income through the Grab platform, and we aim to double the number of marginalised people who do so by 2025.
	Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.	Platform Safety Grab's comprehensive safety management framework encourages safe journeys for all who take part in our mobility and deliveries businesses. We have introduced numerous initiatives to reduce road accidents, tracking and reporting on rates. This includes sexual harassment and sexual assault rates.
	Goal 12: Ensure sustainable consumption and production patterns	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.	Sustainable Packaging Solutions As one of the largest delivery platforms in Southeast Asia, Grab seeks solutions for the food packaging waste generated on our platform. Our waste management approach is aimed at reducing the consumption of single-use items on our platform and diverting the waste we cannot reduce from landfills.
	Goal 13: Take urgent action to combat climate change and its impacts	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	Greenhouse Gas Emissions Grab has set a carbon neutral by 2040 goal, and is taking a series of measures to help us meet that goal because we believe that Southeast Asia and its inhabitants will be disproportionately impacted by climate change.
		13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	Greenhouse Gas Emissions Through the launch of JustGrab Green and our in-app carbon offset feature, Grab aims to educate our consumers about climate change and how they can do their part.

## GRI Content Index

Topic	Disclosure	Reference or direct answer
<b>GRI 101: Foundation 2016</b>		
<b>General Disclosures</b>		
<b>GRI 102: General Disclosures 2016</b>	102-1 Name of the Organisation	About Grab ( <a href="#">p. 5</a> )
	102-2 Activities, brands, products, and services	About Grab ( <a href="#">p. 5</a> ) There have been no products or offerings banned in certain markets.
	102-3 Location of headquarters	About This Report ( <a href="#">p. 7</a> )
	102-4 Location of operations	About Grab ( <a href="#">p. 5</a> ), About This Report ( <a href="#">p. 7</a> )
	102-5 Ownership and legal form	Since 2 December 2021, Grab has been publicly listed on NASDAQ.
	102-6 Markets served	About Grab ( <a href="#">p. 5</a> ), About This Report ( <a href="#">p. 7</a> )
	102-7 Scale of the organisation	About Grab ( <a href="#">p. 5</a> ) More details on the scale of the organisation can be found on <a href="#">Grab's Form 20-F</a> (p. 62)
	102-8 Information on employees and other workers	About Grab ( <a href="#">p. 5</a> ), People and Culture ( <a href="#">p. 39</a> ) Grab works with driver- and merchant-partners to deliver offerings. These are not included in employee numbers. There is no seasonal or other significant variation in employee numbers through the year.
	102-9 Supply chain	The most material portion of Grab's supply chain is our driver- and merchant-partners who provide a significant portion of our offerings.
	102-10 Significant changes to the organisation and its supply chain	Since 2 December 2021, Grab has been publicly listed on NASDAQ. Other significant changes to the organisations can be found on <a href="#">Grab's SEC filings</a> .
	102-11 Precautionary Principle or Approach	Grab does not currently actively apply the Precautionary Principle or Approach.
	102-12 External initiatives	Signatory of the United Nations Women's Empowerment Principles (WEPs) Signatory of EP100 Participants of the Climate Neutral Now Initiative The Charter of Principles for Good Platform Work All 7 of our GrabFood markets are signed onto WWF-Singapore's PACT (Plastic ACTion) Food Delivery Service pledge with the vision of 'No Plastic in Nature by 2030'

Topic	Disclosure	Reference or direct answer
<b>GRI 102: General Disclosures 2016</b>	102-13 Membership of associations	Member of the United Nations Global Compact (UNGC) Member of World Economic Forum Member of Asian Venture Philanthropy Network: AVPN Knowledge Partner of Asian Development Bank Member of the Union Internationale des Transports Publics (UITP)
	102-14 Statement from senior decision-makers	Founders' Letter ( <a href="#">p. 4</a> )
	102-15 Key impacts, risks, and opportunities	Our Sustainability Framework ( <a href="#">p. 8</a> )
	102-16 Values, principles, standards, and norms of behaviour	Legal & Compliance ( <a href="#">p. 52</a> )
	102-18 Governance structure	Sustainability Governance ( <a href="#">p. 11</a> )
	102-19 Delegating authority	Sustainability Governance ( <a href="#">p. 11</a> )
	102-20 Executive-level responsibility for economic, environmental, and social topics	Sustainability Governance ( <a href="#">p. 11</a> )
	102-22 Composition of the highest governance body and its committees	Our Board of Directors ( <a href="#">p. 51</a> )
	102-23 Chair of the highest governance body	Our Board of Directors ( <a href="#">p. 51</a> )
	102-24 Nominating and selecting the highest governance body	Our Board of Directors ( <a href="#">p. 51</a> )
	102-25 Conflicts of interest	Our Board of Directors ( <a href="#">p. 50-51</a> )
	102-30 Effectiveness of risk management processes	Our Board of Directors ( <a href="#">p. 50-51</a> )
	102-40 List of stakeholder groups	Stakeholder Engagement ( <a href="#">p. 10</a> )
	102-41 Collective bargaining agreements	None of our employees are represented by a labour union.
102-42 Identifying and selecting stakeholders	Stakeholder Engagement ( <a href="#">p. 10</a> )	
102-43 Approach to stakeholder engagement	Stakeholder Engagement ( <a href="#">p. 10</a> )	
102-44 Key topics and concerns raised	Stakeholder Engagement ( <a href="#">p. 10</a> )	

Topic	Disclosure	Reference or direct answer
<b>GRI 102: General Disclosures 2016</b>	102-45 Entities included in the consolidated financial statements	Details can be found on <a href="#">Grab's Form 20-F</a> (p. 118)
	102-46 Defining report content and topic boundaries	About This Report ( <a href="#">p. 7</a> ), Materiality Assessment Process ( <a href="#">p. 9</a> ), Stakeholder Engagement ( <a href="#">p. 10</a> )
	102-47 List of material topics	Our Sustainability Framework ( <a href="#">p. 8</a> )
	102-48 Restatements of information	Figures for serious accidents per million rides and critical accidents per million rides for 2020 were restated from Grab's 2020 report due to the conclusion of pending incidents at a later date ( <a href="#">p. 56</a> ). Figures for sexual assault in 2020 were restated from Grab's 2020 report due to changes in conclusion of incidents at a later date ( <a href="#">p. 59</a> ). 2020 Scopes 2 & 3 GHG emissions were recalculated to include that of our new subsidiary, OVO. Scope 2 also now covers the electricity consumption of Grab's operation hubs previously not included. Scope 3 was recalculated to include procurement-related emissions (Categories 1 & 2), as well as estimated distances for GrabExpress which we had no data for ( <a href="#">p.78</a> ).
	102-49 Changes in reporting	Materiality Assessment Process ( <a href="#">p. 9</a> )
	102-50 Reporting period	About This Report ( <a href="#">p. 7</a> )
	102-51 Date of the most recent report	Our most recent ESG report was published in June 2021.
	102-52 Reporting cycle	We report annually.
	102-53 Contact points for questions regarding the report	About This Report ( <a href="#">p. 7</a> )
	102-54 Claims of reporting in accordance with the GRI Standards	About This Report ( <a href="#">p. 7</a> )
	102-55 GRI content index	GRI Content Index ( <a href="#">p. 82</a> )
	102-56 External assurance	About This Report ( <a href="#">p. 7</a> )
	<b>GRI 103: Management Approach 2016</b>	103-1 Explanation of the material topic and its Boundary
103-2 The management approach and its components		Our Sustainability Framework ( <a href="#">p. 8</a> ), Creating Positive Social Impact ( <a href="#">p. 15</a> , <a href="#">32</a> , <a href="#">39</a> ), Upholding Responsible Business Practices ( <a href="#">p. 49</a> , <a href="#">54</a> , <a href="#">61</a> ), Protecting our Environment ( <a href="#">p. 65</a> , <a href="#">74</a> )
103-3 Evaluation of the management approach		Sustainability Governance ( <a href="#">p. 11</a> )

Topic	Disclosure	Reference or direct answer
<b>Material topic: Socioeconomic Impact</b>		
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-2 Indirect economic impacts	Economic empowerment ( <a href="#">p. 16</a> )
<b>Material topic: Governance and Ethics</b>		
<b>GRI 205: Anti-Corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	Board's conduct of affairs ( <a href="#">p. 51</a> )
<b>GRI 419: Socioeconomic Compliance 2016</b>	419-1 Non-compliance with laws and regulations in the social and economic area	Legal & Compliance ( <a href="#">p. 52</a> )
<b>Material topic: Greenhouse Gas (GHG) Emissions</b>		
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Scope 1 emissions were assessed to be immaterial as stationary combustions and fugitive emissions in Grab's operations are insignificant relative to vehicle emissions. Vehicles used on Grab's platform are owned and/or controlled by our driver-partners, and are considered Scope 3 emissions.
	305-2 Energy indirect (Scope 2) GHG emissions	Greenhouse Gas Emissions ( <a href="#">p. 67</a> , <a href="#">70</a> ), Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> )
	305-3 Other indirect (Scope 3) GHG emissions	Greenhouse Gas Emissions ( <a href="#">p. 67</a> ), Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> )
<b>Material topic: Sustainable Packaging Solutions</b>		
<b>GRI 306: Effluents and Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Sustainable Packaging Solutions ( <a href="#">p. 74</a> )
	306-2 Management of significant waste-related impacts	Sustainable Packaging Solutions ( <a href="#">p. 74-75</a> )
	306-3 Waste generated	We are in the process of setting a baseline for waste related data and setting up internal systems for collection and monitoring.
<b>Material topic: Platform Safety</b>		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Platform Safety ( <a href="#">p. 54-55</a> )
	403-2 Hazard identification, risk assessment, and incident investigation	Platform Safety ( <a href="#">p. 54-55</a> )
	403-3 Occupational health services	Platform Safety ( <a href="#">p. 54-55</a> )

Topic	Disclosure	Reference or direct answer
<b>GRI 403: Occupational Health and Safety 2018</b>	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Partners' Welfare ( <a href="#">p. 32</a> ) Platform Safety ( <a href="#">p. 54-59</a> ) We do not have a joint committee on safety that comprises of our driver-delivery partners.
	403-5 Worker training on occupational health and safety	Platform Safety ( <a href="#">p. 54-59</a> )
	403-6 Promotion of worker health	Platform Safety ( <a href="#">p. 54-59</a> )
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Platform Safety ( <a href="#">p. 55, 57-59</a> )
	403-9 Work-related injuries	Platform Safety ( <a href="#">p. 56-57</a> )
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Platform Safety ( <a href="#">p. 54-59</a> ) Grab assesses all its business verticals for health and safety impacts on customers, which are managed through Grab's safety management framework presented on pages 40-41 of the <a href="#">Grab ESG Report 2020</a> .
<b>Material topic: Partners' Welfare</b>		
<b>GRI 404: Training and Education 2016</b>	404-2 Programs for upgrading employee skills and transition assistance programs	Upskilling our Partners ( <a href="#">p. 34-38</a> ), Supplementary data for People and Culture ( <a href="#">p. 77</a> )
<b>Material topic: People and Culture</b>		
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	People and Culture ( <a href="#">p. 46</a> ), Supplementary data for People and Culture ( <a href="#">p. 77</a> )
	405-2 Ratio of basic salary and remuneration of women to men	People and Culture ( <a href="#">p. 40</a> )
<b>Material topic: Data Privacy and Cybersecurity</b>		
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of consumer privacy and losses of consumer data	Data Privacy and Cybersecurity ( <a href="#">p. 61</a> )

## SASB Content Index

Sector	Topic	Code	Accounting Metric	Reference and notes
Internet Media and Services	Environmental footprint of hardware infrastructure Data privacy, advertising standards & freedom of expression	TC-IM-130a.1	(1) Total energy consumed.	Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> )
		TC-IM-130a.2	(2) Percentage grid electricity.	Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> )
		TC-IM-130a.3	(3) Percentage renewable.	Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> )
		TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy.	Data Privacy ( <a href="#">p. 62</a> )
		TC-IM-220a.2	Number of users whose information is used for secondary purposes.	Grab uses our customers' information for purposes clearly set out in our <a href="#">Privacy Notice</a> . (Refer to Section II. Use of Personal Data)
		TC-IM-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy.	Data Privacy and Cybersecurity ( <a href="#">p. 61</a> )
		TC-IM-220a.4	(1) Number of law enforcement requests for information, (2) Number of users who information was requested, (3) Percentage resulting in disclosure.	Grab uses our customers' information for purposes clearly set out in our <a href="#">Privacy Notice</a> . (Refer to Section II. Use of Personal Data)
		TC-IM-220a.5	List of countries where core products and services are subject to government-required monitoring, blocking, content filtering or censoring.	Not applicable as we are not publishing content.
	TC-IM-220a.6	Number of government requests to remove content, percentage compliance with requests.	Not applicable as we are not publishing content.	
	Data security	TC-IM-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) Number of users affected.	Data Privacy and Cybersecurity ( <a href="#">p. 61</a> )
		TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including user of third-party cybersecurity standards.	Data Privacy and Cybersecurity ( <a href="#">p. 61</a> )
	Employee, recruitment, inclusion & performance	TC-IM-330a.1	Percentage of employees that are foreign nationals.	Not applicable as Grab operates across multiple countries in Southeast Asia.
		TC-IM-330a.2	Employee engagement as a percentage.	Supplementary data for People and Culture ( <a href="#">p. 77</a> )
		TC-IM-330a.3	Percentage of gender and racial/ethnic group representation for (1) leadership (2) technical staff (3) all other employees.	Supplementary data for People and Culture ( <a href="#">p. 77</a> )
	Intellectual property protection & competitive behavior	TC-IM-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive-behavior regulations.	<a href="#">Legal and Compliance (p. 52)</a>
	Activity metrics	TC-IM-000.A	Number of partners engaged on our platform.	<a href="#">About Grab (p. 5)</a>
		TC-IM-000.B	(1) Data processing capacity, (2) percentage outsourced.	Grab's, excluding OVO's, data processing is fully outsourced.
		TC-IM-000.C	(1) Amount of data storage, (2) percentage outsourced.	Not applicable.

Sector	Topic	Code	Accounting Metric	Reference and notes
Road Transportation	Greenhouse Gas Emissions	TR-RO-110a.1	Gross global Scope 1 emissions.	Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> )
		TR-RO-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	As above.
		TR-RO-110a.3	(1) Total fuel consumed. (2) Percentage natural gas. (3) Percentage renewable.	Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> ) Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> ) Supplementary data for Greenhouse Gas Emissions ( <a href="#">p. 78</a> )
	Air Quality	TR-RO-120a.1	Air emissions of (1) NOx, excluding N2O.	Air emissions for NOx, SOx and particulate matter are not currently tracked.
			(2) SOx.	As above.
			(3) particulate matter.	As above.
	Driver working conditions	TR-RO-320a.1	(1) Total recordable incident rate (TRIR), (2) Fatality rate for (a) direct employees (b) contract employees.	Our road safety performance in 2021 ( <a href="#">p. 56-57</a> ) Please note that driver-partners are not employees.
		TR-RO-120a.2	(1) Voluntary and (2) Involuntary turnover rate for all employees.	Not applicable as Grab's driver-partners are not employees.
		TR-RO-120a.3	Description of approach to managing short-term and long-term driver health risks.	Our road safety performance in 2021 ( <a href="#">p. 56-57</a> )
	Accident and safety management	TR-RO-540a.1	Number of road accidents and incidents.	Our road safety performance in 2021 ( <a href="#">p. 56-57</a> )
		TR-RO-540a.2	Safety measurement system BASIC percentiles for (1) Unsafe Driving.	Not applicable to the nature of our business.
			(2) Hours-of-Service Compliance.	
	(3) Driver Fitness.			
	(4) Controlled Substances/Alcohol.			
		(5) Vehicle Maintenance.		
	(6) Hazardous Materials Compliance.			
TR-RO-540a.3	(1) Number and (2) aggregate volume of spills and releases to the environment.			
Activity metrics	TR-RO-000.A	Revenue ton miles.	Not applicable to the nature of our business.	
	TR-RO-000.B	Load factor.		
	TR-RO-000.C	Number of driver partners.		Grab has more than 5 million registered driver-partners as of 31 December 2021.

# Aligning with the recommendations from the Task Force on Climate-related Financial Disclosures

Climate change is one of the greatest challenges facing society today. Avoiding the worst effects of climate change and moving to a low-carbon economy will require a significant change in the way we produce and consume goods and services, including transitioning to renewable energy sources and electrifying transportation systems. These changes present both risks and opportunities to Grab and our ecosystem. As such, we are committed to strengthening our climate resilience, adapting to the impacts already occurring and seizing opportunities to meet demand for low carbon solutions, while also doing our part to mitigate the worst effects of climate change.

The Task Force on Climate-related Financial Disclosures (TCFD) provides a clear and helpful framework to guide our approach to identifying, integrating and managing climate change impacts. As part of our accountability to our stakeholders, we are committed to implementing and reporting against the recommendations put forward by the TCFD.

For more information on our current practices relating to managing climate change risk and opportunities referencing the four pillars of the TCFD framework, please see the following sections of this report:

- **Governance:** *please see page 11*
- **Strategy:** *please see page 65-73*
- **Risk Management:** *please see page 11*
- **Metrics and Targets:** *please see page 65-67, and 70*

# Forward- Looking Statements

This report may contain forward-looking statements regarding our future business expectations, which involve risks and uncertainties. Actual results may differ materially from the results predicted, and reported results should not be considered as an indication of future performance. Forward-looking statements include all statements that are not historical or current facts and can be identified by terms such as “anticipate,” “believe,” “contemplate,” “continue,” “could,” “estimate,” “expect,” “hope,” “intend,” “may,” “might,” “objective,” “ongoing,” “plan,” “potential,” “predict,” “project,” “should,” “target,” “will,” or “would,” or similar expressions and the negatives of those terms. Forward-looking statements involve known and unknown risks, uncertainties, and other factors that may cause our actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by the forward-looking statements. These risks, uncertainties, and other factors relate to, among others: developments in the COVID-19 pandemic and the impact on our business and operations, competition, managing our growth and corporate culture, financial performance, investments in new products or offerings, our ability to attract driver-partners, consumers, and other partners to our platform, our brand and reputation and other legal and regulatory developments and proceedings, particularly with respect to our relationships with driver-partners.