



A Decade of  
**Scaling Impact,  
Empowering  
Change**

ESG Report 2022





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# Founders' Letter

**In 2022, Grab crossed an important milestone – we turned 10. Looking back, when our early Grab team launched the first iteration of our app in 2012, it was in hopes of helping to improve transport safety. Never did we imagine that a decade later, 1 in 20 people in Southeast Asia would use our app to ride, eat and pay every month.**

We could not have come this far without the support of millions of everyday entrepreneurs, who trust us to help them access earning opportunities. Over 2022, we onboarded 658,000 small merchant-partners, equipping them with digital tools to better run and grow their business. We also increased our driver-partners' average earnings per online hour by 10%, while ensuring that 99.99% of our rides occur without safety incidents. And so, during the year, our driver-, delivery- and merchant-partners collectively earned US\$10.6 billion through our platform.

We have been humbled to find that in empowering our partners, we have not only enabled them to better support themselves and their loved ones, but also set off positive ripple effects. Take the story of Tapapa, which was once a streetside eatery with two employees in Manila. It joined Grab during the pandemic, when lockdowns almost caused its business to shut down for good. Coming online allowed it to turn its business around. Today, it is a full-fledged restaurant providing jobs to more than 20 employees, many with young families. Its flourishing business also creates more income opportunities for hundreds of delivery-partners.

It is stories like this that motivate us to **scale our impact and empower change**. Over the last few years, we have seen the region contend with various macro challenges, including the pandemic, rising inflation, and extreme weather conditions, many of which have had a deep impact on our partners and the communities where we operate.

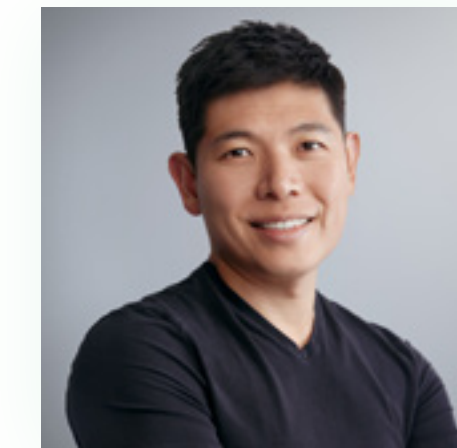
**And so as we look forward, we are challenging ourselves to double down on:**

- 1 **Building Sustainable Partner Livelihoods** so that our partners can better navigate macroeconomic challenges
- 2 **Ensuring a Safe & Trusted Platform**, where we keep our users and partners safe and they can readily access everyday services with peace of mind
- 3 **Fostering a Lasting Planet** so that we can help mitigate environmental hazards such as climate change, which not only impacts work and business opportunities, but also threatens lives

We recognise that to achieve these goals, we need strong corporate governance to ensure accountability and oversight. We also need an exceptional team to drive change. And so, we embrace diversity and

inclusivity within Grab as a variety of life experiences and perspectives helps us develop thoughtful, hyperlocal solutions.

Ultimately, we believe that businesses thrive, only when communities thrive. As such, as Grab strives towards sustainable profitable growth, we will remain strongly committed to uplifting lives and livelihoods. With still so much we want to do for Southeast Asia, our journey ahead will not be easy. But we are confident that with our passionate team working closely with our stakeholders, we can rise to any challenge. Thus, it is with great optimism and excitement that we continue to forge ahead with driving the region forward through economic empowerment.



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



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

# About This Report

## Scope

Our ESG report communicates Grab's sustainability philosophy, approach and performance for the reporting period from 1 January 2022 to 31 December 2022 ("2022"), 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 New Initiatives business segments.

We have offices in 12 locations and operations in eight countries, namely Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam.

## Reporting Framework

Grab has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022 ("2022"). A GRI Content 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 in accordance with International Standard on Assurance Engagements 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information* (ISAE 3000). Please click [here](#) for the independent limited assurance report for scope of data assured by KPMG LLP.

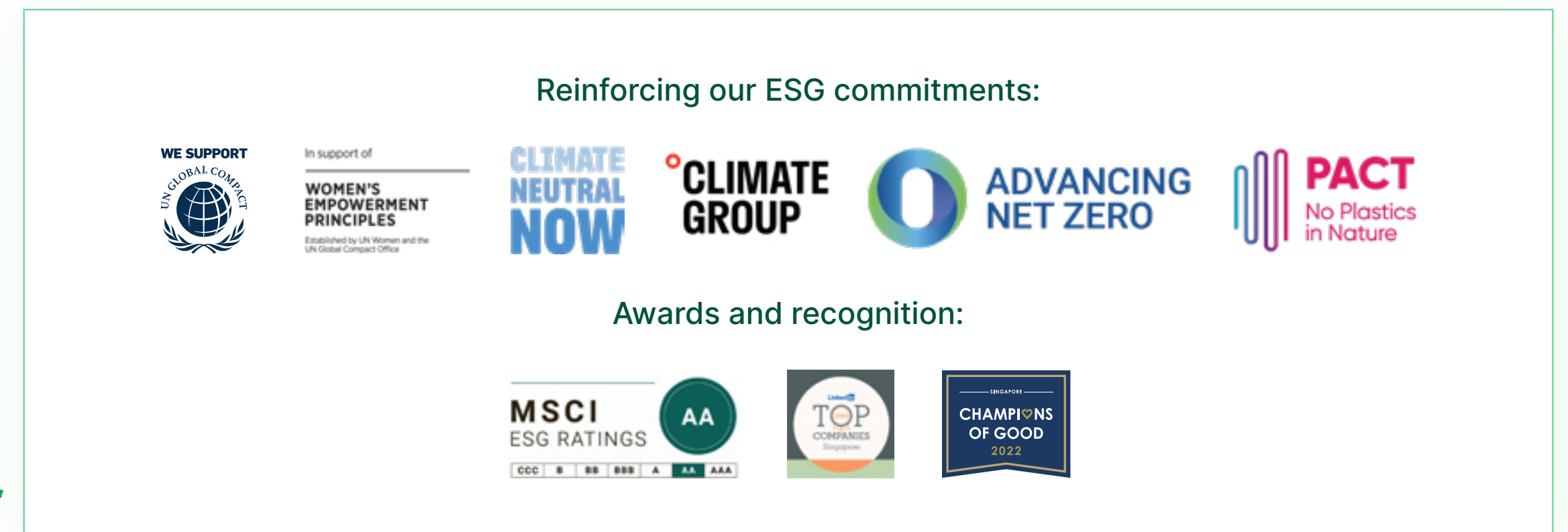
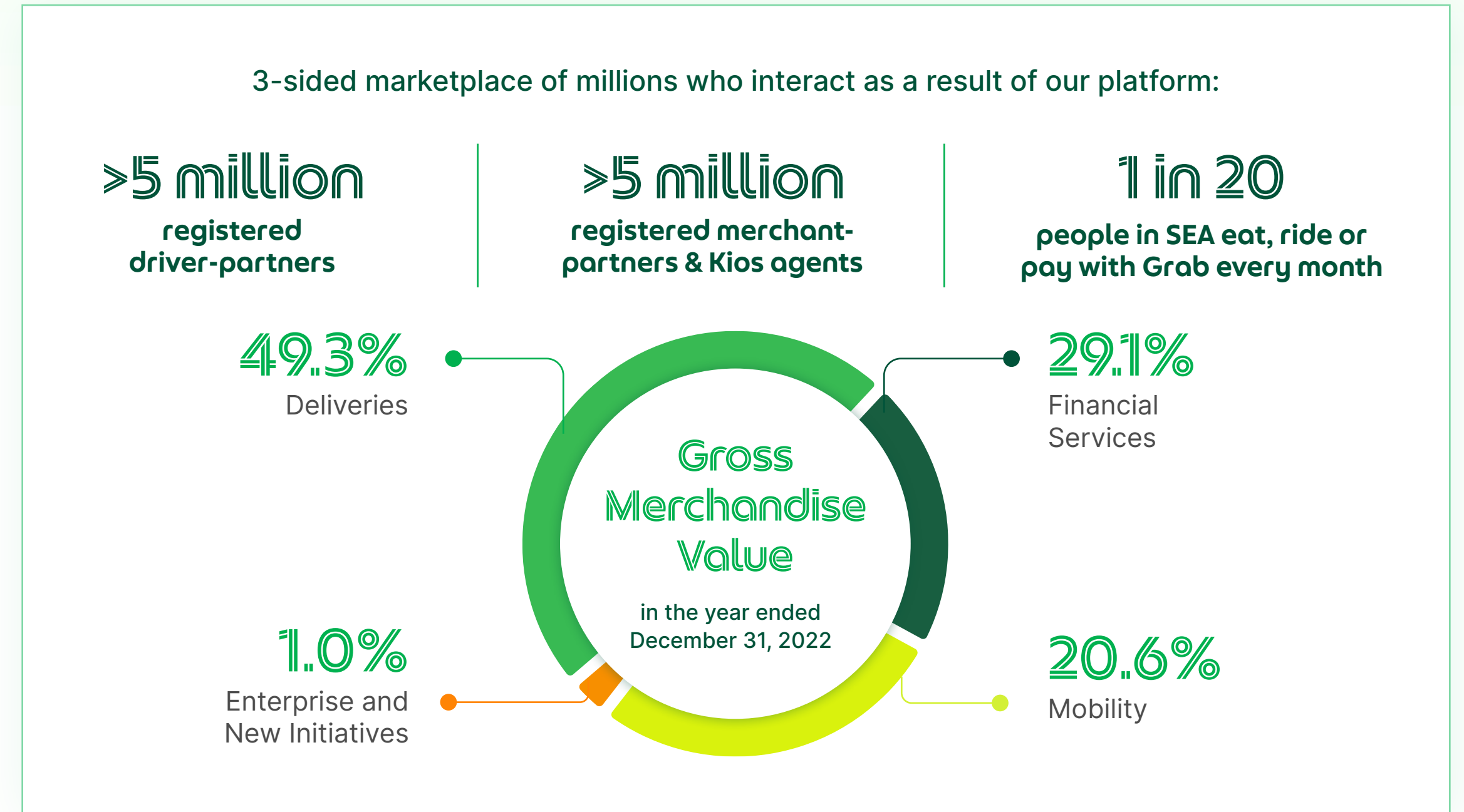
## Forward-Looking Statements

This report contains forward-looking statements regarding our goals, targets, projections, outlooks, beliefs, expectations, strategy, plans, objectives of management for future operations of Grab, and growth opportunities, 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 statements that are not historical or current facts and some of these statements 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: Grab's ability to grow at the desired rate or scale and its ability to manage its growth; its ability to further develop its business, including new products and services; its ability to attract and retain partners and consumers; its ability to compete effectively in the intensely competitive and constantly changing market; its ability to continue to raise sufficient capital; its ability to reduce net losses and the use of partner and consumer incentives, and to achieve profitability; potential impact of the complex legal and regulatory environment on its business; its ability to protect and maintain its brand and reputation; general economic conditions, in particular as a result of COVID-19, currency exchange fluctuations and inflation; expected growth of markets in which Grab operates or may operate; and its ability to defend any legal or governmental proceedings instituted against it.



# Grab at a Glance

We are a leading superapp in Southeast Asia that enables high frequency hyperlocal consumer services.



As of 2022, Grab received an MSCI ESG Rating of AA. THE USE BY GRAB HOLDINGS LIMITED OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF GRAB HOLDINGS LIMITED BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.



# The Grab Flywheel

How our business creates a multiplier effect of positive impact

At Grab, our mission is to drive Southeast Asia forward by creating economic empowerment for everyone. We are a triple bottom line company that believes what is good for our community of consumers, driver- and merchant-partners, and the environment, is good for our business.

In our ten years of keeping true to our mission, we empower our partners in ways that contribute to their long-term success and motivate them to serve the consumers on our platform better, which helps with consumer retention and fosters a healthy and sustainable marketplace for Grab. This in turn allows us to perform well financially and invest in more initiatives that uplift Southeast Asia.

We call this our 'impact flywheel' – each part of this virtuous cycle builds on the other. The momentum generated will allow Grab to continue scaling up its impact and empower positive change in the region.





# A Decade of Empowerment

As Grab scaled up our reach and impact across Southeast Asia over the last ten years, we have helped to empower change for participants in our marketplace.



### Provided safer and more reliable transport and deliveries for everyone

“ In the past, I used to have to ensure that I stayed awake during my taxi rides, because I didn't feel safe. Drivers would ask me very personal questions like whether I'm married. I also heard of many cases where drivers would try to disturb their passengers, by screening inappropriate videos. So on top of staying awake, I put on my earphones so that I could ignore the driver and not engage.

When taking Grab rides, I feel much more at ease. The drivers are much more respectful and there are many safety features that help to assure me such as the ability to share my location. Nowadays, safety is the highest concern for everyone, especially women, and Grab gives women peace of mind as a safer transport option when travelling.

**Yu Hnin**  
37, Myanmar  
Grab passenger since 2019



### Created stable and efficient earning opportunities for millions, including persons-with-disabilities

“ Though I was born with a disabled right arm, I can actually live my life like a normal person. However, people often judge me for what I cannot do based only on what they see. Thus, people with disabilities like me often have lower chances of getting a job compared to others. Looking for a new job is always a big challenge for me as many companies would favour other people over me.

In 2020, I applied to be a GrabFood driver-partner because Grab provides equal opportunity for everyone. I already had a driver's licence and a motorcycle adjusted for left-handers, so there was absolutely no problem for me providing the service. Driving with Grab became my source of income, and today, I hope to earn enough to save for my daughter's education.

**Thapana "Tha" Yenraksa**  
30, Thailand  
Grab driver-partner since 2020



# A Decade of Empowerment

As Grab scaled up our reach and impact across Southeast Asia over the last ten years, we have helped to empower change for participants in our marketplace.



### Digitalised millions of micro, small and medium businesses, giving them new ways to grow their business

“ My family has been selling local vegetables, fruits and spices often used in traditional Malaysian salads for three generations. In my parents' and grandparents' time, they could only sell to customers who visited us at our store in Pasar Besar TTDI, and that used to be good enough to keep our business going. In March 2020, I decided to make an important change to our business by bringing it online with Grab, thankfully just in time before the full force of the pandemic hit with the movement control orders in Malaysia.

Today, our store makes RM80,000 per month through GrabMart. Other sellers in our market saw our success and we convinced them to join us on Grab as well. With digitalisation, store owners at Pasar Besar TTDI are able to reach more customers, and grow their business.

**Al Hafiz Bin Abdul Rashid Chaw**  
38, Malaysia  
Owner of Ulam Melayu  
Grab merchant-partner since 2020



### Contributed to financial inclusion and protection for unbanked and underbanked Southeast Asians

“ In the past, I only used cash, I didn't have any e-wallets, because I was worried about being cheated and not knowing how to use them. This meant that I had to specially visit cash-in centres to do things like pay my utility bills.

When I joined Grab, I set up GrabPay mainly because it was a safe and convenient way for me to receive earnings from passengers. I didn't need to carry cash to give passengers change, and didn't need to go through the hassle of counting. I realised how convenient it was, and I started to use GrabPay for other transactions, like ordering food for my family while on the road, or to pay my bills. Now I can save time as I don't need to visit cash-in centres anymore.

**Glenn Otor Sabile**  
43, Philippines  
Grab driver-partner since 2019



# Key Sustainability Highlights 2022



## Partner Sustainable Partner Livelihoods

**>10 million  
registered partners<sup>2</sup>**

have an opportunity to earn an income on Grab, including >2,100 persons-with-disabilities

**US\$10.6  
billion**

earned by partners<sup>3</sup> on Grab platform, 19% increase from 2021

**72%  
of driver-partners have  
additional earning  
opportunities<sup>4</sup>**

as they earn from more than one service on the Grab platform

**26% increase  
in average monthly  
earnings by small  
merchant-partners**

after one year<sup>5</sup>

**10% increase  
in average earnings per  
online hour<sup>6</sup>**

for driver-partners in 2022 compared to 2021



## Platform Safe and Trusted Platform

**99.99%**

of rides and deliveries occur without safety incident<sup>7</sup>

**5.5x**

**safer rides regionally**  
when benchmarked against LTA QoS<sup>8</sup>

**2 first-in-  
Southeast  
Asia**

**safety features**

developed and rolled out – AudioProtect and Quiet Ride<sup>9</sup> to keep rides safer

**100%**

of Grab employees and contingent workers<sup>10</sup> trained in cybersecurity and safe data handling to keep users' data secured



## Planet A Lasting Planet

**>48,000**

**tonnes of Greenhouse Gas  
(GHG) emissions reduced**

through zero-emission transportation modes (walkers/cyclists), low emission rental vehicles (EVs/hybrids)<sup>11</sup> and efficiency optimisation

**>200,000**

**trees planted and  
~30,000  
carbon credits**

directed to protect and conserve forests across Southeast Asia<sup>12</sup>

**100%**

**of electricity used in  
all Grab corporate  
offices globally**

are powered by renewable energy<sup>13</sup> since 2021

**>8,100 tonnes**

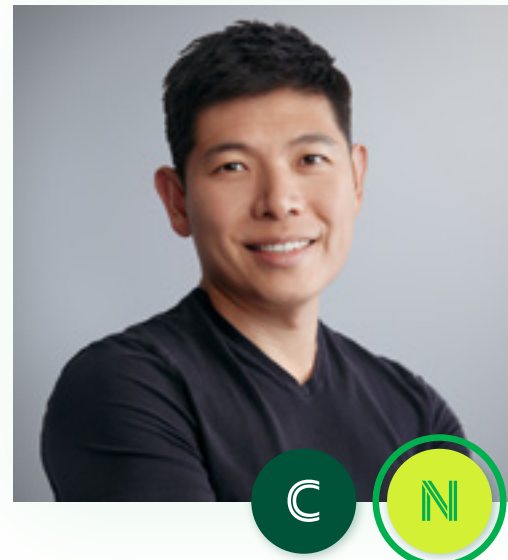
**of waste diverted**  
from landfills<sup>14</sup>, including 898 million sets of single-use cutlery



# Board Oversight on ESG

Grab's Board of Directors consists of individuals with a diverse set of backgrounds, experience and skills, and who are committed towards driving our business and mission, for long-term success.

## Chairman



**Anthony Tan**  
Chief Executive Officer and Co-Founder of Grab

## Director



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

## Independent Directors



**Dara Khosrowshahi**  
CEO, Uber



**Ng Shin Ein**  
Co-Founder and Managing Partner of Gryphus Capital Management



**John Rogers**  
Former CFO, WPP

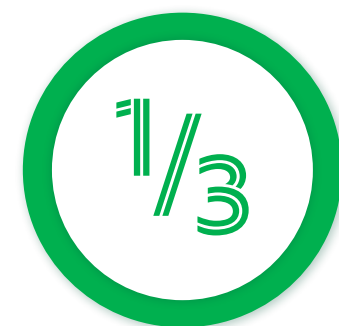


**Oliver Jay**  
Former Chief Revenue Officer of Asana

**A** Audit Committee **C** Compensation Committee **N** Nominating Committee **○** Chairperson



Independent



Women

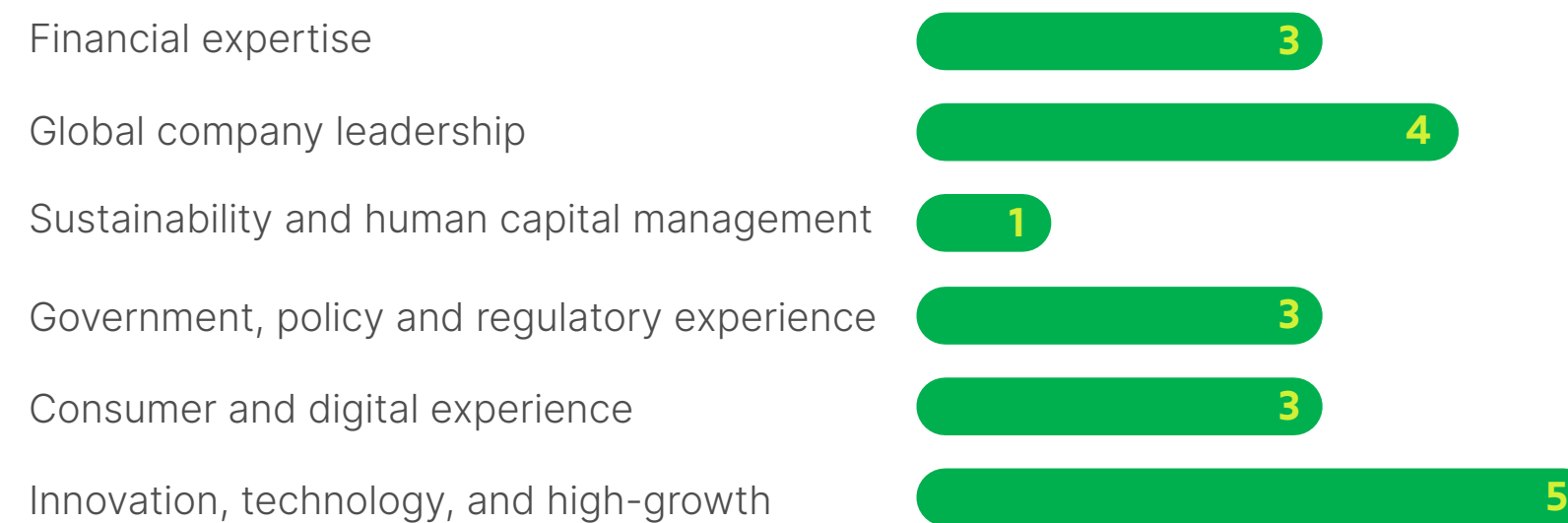


Average number of years serving on Boards



Average number of Boards that Board members have served on across their careers

## Skills and expertise



“The Grab Board of Directors is committed to safeguarding the company's mission. We seek to protect Grab's long-term future and ensure its sustainable growth by taking on the ultimate responsibility for oversight of risks affecting Grab's business, including environmental, social and governance matters. Grab has set up processes for ESG Board oversight, so that the Board is able to be kept apprised and provide its strategic guidance with ESG considerations taken into account.

We are committed to being transparent and accountable to our shareholders, and aim to create an environment that fosters business integrity, financial stability and responsible business growth.

## Grab Board of Directors



# Partner

**Grab is committed to creating opportunities for everyday entrepreneurs to build sustainable livelihoods.**

Many of the everyday entrepreneurs we work with are just trying to make an honest living with the skills and resources they have. Often, they do not have access to other earning opportunities or know how to get themselves from where they are to where they want to be.

Grab has been working to equip them with the tools and services they need so that they can participate in the rising Southeast Asian and digital economy - and earn a living that better supports their life choices and aspirations. We believe when they are empowered to thrive, the communities around them will thrive too.



**>10 million**  
**registered partners<sup>15</sup> have an opportunity to earn an income on Grab**



**US\$10.6 billion**  
**earned by driver- and merchant-partners<sup>16</sup> through our platform in 2022, a 19% increase from 2021**



**>1 million**  
**partners have taken at least 1 course to upskill themselves<sup>17</sup>**



# Safeguarding Driver-Partners' Wellbeing

**As a platform, Grab provides flexible earning opportunities to a diverse group of driver-partners. This has been our mission since we started in 2012 – to invest in and identify opportunities for our partners to earn when, where and how they want to.**

Today, we are a leading superapp in Southeast Asia that offers multiple sources of earning opportunities with our wide range of services. This enables our partners to continue to participate and benefit from the rapid growth of the region and digital economy.

Our driver-partners include people from all walks of life. They include full-time drivers who are sole breadwinners at home; those who are using the platform to supplement their family earnings; students who want to earn extra pocket money; and retirees who keep themselves active through completing orders on our platform.

As of 2022, Grab had more than

**5 million driver-partners**

registered on our platform





## Driver-partners choose platform work for flexibility and ease of access

Our driver-partners take on earning opportunities on our platform as they can choose to start and stop work any time, to work for multiple platforms or take on other work, and have full control over their work patterns and hours.

### Flexibility

80% of our driver-partners cited flexibility of time as the top reason for working on digital platforms like Grab<sup>18</sup>. This enables them to juggle other personal or family responsibilities, engage in their interest areas or work on their aspirations.



Triệu Văn Bình used to work as a taxi driver for more than six years, before he joined Grab in 2016. His family decided to buy a car in order to allow Bình to ferry his late mother to her dialysis treatments, while he drove on the Grab platform to help pay off the instalments for the car. With the increased earnings that he got from Grab, Bình has since been able to support his family, including his two children's university tuition fees, make repairs to his house and even travel. But what he appreciated most was the flexibility that being on the Grab platform afforded him.

**“** Before joining Grab, I used to have to take time off work to take my mother to her treatments, something that my previous companies could not allow regularly. So I am really grateful that by joining Grab, I had the flexibility in my schedule to fulfil my duties as a son, and spend more time with my mother in her final leg of life.

**Triệu Văn Bình**  
56, Vietnam  
Grab driver-partner since 2016

### Access to earning opportunities

In a survey that sought to understand what our driver-partners liked the most about working on digital platforms like Grab, one in two liked how easy it is for them to get started and start earning on our platform, compared to other jobs<sup>19</sup>. The low entry barriers ensure individuals from all backgrounds have equal access to earning opportunities. In Southeast Asia, where over three-quarters of the labour force are in the informal economy<sup>20</sup>, our platform also provides a more stable source of earning opportunities for our partners, helping them to earn more than what they would otherwise be able to, and supporting them to achieve a better life.



To help our partners gain access to earnings even faster, we have been actively working on reducing the amount of time it takes for our new partners to register on our platform. **Our new partners can start driving and delivering orders with Grab in as little as under two hours today.**



## Empowering persons with disabilities and marginalised individuals

Grab believes that anyone, regardless of background or ability, should be able to benefit from the digital economy. We aim to do this by cultivating a seamless and more inclusive Grab experience for persons with disabilities (PWDs) and marginalised individuals.

We partner with local NGOs to onboard and train PWDs and marginalised individuals to take up earning opportunities on our platform. These NGOs include Gerkatin, Himpunan Wanita Disabilitas Indonesia (HWDI), Pusat Bahasa Isyarat Indonesia (Pusbisindo), and Persatuan Penyandang Disabilitas Indonesia (PPDI) in Indonesia, Malaysian Federation of the Deaf and Persatuan Pemandu e-Hailing OKU Fizikal Malaysia.

To provide our PWD driver-partners with a better driving experience on our platform, we have worked closely with them and the related NGOs to develop in-app features that facilitate communications between them and their passengers. This includes automated notifications sent to inform their passengers of the best way to communicate with them.

As part of our continued commitment, we have also launched a **GrabAccess programme** in Indonesia and Malaysia to systematically provide equal access to earning opportunities from the digital economy. Under this programme, Grab provides dedicated assistance such as:

- specially-designed training sessions
- rebates in the form of vouchers for food, fuel and maintenance
- free onboarding kits such as helmets and jackets for driver-partners

More than 100 PWDs and marginalised individuals have benefitted from the programme to-date since its launch in late 2022.

“ Grab gave me the helmet and jacket for free as part of the GrabAccess programme, so I didn't have to buy it before starting. As a deaf person, it is quite hard for me to find ways to earn more, so I'm very grateful to Grab for giving me this opportunity and making it easy for me to join the platform and start earning. I also think that this programme helps to raise awareness about people with disabilities like myself – I have had passengers thanking me in sign language after I dropped them off, which really warmed my heart.

### Erna Fatmawati

41, Indonesia  
Grab driver-partner since 2022





“ I used to serve in the military for 20 years and was doing very well, but my world came crumbling down when I was diagnosed with a rare medical condition, Von Hippel-Lindau (VHL) syndrome. I had brain and spinal cord tumours that affected my left lower limb and I went for an operation in 2018, but I still had limited control over my muscles. This meant that I could no longer perform my army duties, and I was out of a job at 40 years old. I had to find a new job.

I saw Grab as a potential opportunity as I could still drive, so I applied for a letter from the hospital to certify me fit to drive and applied to be a driver-partner. I am grateful that Grab helps persons with disabilities like me, who can find it very hard to find other jobs. Today, my family does not need to worry about me as I can not only support myself, but also contribute to the family's household income.

**Mohd Helmi bin A Rahman**

41, Malaysia  
Grab driver-partner since 2019





## How Grab looks after our driver-partners

We recognise that our partners are an integral part of our ecosystem and we have been investing in their welfare over the years. Our approach is guided by these principles:

### Preserving flexibility

Our partners can choose when to work and how much to work based on their preferences.

### Sustainable earnings

We provide our partners with the opportunity to earn competitively relative to local market conditions and their effort. We will be transparent on expected earnings ranges so they can make an informed choice. We continually identify new earning opportunities for our partners by expanding our ecosystem and offering new services. Compared to platforms that only offer food delivery services, our driver-partners also have the option to ferry passengers or deliver groceries or e-commerce packages, and are therefore busier throughout the day.

We help to increase our driver-partners' productivity by leveraging our technology to reduce idle or down time, and help them complete orders and bookings more efficiently. This allows them to earn more for every hour they spend on our platform.

**72%**

Driver-partners earn from more than one service on the Grab platform<sup>25</sup>

**~3.55%**

Reduction in average idle time<sup>26</sup> for driver-partners in 2022 compared to 2021

**~10%**

Increase in average earnings per online hour<sup>27</sup> in 2022 compared to 2021

**“** I started out as a driver-partner on GrabBike, but when the pandemic hit and fewer people were going out, I expanded to provide more services like GrabFood and GrabExpress, so that I can earn more, even when there are no passengers. This helps me to secure more trips everyday, so that I can hit a high incentive tier, which is my daily goal.

#### **Chusni Mubarak**

40, Indonesia  
Grab driver-partner since 2017





## Technological features that help to reduce idle time and help driver-partners complete bookings more efficiently

### Mobility

- Automated Tolls<sup>28</sup>** We implemented the automated post-trip toll calculation feature so that driver-partners no longer have to enter toll costs manually. This helps to alleviate the burden on driver-partners and ensure that they receive their rightful compensation.
- Back-To-Back Bookings** This feature assigns driver-partners with their next booking when they are nearing the end of their current booking, so that they are able to head straight to their subsequent booking without any idle time. This feature is applied across both mobility and deliveries.
- My Destination<sup>29</sup>** My Destination is a feature in the Grab Driver App that matches passengers who are going in the same direction as a driver-partner's preferred destination. This increases their chances of getting a booking while travelling to their preferred destination, allowing driver-partners to maximise their earnings.
- Auto Accept** Auto Accept is another feature in the Grab Driver App that automatically accepts incoming trip bookings on behalf of driver-partners, allowing them to accept more rides and increase their earnings. This feature allows driver-partners to focus on the road without worrying about missing out on earning opportunities.
- Heat Map** The Heat Map feature uses real-time and historical demand data to predict the expected wait time for rides. Using this tool, driver-partners can reposition themselves to areas with the shortest wait times, in order to take advantage of increased earning potential.

### Deliveries

- Just-In-Time Allocation** Just-in-time allocation is an algorithm that matches delivery-partners to pick up orders closer to the time that the merchant-partner is ready with the order. This minimises the time delivery-partners have to wait at the merchant-partner's stores. To strengthen this algorithm, we have also installed bluetooth beacons that help to accurately detect when delivery-partners have arrived at the merchant-partners' stores. We are also piloting indoor maps to help delivery-partners get to merchant-partners more efficiently.
- Batching** With order batching, our system can assign two or more consumer orders with nearby drop-off or pick-up points for a driver to complete in a single trip. This also enables delivery-partners to potentially fulfil more trips in the same amount of time spent on our platform.
- Mix & Match** Mix & Match is a feature that enables consumers to place an order from multiple stalls within a hawker centre or mall in a single order. This feature increases order demand as well as earning potential for delivery-partners by offering a slightly higher delivery fee.
- Large Order Allocation** Grab's in-house tech allocation engines help to ensure the scalability of our matching system and assign the right vehicle mode for different types and volumes of orders. For example, for large orders, the allocation algorithms will prioritise four-wheel vehicles, reducing the time wasted for delivery-partners on two wheels or on foot as a result of multiple delivery trips or cancellations.

“ I like that the app groups orders together because it allows me to take more orders at one go, instead of going back and forth. I can earn more because I save time, especially when the orders are very close to each other. I also like the new indoor GrabMap — sometimes malls are very confusing and may have their own rules, but this feature tells me which is the best entrance for delivery-partners like me.

**Zahidah Binte Mohammad Zahid**

26, Singapore  
Grab delivery-partner since 2020





## Insurance & savings

Insurance and savings provide a safety net for unforeseen circumstances and peace of mind that our partners should have as they take up earning opportunities on our platform.

Grab provides work-related accident insurance to its partners at no cost. This protects them from accidents and incidents that may arise in the course of their work. There are also affordable options available if our partners wish to top-up their insurance coverage.

We also encourage our partners to participate in national saving schemes where these are available, and provide practical benefits that help them save on the road and/ or cope with sudden situations that may arise and impact their earnings negatively.

GXS Bank, a digital banking JV between Grab and Singtel, has been approved to commence restricted business activities in Singapore and, together with a consortium of partners, was selected to receive a full digital banking license in Malaysia. To expand its digital banking ambitions in Indonesia, Grab has also invested in a minority stake in PT Super Bank Indonesia (previously PT Bank Fama International). These will enable us to do more to support our partners with financial services when the digital banks are launched later.

## Cash advance programme

This is offered to a select group of Grab driver-partners to give them better access to credit in case of emergency situations or when they have larger-ticket expenses to bear. Partners who are eligible to apply to the programme can request for an earlier payment of their incentive earnings. The amount for each partner is determined based on multiple considerations which include the partner's past earnings and driving history, and is structured in a manner that protects our partners' financial well-being by ensuring that they will not incur more debt than their expected income. There are no late fees or compounding interests, and Grab will provide assistance to partners who face payment difficulties. The same programme has also been offered to help partners with the purchase of specific essential items such as groceries, car maintenance and mobile devices.

## Fuel support

Fuel costs constitute a significant portion of our partners' take home earnings. When the oil price hiked in 2022, we knew we had to provide assistance to ensure our partners continue to bring home sustainable earnings for themselves or their families. We increased our fares, introduced fuel surcharges where 100% of the fee goes back to our partners and also partnered with fuel companies to offer fuel discounts to our partners to alleviate the negative impact from the price hike.

## Access to financial support turned his life around

When Jiraphat Sopalai was a taxi driver, he could not earn enough to support his family and had to borrow money from money lenders that charge a high interest rate. Since joining Grab nearly seven years ago, the income he earned by driving on the Grab platform has enabled him to fully repay his debts to the money lenders. He is now also able to save money for rainy days. This was a critical change that allowed him to provide more sustainably for his family, including his two children.

“ I never thought I would be able to achieve what I have today. This would not have happened without the help from Grab. I had to borrow money from loan sharks previously because it was so difficult to get a loan from traditional sources like banks. Without the cash to tide me over on things like fixing my vehicle or getting a mobile phone, I wouldn't be able to work and earn money — so it was a vicious cycle. With Grab's Cash Advance, I have two cars now to earn money with, and no longer worry about having enough to pay for devices I need for my work like my mobile phone. I am really grateful for the opportunities that have led me here, and the community that I have gained by being part of the Grab family.

### Jiraphat Sopalai

50, Thailand  
Grab driver-partner since 2016





## Fair work conditions

We commit to providing fair work conditions for our partners by ensuring a safe environment<sup>30</sup>, promoting inclusion, being transparent with our code of conduct, ensuring earnings are paid out in a timely manner and ensuring our partners have a voice, so that they can communicate their concerns and engage with us.

## Upskilling and professional development

Our partners have access to upskilling and reskilling programmes to help them in their current roles or develop new skills. Grab offers a wide range of training and upskilling courses to our partners under GrabAcademy – a dedicated platform that is available through the Grab Driver and Merchant apps.

~2,500  
courses available

>1 million partners have taken at least one upskilling course<sup>31</sup> on GrabAcademy

The training programmes, which are offered in-app, online and offline, are geared towards helping our partners be more digitally savvy and do better in their respective fields so that they can earn more. We also offer financial literacy courses to support them with their longer term financial planning - which is a foundation for greater financial freedom and better livelihoods in the future.

### Empowering partners to succeed

- Courses that allow partners to provide better service, such as how to keep their cars clean
- Safety-related videos that cover tips to manage wet weather and night driving
- Courses that teach merchant-partners how to capitalise on our advertising offerings

### Empowering them to be digitally savvy

- Basic digital literacy programme (in partnership with Microsoft)
- Entrepreneurship and small business toolkit (in partnership with Mastercard)

### Empowering partners with their long term financial planning

- Basic financial literacy programme (in partnership with International Finance Corporation/IFC)



“ Grab gave me an earning opportunity back here in the Philippines where I can be with my family, as I used to be an overseas foreign worker, working as a cook in Saudi Arabia. Before, I didn't give much attention to these training sessions that Grab provided because I just found it tiring. But I realised that Grab is helping us driver-partners by providing resources that will help improve our lives, such as online training and seminars teaching us how to improve the quality of our services and earn more. The best part is that we can learn during our own time, which is what led me to take up the courses.

### Jose Concrenio Co

52, Philippines  
Grab driver-partner since 2017



## Collaborating with industry and government partners

We also collaborate with like-minded industry and government partners to develop relevant programmes to provide quality training content to our partners.

For example, Grab Thailand signed an MOU with the Department of Skill Development (DSD) and Social Security Office (SSO) under Thailand's Ministry of Labour in November 2022 to:

**Support the upskilling of our partners by co-developing video training modules on topics such as English for Drivers, Chinese for Drivers, Electric Vehicles 101 and Social Security for Freelancers 101. These modules will be available on GrabAcademy.**

**Promote DSD's upskilling courses to our partners, encouraging them to learn more skills.**

In another example, Grab Singapore, together with two other major food delivery platform companies, set up the [Digital Platform Industry Association](#) in 2022 to foster collaboration and consistency in strengthening the frameworks, guidelines and policies for our driver- and merchant-partners. Through the association, we hope to consolidate industry expertise of the different platforms to build meaningful partnerships, drive innovation and raise industry standards – including work standards for our partners.

In November 2022, the Advisory Committee on Platform Workers set up by the Singapore government had put out a [report with recommendations to strengthen protections for platform workers](#) like our partners. The recommendations cover three key areas of ensuring adequate financial protection in case of work injury, improving housing and retirement adequacy and enhancing representation for the workers.

**A survey done in February 2023 with Grab driver-partners<sup>32</sup> found that they are most concerned with the impact that CPF contribution will have on their take-home earnings**

**49%**  
are likely to opt in for CPF contribution

**40%**  
are concerned about the amount of CPF contribution required

**75%**  
will still continue to choose platform work even after CPF contribution is fully implemented

We are broadly supportive of the recommendations and have been working closely with the relevant government agencies on the implementation details guided by considerations to ensure minimum impact on our partners' earnings and consumer prices.



# Empowering Merchant-Partners' Growth Online

Grab supports everyday entrepreneurs with opportunities to earn through our superapp. In the post-pandemic world, deliveries have become a way of life for consumers in Southeast Asia, who made 1.48x more orders in 2022 compared to 2019 on GrabFood<sup>33</sup>, even as countries in the region reopened.

To empower our merchant-partners to capture this growth online, we have focused on equipping our partners with the right tools and services to scale their business. Today, new merchant-partners can start offering their items on the Grab app as quickly as within three working days.

We also continue to bring small businesses online and ensure they are able to thrive on our platform by offering more dedicated support to help them understand their online customers and how to engage with them.

>5 million

registered merchant-partners and GrabKios agents

83%

of registered merchant-partners are small merchant-partners

26%

increase in average monthly earnings by small merchant-partners after one year on Grab's platform<sup>34</sup>





## Leverage tech tools and services to grow

Our merchant-partners who have come online for the first time would almost immediately be able to reach a wider group of consumers compared to what they could previously with their physical stores.

This is especially helpful for small merchant-partners, who are comparatively less visible, and may not have large advertising budgets or capabilities. They also do not typically have access to data that can help them gain insights on how best to grow their business. Grab empowers our merchant-partners with self-serve tech-enabled tools which are available through the GrabMerchant app, allowing them to optimise their online stores and capture more consumer orders.

### Advertising

The GrabAds Ads Manager<sup>35</sup>, a self-serve ads creation tool within the GrabMerchant app, tackles this need by empowering merchant-partners to;

- Launch their own advertising campaigns to drive visibility and sales
- Utilise easy-to-use advertising options available such as ready-to-use image ads as well as search and listing rankings
- Track ad performance in real-time and make tweaks easily

Small merchant-partners in particular have found GrabAds to be an accessible and targeted model, as they only need to pay when a consumer clicks-through their ads.

**On average, GrabAds deliver a 6x return per dollar spent on advertising<sup>36</sup> for our small merchant-partners**

### Data and insights

The insights tool gives merchant-partners a view into their sales, their operations, their customers' purchasing habits and the effectiveness of their external marketing campaigns. It allows them to spot and respond quickly to new opportunities such as creating bundled meals based on what customers are ordering, and equips them to address operational inefficiencies that could be hindering growth.



## Turning his business around with GrabAds

At the height of the Covid-19 pandemic, things looked bleak for Nguyễn Phú Luân as he had to close his store "1900 Coffee & Tea" for five months. In a last ditch attempt to save his business, Phú Luân tried out GrabAds, which helped him to increase the number of orders per day by seven times.

“GrabAds empowers me to take marketing for my shop into my own hands where I can optimise the cost of my search ads and edit the budget with just one touch. I particularly like that the ads are targeted at users who are already looking for something to drink. This makes it much more effective in getting sales as compared to other available digital advertising platforms. With search ads, you will see the effect of your advertising more immediately, and it leads the customer to make an order.”

### Nguyễn Phú Luân

31, Vietnam  
Owner of 1900 Coffee & Tea  
Grab merchant-partner since 2021



## Tailored support to thrive online

During the pandemic, thousands of our merchant-partners came online for the first time on the Grab platform. They learnt via GrabAcademy how to set up their online stores, take attractive photos of their dishes and use digital marketing to increase their online visibility.

Fast forward two years later, many of our merchant-partners are now proficient in managing their operations for delivery orders and are ready to scale. To support them, we have launched our first **GrabMerchant Centre** in Singapore that offers bespoke business consultations, direct operations assistance and further upskilling workshops to our partners. This is to help them better understand their online-first consumers and identify further opportunities to grow their businesses.

## Stability allowed her to contribute back to deaf sports

Choo Mei Lin is the owner of Just Bake, a successful bakery in Setia Alam, and also the treasurer of the Malaysian Deaf Sports Association. While these two hats may seem to have nothing in common at first glance, it is the stability that the Grab platform has provided Mei Lin with, that gave her more time and peace of mind to contribute back to deaf sports. Mei Lin herself was born with a loss of hearing and speaking ability, and as an athlete herself during her schooling days, it sparked her interest in helping to build a better local support system for deaf sports.

Mei Lin participated in the GrabMart Merchant incubation programme, which was designed to educate and upskill selected merchant-partners on key operational metrics, available tools and campaigns to boost activity within GrabMart.

“I’m very touched to be invited to this and it really shows how Grab is going the extra mile to help its merchant-partners. The GrabMerchant portal provides a lot of data and functions that seem hard to understand and use. But now that I’ve attended this programme and received one-to-one coaching on how to use this programme, it has really helped me to understand and use these functions at a 100% capacity. The support system that Grab has given me is far better than other platforms that I joined previously, and I look forward to listing my future stores on Grab too.”

### Choo Mei Lin

45, Malaysia  
Owner of Just Bake  
GrabMart merchant-partner since 2018





## Making systematic improvements to delivery offerings

Butter Studio, a bakery with six outlets in Singapore, first joined GrabMart in 2020. After consulting with GrabMerchant Centre, it improved its menu listings with better visuals and more descriptive language. It also made product adjustments, like reducing the height of some of its cakes to facilitate smoother deliveries and better consumer experience. In addition, the Butter Studio team also learnt to monitor peak delivery timings so that they could better handle online orders and walk-in customers.

“When COVID-19 hit, I thought I would no longer be able to pursue the big plans I had for Butter Studio. Thankfully there were platforms like Grab to help us maintain our accessibility to customers. We even reached a new customer segment through GrabMart – those who required super last-minute cake deliveries. Our online sales saw a spike and it motivated us to keep doing better. I decided to sign up for a few sessions with GrabMerchant Centre, which inspired me to make systematic improvements to our delivery offering. Since the first session, we have seen a 30% increase in GrabMart sales on average. I am glad to have kept all Butter Studio outlets open and we’re back to exploring expansion plans for the business.

### Shannon Lua

39, Singapore  
 Founder of Butter Studio  
 Grab merchant-partner since 2020

## Grab Singapore as Singapore’s SkillsFuture Queen Bee partner

Grab Singapore has been invited to join Singapore’s SkillsFuture Queen Bee (SFQB) programme in June 2022, an endorsement of Grab’s effort and ability to help small and medium sized enterprises (SMEs) to go online and further empower them to thrive online.

Under the programme, Grab will help SME merchant-partners in the food services sector in Singapore to build relevant skills and capabilities to grow and digitalise.

### Some examples of skills training areas include:



The skills training programmes are co-developed by Grab with various institutes of higher learning and training partners. To-date, Grab has actively engaged and supported more than 100 merchant-partners, of which 25 of them have adopted relevant programmes to upgrade their workers.

The SFQB programme was first introduced in 2020 by SkillsFuture Singapore (SSG) to support skills and talent development in companies to help them grow and transform their business. SFQBs are recognised as industry leaders who take a leading role to champion skills development in organisations, particularly for SMEs.



## Financial empowerment

Millions of small and medium sized enterprises in Southeast Asia traditionally have low access to capital due to a lack of formal credit history, which limits their potential to grow. To support our partners and equip them to better capture growth opportunities, Grab also offers working capital loans to a select group of merchant-partners in the Philippines, Thailand and Singapore.



## Expanding his business with cash advance

Aswin Chatjaroenmongkol followed in his father's footsteps and opened a restaurant selling chicken rice. As an early adopter of the Merchant Cash Advance programme, Aswin was able to expand his business, by supporting the costs of renovations and new equipment.

“ Being able to get a cash advance with Grab has really helped me to expand my business. The interest is low and it is easy to get a loan and make payments too. I put all of this money into expanding my business — I used to sell only chicken and rice, but today, I also sell noodles and drinks, and have even opened an additional branch.

### Aswin Chatjaroenmongkol

32, Thailand  
Owner of Big Night Kaiton restaurant  
GrabFood merchant-partner since 2020



# GrabForGood Fund: GrabScholar in Indonesia and the Philippines

**The GrabForGood Fund, which is an endowment fund set up in 2021, allows us to extend our impact beyond our marketplace in the long-term.**

Grab believes that society and business is interlinked – when our business thrives, it allows us to uplift our partners, consumers, and broader community by improving their socioeconomic mobility and quality of life.

The Fund primarily contributes to three areas:



**Education**



**Partner  
Community  
Care**



**Climate and  
Disaster  
Relief**

## In 2022, Grab committed US\$1 million to the GrabScholar programme across the region

In Indonesia, we partnered with BenihBaik, an Indonesian crowdfunding platform, to support more than 1000 elementary, junior high, high school and undergraduate students in Indonesia with scholarships and bursaries.

In the Philippines, we also supported more than 300 students with scholarships or bursaries, as well as 150 aspiring Business Process Outsourcing (BPO) professionals with a career acceleration programme. The GrabScholar programme in the Philippines was done in partnership with BagoSphere and PHINMA Education.

“Scholarships like these give hope to young Indonesians to move forward and achieve their goals. Salute to Grab, which continues to be committed to providing a future for the nation’s next generation without exception. BenihBaik is proud to be a part of an initiative that helps Indonesian youths who are reaching towards a brighter future.

**Andy F Noya**

Founder & CEO of BenihBaik.com, Indonesia





# Platform

**We believe a safe and trusted platform is fundamental to building a thriving marketplace for our users.**

This is where our consumers and partners exchange value – cash, data, time and effort. It is our responsibility to make sure they can do this with peace of mind and assurance of safety, reliability and security. Our goal is to have zero preventable physical incidents on our platform and we invest actively to fight bad actors in the virtual space. We will take the lead in not simply meeting, but also setting a higher bar for industry standards to create a safer Southeast Asia.



**99.99%**

**of rides occurred without safety incident<sup>37</sup>**



**5.5x**

**safer regionally when benchmarked against LTA QoS<sup>38</sup>**



**100%**

**of Grab employees and contingent workers<sup>39</sup> trained in cybersecurity and safe data handling to keep users' data secured**



# Providing Safest On-the-Road Transportation in SEA

**In 2022, we maintained our safety standards as 99.99% of rides and deliveries on our platform occurred without incident<sup>40</sup>. This was despite the increased in-person interactions as Southeast Asia reopened post pandemic.**

Our overall road incident rate in 2022 was about **half** of what we had back in 2019 pre-COVID period, even with a similar number of rides completed. The majority of accidents on our platform involved injuries of minor or moderate severity<sup>41</sup>.

## **Regionally, Grab rides were 5.5x safer than Singapore's QoS in 2022<sup>42</sup>.**

Singapore's Land Transport Authority's (LTA) Quality of Service (QoS) measures how well transport companies providing point to point transport services manage service quality, including safety indicators. Grab conducts regular benchmarking exercises to measure our regional mobility safety performance against the Singapore QoS benchmarks for road accidents. Singapore's QoS benchmarks are used as a benchmark for the region as not all countries have a published or defined set of standards, and because Singapore has high safety standards for its point to point transport sector. Our regional Mobility segment has consistently outperformed Singapore's safety and service quality benchmarks by significant margins. Grab had 0.09 mobility accidents per 100,000 rides, compared to the QoS benchmark of <0.5.

## **A sustainable and safe income**

U Zaw Zaw Aung was working as an odd job labourer in Malaysia for 17 years, and returned to Myanmar in 2016 so that he could spend more time with his family. Upon returning, he worked as a street hail taxi driver for a year, but found it hard to get passengers due to a notorious taxi rape and murder case that swept the nation. He joined Grab when we launched in Myanmar in 2019, originally because he liked how he did not have to drive around aimlessly

**“** Throughout the four years that I have been driving on the Grab platform, I was able to spend more time with my family and children, while managing my earnings to provide for my family's needs. But most importantly, I like that Grab is safe for both passengers and driver-partners like myself. Compared to my previous jobs, my family does not have to worry as much, both in terms of what I can provide for the family, but also, my safety while doing so.

### **U Zaw Zaw Aung**

50, Myanmar  
Grab driver-partner since 2019





## Pre-Trip/ Delivery

Our safety protections start before a ride or delivery begins

## On-Trip/ Delivery

While users are on a trip or delivery, Grab looks out for them and provides tools to ensure they reach their destination safely

## Post-Trip/ Delivery

We are committed to helping our users enjoy a better and safer experience on our platform



### Onboarding

To guide all user groups to use our platform and services safely, we have established Codes of Conduct for our driver-partners and merchant-partners, as well as Terms of Service and Privacy Policy for all users, including consumers. Users are required to accept these terms when they first register on our platform and those who violate them may be deactivated and not allowed to use our services. In addition, we conduct background checks on our driver-partners as part of the onboarding process to ensure that they do not have any serious criminal records.



### Mandatory safety training

All driver-partners are required to complete mandatory safety training when they first register with Grab to ensure they are equipped with the necessary knowledge to manage different safety incidents if they happen. The topics include defensive driving, food safety and hygiene, as well as customer service. Driver-partners are also able to go through refreshers any time on their driver app to keep such knowledge top of mind.



### Artificial Intelligence-powered facial authentication

Real-time selfie verification is required for driver-partners at login. The facial verification ensures only registered driver-partners can accept ride or delivery bookings via the Grab app and allows us to identify users who may be sharing or renting accounts.



### Passenger verification

To protect our driver-partners against passenger-caused crimes, including verbal or physical abuse, passengers on the platform are verified through bank card or selfie authentication.



### Seamless communication

We encourage communication methods, such as in-app chat and VOIP calls, to protect users' and driver-partners' privacy when they communicate. We use number masking technology in some countries to mask the phone numbers of users and driver-partners when a call is made.



### Safety Centre & Emergency Help

All rides are equipped with a Safety Centre button displayed prominently in the middle of the screen for easy access. The key features include:

- **Share My Ride:** A user can share their ride with anyone in their contact list. Once shared, the ride can be tracked live, together with the driver-partner's details and the estimated time of arrival.
- **SOS Button:** An emergency hotline to contact police or an ambulance should immediate assistance be required. The button also triggers a message to the user's pre-saved emergency contacts.
- **Report a safety issue:** If passengers or driver-partners feel unsafe or feel that any aspect of the ride could be improved, they can report an issue directly through the app.



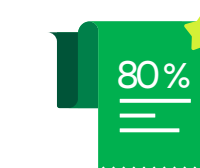
### Real-time Trip Monitoring

Grab uses various signals to detect if a user may be in an unsafe position by monitoring multiple trip signals including GPS, traffic conditions and map intelligence. If there is an unplanned stop, an unexpected prolonged stop or if the vehicle has deviated from the trip's route, Grab pushes a notification to both driver-partners and passengers to check if they are OK.



### Feedback from users

After each ride or delivery, both consumers and driver-partners can rate the trip and provide feedback about what can be improved, or what went wrong during the trip or delivery. Feedback can be submitted up to 72 hours after trip completion.



### Driver Safety Report

Driver-partners are provided a customised in-app safety report, with insights such as detailed breakdowns of where exactly any unsafe event - such as speeding, hard braking or harsh acceleration - might have taken place, personalised feedback on how they can improve their driving for their own and other's safety, and a view of their week-on-week progress.



## Preventing sexual harassment and assault

Grab has a **zero-tolerance policy** for sexual harassment and sexual assault on our platform. We leverage various technologies, policies and measures to prevent such incidents.

In 2022, Southeast Asia's reopening and lifting of COVID measures increased in-person interactions, heightening risks of these incidents. While the rate of sexual harassment incidents decreased between 2021 and 2022, we observed an increase in the rate of sexual assault incidents. However, compared to 2019, which had a similar ride volume, the sexual assault incident rate is more than 70% lower.

Grab remains committed to getting to zero preventable incidents of sexual harassment and assault, and will continue to invest in tech and find new ways to further reduce these incidents.



### AudioProtect

AudioProtect is a feature that allows driver-partners and passengers to record their audio during their ride, when both parties provide their consent. To ensure passengers' and driver-partners' privacy, the audio recording files are stored securely and encrypted by Grab, and will only be used for investigation purposes when safety incidents are reported, providing an additional layer of support.

The feature was first launched in Malaysia in 2022, following a survey which found that 80% of our partners and consumers felt that such a feature could better provide them with greater peace of mind when travelling on our platform.



### Quiet Ride

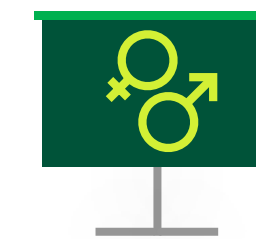
The Quiet Ride feature notifies driver-partners when passengers prefer to have minimal conversations during their ride. Driver-partners are guided to only engage passengers for essential communications such as confirming trip details, answering phone calls or other urgent questions, if the passenger has indicated their preference for a quiet ride by turning on the feature. This can help to reduce potential instances of verbal harassment. This feature was first trialled in Malaysia in 2022, before being rolled out to other countries in 2023.



### GrabCar for Lady

GrabCar for Lady service enables women passengers to choose to book transport rides from women driver-partners.

Our women driver-partners can opt to not proceed with the pick up if the passenger isn't a woman when they reach the pick-up point. The service aims to provide our users with a better peace of mind and has been well-received by our users in Thailand, where it was rolled out in 2021.



### Mandatory sexual harassment training

These trainings guide our driver-partners on what might constitute sexual harassment, so that they are more mindful of their language and behaviour when ferrying passengers.



## Supplementary data on safety incidents<sup>43</sup>

	2019	2020	2021	2022 Stats
Overall incidents <sup>44</sup> per million rides	2.556	1.978	1.307	1.1319
Road accidents <sup>45</sup> per million rides	1.593	1.292	0.909	0.930
Moderate accidents <sup>46</sup> per million rides	0.0742	0.0718	0.0771	0.0611
Serious accidents <sup>47</sup> per million rides	0.0211	0.0088	0.0029	0.0019
Critical accidents <sup>48</sup> per million rides	0.0069	0.0141	0.0058	0.0037
Mobility accidents per 100,000 rides Based on LTA's QoS requirement Benchmark = <0.5	0.16	0.12	0.09	0.09
Delivery accidents per million rides	2.018	1.443	0.912	0.929
Sexual harassment incidents <sup>49</sup> per million rides	0.526	0.451	0.281	0.262
Sexual assault incidents <sup>50</sup> per million rides	0.437	0.234	0.117	0.128

### Choosing a safer way to ride

In 2020, Abigail had a traumatic experience on another ride hailing app, where she argued with the driver, who insisted on being paid in cash, despite her earlier choice of card payment. He locked the doors of his vehicle so that she could not leave, and sped off from her destination before shouting at her to pay up since he had already driven her to the destination. She hastily paid him whatever cash she had on hand before he allowed her to leave. Despite lodging a complaint thereafter, Abigail has not received a response to date.

Since then, Abigail chooses to only take Grab, as a safer way to travel.

“ I really appreciate that Grab has more stringent requirements and codes of conduct for its drivers, and I feel much more assured when riding with Grab. I also particularly like the SOS button and the share-my-location feature, which show how Grab is committed to the safety of its passengers.

#### Abigail Emelly Theseira

28, Malaysia  
Grab passenger since 2018



# Protecting Our Users and Their Data Online

**We have a team of skilled professionals that comprises cybersecurity and privacy experts, engineers and developers dedicated to this effort, and also invest actively in extensive resources and technologies to fight bad actors.**

We have also instilled a culture of privacy awareness within Grab where all Grab employees and contingent workers are required to complete a cybersecurity and data privacy training with annual refreshers to ensure they are well-informed about our data policies and practices.

## Cybersecurity

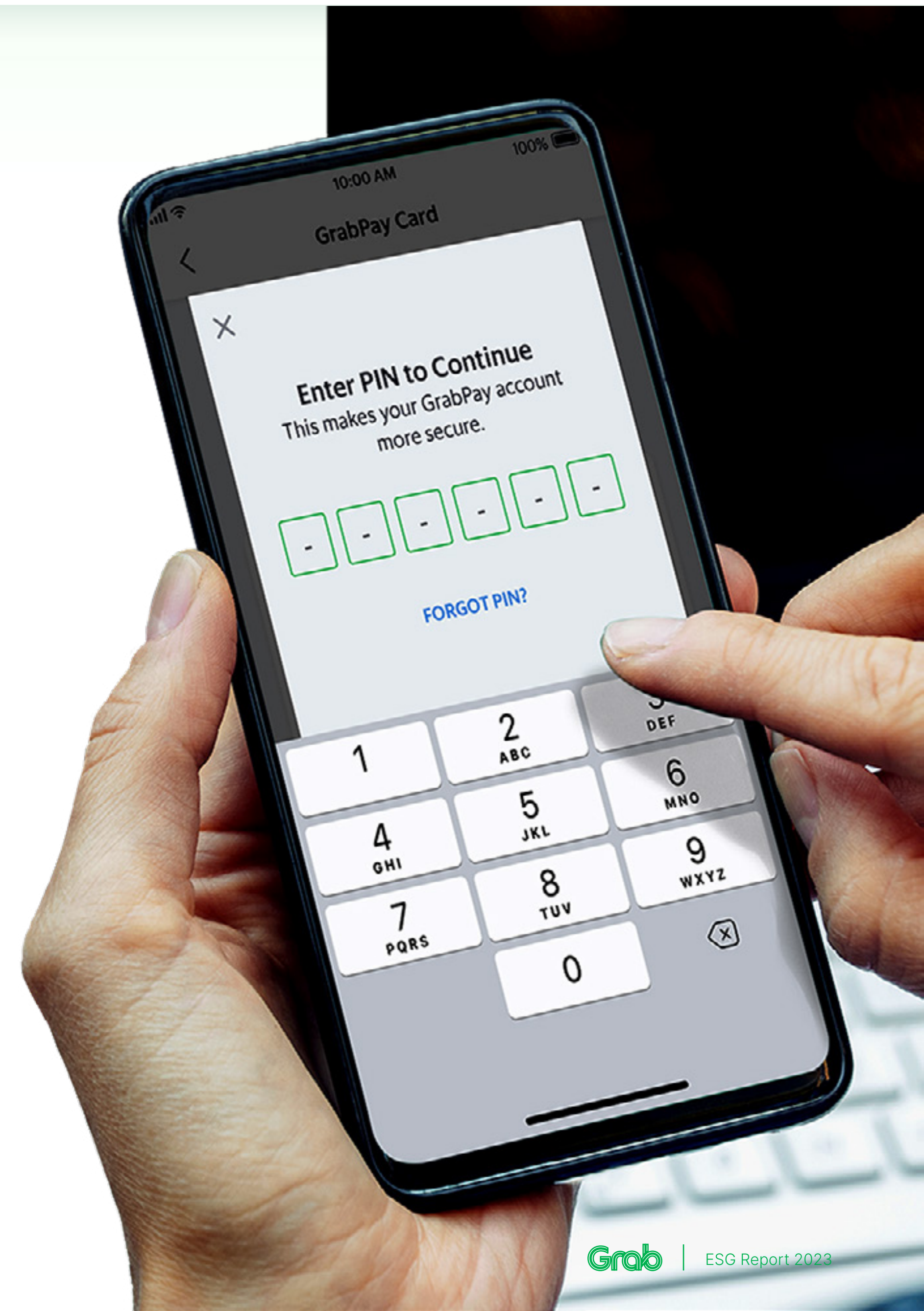
Grab invests in protecting our networks, systems, and data from potential cybersecurity threats. We have a well-defined cybersecurity programme that is reviewed and updated on an annual basis, taking into consideration internationally recognised cybersecurity frameworks such as National Institute of Standards and Technology Cybersecurity Framework and ISO 27001 standard for information security management systems.

Our Cybersecurity Team also continuously reviews the changing landscape of cyber threats and invests in our cybersecurity vulnerability management, monitoring, detection and response capability. 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 compliance with applicable cybersecurity laws and sector-specific requirements imposed by regulators.

**Grab has also successfully obtained the following certifications to show our commitment in upholding our cybersecurity practices:**

We achieved **ISO 27001 certification** for Grab Indonesia which demonstrated that our Information Security Management Systems (ISMS) are compliant with ISO/IEC 27001 requirements and provide consumers with increased assurance on our security controls.

In 2022, we performed five **Payment Card Industry Data Security Standards<sup>51</sup> (PCI DSS)** re-certifications across different Grab Entities (e.g. GrabTaxi, GrabPay, GrabLink) 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.





## Data privacy

Grab strives 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.



#### 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.



#### Protection and safe custody of personal data

We seek to provide and implement reasonable security arrangements to protect personal data. This includes implementing physical, administrative and technical access controls to 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 regularly reviews the global regulatory landscape and best practices to maintain robust data privacy control, while our Internal Audit and Risk Assurance teams as well as independent assessors, provide evaluations and assurance on the effectiveness of these control measures.

In 2022, we received **zero substantiated complaints** made by third-parties or regulators that are significant in scale and impact concerning breaches of customer privacy. Grab Singapore also became the first superapp to successfully obtain the Data Protection Trustmark (DPTM) Certification in Singapore for all its services that deal with consumers' personal data.

DPTM is a voluntary enterprise-wide certification for Singapore-based organisations, and is awarded by Singapore's Infocomm Media Development Authority (IMDA). The certification is a mark of trust in Grab's robust and consistent data protection practices across all our services in Singapore.



*With accelerated digitalisation, the DPTM allows organisations to distinguish themselves through their robust practices to safeguard personal data, while leveraging on data to deliver better customer experience. Data protection and data innovation are like the twin engines of a plane—both must work equally well for the plane to take off. Effective and trusted data use for innovation helps businesses remain competitive in the digital economy. We are pleased that Grab has achieved certification for their Group, and encourage more organisations to demonstrate their accountability by doing the same.*

#### Mr Yeong Zee Kin

Assistant Chief Executive, Data Innovation & Protection, IMDA



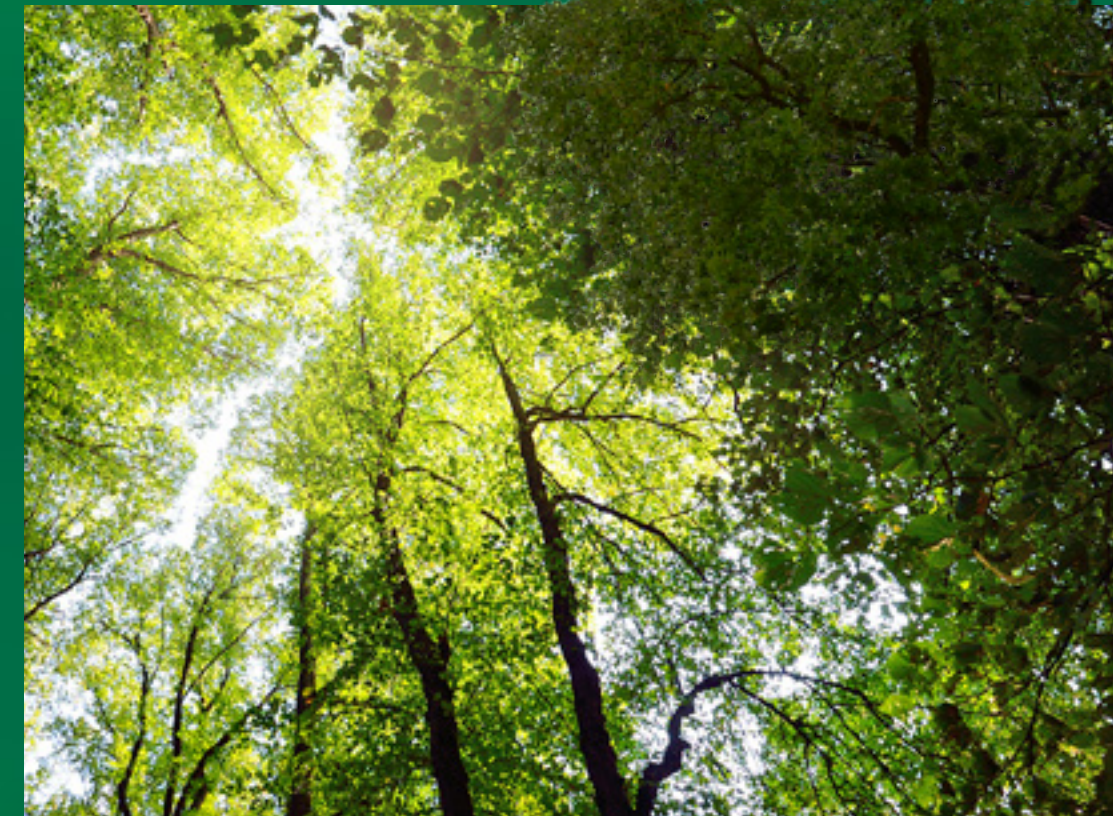
# Planet

Our solution for a lasting planet starts with us. The consequences of climate change have an outsized negative impact on our community's livelihoods and well-being. We are committed to managing our own environmental impact while growing as a sustainable business.

Our commitment is for our platform to be **Carbon Neutral<sup>52</sup> and Zero Packaging Waste by 2040**. We believe in harnessing technology, data and reach to empower and contribute to shaping behavioural change and a sustainable ecosystem in Southeast Asia.



**>48,000**  
tonnes of Greenhouse Gas (GHG) emissions reduced through zero-emission modes of transportation (walkers, cyclists), low emission rental vehicles (EVs and hybrids)<sup>53</sup> and efficiency optimisation



**>200,000**  
trees planted and ~30,000 carbon credits directed to protect and conserve forests across Southeast Asia<sup>54</sup>



**Zero Packaging Waste to Nature by 2040**  
goal set for food deliveries



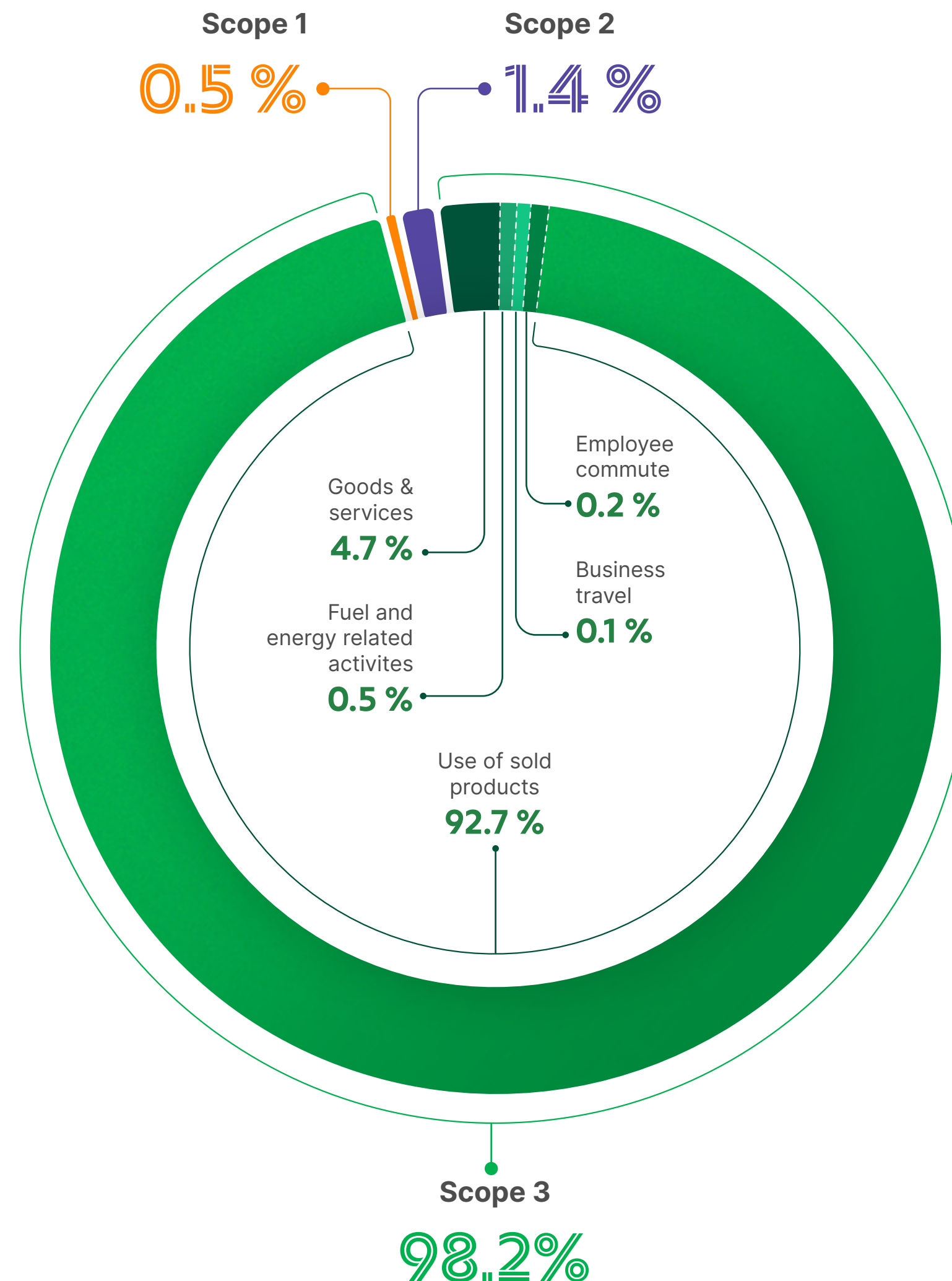
# Greenhouse Gas Emissions

In 2022, Grab's total GHG emissions increased to 3.35 million tonnes CO<sub>2</sub>e, mainly due to the recovery of our mobility business as Southeast Asia began to reopen, as well as the inclusion of new businesses in our GHG inventory.

Nonetheless, the most significant proportion of emissions continues to come from vehicles predominantly owned and operated by our driver-partners for rides and deliveries (Scope 3 Use of Sold Products), which constitutes **more than 92%** of our total emissions.

Grab's focus is therefore to support our driver-partners' transition to low emission vehicles, including EVs, when providing rides and deliveries. As a first step, we will concentrate our efforts on reducing emissions from two-wheel vehicles as these are the largest contributor to Grab's GHG and air pollutant emissions.

In 2022, we also accounted for emissions from Jaya Grocer, our supermarket business in Malaysia, resulting in the reporting of Scope 1 emissions, which used to be considered immaterial for Grab.



**Total GHG Emissions<sup>55</sup>**  
**3.35 million t CO<sub>2</sub>e**



## Towards Carbon Neutral 2040

### Lever 1 - Transitioning to low emission vehicles:

Grab's focus is to support our driver-partners in transitioning to low emission vehicles and encouraging zero-emission modes of transport.

### Lever 2 - Renewable energy for Grab's premises:

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

### Lever 3 - Sustainable business and tech practices:

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

### Lever 4 - Carbon avoidance and removal programmes:

Residual emissions that cannot be reduced through our other levers will be offset through our carbon avoidance and removal programmes.





## Lever 1 Transitioning to low emission vehicles

>39,000 tonnes  
of GHG  
emissions  
reduced

>17,000 tonnes of GHG emissions reduced from zero-emission modes of transportation, such as walking or cycling

About 50% of Grab deliveries in Singapore are made on zero-emission modes of transportation

~22,000 tonnes of GHG emissions reduced from Grab's low emission rental vehicles, including EVs and hybrid vehicles<sup>56</sup>

Grab has ~13,000 low emission vehicles as part of its rental fleet regionally, including a 100% two-wheel EV fleet in Indonesia, where Grab is the largest ride-hailing EV fleet operator

“ I used to ride a conventional motorbike, but have switched to GrabElectric rental since 2021. As a single mother raising one child, renting GrabElectric is more economical for me as I do not need to worry about fluctuating fuel costs and maintenance costs. I can plan my finances and earnings based on just the cost of the battery charging/swapping. Battery swapping is convenient in Greater Jakarta areas, there are many 24/7 stations that are easily reached, so I can continue my rides and deliveries without any worries.

**Tami Wijayanti**  
39, Indonesia  
Grab driver-partner since 2017





However, as the most significant contributor of our emissions comes from the vehicles operated by our driver-partners, a core part of our strategy to become carbon neutral is to help build an inclusive EV ecosystem that caters to our passengers' and driver-partners' profiles. We adopt a three-pronged approach in our efforts to encourage and reduce friction for EV adoption.



**Seeking out innovative alternatives that fit the needs of driver-partners:**

In Indonesia, we are trialling GrabBike XL EVs, which have a longer driving range and higher torque. Driver-partners can have more confidence in taking longer distance trips and earning more, while passengers are afforded more comfort as these bikes are more spacious.

**Deepening our understanding on EV ownership and adoption:**

Grab has an ongoing partnership with Hyundai to trial EVs and understand the gaps and barriers to adoption. These findings are then translated into practical ways to further develop the EV ecosystem.



**Lowering cost of EV adoption to ensure our driver-partners are not burdened:**

In Thailand, Grab partnered with KLeasing, a wholly-owned subsidiary of Kasikorn Bank (KBank) and automotive maker, MG Thailand, to launch an EV loan for our driver-partners to lower cost barriers. Partners who take on this loan will be able to do daily repayments starting from only THB 227 (~US\$6.50), based on their earnings on the Grab platform. Other benefits include a no-guarantor requirement and a 90-day free drive.



**Driving support for LEVs:** In Singapore, we launched the Eco-friendly rides toggle in March 2022 for JustGrab rides. Through this feature, passengers may choose to give preferential allocation to LEVs, driving demand for such vehicles and in turn, accelerating adoption. This was following the success of the JustGrab Green pilot in 2021, and was added as a permanent feature on the app as a toggle. Consumers switched the toggle on for more than 4.4 million rides.

**Promoting EV infrastructure:** Through various partnerships with SWAP Energi, Viar, PLN, Pertamina and Kymco, more than 800 battery swap stations have been deployed in Indonesia to support the adoption of two-wheel EVs.

## Supporting other businesses in embracing electrification


Moving towards electrification is a journey that can be accelerated when more parties within the ecosystem are similarly committed. Grab is heartened that there are many like-minded companies with the goal of building a lasting planet, and is proud to be able to support them on their journey.

In 2022, GrabForBusiness began providing companies with insights on their company's GHG emission from their Grab rides as a pilot, including the total GHG emission and the total number of eco-friendly rides taken.

“*Bolloré Logistics has adopted the Eco-friendly rides toggle as a default option across the board for all our colleagues' commutes on Grab. Beyond this option to switch to eco-friendly car rides in Grab, our collaboration with Grab also enables us to better track and monitor their transportation-related emissions, allowing us to engage them in ride-sharing or other low carbon commute initiatives to meet our Scope 3 targets as a company.*”

**Ms Ingrid Caes**  
Sustainability Manager  
Bolloré Logistics Singapore





**Lever 2**  
**Renewable energy for Grab's premises**

**>4,700 tonnes of GHG emissions reduced**


**100% of electricity used in all Grab corporate offices globally (12 countries) are powered by renewable energy<sup>57</sup> since 2021**

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**Goal: All premises occupied and under our direct control, including our operation hubs and data centres, fully powered using renewable energy by 2030**

The renewable energy certificates (RECS) are purchased locally where available, with the goal of supporting transition towards greener electricity grids such as solar or wind renewable energy across Southeast Asia. 80% of this renewable energy is sourced from Indonesia, Malaysia, the Philippines, Singapore, Thailand and Vietnam and all RECs purchased meet international standards such as the I-REC and APX TIGR.

Grab also encourages employees to adopt energy-saving practices, such as turning off lights when not in use and maintaining air-conditioning at optimal temperatures, especially in facilities that we lease and have less control over. Where we are able to have more control, environmental consciousness is built into the design of the building to deliver greater impact. In our Singapore headquarters for example, we save an estimated 1,800 MWh annually by optimising electricity use such as through building management systems.



**Lever 3**  
**Sustainable business and tech practices**

**>9,000 tonnes of GHG emissions reduced due to efficiency optimisation efforts**

**Batching: Grouping of multiple delivery orders, reducing emissions from multiple trips.**

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**Sharing: Carpooling mobility solutions such as GrabHitch in Singapore, and GrabShare in Singapore and the Philippines.**

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





## Lever 4 Carbon avoidance and removal programmes

~30,000 tonnes  
of GHG emissions  
avoided

**Funds contributed by passengers through the carbon offset feature were directed to the retirement of ~30,000 carbon credits<sup>60</sup>, contributing to the conservation and protection of forests in Southeast Asia**

In Grab's decarbonisation plan, we will use our first three levers to aggressively reduce emissions. Carbon avoidance and removal through instruments such as carbon credits are not only a way to manage residual emissions that cannot be further reduced, but also an opportunity for us to educate and involve consumers in playing their part in managing their carbon footprint.

In 2022, we have extended our Carbon Offset toggle beyond rides to include GrabFood and GrabMart deliveries<sup>58</sup>. This feature helps to fractionalise carbon credits to cover only consumers' rides and deliveries, and thus they only need to contribute less than US\$0.10 for every ride<sup>59</sup>.

As responsible stewards of our consumers' contributions, we channelled these funds to a carefully selected portfolio of forestry projects in Southeast Asia. Southeast Asia is home to nearly 15 percent of the world's tropical forests, yet also has one of the highest rates of deforestation<sup>61</sup>. Channelling funds towards the purchase of high quality carbon credits conserving and protecting the forests of the region is therefore impactful and critical, and one of the ways we can positively impact the communities of countries Grab operates in. Funds were also channelled towards the planting of **>200,000 trees** in the region and to solarisation projects in Singapore.

## Where social and environmental impact meet

In Singapore, a portion of the carbon offset fee funds a solarisation programme that helps to support community institutions to gain access to renewable energy through the installation of solar panels. In the first of these programmes, Grab and energy solutions provider Sembcorp Industries installed 182 solar panels on the rooftop of the headquarters of SATA CommHealth. The charitable healthcare organisation provides services that help seniors and the needy fight heart, bone and chronic illnesses, and most recently COVID-19.

The solar panel system will power 10% of the headquarter's energy requirements annually and the savings are equivalent to the cost of flu vaccinations for 500 seniors.

**“** *We're incredibly honoured to be a beneficiary of Grab's Green Programme and the installation of these solar panels will help us reduce our operating costs, enabling us to redirect savings to other initiatives that help us look after the health of seniors and the vulnerable in the community. The solar panels also helped us to reduce our carbon footprint at the same time. We look forward to working closely with Grab on future projects that can positively impact more Singaporeans.*

**Dr Kelvin Phua**  
CEO  
SATA CommHealth



## Supplementary data for greenhouse gas emissions

Scope		GHG Emissions (t CO2e)			
		2019	2020	2021	2022
<b>Scope 1</b>	<b>Direct GHG emissions: from fuel consumption and refrigerant</b>	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>14,913</b>
<b>Scope 2<sup>48</sup></b>	<b>Indirect GHG emissions: from purchased electricity</b> ● Location-based ● Market-based	<b>6,069</b> <b>6,069</b>	<b>9,414</b> <b>9,414</b>	<b>10,338</b> <b>5,986</b>	<b>51,208</b> <b>46,468</b>
<b>Scope 3</b>	<b>Other indirect GHG emissions</b>	<b>3,020,635</b>	<b>1,478,331</b>	<b>1,418,686</b>	<b>3,317,244</b>
	Purchased Goods and Services, Capital Goods <i>Procurement spend</i>	41,432	31,099	58,268	155,576
	Fuel- and Energy-Related Activities <i>Production of fuels/energy purchased and consumed</i>	1,627	2,322	3,447	16,858
	Business Travel <i>Employees' flights and hotel stays</i>	15,466	1,751	1,017	4,788
	Employee Commute <i>From home to Grab-operated premises and vice versa</i>	-	-	-	7,414
	Use of Sold Products <i>Mobility and Deliveries activities</i>	2,962,110	1,443,160	1,355,954	3,132,607
<b>Carbon Credits</b>		<b>0</b>	<b>0</b>	<b>-2,334</b>	<b>-29,352</b>
<b>Total Emissions</b>		<b>3,026,704</b> <b>3,026,704</b>	<b>1,487,745</b> <b>1,487,745</b>	<b>1,426,690</b> <b>1,422,338</b>	<b>3,354,013</b> <b>3,349,272</b>
	● With location-based Scope 2 emissions ● With market-based Scope 2 emissions				
<b>Energy consumption</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Total Electricity Consumed (kWh)</b>		<b>10,076,318</b>	<b>14,189,246</b>	<b>15,751,931</b>	<b>78,461,833</b>
<b>% Renewable</b>		<b>0%</b>	<b>0%</b>	<b>45.5%</b>	<b>11.4%</b>
<b>% Grid electricity</b>		<b>100%</b>	<b>100%</b>	<b>54.5%</b>	<b>88.6%</b>



## Disclaimers for greenhouse gas emissions

The greenhouse gas emissions reported are based on the reporting requirements of the WRI and WBCSD 'GHG Protocol Corporate Accounting and Reporting Standard'. All emissions data are reported in metric tonnes of carbon dioxide 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.

2019-2021 emissions reported does not include Scope 1-3 emissions for acquisitions made in 2022.

An additional 13,692 t CO<sub>2</sub>e, which was not included in the independent limited assurance report, arose from Jaya Grocer's fugitive emission.

2019-2021 Scope 2 and 3 emissions for Grab and OVO have been restated due to the improvement of methodology for better accuracy and coverage.

### Scope 1

**Stationary combustion:** Conversion factors were referenced from the [UK GHG Conversion factors 2022](#).

**Mobile combustion:** Conversion factors were referenced from the [UK GHG Conversion factors 2022](#).

**Fugitive emission:** Conversion factors were referenced from the [UK GHG Conversion factors 2022](#).

### Scope 2

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. 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 include the reduction in emissions from the purchase of unbundled RECs.

In 2022, our Scope 2 emission was driven up by new businesses which have multiple high energy consumption premises, such as our supermarket Jaya Grocer.

The equivalent GHG 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, [2019-2021](#)

**United States:** US EPA [eGRID2019](#), [eGRID2020](#) and [eGRID2021](#)

**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 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](#).

**Fuel- and Energy-Related Activities:** Conversion factors were referenced from the [UK GHG Conversion factors 2019-2022](#).

**Business Travel - Air Travel:** Conversion factors were referenced from the [UK GHG Conversion factors 2019-2022](#) and/or calculated based on 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](#).

**Business Travel - Hotel Stay:** Conversion factors were referenced from the [UK GHG Conversion factors 2019-2022](#) where available, and/or calculated based on 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](#). 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.

**Employee Commute:** Conversion factors were referenced from the [UK GHG Conversion factors 2022](#), and adjusted based on the respective countries' grid emission factors where relevant. Where train rides are the main mode of transportation used, conversion factors were derived from emissions of Singapore's mass rapid transit system as the most suitable proxy in the region, adjusted based on the respective countries' grid emission factors.

**Use of Sold Products:** Conversion factors for vehicles consuming petrol and diesel as fuel are referenced from the [UK GHG Conversion factors, 2019-2022](#). For electric vehicles, conversion factors were calculated based on the operating margin grid conversion factors from sources mentioned for each country in Scope 2 and efficiency of the vehicles sourced mainly from [EV database](#).

### Note on the UK GHG Conversion factors 2019-2022:

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.

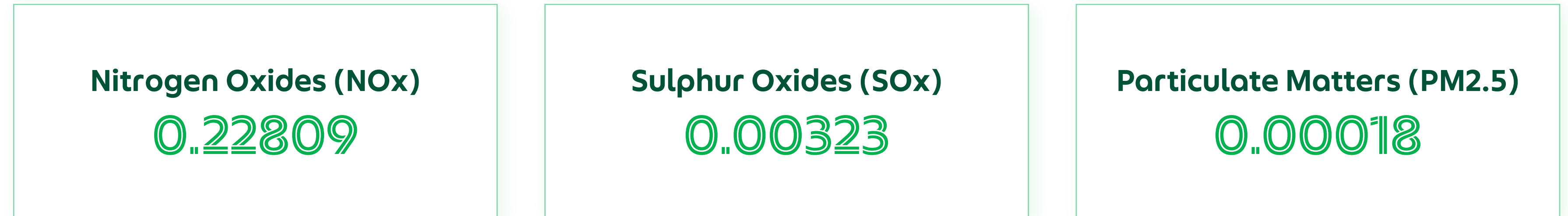


# Air Quality

**Grab has set out to measure air pollutants produced by the vehicles of driver-partners as a by-product of rides and deliveries performed.**

Combustion engines produce pollutants which cause vehicle emissions to be a major source of air pollution in urban environments. This can negatively impact the health of the Southeast Asian community that Grab seeks to uplift, as exposure to high levels of air pollution increases the risk of respiratory infections, heart disease and lung cancer. Furthermore, socially and economically disadvantaged individuals are often the most susceptible to these impacts due to their living standards and working conditions.

## Pollutants resulting from vehicles on our platform (grams per km):



The mitigation of air pollutants is aligned to our decarbonisation strategy as we have observed that there is a particularly high pollution impact from fossil-fueled motorbikes and diesel cars, while EVs produce no tailpipe emissions. The transition from fossil-fueled combustion vehicles, such as petrol or diesel vehicles, to hybrid or electric vehicles will therefore result in significant reduction of air pollution.





# Food Packaging Waste

Grab recognises that food packaging waste is an inherent by-product of our food delivery platform. We are committed to minimising the impact of packaging to the environment and proactively seek and develop sustainable and inclusive solutions with ecosystem players, such as regulators, packaging manufacturers, waste management solution providers, merchant-partners and consumers.

The volume of waste generated in Southeast Asia has been growing rapidly and is estimated to reach over 300 million tonnes by 2030<sup>62</sup>. More critically, an estimate of almost 70% of the waste generated in ASEAN is uncollected or illegally dumped<sup>63</sup> because local waste management infrastructure has not kept pace<sup>64</sup>, resulting in mismanaged waste that could pollute the natural environment such as the land and oceans.

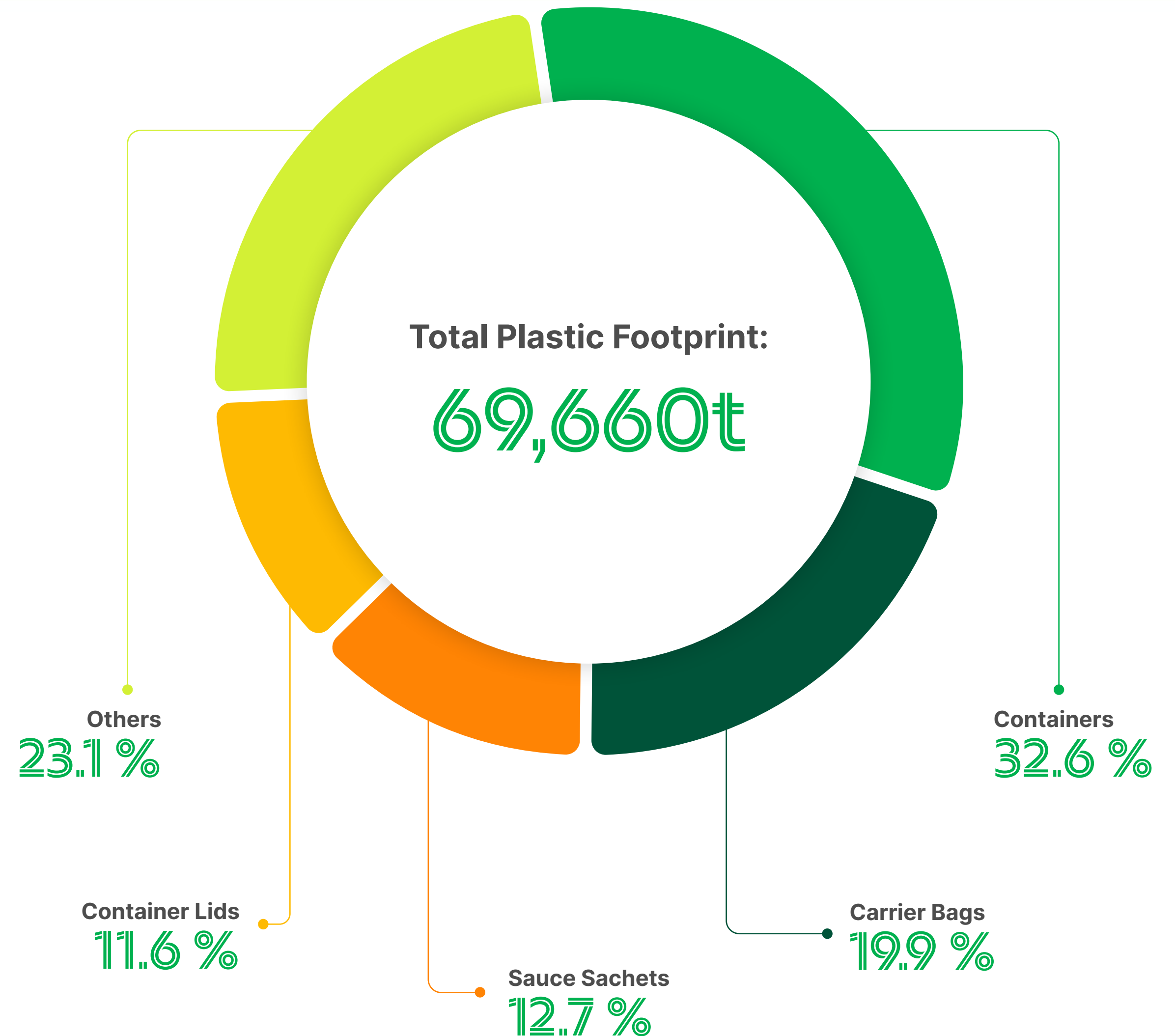
Waste pollution is exacerbated by the fact that 80% of ocean waste<sup>65</sup> are **plastics** which are not biodegradable. Plastic pollution poses a threat to food safety and quality, human health and contributes to climate change<sup>66</sup>.

## Conducted food packaging waste audit to measure footprint

In 2022, Grab embarked on a study across 6 key markets<sup>67</sup> to measure and obtain actionable insights into the types of packaging materials our merchant-partners use for their food delivery orders facilitated through the Grab platform. Our methodology was developed by referencing principles from [Plastic Leak Project Methodological Guidelines](#) and [Guidelines for Corporate Plastic Stewardship](#).

## Plastics represent 42% of food packaging waste across our key markets

An estimated 166,600 tonnes of packaging waste were facilitated through the Grab food delivery platform in 2021. Containers, carrier bags, sauce sachets and container lids accounted for the majority (>70%) of the plastic packaging waste.





## Food packaging waste requires systemic changes in SEA

The study also revealed complex challenges that stem throughout the food packaging supply chain, from production to end-of-life management in Southeast Asia. Different countries also have variability of packaging types due to differing market landscapes (e.g. easily available packaging materials, cuisine type requirements, merchant type and end-of-life treatment). There is a need for concerted effort to effectively enable food packaging to have minimal life cycle impact, while concurrently ensuring that solutions do not overburden our merchant-partners, many of whom own small businesses. Systemic changes are therefore needed if we are to find inclusive solutions that can effectively support our merchant-partners to transition to a future of zero-waste to nature. Through the commitment paths, Grab seeks to contribute and collaborate with ecosystem players in both the private and public sectors to overcome systemic barriers.

**Lack of commercially viable alternatives to plastics** that are equally economical and practical while also ensuring food hygiene and heat/leak-safe standards.

**Lack of waste management infrastructure,** such as collection, sanitary disposal and recycling facilities in certain localities in SEA.

**Mixed materials used in food packaging are highly difficult or not possible to recycle/compost.** A shift towards mono-materials aligning to the region's recycling infrastructure would increase chances of circularity.

**Overpackaging and overconsumption** require education and empowering merchant-partners and consumers with options to reduce unnecessary packaging or items.





## Towards a future of zero waste

In view of the context and landscape of Southeast Asia, Grab's commitment is to achieve Zero Packaging Waste in Nature by 2040.

2025 ————— 2030 ————— 2040

### Phase 1: Reduce waste & move away from single-use plastics

30% of plastic packaging is diverted by 2030

### Phase 2: Implement circular economy

Zero Packaging Waste in Nature by 2040

### Key Focus Areas

#### Reduce waste

- Overpackaging
- Unnecessary consumption of items (e.g. sauce sachets, napkins, cutleries)

#### Replace single-use plastics with compostables

#### Develop reverse logistics mechanisms to:

- Increase adoption of **Reusable** and **Recyclable** packaging
- Enable waste collection for responsible end-of-life treatment

Drive circularity at scale (Reduce, Reuse, Composting) and Recycling

### Key Levers



Engagement & Education



Data & Technology



Infrastructure Development



## Waste mitigation efforts since 2019



### Reduce

In 2019, we started to encourage consumers to opt out from receiving single-use cutlery for their food delivery orders if they do not need them. Since then, we have made this a default opt-out feature to scale the impact.

To date, we have saved more than 23,800 tonnes of waste<sup>68</sup>, with 898 million sets of cutlery weighing 8,088 tonnes saved from 2022 alone.



### Reuse

In Singapore, Grab has piloted the potential for reusables, by partnering with providers such as Muuse and barePack to cover over 100 restaurants.

However, barePack ceased operations in 2022, while Muuse is focussing its efforts to work with vendors and corporates in Singapore to develop and scale reusables.

As part of its efforts to educate employees and members of the public, Grab has incorporated Muuse reusables in the Singapore HQ's food market, saving over 400 containers in just three months.



### Recycle

In Indonesia, we offer GrabExpress Recycle as a service to consumers in partnership with Danone-AQUA and Octopus, allowing doorstep pick-up of recyclables through GrabExpress to a list of recycling centres provided by Danone-AQUA and Octopus. This contributed to more than 10,000 kg worth of recyclables that were collected through more than 3,000 orders of GrabExpress Recycle.

In Malaysia, we have signed a memorandum of understanding (MOU) with the Malaysian Research Accelerator for Technology & Innovation (MRANTI) and KLEAN, a waste management start-up, to look at solutions that will responsibly recover and recycle single-use plastic with Reverse Vending Machines (RVMs) that are AI-driven.

## Acknowledgement of contextual limitations

While we are focused on solving Southeast Asia's biggest challenge with regards to food packaging waste, Grab recognises that the focus areas and targets are limited in several ways;

1. Life cycle impact assessment for packaging materials on the environment: It is complicated as there are numerous types of impact that need to be considered and weighed against, such as the total greenhouse gas emissions generated from the production, end-of-life treatment of different packaging material types, long-term plastic pollution or other effects on the environment.
2. Lack of commercially available solutions: It has been encouraging to note that there are many new composition materials that are promising in negating the negative impacts of plastic. However, these materials have not yet been able to commercially scale for widespread market adoption. Grab seeks to support and collaborate towards the advancement of these solutions for testing and increasing market adoption while not burdening merchant-partners.



## Beyond food packaging waste

In addition to looking into managing food packaging waste, we also continue to explore more ways to promote sustainable living practices in relation to food. Some of our initiatives in 2022 include:



### Banning shark's fin on GrabFood

Considering the environmental impact that shark's fin fishing has on the environment, we actively removed shark's fin items on our platform, or relabelled 'mock' (e.g. vegetarian) items for clarity. **More than 1,000 shark's fin items have since been removed regionally<sup>69</sup>** through active monitoring and removal.



### Encouraging reusables with milk on tap

At our supermarket Jaya Grocer in Malaysia, we have piloted an initiative in collaboration with Farm Fresh, to allow customers to purchase milk in glass bottles which are cleaned and reused. Since it was rolled out in September 2022, **more than 31,000 litres of milk has been sold via these reusable glass bottles, with an average refill rate of 3.4 times.**



### Reducing food waste by donating excess food to charities

Grab partnered with Starbucks in the Philippines on their FoodShare programme, where excess food from more than 230 Starbucks stores across Metro Manila was collected. Grab driver-partners then picked up the food from the stores daily and delivered them to over 20 non-profit organisations such as the Philippine Food Bank Foundation. In 2022, **27.7 tonnes of food waste were effectively diverted** to a good cause through this programme.



### Upcycling of delivery bags

In the Philippines, we have worked with a local social enterprise to upcycle more than 900 delivery bags, promoting a circular solution for our used bags. The social enterprise engaged members of the underserved community to turn the delivery bags into bags and pouches that could be used by children for school. More than 200 of these have gone to teachers and needy students in Metro Manila, in collaboration with the Department of Education.



# People & Culture

Our mission is complex. Southeast Asia is one of the most diverse regions with vastly different languages and cultures. To keep uplifting our communities, we build a diverse team of individuals who are excited about solving real life challenges and driving Southeast Asia forward. To support each other to deliver our best work, we are committed to an inclusive culture and workplace with equitable access to opportunities.



**34%**  
Women in leadership<sup>70</sup>



**0.98**  
High gender wage parity index<sup>71</sup>



**57**  
Nationalities<sup>72</sup>



# Equity, Diversity and Inclusion

At Grab, we celebrate each other's diverse perspectives and experiences – which is critical to understanding and serving an incredibly diverse region like Southeast Asia. As we strive to economically empower our communities through access to opportunities, our employees should likewise have equitable access to opportunities based on their needs and aspirations.

We are committed to supporting equity at work by cultivating an inclusive culture and workplace that enables all Grab employees to perform their best, regardless of nationality, ethnicity, religion, age, gender identity or sexual orientation and other attributes that make each of us unique.

This commitment starts by **attracting a diverse workforce**, and retaining our talented team with **inclusive ways of working and experiences** that include equitable pay and access to opportunity, as well as **growth and development** for all.

As of December 2022:

11,934 full-time employees

1,268 fixed-term employees

5,434 temporary agency workers<sup>73</sup>





## Attracting a diverse workforce

We look to hire the best people for our mission from around the world, and practise non-discrimination policy during the hiring and recruitment process. In the markets we operate in, we take on a hyperlocal approach by hiring local talents as they bring the best understanding of local cultures and nuances that help inform what each country needs.

Together, our teams, made up of individuals of 57 nationalities<sup>74</sup>, cross-collaborate within and across markets to develop fitting solutions while keeping close to the ground to address hyperlocal needs.



“ As creative director for Grab Indonesia, my role is to oversee all of the creative materials for Grab – especially for communication, activation and digital. For that, you need a lot of collaboration, but thankfully, the whole culture at Grab is really centred around that.

Our creative process isn't just about making a cool ad. It's about asking questions. Is this working? Should we go deeper into activation? Does this project matter to people and will it better their lives? Different perspectives are essential in this regard, and that's why Grab is a safe space for sharing opinions. We have such a vibrant mix of people from all backgrounds, cultures and countries, so individuality shines through while allowing us to come together as a collective. We always try to be humble, use our hearts, and remember that we're all human. So when you bring together individuals as a collective culture, that's when the magic happens.

**Pancaputera**  
Indonesia  
Group Creative Director  
Grab employee since 2020



“ The thing that's always impressed me the most about Grab is that it's enormously welcoming, both as a business and to the people who work there. There's a lot of diversity everywhere you look and that's not down to just numbers, but rather testament to the fact that Grab sees people for who they are, not what they are.

**Sajida Farhana**  
India  
Software Engineer  
Grab employee since 2019



## Inclusive ways of working and experiences

Grab strives to create an equitable and inclusive environment where our diverse workforce of Grabbers can do their best work. Inclusion at Grab means building a workplace and platform that respects and values individual uniqueness, enables equitable access to compensation and opportunities and one that supports diversity.

We will help Grab employees to adopt habits that drive inclusive behaviour when they interact with one another, and put in place programmes and practices that support an inclusive culture and workplace.

### Building awareness and capability for inclusive behaviour among Grab employees

To empower our employees to enable an inclusive workplace, we implement a **mandatory training course** for all our full-time employees to develop a common understanding of inclusion at Grab.

In 2022, we kicked off a month-long campaign on World Inclusion Day to raise awareness about our inclusion vision and how Grab employees can support it. The campaign includes a series of interactive activities held in all our offices, ranging from panel discussions on inclusion topics, to quizzes, to charity auctions for the marginalised communities. We also invited experts to conduct micro-learnings on inclusive mindset, conversations, meetings and language.

Grab employees who missed these activities can also access self learning resources from our inclusion microsite, which include a self-assessment on how inclusive an individual is as a team member or leader.

### Collaborate with Grab employees to build inclusive communities and drive ground-up initiatives

#### Inclusion Communities

Inclusion Communities bring together groups of employees who support one another in their workplace based on shared identity. Notable activities in 2022 by different inclusion communities:

##### Women at Grab

- International Women's Day 2022 celebrations with panel discussions, a networking event and skills workshop
- Fostered conversation around equity and allyship including allyship training session

##### Parents at Grab

- Immersion programme for Grab employees' children to spend half a day at a GrabKitchen outlet and learn about the operations so as to understand their parents' work better.
- Launched automated maternity/ paternity nudges within the internal human resource system to guide managers of parents-to-be on how they can better support them.

##### Pride at Grab

- Pride week celebration featuring more than 15 educational and social events including allyship panel session to drive better awareness and understanding of the Pride community at Grab



“

*By fostering a workplace culture that prioritises inclusion and diversity, Grab is creating an environment where individuals from varied backgrounds can feel valued and respected, leading to a free flow of unique perspectives and experiences that can inspire greater innovation and success. This supportive and safe workplace also provides a sense of belonging for employees, which can boost morale and lead to increased productivity and collaboration.*

#### Pamela Knaggs

Singapore  
PMM Leader of Consumer Experiences  
Co-chair of Parents at Grab Inclusion Community  
Grab employee since 2018



## Inclusion Champions

Inclusion Champions are a group of Grab employees who contribute to inclusion through crowdsourcing of ideas and on-ground feedback for better inclusion initiatives.

They also help to identify and coach fellow Grab employees towards more inclusive behaviour, and will co-drive projects that help drive inclusion.

## Inclusion Steering Group

The Inclusion Steering Group is made up of leaders who guide Grab's inclusion strategy, plan and priorities.

At the same time, the Inclusion Steering Group will drive inclusion capability building among Grab employees as role models and guide the formation of more Inclusion Communities.

The Steering Group is chaired by Grab's Head of People and includes leaders across different locations and functions. It is set up with an equal representation of men and women leaders.



“Grab is committed to creating an environment where every individual is encouraged to be themselves, where diversity is celebrated and inclusivity is guarded. As a neurodivergent individual facing difficulties communicating with others, I feel surrounded by love and care, safe to express myself, grow, learn. Every Inclusion Community at Grab has a goal of building a safe and inclusive workplace for everyone, and I wanted to contribute to the movement that I empathise with.”

**Kristian Mikhel**  
Singapore  
Senior Product Designer  
Inclusion Champion  
Grab employee since 2022



## Embed inclusion in our programmes and processes

We continually examine and improve our different internal programmes and processes to support and enable greater inclusion at Grab.

As a tech company, we analyse data to identify potential unconscious biases that may occur in the process of promotion or performance reviews. The analysis is conducted across different functions, locations and employment grades and is reported to senior leadership on a bi-annual basis in tandem with our performance review cycle.

To keep ourselves honest on our inclusion journey, we reviewed and added questions to our Grab-wide employee surveys to monitor and track our progress in building an inclusive culture and workplace for our employees. (Refer to page [57](#) for survey results)

**>40% women employees<sup>75</sup>, which is higher than the industry average of about 30%<sup>76</sup>**

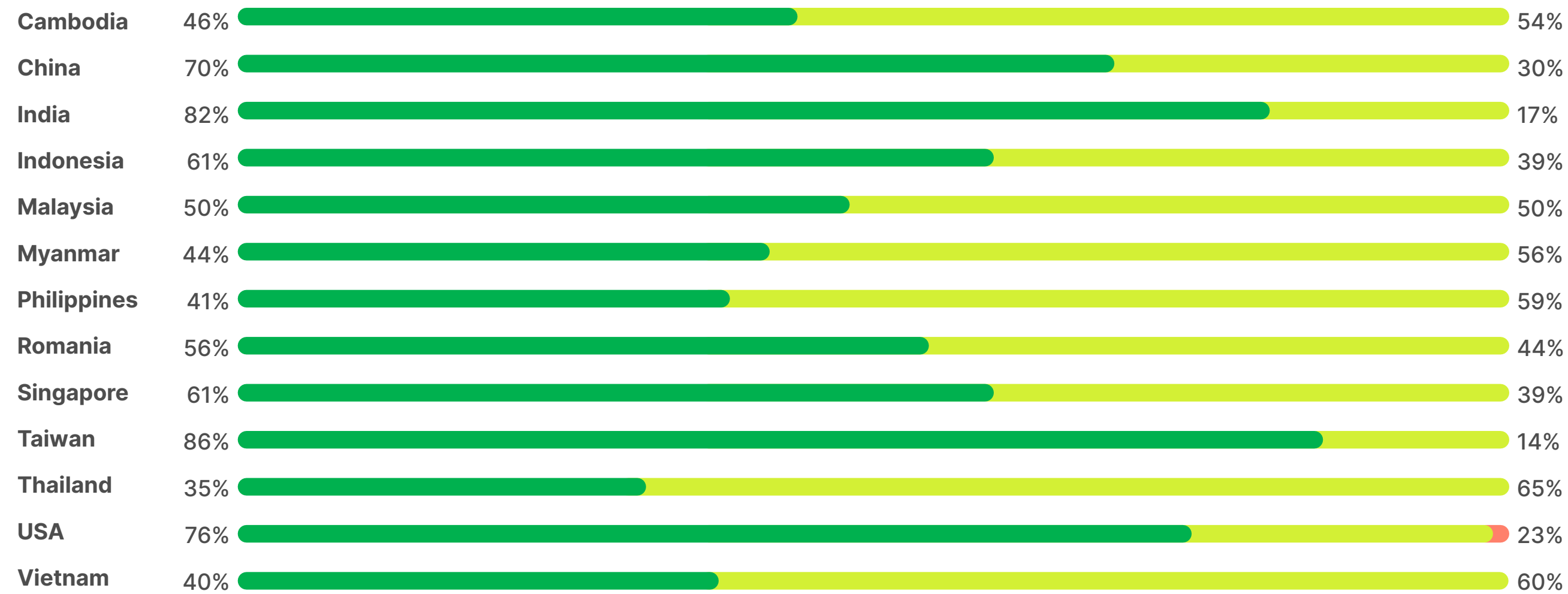
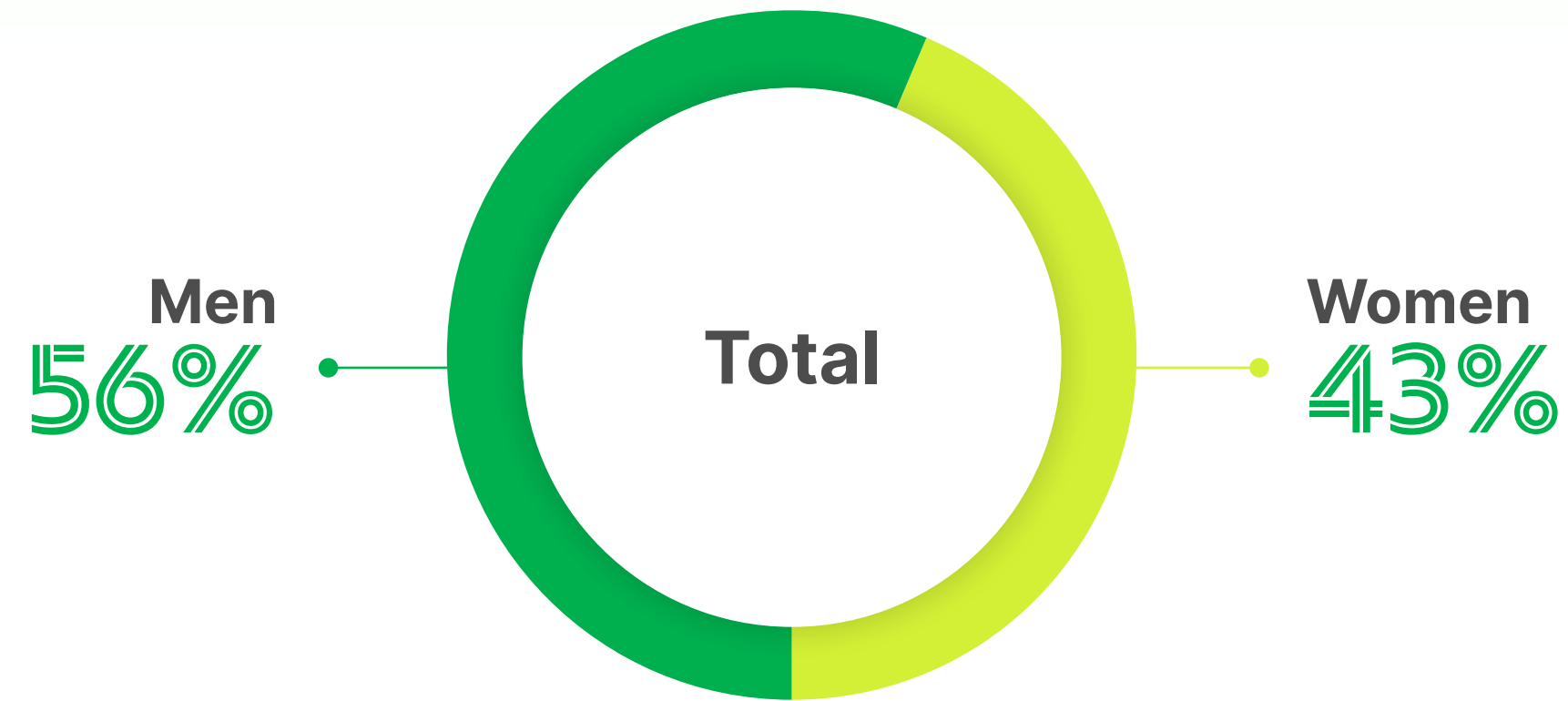
**>34% of our leadership<sup>77</sup> are women. Our goal is to increase the percentage of women on our leadership bench to 40% by 2030**

**0.98 High gender wage parity index<sup>78</sup>. A woman employee earns 98 cents to a dollar paid to a man employee performing a similar role at Grab**





## Gender breakdown of Grab employees<sup>79</sup>



Men Women Others

## Category breakdown of Grab employees<sup>80</sup> by gender and age

	Women	Men	Age <30	Age >30, <50	Age >50
Employees in Leadership positions <sup>81</sup>	34%	66%	1%	91%	8%
Employees in Technical positions <sup>82</sup>	25%	75%	42%	58%	0%
All other employees <sup>83</sup>	52%	47%	39%	60%	1%

## Gender wage parity of Grab employees by category

<div style="border: 1px solid green; padding: 20px; text-align: center;"> <h1>Overall</h1> <h2>0.98</h2> </div>	Employees in Leadership positions <sup>84</sup>	1.01
	Employees in Technical positions <sup>85</sup>	0.97
	All other employees <sup>86</sup>	0.97



# Growth and Development

**We want everyone to flourish in their time at Grab, whether in their current role with us or their next opportunity. Grab employees can choose to plan their own learning journey with an internal learning management platform that offers a wide range of courses, as well as learning resources on LinkedIn Learning and Coursera.**

To facilitate informal learning, there is also a coaching-on-demand and mentorship programme where they can choose to receive guidance and learning from professional coaches or senior mentors within Grab.

To co-create a learning culture with our employees and in recognition of the many knowledgeable individuals within the organisation – GrabLab is a Grabber-to-Grabber training programme that allows Grab employees to share their knowledge, experience and learnings on key topics that are hyper-relevant to other Grab employees across all functions. Five GrabLab sessions averaging about 2,000 views per session were held in 2022, on topics like wealth, product design and business.

As part of Grab's commitment towards ESG and to bring like-minded individuals together to further our efforts, our sustainability team also offers a GrabforGood Fellowship programme that enables Grab employees to contribute 20% of their time working on related projects over a 6-month period. In 2022, six Grab employees have taken on this fellowship, working on various areas such as social impact programmes, GrabForGood Fund, impact measurement and more.



“

*My Grab journey has involved steady growth across various roles and a beneficial mentorship programme that clarified my path as an individual contributor. I've experienced a smooth internal transfer, shifting from Marketplace to Design System in 2020, and recently joining the Integrity team.*

*My Grab journey has been kind and empowering. I am privileged and proud to be contributing back to the communities I grew up in and care about, and be a part of our mission to drive Southeast Asia forward.*

**Ajmal Afif Jamal**  
Singapore  
Lead Product Designer  
Grab employee since 2018



“

*As part of the GrabForGood Fellowship programme, I have been helping to set up the GrabForGood Fund scholarship programme which was rolled out in the Philippines.*

*I have been leading marketing planning, governance and efficiency in Grab for over three years and I am grateful to be able to contribute my skills to a meaningful cause, which has injected a fresh dose of purpose to my work at Grab. I believe that education is the most important element to help improve social mobility. However, many can't afford quality education even when they're deserving. I hope our contributions and my work will help uplift them into better quality lives onwards.*

**Anna Kee**  
Malaysia  
Lead Regional Marketing Planning  
GrabForGood Fellow  
Grab employee since 2019



## Ground truths learning

At Grab, we have built our platform and services based on 'ground truths'. This refers to real feedback and comments from our existing users, which we gather by going to where they are and observe in real life how they interact with our app and platform, speaking to them and even experiencing the specific problems they face while using our platform with them.

We empower our people to do so through immersion programmes including understanding the process our driver-partners go through and the support they are able to receive at the Grab Driver Centres, or performing the role of a delivery-partner at our GrabKitchens or shadowing our Grab Support service staff in addressing pain points and feedback from end-users of our platform. In some instances, our employees will also be able to interact directly with our merchant-partners at their F&B outlets. This gives our employees the opportunity to fully understand our users' challenges and empower them to look into different solutions to meet the users' needs. In 2022, Grab employees spent close to 3,700 hours of immersion with our consumers, driver- and merchant-partners.



### Immersion at our Grab Driver Centre (GDC) in Tampines, Singapore

Employees tour the GDC to understand the process our driver-partners go through when onboarding to our platform, and the support they are able to receive at this physical location. At the venue, just as driver-partners are able to, employees get to view the various vehicles that driver-partners can rent from Grab, such as cars and electric bicycles.



### Immersion at our GrabKitchen in Hillview, Singapore

Employees carry out several deliveries from our GrabKitchen as walkers or on bicycles, to better understand the journey of our delivery-partners. They fulfil the full order, from accepting a delivery, to picking it up, to delivering it to the consumer. For the full experience, the immersion happens, rain or shine – the same way our dedicated delivery-partners ensure food gets delivered.



### Immersion by Grab leaders in Thailand

Grab's Board of Directors and leadership team also regularly take part in such immersions, including carrying out rides and deliveries as well as speaking to driver-partners on the road or merchant-partners in the wet markets, to not only better understand how Grab has helped them, but also their struggles so that we can continue to improve and empower them to succeed. Pictured speaking to a delivery-partner on one of such immersion programmes to understand how the features impact them are CEO and Founder Anthony Tan and COO Alex Hungate.



# An Employer of Choice

## Grabber Engagement Survey<sup>87</sup> (GES) results

86%

of employees recommend Grab as a great place to work

91%

feel they are treated fairly regardless of race, gender, age, ethnicity, background, sexual orientation, family

83%

of employees felt they have access to L&D they need to continuously improve their skills for growth





# Governance

We believe strong governance is the key to ensuring ethical leadership and business practices to deliver our best and hold ourselves accountable. We do this by having a bench of diverse and experienced board members, and ensuring that they have oversight on material matters for the company, including ESG. We also train staff, put in tight processes and conduct independent audits to ensure we are working towards high standards of ethics and compliance.

## Our Board of Directors

Grab maintains a majority independent Board whose directors have diverse backgrounds and relevant experiences and skills to guide the company from the highest level. We have established processes to ensure that our Board members are well supported by accurate, complete and timely information, have unrestricted access to management, and sufficient time and resources to discharge their oversight function effectively.

The Board is led by Anthony Tan as Chairman. Anthony Tan also serves as Group Chief Executive Officer (CEO) and is the Co-Founder of Grab, ensuring that Grab remains guided by purpose and stays true to our mission.

Grab has [three Board committees with clear charters](#) made up of members of the Board. The Board is kept updated on discussions of these committees via 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.

## ESG Governance

Board oversight	
<b>Board of Directors</b>	Grab's Board of Directors maintain oversight for sustainability at Grab and are regularly updated on key risk-related ESG topics through the Board's Audit Committee (AC).
Management guidance	
<b>Executive Committee (EXCO)</b>	The top management team at Grab, chaired by Grab's Group CEO, oversees and reviews our sustainability strategy, including ESG targets and performance.
Risk governance	
<b>Ethics, Risk and Sustainability Council (ERS)</b>	<p>The ERS is a management-level risk committee, which consists of all key division heads and supports the EXCO and the Board's Audit Committee (AC). The ERS also oversees Environmental, Social Impact &amp; Corporate Governance (ESG), including monitoring strategy, risk and metrics for key ESG topics.</p> <p>The ERS generally meets once a month and gives regular updates to the EXCO and to the AC.</p>
Business units	
<b>Regional Sustainability</b>	<p>The Regional Sustainability team manages and coordinates the implementation of our ESG strategy and programmes across the region, with cross-functional working teams across:</p> <ul style="list-style-type: none"> <li>• Business Operations;</li> <li>• Product, Design &amp; Technology;</li> <li>• People Operations, Legal &amp; Finance; and</li> <li>• Governance, Risk &amp; Compliance</li> </ul> <p>The Group Head of Marketing &amp; Sustainability has a direct reporting line to the Group CEO on ESG-related matters.</p>



# Legal and Compliance

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

In 2022, we did not receive any significant monetary fines<sup>88</sup> or significant non-monetary sanctions for non-compliance with applicable laws and regulations. We adopt a three-pronged 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-bribery and corruption (ABC), disclosures, insider trading, entertainment and gifts, health and safety, as well as conduct in the workplace. We are also in full compliance of all applicable labour laws and regulations in the countries we operate in, and uphold human rights principles to ensure that slavery and human trafficking are not taking place within our directly employed workforce.

We require our third-party suppliers to comply with our Supplier Code of Conduct, which covers topics such as human rights, 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 investigations are complete, a report is submitted to a Remediation Council for adjudication on appropriate steps to be taken.

### Training and communication

We set up virtual learning systems that ensure all our employees and contingent workers undergo mandatory training on ABC. All Grab employees and contingent workers<sup>89</sup> are 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 oversee 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.



# Materiality

Grab identified our material ESG topics through a materiality assessment conducted in 2020, and regularly reviews these to ensure that they continue to be relevant. We keep abreast of the evolving sustainability risks, opportunities and context facing our business and are responsive to stakeholder concerns.



## 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





# Stakeholder Engagement

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.

Stakeholder	Priority concerns	Engagement mechanisms
<b>Consumers</b>	<ul style="list-style-type: none"> <li>• Safety of Mobility, Deliveries, and Financial Services offerings</li> <li>• Protection of data and privacy</li> <li>• Reliability and experience of services</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>
<b>Driver-partners</b>	<ul style="list-style-type: none"> <li>• Earnings, benefits, welfare, training</li> <li>• Important updates and information</li> <li>• Community building and providing 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 and social media</li> <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>• 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> <li>• Learning and development</li> <li>• Tracking of team engagement and motivation</li> </ul>
<b>Investors</b>	<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> <li>• SEC filings and forms</li> <li>• Company website</li> </ul>
<b>Merchant-partners</b>	<ul style="list-style-type: none"> <li>• Delivering training</li> <li>• Participation in campaigns for growth</li> <li>• Ability to self-serve</li> <li>• Earnings and sales</li> </ul>	<ul style="list-style-type: none"> <li>• Via account managers</li> <li>• In-app communication</li> <li>• Email, webinars/conferences</li> <li>• Focus group discussions</li> <li>• Partner satisfaction surveys</li> </ul>
<b>Non-Governmental Organisations (NGOs)</b>	<ul style="list-style-type: none"> <li>• Environmental, social and economic impact</li> <li>• Accessibility of marginalised community</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation engagements for insights and feedback</li> <li>• Collaboration to co-develop programmes</li> </ul>
<b>Regulators and Government</b>	<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>



# Grab's Material Topics Across ESG

The concerns from stakeholders helped inform our material ESG topics that are 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.

Material topic	Description and commitments
<b>Socioeconomic Impact</b>	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.
<b>Partners' Welfare</b>	We seek to help our partners thrive in an ever-changing society, preparing them and their families for the challenges of tomorrow.
<b>People and Culture</b>	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.
<b>Governance and Ethics</b>	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.
<b>Platform Safety</b>	We set our policies and procedures to ensure that everyone on our platform, partners and consumers alike, is safe – both on and offline.
<b>Data Privacy and Cybersecurity</b>	We seek to maintain data privacy and cybersecurity for customers and partners within our ecosystem.
<b>Greenhouse Gas (GHG) Emissions</b>	We are committed to taking climate action as a priority and reducing GHG emissions across our value chain, even as we grow our business.
<b>Sustainable Packaging Solutions</b>	We seek to manage the food packaging waste generated through our platform.



# Supporting the UN SDGs

SDG	SDG target	Grab's Material ESG topic	Grab's efforts and programmes
 <p><b>Goal 1</b> End poverty in all its forms everywhere</p>	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. The Grab ecosystem has over 10 million registered partners, 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.
 <p><b>Goal 3:</b> Ensure healthy lives and promote well-being for all at all ages</p>	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 deliveries businesses. We have introduced numerous initiatives to reduce road accidents, tracking and reporting on rates.
 <p><b>Goal 5</b> Achieve gender equality and empower all women and girls</p>	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% by 2030, up from 34% currently. We strive to create an inclusive environment and have a high gender wage parity of 0.98.
 <p><b>Goal 7</b> Ensure access to affordable, reliable, sustainable and modern energy for all</p>	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.	Greenhouse Gas Emissions	100% of electricity used in all Grab corporate offices globally are powered by renewable energy since 2021 and we will extend this to all premises we occupy by 2030, as a member of EP100.
 <p><b>Goal 8</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	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. The Grab ecosystem has over 10 million registered partners, 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 2022, there are over 2,100 persons with disabilities who are actively 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
 <p><b>Goal 9</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	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 with governments, automakers and energy providers to do this.
 <p><b>Goal 10</b> Reduce inequality within and among countries</p>	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 2022, there were over 2,100 persons with disabilities who are actively earning an income through the Grab platform, and we aim to double the number of marginalised people who do so by 2025.
 <p><b>Goal 11</b> Make cities and human settlements inclusive, safe, resilient and sustainable</p>	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.
 <p><b>Goal 12</b> Ensure sustainable consumption and production patterns</p>	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. We have set a Zero Waste to Nature by 2040 goal.
 <p><b>Goal 13</b> Take urgent action to combat climate change and its impacts</p>	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 our eco-friendly rides toggle and in-app carbon offset feature, Grab aims to educate our consumers about climate change and how they can do their part. In 2022, we extended this to our deliveries.



# ESG Reporting Frameworks

## GRI Content Index

**Statement of use:** Grab has reported in accordance with the GRI Standards for the period 1 January 2022 to 31 December 2022. **GRI 1 used:** GRI 1: Foundation 2021 **Applicable GRI Sector Standard(s):** NIL

GRI Standard	Disclosure	Reference or direct answer or reason for omission
<b>General disclosures</b>		
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Grab at a Glance (p. 5)
	2-2 Entities included in the organization's sustainability reporting	About this Report (p. 4)
	2-3 Reporting period, frequency and contact point	About this Report (p. 4) Back Cover (p. 74)
	2-4 Restatements of information	Some Platform Safety data from 2019-2021 have been restated from previously reported figures due to reclassification of cases.  2019-2021 Scope 2 and 3 emissions for Grab and OVO have been restated due to the improvement of methodology for better accuracy and coverage.
	2-5 External assurance	About this Report (p. 4)
	2-6 Activities, value chain and other business relationships	About this Report (p. 4) The Grab Flywheel (p. 6)
	2-7 Employees	Grab at a Glance (p. 5)
	2-8 Workers who are not employees	Grab at a Glance (p. 5)
	2-9 Governance structure and composition	Board Oversight on ESG (p. 10) Governance (p. 58)
	2-10 Nomination and selection of the highest governance body	Governance (p. 58)
	2-11 Chair of the highest governance body	Board Oversight on ESG (p. 10) Governance (p. 58)
	2-12 Role of the highest governance body in overseeing the management of impacts	Board Oversight on ESG (p. 10) Our Board of Directors (p. 58)
	2-13 Delegation of responsibility for managing impacts	ESG Governance (p. 58)
	2-14 Role of the highest governance body in sustainability reporting	Board Oversight on ESG (p. 10) ESG Governance (p. 58)



GRI Standard	Disclosure	Reference or direct answer or reason for omission
<b>General disclosures</b>		
<b>GRI 2: General Disclosures 2021</b>	2-15 Conflicts of interest	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.
	2-16 Communication of critical concerns	Board Oversight on ESG (p. 10) ESG Governance (p. 58)
	2-17 Collective knowledge of the highest governance body	Nominating Committee (Form 20-F p. 148)
	2-18 Evaluation of the performance of the highest governance body	Board Oversight on ESG (p. 10)
	2-19 Remuneration policies	Compensation (Form 20-F p. 142)
	2-20 Process to determine remuneration	Compensation Committee (Form 20-F p. 148)
	2-21 Annual total compensation ratio	Information unavailable/incomplete
	2-22 Statement on sustainable development strategy	Board Oversight on ESG (p. 10) Founders' Letter (p. 3)
	2-23 Policy commitments	Legal and Compliance (p. 59) Code of Business Conduct and Ethics (Form 20-F p. 149)
	2-24 Embedding policy commitments	Legal and Compliance (p. 59) Code of Business Conduct and Ethics (Form 20-F p. 149)
	2-25 Processes to remediate negative impacts	Information unavailable/incomplete
	2-26 Mechanisms for seeking advice and raising concerns	Legal and Compliance (p. 59) Code of Business Conduct and Ethics (Form 20-F p. 149)
	2-27 Compliance with laws and regulations	Legal and Compliance (p. 59) Regulatory Environment (Form 20-F p. 81)
	2-28 Membership associations	Grab at a Glance (p. 5)
2-29 Approach to stakeholder engagement	Stakeholder Engagement (p. 61)	
2-30 Collective bargaining agreements	None of our employees are represented by a labour union.	
<b>Material topics</b>		
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Materiality (p. 60)
	3-2 List of material topics	Grab's material topics across ESG (p. 62)
	3-3 Management of material topics	Grab's material topics across ESG (p. 62)
<b>Material topic: Socioeconomic impact</b>		
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-2 Indirect economic impacts	Partner (p. 11-26)
<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 and professional development (p. 19)



GRI Standard	Disclosure	Reference or direct answer or reason for omission
<b>Material topic: People and culture</b>		
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Board Oversight on ESG (p. 10) People and Culture (p. 48)
	405-2 Ratio of basic salary and remuneration of women to men	Gender Wage Parity (p. 54)
<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	Legal and Compliance (p. 59)
<b>GRI 419: Socioeconomic Compliance 2016</b>	419-1 Non-compliance with laws and regulations in the social and economic area	Legal and Compliance (p. 59)
<b>Material topic: Platform safety</b>		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Safety Management (p. 29) We have a comprehensive safety management framework found on p. 40-41 of the <a href="#">Grab ESG Report 2020</a> .
	403-2 Hazard identification, risk assessment, and incident investigation	Safety Management (p. 29)
	403-3 Occupational health services	Safety Management (p. 29)
	403-4 Worker participation, consultation, and communication on occupational health and safety	Safety Management (p. 29) We have a comprehensive safety management framework found on p. 40-41 of the <a href="#">Grab ESG Report 2020</a> .
	403-5 Worker training on occupational health and safety	Safety Management (p. 29) We have a comprehensive safety management framework found on p. 40-41 of the <a href="#">Grab ESG Report 2020</a> .
	403-6 Promotion of worker health	Safety Management (p. 29)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safety Management (p. 29)
	403-9 Work-related injuries	Supplementary Data on Safety Incidents (p. 31)
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	Grab assesses all its business verticals for health and safety impacts on customers, which are managed through Grab's safety management framework presented on p. 40-41 of the <a href="#">Grab ESG Report 2020</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 (p. 33)
<b>Material topic: Greenhouse gas emissions</b>		
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Supplementary Data for Greenhouse Gas Emissions (p.40)
	305-2 Energy indirect (Scope 2) GHG emissions	Supplementary Data for Greenhouse Gas Emissions (p.40)
	305-3 Other indirect (Scope 3) GHG emissions	Supplementary Data for Greenhouse Gas Emissions (p.40)
	305-5 Reduction of GHG emissions	Greenhouse Gas Emissions (p. 35-39)
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Air Quality (p. 42)
<b>Material topic: Sustainable packaging solutions</b>		
<b>GRI 306: Effluents and Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	Food Packaging Waste (p.43-47)
	306-2 Management of significant waste-related impacts	Food Packaging Waste (p.43-47)
	306-3 Waste generated	Food Packaging Waste (p.43-47)
	306-4 Waste diverted from disposal	Food Packaging Waste (p.43-47)



# SASB Content Index

Sector	Topic	Code	Accounting Metric	Reference and notes
Internet Media and Services	Environmental footprint of hardware infrastructure	TC-IM-130a.1	(1) Total energy consumed	Supplementary Data for Greenhouse Gas Emissions (p.40)
		TC-IM-130a.2	(2) Percentage grid electricity	Supplementary Data for Greenhouse Gas Emissions (p.40)
		TC-IM-130a.3	(3) Percentage renewable	Supplementary Data for Greenhouse Gas Emissions (p.40)
	Data privacy, advertising standards & freedom of expression	TC-IM-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	Data Privacy (p. 33)
		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 (p. 33)
		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 (p. 33)
		TC-IM-230a.2	Description of approach to identifying and addressing data security risks, including user of third-party cybersecurity standards	Data Privacy (p. 33)
	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	Employer of Choice (p. 57)
		TC-IM-330a.3	Percentage of gender and racial/ethnic group representation for (1) leadership (2) technical staff (3) all other employees	Category breakdown of Grab employees by gender and age (p. 54)
	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	Legal and Compliance (p. 59)
	Activity metrics	TC-IM-000.A	Number of partners engaged on our platform	Grab at a Glance (p. 5)
		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 (p. 40)
		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	Greenhouse Gas Emissions (p. 35-39)
		TR-RO-110a.3	(1) Total fuel consumed	Supplementary Data for Greenhouse Gas Emissions (p. 40)
			(2) Percentage natural gas	Supplementary Data for Greenhouse Gas Emissions (p. 40)
	(3) Percentage renewable		Supplementary Data for Greenhouse Gas Emissions (p. 40)	
	Air quality	TR-RO-120a.1	Air emissions of (1) NOx, excluding N2O	Air Quality (p. 42)
			(2) SOx	Air Quality (p. 42)
			(3) particulate matter	Air Quality (p. 42)
	Driver working conditions	TR-RO-320a.1	(1) Total recordable incident rate (TRIR), (2) Fatality rate for (a) direct employees (b) contract employees	Supplementary Data on Safety Incidents (p. 31) Please note that driver-partners are not employees
		TR-RO-320a.2	(1) Voluntary and (2) Involuntary turnover rate for all employees	Not applicable as Grab's driver-partners are not employees
		TR-RO-320a.3	Description of approach to managing short-term and long-term driver health risks	We have a comprehensive safety management framework found on p. 40-41 of the <a href="#">Grab ESG Report 2020</a> .
	Accident and safety management	TR-RO-540a.1	Number of road accidents and incidents	Supplementary Data on Safety Incidents (p. 31)
		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 at a Glance (p. 5)	



# Taskforce for Climate-related Financial Disclosures (TCFD)

**Grab commenced alignment of its ESG reporting to the recommendations of the Taskforce for Climate-related Financial Disclosures (TCFD) in 2021. In 2022, we performed an initial qualitative assessment, evaluating all physical and transition risks proposed by TCFD.**

TCFD Pillar	Recommended Disclosures	Grab's Approach
<b>Governance</b>	Disclose the organisation's governance around climate-related risks and opportunities.	<ul style="list-style-type: none"> <li>Information on how Grab's Board and Management has oversight and manages ESG overall can be found on p. 10 and 58, these include climate-related risks and opportunities.</li> <li>At Grab, the Board maintains overall oversight on ESG risk-related matters and is updated through the Board's Audit Committee (AC).</li> <li>The Board reviewed and approved Grab's Carbon Neutral by 2040 target.</li> <li>Grab is in the process of reviewing how the Board oversight and management's role in assessing and managing climate-related risks and opportunities can be further enhanced, including through capacity building trainings.</li> </ul>
<b>Strategy</b>	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	<ul style="list-style-type: none"> <li>Grab performed an initial qualitative assessment that evaluated all physical and transition risks and opportunities proposed by the TCFD.</li> <li>This resulted in shortlisting of physical and transition risks and opportunities from transitioning to a low carbon economy.</li> <li>Grab will internally evaluate how material these risks and opportunities would be for Grab's business, the associated impact and how it can influence Grab's business strategy and financial planning.</li> <li>Comparatively salient climate risks and opportunities based on the qualitative assessment are listed in the table below.</li> </ul>
<b>Risk Management</b>	Disclose how the organisation identifies, assesses, and manages climate-related risks.	<ul style="list-style-type: none"> <li>The Regional Sustainability, Enterprise Risk Management and Legal teams are keeping abreast of the existing and emerging regulatory requirements around climate-related risks.</li> <li>The initial qualitative climate risk assessment which covers countries of operations and Grab's key services, will be used as a base which will be further refined with new developments.</li> <li>To date, Grab is staying ahead of the climate disclosure requirements in the areas of operation and has been reporting on its greenhouse gas inventory since 2020.</li> <li>Grab's ERS Council is the body with general oversight on both risk and sustainability. Hence, at Grab the management of ESG-related risks, including climate change, is closely aligned with the management of ESG issues.</li> <li>At present, the risk management teams are starting to look at how climate-related risks are going to be taken into account as part of the existing risk management processes and frameworks. Grab will report on the progress in this area in the following ESG report.</li> </ul>
<b>Metrics and Target</b>	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<ul style="list-style-type: none"> <li>Since 2020, Grab has been reporting Scope 1, 2 and 3 emissions. Please see Supplementary Data for Greenhouse Gas Emissions (p. 40).</li> <li>Grab has also formulated metrics for certain carbon targets, such as percentage of vehicles in the ride-hailing services that are electric, and the percentage of offices using renewable energy.</li> <li>Based on the scenario analysis that will be performed in future, Grab will evaluate whether other metrics for tracking and managing climate-related risk and opportunities should be introduced.</li> <li>Grab has established a target for carbon neutrality by 2040 as the main climate-related target and will look into reporting milestone updates regarding this target in the years ahead. A four-lever strategy has been set to help achieve this target, more information on these and the achievements from these levers can be found in the Greenhouse Gas Emissions (p. 35).</li> </ul>



Type of Risk/Opportunity	Risk/Opportunity	Analysis	Time Frame
<b>Physical risk</b>	Rising mean temperatures and increased risk of heat waves	Increased heat waves risk may bring about increased operational costs associated with increased cooling costs, as well as increased costs associated with lost earnings of our driver-partners who have outdoor exposure.	Near to long term
<b>Physical risk</b>	Flash floods and river floods	Flooding could potentially cause business interruption for our mobility and delivery services. This may result in associated costs and revenue losses, as well as wellbeing of partners and employees.	Near to long term
<b>Transition risk</b>	Mandates on and regulation of existing products and services	Potential policies regulating the sale of internal combustion engine (ICE) vehicles, including bans, may result in a reduced ability to operate and scale our mobility and delivery businesses as most driver-partners still own and operate such vehicles. These could also impact capital costs to upgrade our rental vehicles.	Near to medium term
<b>Transition risk</b>	Increased cost resulting from GHG emissions	Price increases for GHG emissions may potentially cause an indirect cost to Grab with respect to the use of fuel and electricity. In the future, there also may be some direct costs if more jurisdictions decide to impose carbon pricing on companies such as Grab.	Near to long term
<b>Transition risk</b>	Shift in consumer preferences	The trend for lower carbon mobility and delivery services could be a risk and opportunity for Grab. If there is no action taken to move towards greener modes of transport, Grab may suffer revenue losses. However, if Grab further offers climate-friendly services or otherwise emphasises and facilitates green services then it may bring about a higher market share and thus revenue growth.	Near term
<b>Transition opportunity</b>	Use of more efficient modes of transport and new technologies	Adopting more efficient modes of mobility is at the core of Grab's ride sharing services. Furthermore, supplemented by the move towards electric vehicles (EV) or hybrids, cyclists and walkers, this represents an opportunity for Grab to increase revenue and availability of financing. This is particularly relevant for the short to medium term.	Near to medium term
<b>Transition opportunity</b>	Value chain transition	Grab has an opportunity to invest in electric vehicles and renewable energy sources for its operations and its rental fleet.	Near to long term
<b>Transition opportunity</b>	Access to new markets and ability to diversify business activities	Development of services that would serve the transitioning to a lower carbon economy or creating climate resilience. This opportunity would signify an increase in available financing from sustainable investors or increase in revenues by growth of market share in the medium to long term.	Medium to long term



# Glossary of Terms

In this ESG report, unless the context otherwise requires, the “Company,” “Grab” and references to “we,” “us,” or similar such references should be understood to be references to Grab Holdings Limited and its subsidiaries and consolidated affiliated entities.

Certain amounts and percentages that appear in this ESG report may not sum due to rounding.

Unless otherwise stated or unless the context otherwise requires, in this ESG report:

“**consumer**” refers to an end-user who uses services or purchases our products offered by or through us;

“**Digital Banking JV**” means GXS Bank Pte. Ltd., a private limited company incorporated under the laws of Singapore, which is the joint venture entity with one of our subsidiaries and a subsidiary of Singapore Telecommunications Limited (“Singtel”) as its shareholders and is the entity through which their joint application to the MAS for a digital full bank licence in Singapore was made, and the entity which together with a consortium of partners were selected to receive a full digital banking licence in Malaysia, subject to meeting all of Bank Negara Malaysia’s regulatory conditions;

“**digital lending**” means lending through digital channels with no in-person interactions, which includes both corporate SME lending and consumer lending conducted through such channels;

“**driver-partner**” refers to an independent third-party contractor who provides mobility and/or deliveries services on our platform;

“**e-wallet**” means a software-based system that allows individuals to perform digital and/or electronic payments to a business or individual for either goods or services. This includes proximity transactions in which the device must interact with the point of sale (“POS”) terminal in some way in order to initiate the payment transaction and remote transactions in which the location of the device to the POS terminal is irrelevant. Both pass-through and staged e-wallets transactions are included. Peer to peer transfer transactions are excluded;

“**earnings**” refers to the money made by our partners on our platform; ‘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;

“**GrabBike**” refers to our ride-hailing booking service, which enables driver-partners to accept bookings for private hire motorcycle rides through our driver-partner application;

“**GrabCar**” refers to our ride-hailing booking service, which enables private hire driver-partners to accept bookings through our driver-partner application, and includes various localised offerings including premium cars (GrabCar Premium), cars equipped to transport persons with mobility needs (GrabAssist), cars equipped with child seats (GrabFamily), large format vehicles or premium economy vehicles (GrabCar Plus) and luxury vans for airport or business travellers (GrabLux);

“**GrabExpress**” means our package delivery booking service, which enables driver-partners to accept bookings for package delivery services through our driver-partner application;

“**GrabFood**” means our food ordering and delivery booking service, which enables merchant-partners to accept bookings for prepared meals from consumers (with options for on-demand deliveries, scheduled deliveries and pick-up orders) through our merchant-partner application and it also enables driver-partners to accept bookings for prepared meal delivery services through our driver-partner application;

“**GrabForGood Fund**” means our endowment fund that aims to introduce and support programs that empower Southeast Asian communities to improve socioeconomic mobility and quality of life;

“**GrabHitch**” refers to our carpooling booking service, which enables drivers other than our driver-partners, who sign up through our platform, to accept bookings for carpool rides through our platform;

“**GrabInvest**” refers to investment products offered through our platform, including those based on money market and short-term fixed-income mutual funds, in which users can invest and grow their savings;

“**GrabKios**” refers to the services offered through our platform in Indonesia, which allow GrabKios agents to act as distributors or resellers of digital goods including mobile airtime credits, bill payment services and e-commerce purchasing services;

“**GrabKitchen**” means our centralized food preparation facilities, which are used by certain merchant-partners;

“**GrabMart**” and “**GrabSupermarket**” means our goods ordering and delivery booking services, which enables merchant-partners to accept bookings for goods from consumers (with options for on-demand deliveries, scheduled deliveries and pick-up orders) through our merchant-partner application, and it also enables driver-partners to accept bookings for goods delivery services through our driver-partner application;

“**GrabMerchant**” refers to the platform that we provide which equips merchant-partners with tools to grow their business;

“**GrabPay**” means our digital payments solution, which allows consumers to make online and offline electronic payments using their mobile wallet and also allows our driver- and merchant-partners to receive digital payments for their services;

“**GrabRentals**” refers to our offering which facilitates vehicle rental for our driver-partners at competitive rates through our rental fleet or third-party rental services, to allow driver-partners with limited vehicle access to offer services on our platform;

“**Jaya Grocer**” refers to Jaya Grocer Holdings Sdn. Bhd., a mass-premium supermarket chain in Malaysia, in which we acquired a majority economic interest in January 2022;

“**JustGrab**” refers to our ride-hailing booking service, which enables driver-partners to accept bookings for private hire car rides or taxi rides, in both cases with upfront non-metered pricing;

“**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 our platform; “**small merchant-partner**” refers to medium, small and micro enterprises on the Grab marketplace which provide GrabFood and GrabMart offerings. They are non-quick service restaurants and stores with a lower annual turnover on the marketplace when compared against international food or grocery retail chains;

“**MSMEs**” means micro, small and medium sized businesses;

“**on-demand driver**” refers to drivers (regardless of vehicle type) registered with an on-demand service provider, who can be deployed on demand to fulfil a variety of services such as services associated with ride-hailing, food delivery, and logistics;

“**online food delivery**” means prepared meals (food and drink) which are ordered online and delivered to the consumer. Only orders made by means of platforms are included and does not include takeaway sales, transported off premise by the consumer;

“**OVO**” refers to PT Visionet Internasional, a subsidiary of PT Bumi Cakrawala Perkasa, one of our subsidiaries, and a digital platform service located in Indonesia that offers payments, customer incentives in the form of loyalty points and financial services;

“**PayLater**” refers to the buy-now-pay-later products offered through our platform that enables receivables factoring or digital lending service (in certain markets) and allow our driver- and merchant-partners to offer their consumers the option to pay for goods and services either in one bill at the end of the month or such other predetermined period or on an instalment basis;

“**ride-hailing**” means prearranged and on-demand transportation service for compensation in which drivers and passengers connect via digital applications or platforms;

“**Southeast Asia**” refers to Cambodia, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam, unless otherwise noted;

“**superapp**” means an integrated mobile application of many applications that aims to provide a one-stop marketplace platform with multiple offerings delivered via a single technology platform and third-party integrations; and

“**U.S. Dollars**” and “**\$**” means United States dollars, the legal currency of the United States.



# Endnotes

1. Headcount numbers are as at 31 December 2022.
2. Includes registered driver-partners, merchant-partners and Kios agents.
3. Includes earnings by driver-partners and merchant-partners. '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.
4. Measures the proportion of driver-partners that have transactions on two or more Grab services, including but not limited to GrabCar, GrabBike, GrabFood, GrabMart and GrabExpress.
5. Average earnings of a merchant-partner per active month in 2021 compared against their average earnings per active month in 2022, for merchant-partners that joined the platform in 2021. '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.
6. Average of total monthly driver-partner earnings over total monthly driver-partner online hours, where online hours refers to the duration for which driver-partners have their driver application active, including idle time between trips, transit time to pick up passengers or orders, and the trip duration.
7. Defined as all reported and validated road safety incidents caused by driver-partners or passengers across our mobility and delivery businesses in 2022, including road accidents, harassments and crimes.
8. Includes mobility rides on the Grab platform. The Singapore's Land Transport Authority's (LTA) Quality of Service (QoS) measures how well transport companies providing point to point transport services manage service quality, including safety indicators, and is used as a benchmark for the region as not all countries have a published or defined set of standards, and because Singapore has high safety standards for its taxi and ride-hailing industry.
9. AudioProtect is a feature that allows driver-partners and passengers to record their audio during their ride, when both parties provide their consent. Quiet Ride is a feature that notifies driver-partners when passengers prefer to have minimal conversations during their ride. Both of these have been first launched in Malaysia in 2022.
10. Excludes acquisitions made in 2022 and the Digital Bank JV. Employees and contingent workers cover full-time employees, fixed-term contract employees, temporary agency workers, advisors and manpower performing managed services.
11. Compared against most likely alternative modes of transport over the same distance. For zero-emissions transportation modes, this is compared against the average emissions of two-wheel petrol vehicles. For low emission rental vehicles, this is compared against average emissions from petrol vehicles of the same wheel-type.
12. Funds for these are contributed by consumers through the carbon offset feature available on the Grab app.
13. Through the purchase of Renewable Energy Certificates (RECs) that meet international standards such as I-REC and TIGR, and are sourced locally where available in order to encourage greener country electricity grids where we operate. The 12 countries are Singapore, Cambodia, China, India, Indonesia, Malaysia, Myanmar, Philippines, Thailand, Vietnam, Romania and the United States.
14. Includes reduction efforts from cutlery opt-out feature, with weight derived using an approximation of 9g per set of cutlery saved, reduction of food waste through the Starbucks Foodshare Programme in the Philippines and recycling initiative in partnership with Danone-Aqua and Octopus in Indonesia.
15. Includes registered driver-partners, merchant-partners and Kios agents.
16. '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.
17. Upskilling courses do not include mandatory and onboarding courses.
18. Based on an online survey of 7,037 respondents, conducted by Ipsos from 16 December to 21 December 2022 in Indonesia, Singapore, Malaysia, Thailand, the Philippines and Vietnam.
19. Based on an online survey of 7,037 respondents, conducted by Ipsos from 16 December to 21 December 2022 in Indonesia, Singapore, Malaysia, Thailand, the Philippines and Vietnam.
20. Source: [Promoting Decent Work and Protecting Informal Workers](#) (2022)
21. Based on an online survey of 7,037 respondents, conducted by Ipsos from 16 December to 21 December 2022 in Indonesia, Singapore, Malaysia, Thailand, the Philippines and Vietnam.
22. Based on an online survey of 7,037 respondents, conducted by Ipsos from 16 December to 21 December 2022 in Indonesia, Singapore, Malaysia, Thailand, the Philippines and Vietnam.
23. Based on an online survey of 7,037 respondents, conducted by Ipsos from 16 December to 21 December 2022 in Indonesia, Singapore, Malaysia, Thailand, the Philippines and Vietnam.
24. Had at least one transaction within the year of 2022.
25. Measures the proportion of driver-partners that have transactions on two or more Grab services, including but not limited to GrabCar, GrabBike, GrabFood, GrabMart and GrabExpress.
26. Idle time refers to duration where a driver-partner is online on the driver application, but has not received or is in between bookings.
27. Average of total monthly driver-partner earnings over total monthly driver-partner online hours, where online hours refers to the duration for which driver-partners have their driver application active, including idle time between trips, transit time to pick up passengers or orders, and the trip duration.
28. This feature is available in Singapore, the Philippines and Indonesia, with plans to expand to more countries in 2023.
29. This feature is available in Singapore, Thailand, Malaysia and Indonesia.
30. Refer to the section on [Platform Safety](#) for more information on how we create a safe environment for our partners.
31. Upskilling courses do not include mandatory and onboarding courses.
32. Grab survey findings with 1,582 driver-partners, completed in February 2023.
33. Source: Grab's Food and Grocery Trends 2022 report, Grab Internal Data, 2019-2022 (monthly average)
34. Average earnings of a merchant-partner per active month in 2021 compared against their average earnings per active month in 2022, for merchant-partners that joined the platform in 2021. '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
35. This tool is available in Indonesia, Malaysia, the Philippines, Singapore, Thailand and Vietnam.
36. Total basket value generated from advertisements over the amount spent on advertisements
37. Defined as all reported and validated road safety incidents caused by driver-partners or passengers across our mobility and delivery businesses in 2022, including road accidents, harassments and crimes.
38. Includes mobility rides on the Grab platform. The Singapore's Land Transport Authority's (LTA) Quality of Service (QoS) measures how well transport companies providing point to point transport services manage service quality, including safety indicators, and is used as a benchmark for the region as not all countries have a published or defined set of standards, and because Singapore has high safety standards for its taxi and ride-hailing industry.
39. Excludes acquisitions made in 2022 and the Digital Bank JV. Employees and contingent workers cover full-time employees, fixed-term contract employees, temporary agency workers, advisors and manpower performing managed services.
40. Defined as all reported and validated road safety incidents caused by driver-partners or passengers across our mobility and delivery businesses in 2022, including road accidents, harassments and crimes.
41. Our injury severity definition is as follows:
  - Minor: Injuries that require on-the-spot or one time treatment. e.g. cuts, bruises.
  - Moderate: Injuries that go beyond skin which require outpatient or inpatient treatment. Treatment may include minor surgery defined as minimally invasive procedure(s) with little to no risk to the person's life. e.g. closed fractures, lacerations requiring surgery
  - Serious: 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 is able to return to pre-injury function. e.g. open fractures, operation on an organ
  - Critical: Injuries that led to loss of life or permanent disability
42. Includes mobility rides on the Grab platform.
43. Data from 2019-2021 have been restated from previously reported figures due to reclassification of cases.
44. Includes road accidents, sexual assaults and sexual harassment incidents
45. Accident caused by the driver-partner or passenger that occurs on-trip resulting in physical injury to the driver-partner, passenger and/or a third party. Includes all accidents that result in minor, moderate, serious or critical injuries.
46. 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.
47. 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.
48. Accidents that led to loss of life or permanent disability including hit and run.
49. 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.
50. 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 consumer, driver or merchant.
51. 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.
52. Grab's decarbonisation target for Scope 1, 2 and 3. 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.
53. Compared against most likely alternative modes of transport over the same distance. For zero-emission transportation modes, this is compared against the average emissions of two-wheel petrol vehicles. For low emission rental vehicles, this is compared against average emissions from petrol vehicles of the same wheel-type.
54. Funds for these are contributed by consumers through the carbon offset feature available on the Grab app.
55. With reductions from RECs and carbon credits taken into account.
56. Compared against most likely alternative modes of transport over the same distance. For zero-emission transportation modes, this is compared against the average emissions of two-wheel petrol vehicles. For low emission rental vehicles, this is compared against average emissions from petrol vehicles of the same wheel-type.
57. Through the purchase of RECs that meet international standards such as I-REC and TIGR, and are sourced locally where available in order to encourage greener country electricity grids where we operate. The 12 countries are Singapore, Cambodia, China, India, Indonesia, Malaysia, Myanmar, the Philippines, Thailand, Vietnam, Romania and the United States.
58. The deliveries carbon offset feature is available in Singapore, Indonesia, Malaysia, Cambodia and Thailand.
59. The mobility carbon offset feature is available in Singapore, Indonesia, Malaysia, Cambodia, Thailand, and Vietnam.
60. 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 reductions and removals achieved.
61. Source: [COP26: World leaders promise to end deforestation by 2030, but most Southeast Asian countries yet to sign on](#) (2021)
62. Source: [TRASHING IT OUT: WASTE MANAGEMENT IN ASIA](#) (2020)
63. Source: [ASEAN Regional Action Plan for Combating Marine Debris in the ASEAN Member States](#) (2021-2025)
64. Source: [Plastic waste is a growing menace, and a wasted opportunity](#) (2021)
65. Source: [ASEAN Member States Adopt Regional Action Plan to Tackle Plastic Pollution](#) (2021)
66. Source: [International Union for Conservation of Nature Issues Brief: Marine Plastic Pollution](#) (2021)
67. Sample testing and extrapolative study performed in Indonesia, Thailand, Vietnam, the Philippines, Malaysia and Singapore based on 2021 full year data, representing majority food delivery orders.
68. Based on 9g per set of cutlery for 2.6 billion sets
69. Removed or relabelled to indicate mock meat or vegetarian shark items
70. Excludes employees from acquisitions made in 2022 and the Digital Banking JV. Our employee gradings start from G1 and extend to G10. Leadership roles are G7 and above.
71. Excludes employees from acquisitions made in 2022 and the Digital Banking JV, as well as fixed-term contract employees and temporary agency workers.
72. Excludes employees from acquisitions made in 2022 and the Digital Banking JV, as well as temporary agency workers.
73. Headcount numbers are as at 31 December 2022.
74. Excludes employees from acquisitions made in 2022 and the Digital Banking JV, as well as temporary agency workers.
75. Excludes employees from acquisitions made in 2022 and the Digital Banking JV, as well as temporary agency workers
76. Source: [Boosting Women in Technology in Southeast Asia](#) (2020)
77. Excludes employees from acquisitions made in 2022 and the Digital Banking JV. Our employee gradings start from G1 and extend to G10. Leadership roles are G7 and above.
78. Excludes employees from acquisitions made in 2022 and the Digital Banking JV, as well as fixed-term contract employees and temporary agency workers.
79. Excludes employees from acquisitions made in 2022 and the Digital Banking JV, as well as temporary agency workers.
80. Excludes employees from acquisitions made in 2022 and Digital Banking JV, as well as temporary agency workers.
81. Our employee gradings start from G1 and extend to G10. Leadership roles are G7 and above.
82. 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.
83. Employees who are not technical staff. Includes non-technical leadership.
84. Our employee gradings start from G1 and extend to G10. Leadership roles are G7 and above.
85. 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.
86. Employees who are not technical staff. Includes non-technical leadership.
87. The Grabber Engagement Survey is done twice a year. Results highlighted here were from the GES done in the second half of 2022 and was completed by 82% of full-time employees, excluding acquisitions made in 2022 and the Digital Bank JV.
88. Significant monetary fines are defined to be any fines above US\$1,000,000 paid out in the reporting year.
89. Excludes acquisitions made in 2022 and the Digital Bank JV. Employees and contingent workers cover full-time employees, fixed-term contract employees, temporary agency workers, advisors and manpower performing managed services.





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