

DP World's Impact on Economies and Society

Senegal

DP World has been enabling trade in Senegal, on the West Coast of Africa since 2008 when it was granted a 25 year concession to exclusively manage and operate the Dakar Container Terminal.



VALUE CREATED BY DP WORLD

89%

increase in taxes paid to the Government of Senegal 2010 - 2015

31,000

Senegalese nationals supported by DP World's activities

63%

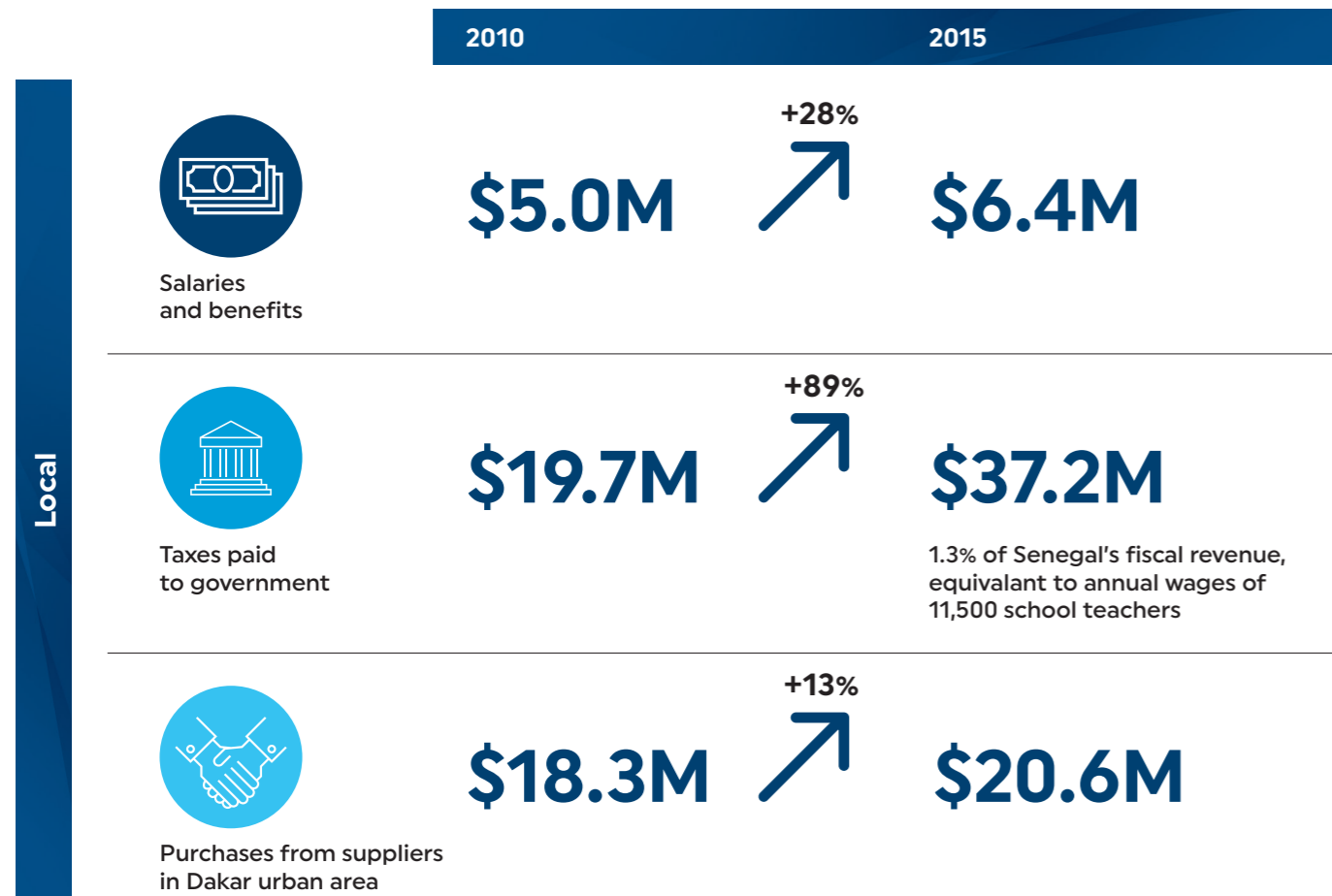
increase in Dakar's imports and exports between 2010 and 2015

ZERO

fatalities throughout DP World's tenure

The impact of DP World's operations on wealth distribution in the Senegalese economy

DP World's local expenses totalled **\$64M** with Senegalese suppliers, employees and the government in 2015



Value creation of DP World's operations through its impact on living standards, GDP and local employment

Living Standards



60 hour work week was replaced with a

40 hour

work week while wages remained stable



20%

of employees in 2015 were former interns or interim workers

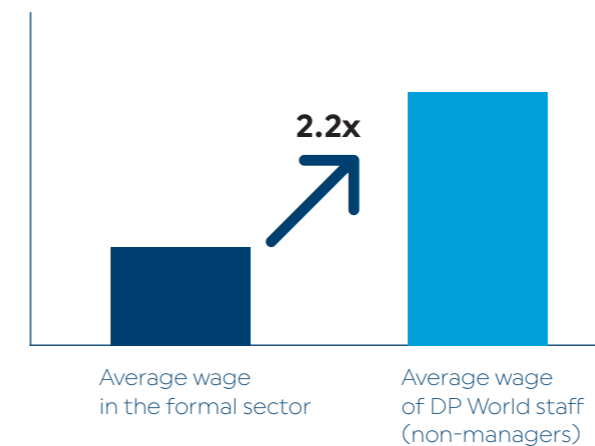


Expat numbers in managerial positions decreased from

7 in 2010 to **4** in 2015

Average wage for non-managers is **2.2 times** the average wage in the formal sector and was **30% higher in 2015** compared to 2010 (see below)

Monthly average net wages at DP World compared to local standards



GDP

10%

growth in GDP contribution per year since 2010 through DP World's direct, indirect and induced impact on the economy.

Local Employment



Every direct job supports **7** indirect and induced **jobs** elsewhere in Dakar. DP World thereby supports **2% of local employment** in the formal economy.



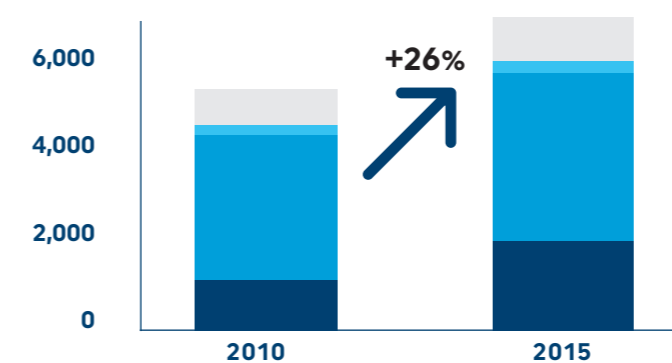
In 2010 DP World and the local port authority helped liberalise container trucking leading to a 5x increase in licensed trucking companies and

1,900 extra truck driver jobs

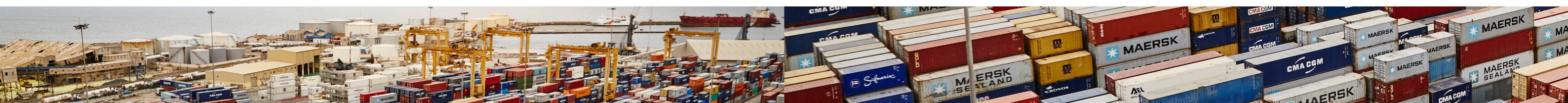


31,000

Senegalese nationals supported by DP World's activities in Dakar, when accounting for the workers' families.



- Direct Jobs - Staff employed by DP World
- Direct Jobs - Contract or outsourced staff working at the container terminal
- Indirect Jobs - Supported through purchases from suppliers operating in the Dakar area
- Induced Jobs - Supported through wages of direct and indirect workers partly spent in local economy



DP World supported
4,900
 direct, indirect and induced jobs
 in 2015 in Dakar

This number excludes the 1,000 jobs in construction and civil works due to DP World's investments in upgrading the port

DP World's contribution to maintaining workplace safety and building a resilient society

Improving workplace safety and environmental performance

Safety training was provided to

1,655

quayside workers



and

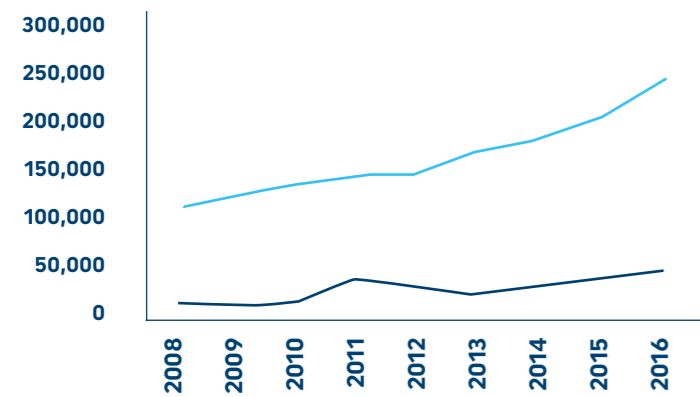
1,005

external truck drivers in 2015



fatalities since the beginning of DP World's concession

Total containerised imports and exports in Dakar during 2008-2016



● Total Imports (in TEU)
 ● Total Exports (in TEU)

Export and import volumes more than doubled between 2008 and 2016 due to infrastructure investments which facilitated Senegal's integration into global trade and due to the containerisation of new goods.

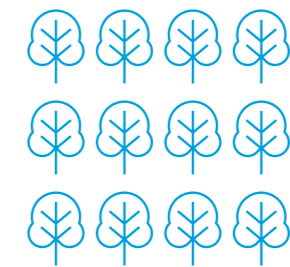
2,305

tonnes of CO2 reduction in 2015 from low-carbon investments since 2013

Enough to power more than

4,000

homes per year



Equivalent to

1M

trees grown for 10 years

<https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

154

tonnes of metal waste



and

13,475L

of hazardous waste environmentally disposed

Employee job satisfaction in 2013 was

73%

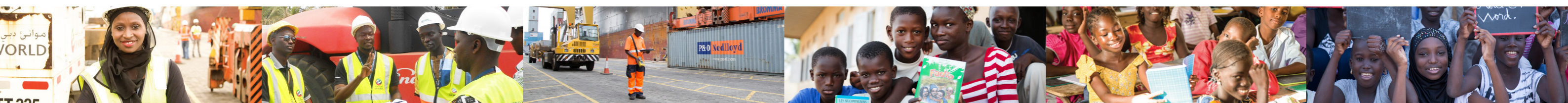
up from 66% in 2010

Operational efficiency at Dakar Container Terminal before and after DP World won the concession

	Average in 2007	Actual 2015
Waiting Time at Anchorage (hours)	35	0.5 hrs
Berth Productivity (moves per hour)	21	40
Weekly Berthing Windows Operated	0	11
Gate Opening Hours	08:00 till 18:00hrs	24/7
Average Daily Number of Trucks	350	900
Truck Turnaround Time	152 min	24 min

Building a resilient society

- **Global Education Programme** - DP World's education programme collaborates with local schools to help students learn about the trade and logistics sector. The program covers 6 continents and aims to teach 34,000 students by 2020.
- **Nursery Construction** - DP World supported Swiss NGO 'World Wide Watch' to build a nursery school in M'Bam village, outside Dakar through co-financing and supervising the construction work.
- **Healthcare Support** - DP World equipped a Dakar hospital with a neonatology unit to provide top of the line help to newborn babies.
- **Training and Development** - 2,752 employees underwent training programmes in 2015.



Work Methodology

In an effort to understand the interrelations between DP World and society at large in Dakar, EY conducted the following three steps for the development of this report. EY was not involved in the collection of primary data. All data used was provided to EY from DP World or collected through desk research and was verified and validated whenever possible.

1

Input-Output modelling

The input-output technique was used to estimate the indirect and induced effects resulting from the activity of DP World's local suppliers and the consumption of employees in the local economy. As such, data on procurement and wages from DP World was collected for inputs to measure the indirect and induced effects resulting from the consumption of DP World's local suppliers and employees in the local economy. Moreover, economic multipliers were used to measure DP World's ripple effects within other economic sectors.

N.B: As the study focused on the Dakar urban area, outputs that were not within that area (i.e. employment in mining, agriculture) were excluded from the analysis.

2

Data Collection from DP World

A list of data was collected during EY's trip to Dakar:

- Human Resource data for headcount and wage data;
- Health, Safety and Environment data for values on workplace safety, CO2 emissions, waste management;
- Financial information on taxes, value added, local spend, imports
- Procurement data on DP World's suppliers (data was cross checked against financial data provided by DP World);
- Specific sub-contracting agreements (e.g. security contracts). This was used to validate economic multipliers of indirect effects (e.g. employment per million USD of output);
- Trade data on containerised exports and imports volumes.

3

External Data

A list of data was collected from external sources and analysed by EY:

- Data on employment and output per economic sectors, value added (GDP) were collected from the Senegalese National Statistical Agency (ANSD) to validate the economic multipliers developed in the input-output model;
- Others reports from ANSD on average wages in the informal economy, size of the formal sector etc.;
- Report by the NGO WageIndicator (April 2016) benchmarking DP World's wages against the subsistence wage in Dakar.

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