SUSTAINABLE DEVELOPMENT IMPACT DISCLOSURE

October 2024

DP WORLD

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ABOUT THE REPORT

DP World is the first company globally to adopt and disclose our development im[...] of focus, in accordance with the guidance from the Impact Disclosure Taskforce. This Sustainable Development Impact Disclosure (SDID) report utilises impact measurement and monitoring to assess how our investments contribute to advancing the United Nations Sustainable Development Goals (SDGs) and addressing existing development gaps. By fostering transparency and accountability, this report reaffirms our commitment to sustainable development and empowers global capital markets to make informed financing decisions based on reliable, publicly disclosed information.

THIS REPORT PROVIDES AN OVERVIEW OF OUR SUSTAINABILITY INITIATIVES AND IMPACT ASSESSMENTS ACROSS FIVE KEY COUNTRIES:

- Brazil
- Somaliland
- Senegal
- India
- South Africa

It outlines our strategic approach and progress in achieving environmental and social impact in these countries and broader regions.

PURPOSE OF THE REPORT

The purpose of this report is to transparently communicate our efforts in promoting sustainable practices and addressing diverse challenges in key areas of operation, while outlining our progress and forward-looking intentions to generate incremental positive impact consistent with our business strategy.

SCOPE AND METHODOLOGY

This report leverages best practices referenced in the Impact Disclosure Guidance. It covers our sustainable development activities and initiatives, including qualitative and quantitative data on our projects, partnerships, and their outcomes in each country. The information presented is based on internal assessments, stakeholder consultations, and relevant sustainability frameworks to provide a comprehensive view of our impact.

We identify metrics related to our impact intentions based on theory of change, drawing on existing impact taxonomies and sustainability reporting standards such as IRIS+, GRI, SASB and UN Global Compact among others. These metrics are prioritised to align with our core operations and address the most significant development gaps in key local economy of operation. Additionally, we disclose plans for mitigating negative impacts by identifying material negative impacts and outlining the policies and procedures in place for mitigation.

ALIGNMENT WITH GLOBAL STANDARDS

We are dedicated to aligning our sustainability practices with international standards and frameworks, including the United Nations SDGs and the principles of responsible business conduct. This report reflects our ongoing efforts to contribute positively to the communities in which we operate while minimising our environmental footprint.

FORWARD-LOOKING STATEMENTS

While we strive to achieve the targets outlined in this report, it is important to note that these objectives may be subject to revision due to various factors. Business acquisitions or divestments, operational adjustments, and evolving national policies may necessitate updates to our sustainability commitments to ensure they remain aligned with emerging standards and priorities.

MESSAGE FROM THE GROUP CHAIRMAN AND CEO

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MESSAGE FROM THE GROUP CHAIRMAN AND CEO

DP World's 'Our World, Our Future' strategy underpins a commitment to promoting sustainable development opportunities and targets critical areas such as resilient infrastructure, community engagement, and gender equality. Our strong ESG ratings — Sustainalytics ("Negligible Risk"), CDP (B), and MSCI (BB) — underscore our dedication to environmental and social responsibility. In 2023, we reinforced this commitment by becoming the first company globally to adopt the Sustainable Development Impact Disclosure. Subsequently, in April 2024, we then also became the first organisation to disclose our development impact with the release of an SDID for public consultation.

We are proud to be the first logistics company in the region to have our net-zero targets validated by the Science Based Targets initiative. Our commitment to achieving net-zero carbon emissions by 2050 through electrification and renewable energy investments reflects our broader vision of sustainability, which goes beyond decarbonisation. It includes protecting marine ecosystems, preserving biodiversity, and promoting climate resilience as integral elements of our strategy. It is about fostering inclusive growth, enhancing trade flows, and creating a positive impact for the communities we serve.

The SDID measures our contributions to advancing the United Nations Sustainable Development Goals and bridging development gaps in key emerging economies globally, where we operate, such as South America, Sub-Saharan Africa, and the Indian Subcontinent. By introducing this disclosure, we aim to set a new industry standard for transparency and accountability, enabling global capital markets to make informed decisions based on reliable, publicly disclosed information.

Through this report, we strive to provide a clearer understanding of our sustainability commitments and reaffirm our dedication to making a positive difference in the regions where we operate. We also encourage other organisations to adopt and disclose their development impact through the SDID reporting framework.

DP WORLD OVERVIEW

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DP World is dedicated to driving global trade toward a more resilient, efficient, and sustainable [...] customers and partners. Founded in 1972 with the development of Port Rashid in Dubai, we have since grown into a leading global logistics provider and one of the largest container terminal operators worldwide. Our diverse portfolio now spans Ports and Terminals, Logistics, Marine Services, Technology, and Sustainability, enabling us to deliver integrated solutions across the entire supply chain. With operations in over 74 countries and a team of more than 108,000 people, we combine our global reach with local expertise to build efficient, end-to-end supply chain solutions that enhance trade connectivity, reduce costs, and drive economic growth for businesses and communities around the world.

BUSINESS PILLARS
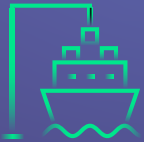
PORTS AND TERMINALS

At the heart of our operations lies a robust network of ports and terminals. These facilities are critical enablers of trade, ensuring the resilience and continuity of supply chains. We are a global leader in container terminal operations, managing over 95 million Twenty-foot equivalent units (TEUs) annually and handling 9% of the world's container port throughput. By prioritising safety and efficiency, we streamline operations, lower costs, and reduce environmental impact. Our multimodal transport options enhance agility and resilience, ultimately benefiting businesses and their customers.

LOGISTICS

Our deep expertise and extensive global reach enable us to craft bespoke, industry-specific, efficient, and resilient supply chain solutions for cargo owners. We leverage decades of experience to create innovative ways to move cargo, integrating our global footprint with localised networks that address specific challenges. This flexibility allows our customers to focus on their core competencies while we handle the complexities of logistics.
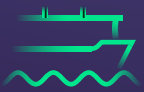
MARINE SERVICES

Our comprehensive, multimodal network of land and sea transport routes offers flexible and sustainable solutions for supply chain challenges. By connecting our customers to essential markets and ensuring goods reach smaller and more local destinations, we enhance trade connectivity globally.

TECHNOLOGY

Our transformative use of technology is powering every aspect of trade and logistics, creating more transparent, efficient and sustainable supply chains.

Our digital ecosystem is elevating our operations and customer experience to the next level. It enables us to finance shipments, track cargo, improve operational efficiency and expand business into new markets.

SUSTAINABILITY

We continuously invest to improve our assets and make them more resilient and develop and deploy smart solutions that cut carbon at every stage of the supply chain to improve performance and eliminate waste.

FOCUS ON EMERGING MARKETS

Our strategic focus includes emerging markets, recognising their potential for growth and development. We have made targeted investments in regions like South America, Sub-Saharan Africa, and on the Indian Sub-Continent, focusing on enhancing trade and logistics infrastructure to unlock economic opportunities. For example, in Sub-Saharan Africa, we are collaborating with partners to improve port and logistics capabilities, contributing to local employment and economic growth. In South America, we have expanded our operations in Peru and Ecuador to support regional trade development. Similarly, in India, we are enhancing logistics capabilities to facilitate better trade connectivity.

While our investments in emerging markets are designed to address specific regional challenges, our approach is rooted in a broader mission to drive socio-economic development and support long-term growth.

Our strategic focus in emerging markets — coupled with our commitment to sustainability — positions us as a key player in enhancing global trade connectivity while fostering socio-economic development. By investing in critical infrastructure and forming strategic partnerships, we unlock the potential of these markets and We contribute to unlocking the potential of these markets and support sustainable economic growth, ultimately making a lasting impact on the communities we serve worldwide.

DP WORLD SUSTAINABILITY STRATEGY

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DP WORLD

DP WORLD SUSTAINABILITY STRATEGY

'Our World, Our Future' is our Sustainability Strategy.

It sets out our pathway to operating as a responsible business, prioritising working sustainably and all that entails in terms of impact on people, the environment and the communities in which we operate. The strategy's central aim is to achieve a better, more equitable and sustainable future for generations to come. Developed in 2019, it is based on a Groupwide materiality analysis conducted in line with global best practices. The first part of the strategy, Our World, includes ambitious commitments across seven priority areas to be achieved by 2030. The second part, Our Future, looks at the lasting legacy we will leave for our industry and society. In particular, it focuses on three legacy areas where we can make a positive difference for future generations: education, women and water.

The strategy is aligned with the United Nations SDGs across safety, climate change, security, community engagement, people development, ethics and wellbeing, as well as our chosen three legacy areas above. We leverage various United Nations memberships and frameworks, to ensure concrete action to support our ambition of operating as a responsible business. Our ESG framework measures the impact of our sustainability programme and initiatives. We track and report on impact using several internationally recognised reporting frameworks: GRI, WEF Stakeholder Capitalism Metrics and CDP. We are also rated by independent rating agencies such as CDP, MSCI, Sustainalytics, EcoVadis, and ISS Corporate.

To view our latest achievements, sustainability ratings and awards please refer to our latest Sustainability Overview Presentation which is available on our website. We are pleased that our scores reflect the strong systems we have in place to manage and mitigate ESG risks.

SUSTAINABLE DEVELOPMENT IMPACT DISCLOSURE OVERVIEW

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5.1   INTRODUCTION

In April 2024, the Impact Disclosure Taskforce (the "Taskforce"), a network of financial institutions, capital markets participants, and industry stakeholders, published a draft Impact Disclosure Guidance. The document provided voluntary guidance for entity-level impact disclosure and aimed to introduce a mechanism to facilitate complete and reliable impact reporting for corporates and sovereigns. Working closely with Taskforce, we became the first private-sector company to adopt this draft guidance, publishing our initial Sustainable Development Impact Disclosure alongside the Taskforce at the 2024 IMF Spring Meeting.

Between April and September 2024, both the Impact Disclosure Taskforce's Guidance and our SDID received feedback from investors, various industry's practitioners and stakeholders as part of a four-month public consultation period. Following this, DP World collaborated with the Taskforce's co-chairs – J.P. Morgan Development Finance Institution and Natixis – to incorporate relevant feedback and input received to enhance the integrity of our disclosure. This SDID is our revised and expanded disclosure, now including operations in three additional countries: Brazil, Senegal, and South Africa, alongside Somaliland and India. The new SDID adopts a streamlined disclosure template that promotes investor-friendliness and ensures ease of reference between metrics, targets and expected development impacts, while also providing transparency on relevant sources and methodologies.

5.2 CONTEXT

Our operations are broad and far-reaching, touching people's lives around the world every day. We untap trade opportunities by improving infrastructure, diversifying logistics services and making goods more affordable to a greater number of people. In 2023, our overseas logistics investments exceeded US$10 billion over a ten-year period, with a significant proportion being invested within the emerging markets. This has established us as a top five overseas investor in the global logistics sector and the only non-European or American entity.

Such appetite to work with developing economies, coupled with the size and scope of our operations, make us an attractive conduit for inclusive development.

Our SDID exemplifies how we integrate sustainable and inclusive impact metrics to drive positive environmental and socioeconomic practices, across our global portfolio. We have aligned our disclosure with the Impact Disclosure Guidance's principles of impact measurement and monitoring by showcasing intentionality, measurability, ambition and a needs-based focus to metric selection across all five countries. Additionally, we have decided to highlight our intentions in countries that exemplify our overarching corporate strategy, business materiality, and significant potential for positive impact (see Section 5.3: Asset Selection Criteria for more information).

It also underscores consistency in our approach to accelerating scalable trade and logistics solutions, broadening key partnerships with private and public sector actors, and facilitating access to long-term investment opportunities. We believe this disclosure effectively addresses critical information gaps and asymmetries for sustainable financiers, positioning us as a corporate leader committed to driving positive sustainable development impact.

5.3   ASSET SELECTION

As outlined in the Impact Disclosure Guidance, we recognise the growing gap between investors seeking sustainable finance investment opportunities and the difficulties in demonstrating tangible, viable, and successful targets for investment by the market. This issue is particularly pronounced in emerging markets and developing economies (EMDE), where structural challenges, such as data deficiency, contribute to ESG income biases and a lack of sustainable sources of capital inflow.

Furthermore, the UN Conference on Trade and Development (UNCTAD) estimates a US$4 trillion annual financing gap for enabling EMDE to achieve the SDGs. We believe that current corporate reporting and disclosure frameworks must extend their focus beyond decarbonisation and corporate emissions reductions alone. Ultimately, this broader approach will holistically showcase the myriad of community, nature, biodiversity, and socioeconomic impacts that both sovereigns and the private sector can significantly improve through their products, services, and business operations.

Our SDID aims to address information asymmetry and provide an opportunity for us to contextualise how our business strategy and core operations consistently and continually facilitate national-level progress towards the 17 SDGs, and the 169 associated targets. In this iteration, we have chosen to include, and publicly disclose, our development impact for five of our operations across three key regions: South America, Sub-Saharan Africa, and the Indian Sub-Continent.

THESE FIVE OPERATIONS HAVE BEEN SELECTED BASED ON THREE MAIN CONSIDERATIONS:

1.   CORPORATE STRATEGY

EVIDENCED BY OUR ORGANIC AND INORGANIC GROWTH

We have pursued bilateral investment partnerships, monetised existing assets, and assumed an active acquisition-led investment strategy. This has helped to facilitate increased market penetration across real and perceivably 'risky' geographies to support our current positioning as a global end-to-end trade solutions provider.

Growth Expectations: In emerging markets such as Sub-Saharan Africa and South America, trade volumes are projected to grow at rates exceeding global averages due to increasing economic activities and Foreign Direct Investment (FDI) in infrastructure development.

We believe that our end-to-end corporate strategy will help eliminate supply chain inefficiencies. ~~extensive~~ network of ports and terminal facilities with our newly expanded logistics offering, including the containerised value chain, industrial parks, and economic zones, we aim to provide value-added solutions. The selected countries offer strong sectoral and geographic representation of our strategic ambitions for the medium to long term.

GEOGRAPHIC RELEVANCE: IN 2023, OUR REPORTED REVENUE CONTRIBUTIONS FROM THESE KEY REGIONS WAS:

- Americas (including Australia): US$2.87 billion
- Middle East, Europe and Africa: US$13.2 billion
- Asia Pacific and India: US$2.15 billion

2.   BUSINESS MATERIALITY

DEMONSTRATED BY CAPITAL EXPENDITURE INVESTMENTS

AS PER OUR GLOBAL MEDIUM TERM NOTE PROGRAMME WE HAVE INVESTED CLOSE TO US$4 BILLION IN CAPITAL EXPENDITURE BETWEEN 2021 AND MID 2023, FOR THE DEVELOPMENT AND EXPANSION OF NEW AND EXISTING PROJECTS.

Consolidated capital expenditure in 2023 was US$2.1 billion (US$ 1.7 billion in 2022). The 2023 regional split is:
- 76% for UAE, Middle East, Africa & Europe
- 15% for Australia & Americas
- 9% for Asia Pacific & India

As demonstrated by the capital expenditure above these regions are crucial to our current growth and expansion plans, with significant development and sustainability-linked impacts anticipated as a result of this capital expenditure.

3. SCOPE OF IMPACT

INDICATED BY THE SIZE OF OUR COUNTRY OPERATIONS, ALIGNMENT WITH NATIONAL TARGETS, AND RELEVANT GLOBAL INDICES
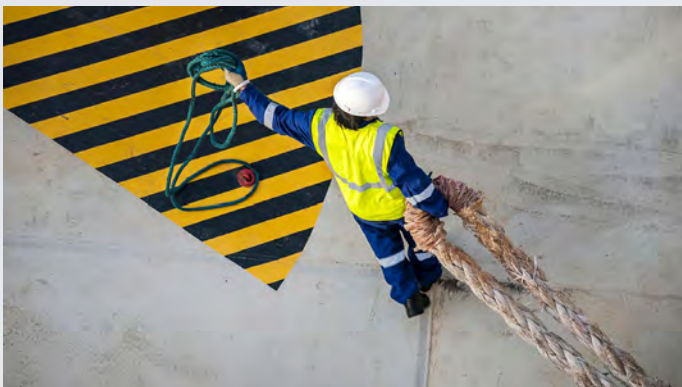
We have a strong track record of investment within EMDEs. We have demonstrated an appetite to work alongside sovereigns in markets under-serviced by private sector investment to meet national economic and trade-specific targets. Much of our investments have contributed directly to constructing cornerstone industrial infrastructure, promoting subsequent reinvestment that improves logistics connectivity and provides enhanced trade services.

Ultimately, our proactive growth strategy in emerging markets fosters productivity-based growth by creating an enabling environment for trade and infrastructure development. This approach attracts secondary and tertiary FDI opportunities from other private sector players, transforming improved investor confidence into tangible opportunities to modernise hinterland connectivity and enhance domestic industry resilience, while also spurring broader economic growth through spillover effects.

By referring to and mapping the trends of various global indices, including the human development index (HDI), industrial production index (IPI) and the manufacturing purchasing manager's index (PMI), we have been able to proximate capacity to impact national industrial performance. In addition, reference to gross national income and the Gini-coefficient has helped to identify geographies in which improved industrial opportunities and export value are likely to also advance socio-economic well-being.

5.4 HIGHLIGHTS

Brazil

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Collaboration with Rumo to construct a new terminal that will be capable of handling **12.5 million tonnes** of grains and fertilisers, reinforcing Santos as a key agricultural logistics hub.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Partnered with Aterro Zero and **achieved zero landfill** status in 2022 by converting all non-recyclable waste into sustainable energy. This made us the first port terminal in Brazil to repurpose all on-site waste.

6 CLEAN WATER AND SANITATION
Invested over **US$2.4 million (R$12 million)** in more than 30 projects focused on the region's fauna and flora. We have also rescued over 35,000 plants and seeds, with biomass and plant waste reuse, and monitored coastal dunes and mangroves.

Senegal

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Invested over **US$300 million** to modernise operations, increasing the terminal's annual handling capacity from **265,000 TEUs** in 2008 to **800,000 TEUs** in 2023.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
In 2023, **180,000 tonnes** of cashew nuts from **Senegal** and **Guinea Bissau** were internationally exported via our Dakar terminal, helping local producers and exporters find international outlets for their products, thereby contributing to local development and prosperity.

7 AFFORDABLE AND CLEAN ENERGY
In the last 2 years we have invested over **US$640,000** into our community This includes **US$400,000** to extend our work on the "Solar Mamas" Project – qualifying **women** in Senegal as **solar technicians,** allowing them to install, maintain and repair solar-powered infrastructure. This helps to electrify communities.

South Africa

3 GOOD HEALTH AND WELL-BEING
We commit approximately **US$312,300 (R5.5 million)** annually to support Unjani Clinics, a non-profit organisation focused on establishing a network of nurse-led primary care clinics across South Africa. This partnership aims to set up a total of 600 clinics by 2031.

4 QUALITY EDUCATION
Flagship sponsor of the **DP World & Motus Community Trust** which aims to achieve **100 library resource centres** by the end of 2025. To date, the Trust has handed over **82** libraries stocked with books, teaching aids and sports equipment, supporting over **72,000 learners** daily with formal reading lessons, while providing educators with our customised store of teaching resources.

10 REDUCED INEQUALITIES
According to a **Socio-Economic Impact Assessment** of our South Africa operations, approximately **369,000** lives were positively impacted by our road safety initiatives in 2023. This resulted in an estimated **US$3.9 million** in socio-economic costs avoided for both our community and wider economy.

5.4 HIGHLIGHTS

Somaliland

5 GENDER EQUALITY — Between 2020-2023 we trained local RTG and STS crane operators at the Port of Berbera, ensuring **all cranes** are now **operated** by **Somalilanders.** By 2030, we expect to have invested over US$6 million in training and development, helping to **bridge** Somaliland's **industrial skill-labour gap divide.**

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE — We are constructing an **edible oil terminal** and **packaging facility** due to be operational in 2025. With a storage capacity of **18,000 tonnes,** we will enable the country to **import oil in bulk,** making cooking oil more **affordable**. We will also help diversify Somaliland's economy and **generate local employment.**

14 LIFE BELOW WATER — Our **coral translocation project** was initiated in 2023 and involved working with the Government to establish Somaliland's **first Marine Protected Area.** The project sets out a multi-year programme to achieving **successful habitat restoration.**

India

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE — Further augmenting our current rail footprint of **90 container trains, 15,000+ containers,** and **eight inland rail terminals** to build a multimodal network connecting hinterlands with India's major commercial hubs and ports like Nhava Sheva, Cochin, Chennai, and Mundra.

5 GENDER EQUALITY — Launched UDAAN, a transformative programme focused on recruiting and training women for frontline roles in the logistics sector, embodying our commitment to diversity, empowerment, and growth, while increasing representation of women in the industry.

Launched a new upskilling programme, Nayi Disha, to empower women who work in and around our facilities. The program aims to upskill them and make them employable for entry-level roles. The tailored development journey involves experiential classroom sessions and hands-on experience on technical, functional and behavioural skills.

17 PARTNERSHIPS FOR THE GOALS — Invested **US$210 million (₹1,700 crore)** to develop three Free Trade and Warehouse Zones (FTWZs) in Chennai, Mumbai, and Cochin, integrating India into global supply chains, facilitating easier investment and operations for companies.

COUNTRY LEVEL DISCLOSURE

DP WORLD

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6.1 BRAZIL

We leverage state-of-the-art infrastructure and modern management systems to provide integrated and efficient port logistics solutions to our clients. To date, we have contributed approximately US$409 million (R$2.3 billion) in investment across our operations at the Port of Santos and have helped generate more than 2,000 direct and 5,000 indirect jobs. In addition, we are collaborating with Brazilian railway operator, Rumo, to build a new terminal at the Port of Santos. The terminal will handle 12.5 million tonnes of grains and fertilisers a year, positioning the port as a key hub for South America.

Our operations have aimed to optimise yard and planning container logistics, streamline cargo management to reduce port call times and make commitments to the electrification of port operations. This includes a project to electrify 22 diesel-fuelled units by the end of 2024, with an investment of over US$ 409,800 (R$80 million) to reduce the terminal's diesel consumption by up to 60%.

Moreover, our Zero Landfill Project has also provided best-in-class waste management solutions, becoming the first terminal in Brazil to send zero waste to landfill. Through this project we recycle up to 39% of the 140 tonnes of waste produced each month, transform an additional 20% into biofuel and service the remaining 41% of waste through wastewater treatment, co-processing, composting, oil re-refining and reverse logistics methods. In 2023, our GHG emissions inventory was the first to be verified by the British Standards Institution (BSI) in Brazil and awarded the Gold Standard, published in August 2024. The inventory included scopes 1, 2, and 3, and covered five categories under scope 3.

In addition to promoting environmental and social co-benefits across our port operations, we have established strategic partnerships to further position ourselves as Brazil's premier trade gateway. This includes a long-term agreement in 2017 with Suzano - the second largest producer of eucalyptus pulp in the world – providing warehousing and port logistics solutions for bulk pulp, including a dedicated storage, handling and loading facility on the terminal site.

HAVING ANNOUNCED PLANS FOR FURTHER INVESTMENT INTO OUR SANTOS OPERATIONS IN 2023, WE EXPECT THE GROWTH OF OUR OPERATIONS TO HELP FACILITATE FURTHER SOCIO-ECONOMIC OPPORTUNITIES ACROSS THE TRADE SECTOR. IN BRAZIL WE ARE FOCUSED ON THE FOLLOWING GROWTH INTENTIONS:

- Increasing exports and improving overall logistics efficiency in Santos;
- Improving the agricultural sector in the country by boosting exports and imports;
- Providing social services to local communities; and
- Improving the sustainability of its operations.

WE HAVE IDENTIFIED EIGHT INTENDED IMPACT AREAS WHERE WE HAVE SET TARGETS AND PLAN TO REPORT ON OUR PROGRESS ON THE SELECT METRICS TO DEMONSTRATE SOCIOECONOMIC IMPACT.

INTENDED IMPACT #1: INCREASING EXPORTS AND IMPROVING OVERALL LOGISTICS EFFICIENCY IN SANTOS

SDG Contribution and Gap Assessment[1]	**Target 9.1:** Develop quality, reliable, sustainable, and resilient infrastructure.
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	**Indicator 9.1.1:** Container port traffic (TEU: 20-foot equivalent units), per capita.[2] As of 2022, the container port traffic (TEU: 20-foot equivalent units) per capita was 0.05 in Brazil, which is below the peer countries' average of 0.16.[3]
Actions to achieve intended impacts	• **Continue funding for terminal expansion:** Support ongoing investments, such as our US$85 million project to expand terminal capacity from 1.4 million TEUs to 1.7 million TEUs, ensuring the port can handle growing cargo volumes efficiently. • **Develop new facilities:** Collaborate with Rumo to construct the new terminal capable of handling 12.5 million tonnes of grains and fertilisers, reinforcing Santos as a key agricultural logistics hub. • **Strengthen rail connectivity:** Enhance partnerships with railway operators like Rumo to improve rail access to the port, facilitating the efficient movement of goods from inland areas to the port. • **Enhance terminal and rail operations:** Collaborate with customers to improve dwell time at the marine terminal and work with commercial teams to provide best-in-class rail services ensuring the maintenance of agreed volumes in the coming years.
Theory of change (how action is expected to address SDG gap)	By continuing to fund terminal expansion and developing new facilities in collaboration with Rumo, we aim to increase port capacity and efficiency in Brazil, leading to higher container traffic (TEU) per capita. Strengthening rail connectivity and enhancing multimodal transport solutions that integrate rail, road, and marine services will facilitate the efficient movement of goods, further boosting port operations. According to a 2022 World Bank Brazil Infrastructure Assessment report, efficient port infrastructure is crucial for Brazil's economic growth and competitiveness. The International Transport Forum emphasises the importance of integrated multimodal transport for sustainable freight movement, which is particularly relevant for Brazil's vast geography. Additionally, these initiatives will create jobs through expanded operations and training programmes, contributing to economic development. These actions collectively support quality, reliable, sustainable, and resilient infrastructure in Brazil.

1. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.
2. For this assessment, the indicator "Container port traffic (TEU: 20-foot equivalent units), per capita" will be used to assess Target 9.1 instead of "Proportion of the rural population who live within 2 km of an all-season road".
3. Source: United Nations Conference on Trade and Development (UNCTAD). Data retrieved from World Development Indicators - 9.1.1: Container port traffic (TEU: 20-foot equivalent units, per capita) (n=110) as of October 7, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in storage time at port terminals	DP World	hour	Value	Year	Value	Year
			8	2024	7	2029
	Baseline calculation methodology and source	The baseline of eight hours was established based on historical data collected from terminal operations.				
	Target Rationale	We expect an hour reduction from the baseline, based on the planned port expansion and the introduction of a multimodal approach through the rail network.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in freight volume carried by Rail	DP World	TEUs / P.A.	Value	Year	Value	Year
			20,827	2023	37,008	2028
	Baseline calculation methodology and source	The baseline was established based on historical data collected from terminal operations and rail freight.				
	Target Rationale	The target represents an estimated growth of approximately 23%, which is realistic given the expected improvements in infrastructure and logistics efficiency from the new terminal and investments in railway operations. This target is set for the short term, allowing us to evaluate the impact of the recent infrastructure upgrades and adjust the target based on performance.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in truck in and out time (train, barge)	HIPSO	# hours	Value	Year	Value	Year
			0.69	2024	0.70	2029
	Baseline calculation methodology and source	The baseline was established based on historical data.				
	Target Rationale	This target, although the same as baseline, is realistic given the expected increase in operational complexity due to higher freight volumes. It aims to ensure that service levels remain consistent or improve through better management practices. The target may evolve to lead to more efficient measures, as we aim to assess the impact of infrastructure upgrades and may revise the target based on performance.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in total number of containers handled	IRIS+	# TEUs	Value	Year	Value	Year
			1,091,526	2023	1,719,175	2029
	Baseline calculation methodology and source	The baseline figure was calculated based on historical operational data.				
	Target Rationale	This target is supported by significant investments in infrastructure, including an US$85 million (R$483 million) expansion project. This investment enhances terminal capacity and operational efficiency, enabling the port to accommodate higher volumes of container traffic. This target is set for the short term, allowing us to assess the impact of the recent infrastructure upgrades and adjust the target based on performance.				

INTENDED IMPACT #2: IMPROVING THE AGRICULTURAL SECTOR IN THE COUNTRY BY BOOSTING EXPORTS AND IMPORTS

SDG Contribution and Gap Assessment **2 ZERO HUNGER**	**Target 2.3:** By 2030, double the agricultural productivity and incomes of small-scale food producers.
	Indicator 2.3.1: Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size.
	  Q1 Q2 Q3 Q4 1,439 2,291 3,768 4,901 31,621 As of 2022, the cereal yield was 4,901 kg per hectare in Brazil, which is above the peer countries' average of 2,951.[4]
Actions to achieve intended impacts	• **Implementation of the Seeds Project:** Set to commence operations in 2027, this project will focus on enhancing agricultural logistics and supply chain capabilities, leveraging the learning curve. • **Expansion of the Pulp Project to phase 2:** This phase, which started in 2024, involves expanding warehouse facilities to improve the handling and storage of pulp products, thereby enhancing operational efficiency and increasing capacity for larger volumes. • **Construct new agricultural terminals:** Support the ongoing construction of the new terminal at the Port of Santos, which will handle 12.5 million tonnes of grains and fertilisers annually.
Theory of change (how action is expected to address SDG gap)	• By enhancing agricultural exports, we aim to significantly contribute to Brazil's GDP, aligning with national economic development goals. Promoting sustainable agricultural practices among small-scale producers will foster environmental sustainability, ensuring responsible growth. Additionally, these efforts will support the goal of doubling agricultural productivity and improving the livelihoods of small-scale farmers by 2030.

4.   Source: Food and Agriculture Organisation (FAO). Data retrieved from World Development Indicators – 2.3.1: Cereal yield (kg per hectare) (n=132) as of September 7, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the number of exports of pulp	DP World	Million tonnes per annum	Value	Year	Value	Year
			3.5	2024	5.0	2029
	Baseline calculation methodology and source	The baseline figure was calculated based on historical exports data.				
	Target Rationale	The target is supported by rising global demand. Market demand stood at 66.02 million tonnes in 2022 and is projected to reach 73.84 million tonnes by 2028. This anticipated growth is further supported by the port's expansion and enhanced handling capacity over the next five years.				

INTENDED IMPACT #3: PROVIDING SOCIAL SERVICES TO LOCAL COMMUNITIES

SDG Contribution and Gap Assessment

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

Target 4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education.

Target 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.

Indicator 4.3.1: Participation rate in formal and non-formal education and training.

Indicator 8.5.2: Unemployment rate (%).

Q1	Q2	Q3	Q4
12.07%	14.52%	**15.9%** / 18.24%	52.10%
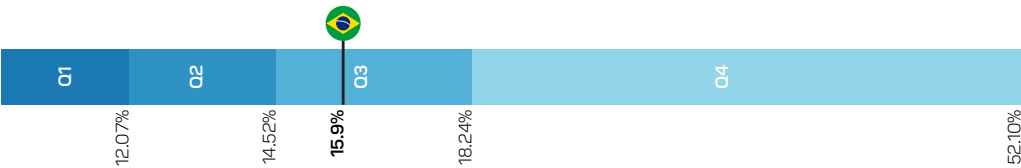
As of 2022, the participation rate in formal and non-formal education and training was 15.9% in Brazil, which is above the peer countries' average of 14.8%.[5]
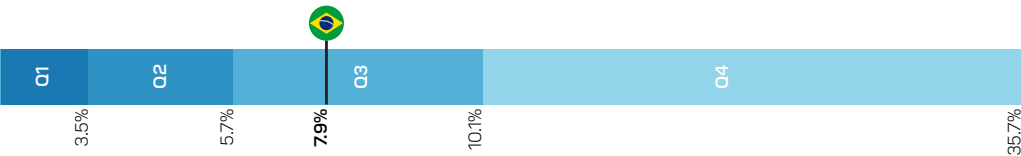
Q1	Q2	Q3	Q4
3.5%	5.7%	**7.9%** / 10.1%	35.7%

As of 2023, the unemployment rate was 7.9% in Brazil, which is above the peer countries' average of 7.5%.[6]

5. Source: UN Statistics. Data retrieved from the UN SDGs Global Database - Indicator 4.3.1: Participation rate in formal and non-formal education and training, by sex (%) (n=101) as of September 16, 2024.
6. Source: LFS - Labour Force Survey, HIES - Households' Integrated Living Conditions Survey, ILO modelled estimates, Nov. 2022. Data retrieved from the UN SDGs Global Database - 8.5.2: Unemployment rate, by sex and age - 13th ICLS (%) (n=115) as of September 16, 2024.

Actions to achieve intended impacts	**Enhance access to educational resources:** Leverage the Global Education Platform to deliver over 15 free, tailored resources and e-learning courses focused on STEM, digital skills, and logistics for students aged 11-18, ensuring equal access to quality education for both young men and women. **Collaborate with Teach For All:** Strengthen partnerships with organisations like Teach For All to foster collective leadership and equip students with future-ready skills for an evolving job market. This collaboration will target regions where we operate, enhancing educational outcomes through focused training initiatives.
Theory of change (**how action is expected to address SDG gap**)	By integrating these actions, we aim to increase educational participation, boost employability, and reduce unemployment, particularly among young people and marginalised groups. By 2030, our goal is to expand access to affordable, quality education, creating a skilled workforce and driving economic empowerment. This will position education as a catalyst for personal and economic growth, fostering a more inclusive society.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase number of students trained	IRIS+	Total number of students / undergraduates trained	Value	Year	Value	Year
			60	2023	120	2030
	Baseline calculation methodology and source	The baseline for the number of students trained is established by tracking the total number of students who have completed training programmes under our educational initiatives. The figure of 60 students trained in 2023 is derived from internal records of training sessions conducted and participants enrolled in various programmes offered through the Global Education Platform.				
	Target Rationale	The goal of increasing the number of trained students from 60 in 2023 to 120 by 2030 supports Brazil's aim for full and productive employment, including equal pay for equal work. The government seeks to significantly reduce the current unemployment rate of 6.9% (as of May 2024), the lowest since 2014. By doubling the number of students/ participants by 2030, we align with national mandates and enhance our growing business impact in the region.				

INTENDED IMPACT #4 IMPROVING THE SUSTAINABILITY OF ITS OPERATIONS
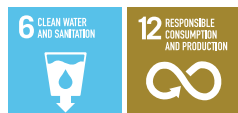
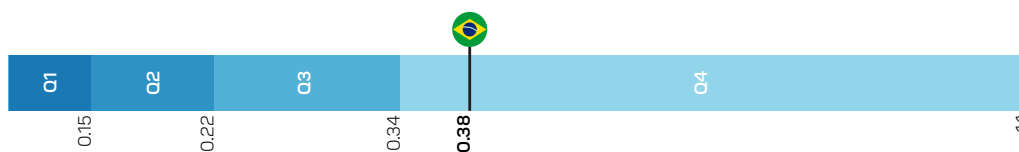|	
SDG Contribution and Gap Assessment 6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Target 6.2:** By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations. **Target 12.5:** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management. **Indicator 6.2.1:** Proportion of population using (a) safely managed sanitation services and (b) a hand-washing facility with soap and water. **Indicator 12.5.2:** Total non-recyclable waste generated in the year, divided by total movements in the year (Kg/ModTEU). Q1 Q2 Q3 Q4 24.2% 43% **49.6%** 61.2% 97.9% As of 2022, the proportion of population using safely managed sanitation services was 49.6% in Brazil, which is above the peer countries' average of 43.2%.[7] Q1 Q2 Q3 Q4 0.15 0.22 0.34 **0.38** 1.1 As of 2024, the total municipal solid waste generated per capita was 0.38 metric tonnes in Brazil, which is above the peer countries' median of 0.22.[8]
Actions to achieve intended impacts	• **Invest in water management:** Install equipment to increase treated water capacity and implement rainwater harvesting systems, ensuring efficient water use and supporting sustainable sanitation practices. • **Launch waste management initiatives:** Promote waste segregation through awareness campaigns and acquire equipment to minimise waste generation. Partner with the "Aterro Zero" project to treat and repurpose all waste, eliminating the need for landfills. In 2022, we became the first port terminal in Brazil to achieve zero landfill status by converting non-recyclable waste into sustainable energy for industrial activities. • **Commit to carbon reduction:** Implement our validated target to reduce Scope 1 and 2 emissions by 42% by 2030, aligning with global climate goals to mitigate environmental impacts and improve air quality. Plans include the electrification of Rubber Tyred Gantry (RTG) cranes, with a total investment exceeding US$16.2 million (R$80 million). • **Support restoration and conservation:** Invest over US$2.4 million (R$12 million) in more than 30 projects focused on the region's fauna and flora. The initiative includes rescuing over 35,000 plants and seeds, reusing biomass and plant waste, and monitoring coastal dunes and mangroves.
Theory of change (how action is expected to address SDG gap)	By expanding water treatment capacity and implementing rainwater harvesting, we ensure efficient water use and sustainable sanitation. Our waste management initiatives, including awareness campaigns and re-purposing partnerships, aim to minimise non-recyclable waste and achieve zero landfill status.

7. Source: UN Statistics. Data retrieved from the UN SDGs Global Database - Indicator Indicator 6.2.1: Proportion of population using safely managed sanitation services (%) (n=86) as of July 29, 2024.
8. Used as a proxy dataset due to lack of available data for SDG Indicator 12.2.1: Material footprint, material footprint per capita, and material footprint per GDP. Source: Whatawaste Database. Data retrieved on September 16, 2024 (n=140).

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in water savings from improved irrigation, stormwater and rainwater capture, groundwater recharge and/ or the reuse of highly treated wastewater	DP World	m³/year	Value	Year	Value	Year
			561	2023	617	2024
	Baseline calculation methodology and source	The baseline is derived from operational data collected over the previous year.				
	Target Rationale	The target reflects our commitment to improve water efficiency and sustainability in operations. It aligns with our planned actions for the year. The reason for the short-term target is that the planned expansion potentially might lead to higher demand, and we will assess the changes and update the targets accordingly.				

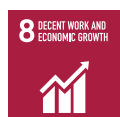| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in volume of non-recyclable waste reduced	DP World	Kg/ModTEU[9]	Value	Year	Value	Year
			0.34	2023	0.32	2024
	Baseline calculation methodology and source	The baseline value is determined by assessing the total volume of waste generated in relation to the total movements processed in the year 2023.				
	Target Rationale	This target aligns with our group-level waste management objectives and our ongoing effort at a country level for efficient waste management. The short-term target is set to account for potential higher waste generation from the planned expansion, allowing us time to assess and update the targets accordingly.				

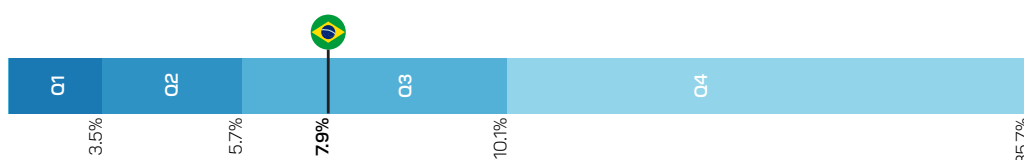9. Kilograms CO2 emitted per modified 20-foot equivalent unit.
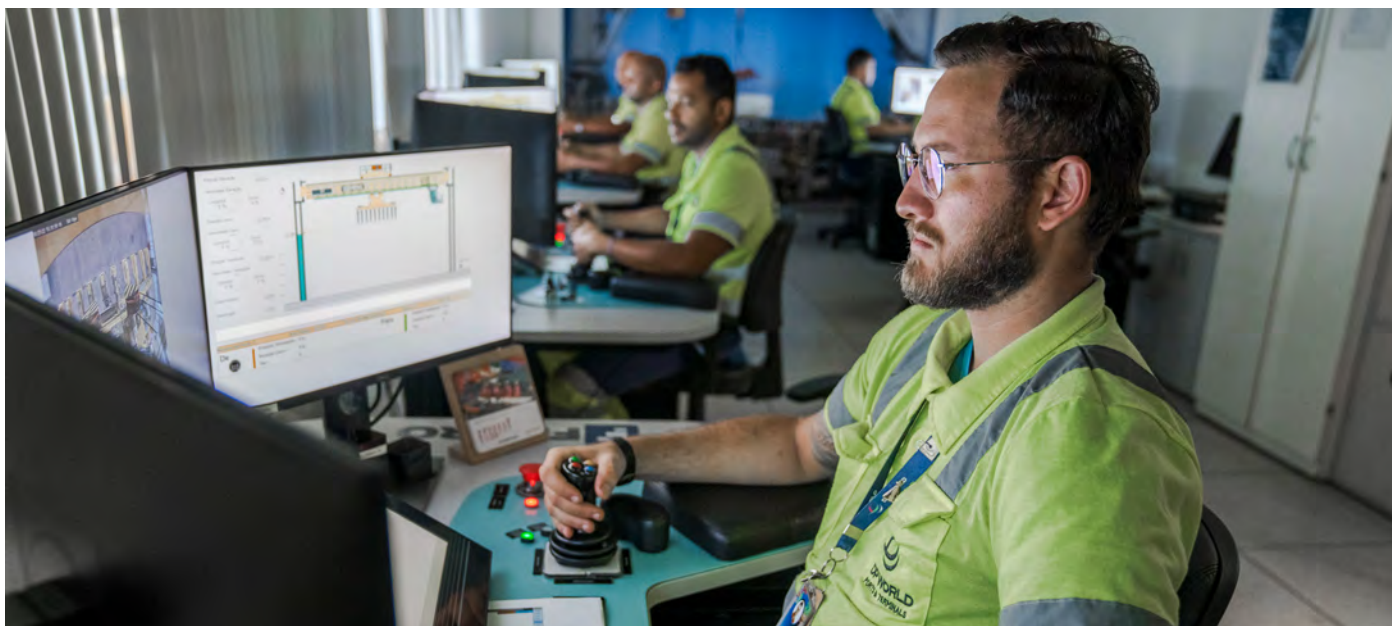
INTENDED IMPACT #5: IMPROVE EMPLOYMENT GENERATION

SDG Contribution and Gap Assessment	**Target 8.5:** By 2030, achieve full and productive employment and decent work. **Indicator 8.5.2:** Unemployment rate (%). As of 2023, the unemployment rate was 7.9% in Brazil, which is above the peer countries' average of 7.5%.[10]
Actions to achieve intended impacts	• **Forge new partnerships and contracts:** Establish new partnerships and agreements to support our operations. Expansion projects will be carried out through collaborations, such as with Rumo for seeds and Suzano for pulp. • **Expand container terminal capacity:** Increase terminal capacity from 1.2 million TEUs to 1.4 million TEUs in 2023, with future plans to reach 1.7 million TEUs and potentially up to 2 million TEUs. This expansion is essential to meet rising demand and ensure efficient cargo handling. • **Invest in infrastructure modernisation:** Allocate US$35 million in 2023 to modernise facilities, including extending the quay from 1,100 metres to 1,300 metres. These upgrades will enhance operational efficiency and accommodate larger vessels. • **Develop new grain and fertiliser terminal:** Partner with Rumo to build a new terminal at the Port of Santos, capable of handling up to 12.5 million tonnes annually (9 million tonnes of grains and 3.5 million tonnes of fertilisers). This project aims to boost agricultural competitiveness and improve port efficiency.
Theory of change (how action is expected to address SDG gap)	By expanding our container terminal capacity, modernising facilities, and developing a new grain and fertiliser terminal, we will create numerous job opportunities, directly addressing unemployment rates. These actions will enhance logistics capabilities, support agricultural growth, and improve local economic conditions, thereby contributing to sustainable economic development and increased employment.

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10. Source: LFS - Labour Force Survey, HIES - Households' Integrated Living Conditions Survey, ILO modelled estimates, Nov. 2022. Data retrieved from the UN SDGs Global Database - 8.5.2: Unemployment rate, by sex and age - 13th ICLS (%) (n=115) as of September 16, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in Employment generation	IRIS+	# of jobs created	Value	Year	Value	Year
			1,748	2024	5,000	2030
	Baseline calculation methodology and source	The baseline is derived from our current workforce data, which includes both direct employees and indirect employment generated through our operations.				
	Target Rationale	To help reduce the unemployment rate in Brazil and based on our expansion plans, we believe we will be able to create 5,000 direct and indirect jobs through our operations, as well as support sectors like agriculture.				

INTENDED IMPACT #6: REDUCE CO2 EMISSIONS AND INTENSITY

SDG Contribution and Gap Assessment[11]	**Target 13.2:** Integrate climate change measures into national policies, strategies, and planning.
	Indicator 13.2.2: Total greenhouse gas emissions per year.

As of 2020, CO2 emissions were 1.9 metric tonnes per capita in Brazil, which is above the peer countries' median of 1.38.[12]

Actions to achieve intended impacts	• **Investment in electrification:** We plan to invest in the electrification of RTG cranes, including the acquisition of electric equipment and conductor bars, as well as electric automated guided vehicles (ITVs). Additionally, we will evaluate low-carbon fuel studies and explore reducing fugitive emissions through the replacement of non-Kyoto and high global warming potential (GWP) gases. All investments are outlined in our 5-Year Decarbonisation Plan. Projected changes will primarily involve adjustments to the budget distribution for different scopes and the evaluation of Scope 3 emissions. • **Transition to electric power for RTGs:** Since early 2023, we have been working to replace the fuel used in our RTGs (container handling cranes) with electric power. The first RTG in our fleet has already been modified and is now operating sustainably. Our project aims to convert a total of 22 RTGs currently running on diesel. We expect to electrify four additional machines by the end of 2024, with the remainder completed by the end of 2025. The electrification process involves using a conductor bar system, similar to the concept of a trolleybus. The only difference is that power is drawn from rigid conductor bars rather than overhead cables. To support this initiative, we will install eight electrical substations at the terminal, each capable of powering four blocks of the container yard, extending up to 300 metres. The total investment in this project exceeds US\$16.2 million (R\$80 million).
Theory of change (how action is expected to address SDG gap)	Replacing diesel-powered equipment with electric models or electrifying existing equipment supports our ambition to significantly reduce emissions. These actions drive the decarbonisation of our business and contribute to global emission reduction goals while maintaining efficient global trade operations.

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11. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.
12. Source: Emissions data are sourced from Climate Watch Historical GHG Emissions (1990-2020). 2023. Washington, DC: World Resources Institute. Data retrieved from the World Bank Development Indicators Database – 13.2.2: CO2 Emissions per capita (n=143) as of October 7, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in CO2 equivalent emissions	IRIS+	Tonnes CO2	Value	Year	Value	Year
			Scope 1&2: 13,308.34 Scope 3 : 2,716.08	2023	Scope 1&2: 7,718.84 Scope 3 : 1,575.33	2027
	Baseline calculation methodology and source	Scope 1 GHG Emissions contain emissions from the following scopes: 1. Fuel combustion; 2. Refrigerant releases; and 3. Combustion of biodiesel (biomass). Scope 2 GHG Emissions includes indirect emissions associated with purchase of electricity, steam, heat, or cooling, using a market based approach.				
	Target Rationale	Aligned with the Group's Science Based Target Initiative (SBTi) validated near term commitments.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
CO2 emissions intensity reduction	SFDR	KgCO2/ ModTEU	Value	Year	Value	Year
			Absolute: 13,65 Scope 1 &2: 10,686 Scope 3: 2,189	2023	Absolute: 7,91 Scope 1 &2: 6,198 Scope 3: 1,27	2027
	Baseline calculation methodology and source	Scope 1 GHG Emissions contain emissions from the following scopes : 1. Fuel combustion; 2. Refrigerant releases; and 3. Combustion of biodiesel (biomass). Scope 2 GHG Emissions includes indirect emissions associated with purchase of electricity, steam, heat, or cooling, using a market based approach.				
	Target Rationale	Aligned with the Group's near-term commitments validated by the SBTi.				

For both metrics the emissions will be third-party verified as established by ISO 14064, along with the Brazilian GHG Protocol as part of the emissions measuring methodology
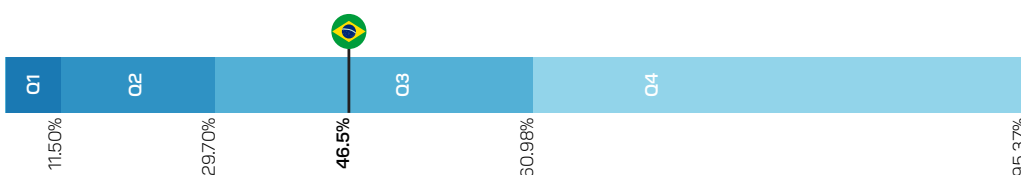
INTENDED IMPACT #7: INCREASE THE SHARE OF RENEWABLE ENERGY

SDG Contribution and Gap Assessment	**Target 7.2:** By 2030, increase substantially the share of renewable energy in the global energy mix.
7 AFFORDABLE AND CLEAN ENERGY	**Indicator 7.2.1:** Renewable energy share in the total final energy consumption (%).

Q1	Q2	Q3	Q4
11.50%	29.70% 46.5%	60.98%	95.37%

As of 2021, the renewable energy share in the total final energy consumption was 46.5% in Brazil, which is above the peer countries' average of 36.7%. [13]

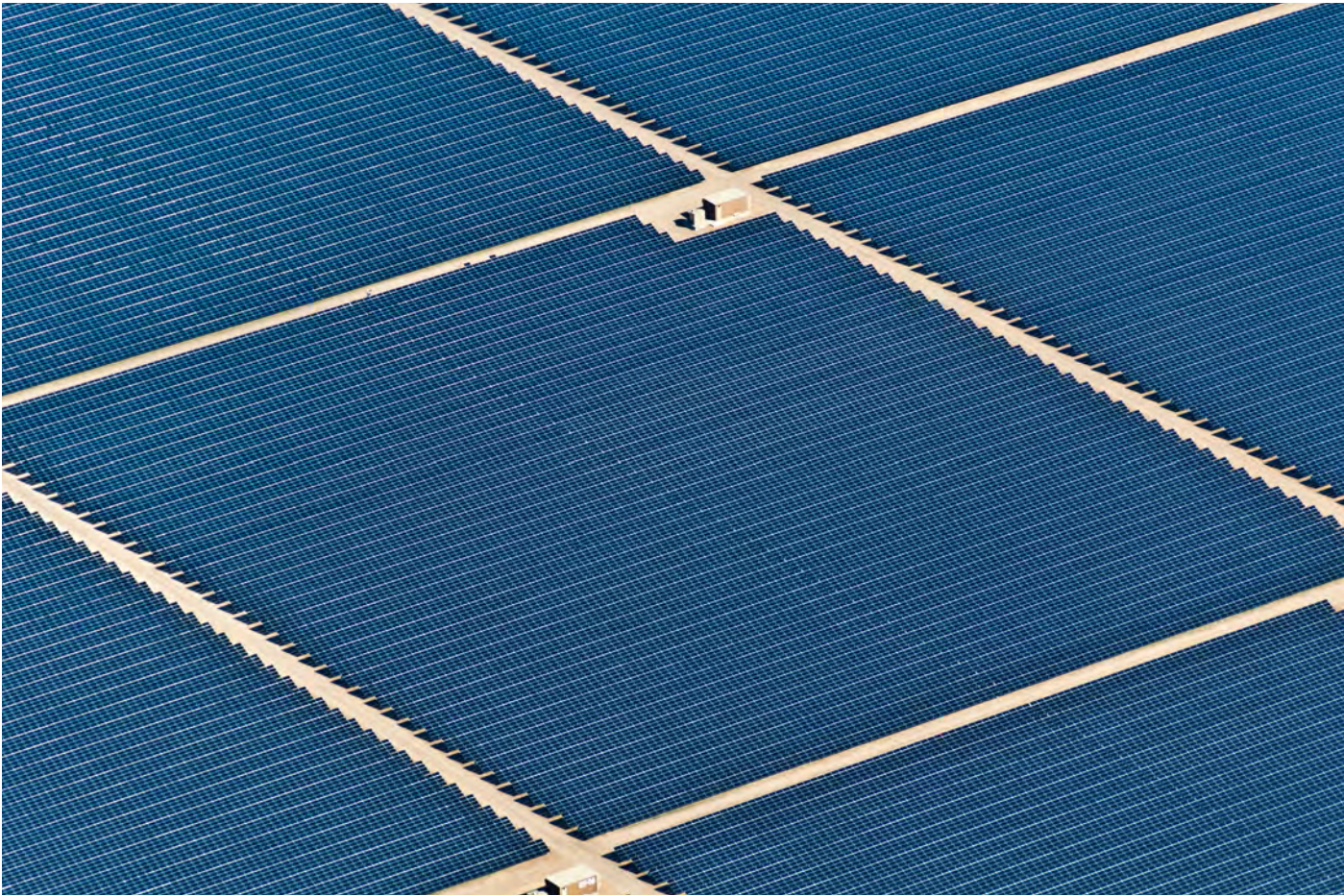|	
Actions to achieve intended impacts	• **Evaluate self-generation opportunities:** Implement self-generation Brazilian sites, aiming to achieve the lowest possible reliance on grid energy supply. This initiative supports our commitment to sustainability and reduces our carbon footprint. By exploring innovative energy solutions, we enhance operational efficiency and contribute to long-term environmental goals.
Theory of change (how action is expected to address SDG gap)	By adopting green power sourcing and evaluating self-generation opportunities, we aim to source 100% of our energy from renewables, directly addressing SDG 7.2 and supporting SDG 13's climate action goals. These actions reduce our carbon footprint and contribute to global emission reduction targets while maintaining efficient global trade operations.

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13. Source: Energy Balances, UN Statistics Division (2022), IEA (2022), World Energy Balances. Data retrieved from the UN SDGs Global Database - Indicator 7.2.1: Renewable energy share in the total final energy consumption (%) (n=125) as of September 16, 2023.

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Share of renewable energy sourced at our facilities	DP World	% of total power consumed	Value	Year	Value	Year
			100	2023	100	2030
	Baseline calculation methodology and source	Percentage of total energy consumption that comes from renewable sources.				
	Target Rationale	Brazil is a leader in renewable energy generation, with 89% of its energy sourced from renewables in 2023. We currently surpass the national renewable energy mix percentage and aim to continue sourcing 100% of our energy from renewables and contribute to our Group-wide objective of achieving 100% renewable energy.				

INTENDED IMPACT #8: PROMOTE GENDER-EQUALITY

SDG Contribution and Gap Assessment	**Target 5.5:** Ensure women's full and effective participation and equal opportunities.
	Indicator 5.5.2: Proportion of women in managerial positions (%).

5 GENDER EQUALITY

Q1	Q2		Q3	Q4
	25.22%	35.58%	**39.3%** 43.39%	70.11%
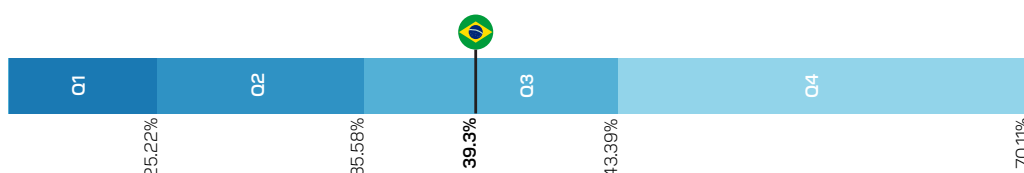
As of 2022, the proportion of women in managerial positions was 39.3% in Brazil, which is above the peer countries' average of 34.7%.[14]

Actions to achieve intended impacts	• **Expand gender equality programmes:** We aim to expand the scope and communication of our gender equality programmes by developing solutions specifically for women in operations, assessing potential reasons for non-participation, and showcasing the benefits for participants. • **Implement training and development initiatives:** We support this effort through training and development programmes, including MentorHer, a DP World global mentoring programme for women.
Theory of change (**how action is expected to address SDG gap**)	By developing tailored solutions for women, we aim to address their unique challenges and create an inclusive environment that fosters their participation and growth. These actions enable us to identify barriers to participation through comprehensive assessments, allowing the implementation of targeted strategies to overcome obstacles. By showcasing the potential benefits of participation, we raise awareness and encourage engagement among women, leading to increased involvement and empowerment, which contributes to a more diverse and effective workforce.

14. Source: LFS - Labour Force Survey, HIES - Households' Integrated Living Conditions Survey, ILO modelled estimates, Nov. 2022. Data retrieved from the UN SDGs Global Database - Indicator 5.5.2: Proportion of women in managerial positions - 13th ICLS (%) (n=108) as of September 16, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the female participation in the MentorHer programmes	DP World	# of women trained in Brazil	Value	Year	Value	Year
			7	2024	12	2030
	Baseline calculation methodology and source	Number of women participants in the MentorHer programmes.				
	Target Rationale	Over the past decade, we have increased our female workforce by over 200%, now totaling 297 women, with 41% in operations. Women in leadership roles have grown by 30% in the last five years, with over 30 women now in supervisory to director positions. Last year alone, 77 women were hired, and 25 were promoted. We aim to nearly double female participation in the MentorHer programme over the next six years to support this growth.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in % of women in the organisation	DP World	% of women in total workforce	Value	Year	Value	Year
			16	2024	20 (minimum) up to 50	2030
	Baseline calculation methodology and source	Females as percentage of total workforce.				
	Target Rationale	The target supports and aligns with the Group's target of 25% of females in Leadership positions by 2025, whilst taking into consideration challenges with gender equality representation in developing markets.				

6.2 SENEGAL

In Dakar, we are located at the junction of three key trade lanes. Our facility is a favoured first port of call for vessels westbound from the Americas and southbound from Europe. With our top-class container terminal facilities and expansive road and feeder network connections, Dakar Port has established itself as the African gateway to its historically underserviced neighbours: Mali, Guinea-Bissau, Mauritania and Gambia.

We have been an integral trade enabler in Senegal since 2008 when we were granted a 25-year concession to exclusively manage and operate the Dakar Container Terminal. Since taking over, we have significantly upgraded and expanded the facility to make it West Africa's highest performing container terminal and amongst the best terminals on the continent. To date, the port has been credited with a 10% uplift in Senegal's GDP growth.

We are committed to contributing to Senegal's sustainable development and helping the country further cement itself as the regions premier trade enabler. In 2020, we signed a concession agreement with the Senegalese Government to build and operate a new port facility in Ndayane, 50km from Dakar.

We are investing over US$1 billion in the construction of the Port of Ndayane, over two phases. This is our largest ever investment in an African port and will be the largest single private investment in Senegal's history. The new port will reinforce Senegal's position, adding to its complement of competitive, quality services and smart end-to-end trade solutions.

In addition, we also plan to develop an economic and industrial zone adjacent to the Port of Ndayane. The zone is expected to establish an integrated multimodal logistics offering and extend the country's capability to serve as a sub-regional logistics and industrial hub. This will unlock significant economic opportunities for local businesses by promoting industrial agglomeration and creating thousands of direct and indirect jobs. It will also vastly improve market access opportunities within Senegal and the wider West African and Sahelian Region.

WE HAVE IDENTIFIED THREE INTENDED IMPACT AREAS WHERE WE HAVE SET TARGETS AND PLAN TO REPORT ON OUR PROGRESS ON THE SELECT METRICS TO DEMONSTRATE SOCIOECONOMIC IMPACT.

INTENDED IMPACT #1: CREATE AN INTEGRATED MULTIMODAL TRANSPORTATION, LOGISTICS AND INDUSTRIAL HUB

SDG Contribution and Gap Assessment[15]	**Target 9.1:** Develop quality, reliable, sustainable, and resilient infrastructure.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Indicator 9.1.1: Container port traffic (TEU: 20-foot equivalent units), per capita.[16]

As of 2022, the container port traffic (TEU: 20-foot equivalent units) per capita was 0.04 in Senegal, which is below the peer countries' average of 0.16.

Actions to achieve intended impacts	• **Invest in expansion projects:** We awarded main construction works for the Port of Ndayane in September 2024. The Port is expected to be operational in 2027 and over than US$1 billion will be invested over two phases. It will be our largest port investment in Africa, as well as the largest single private investment in Senegal's history.

- **Improve capacity:** The new Port facility will expand container handling capacity in the country by 100-130% in Phase 1 (and potentially up to 300% in Phase 2). It will increase the total number of berths by 167% and increase the number of RTGs by 100%, vastly improving our operations' capacity to manage cargo.
- **Improve operational efficiency:** At the Port of Dakar, we have relied on innovation and digital transformation to improve port efficiency, and have invested over US$300 million to modernise operations. This has helped the terminal's annual handling capacity grow from 265,000 TEUs in 2008 to 800,000 TEUs in 2023. In April 2024, the Port of Dakar reported record-breaking operational efficiency, handling 77,680 TEUs in a month.
- **Promote regional trade proliferation:** Senegal is a West African gateway to 3 key trade lanes: North America, South America and Europe. A World Bank Project Appraisal Report, on the Port of Dakar, states the following: "The primary objective of the Dakar Container Port Project is to [...] enhance Dakar's position as a port of transfer for neighbouring countries". We have helped improve the import and export opportunities available to Senegal's neighbours. Mali, Guinea-Bissau, Mauritania, and Gambia have been able to leverage our port's expansive network of road and feeder connections to open greater trade opportunities.
  In 2023, 180,000 tonnes of cashew nuts from Senegal and Guinea Bissau passed through our Dakar terminal for international export. We helped local producers and exporters find international outlets for their products, thereby contributing to local development and prosperity.

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15. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.
16. For this assessment, the indicator "Container port traffic (TEU: 20-foot equivalent units), per capita" will be used to assess Target 9.1 instead of "Proportion of the rural population who live within 2 km of an all-season road".

Actions to achieve intended impacts	• **Promote end-to-end logistics services:** We have a roadmap for the first phase of our Senegal Corridor project, exploring opportunities to roll out an integrated logistics offering that combines our Freight Forwarding, Market Access, Contract Logistics, and fourth-party logistics (4PL) service offering. Senegal's neighbours stand-to-benefit from a wider variety of trade opportunities with a greater number of potential trading partners.
Theory of change (**how action is expected to address SDG gap**)	By expanding operations, improving efficiency, and introducing additional logistics services, we aim to establish Senegal as a sub-regional hub. This will be achieved by augmenting the port's favorable physical and climatic characteristics with top-quality infrastructure and container handling services, which will increase the total amount of container throughput in the country and promote greater exchange of goods and services. Additionally, we will incorporate broader logistics services alongside our Port and Terminal operations to enhance sub-regional trade connectivity and reach hard-to-access markets. Improving the resilience of local supply chains will further bolster export value from countries such as Mali, Guinea-Bissau, Mauritania, and Gambia, while strengthening regional agro-commodity value chains. Ultimately, these initiatives will enhance Senegal's opportunities to establish bilateral trade partnerships with both international and regional counterparts.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE			
Increase in volume of container throughput/ Increase in total cargo handled	DP World	# TEUs	Value	Year	Value	Year
			800,000	2023	875,000	2025
	Baseline calculation methodology and source	A measure of the number of TEUs moved or passing, through the port. Transshipment traffic is counted as two lifts at the intermediate port (once to off-load and again as an outbound lift) and includes empty units. Assured and verified value found in Drewry's Container Terminal Operators Annual Review and Forecast 2024/25.				
	Target Rationale	The Port of Dakar's Container Terminal is already operating near full-capacity and so current targets have been set based on annual business forecasting. In such terms, growth is not linear. Security factors, Geopolitical turbulence, ECOWAS (and the health of other emerging regional trading blocs) all leave throughput value susceptible to change. This target will be set on a short-term basis, until expansion activities take effect.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in port dwell time	DP World	#days	Value	Year	Value	Year
			11.5	2023	11.4	2025
	Baseline calculation methodology and source	Dwell time is the total amount of time a container spends at the terminal yard; from the time the container is grounded at the yard, until the time the container is lifted out of the container yard.				
	Target Rationale	As per an USAID's paper on Emerging Challenges in Africa's Port Sector, container port congestion on the continent is impacted by a variety of factors outside of the container handling facility itself. We continue to work closely with Government entities and Senegalese customers to ensure the fluidity of trade inside and outside the port. We continue to support a single window system to help deliver automated clearance solutions to our customers.				

INTENDED IMPACT #2: PROVIDE SMART AND INNOVATIVE END-TO-END LOGISTICS AND TRADE SOLUTIONS

SDG Contribution and Gap Assessment[17]

Target 9.1: Develop quality, reliable, sustainable, and resilient infrastructure.

Indicator 9.1.1: Container port traffic (TEU: 20-foot equivalent units), per capita.[18]
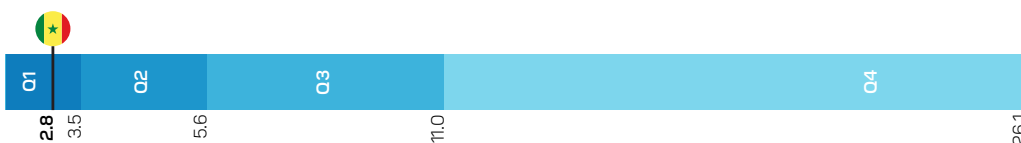

As of 2022, the container port traffic (TEU: 20-foot equivalent units) per capita was 0.04 in Senegal, which is below the peer countries' average of 0.16.

Target 8.5: 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.

Indicator 8.5.2: Unemployment rate (%).

The combined rate of under-employment linked to working times and unemployment is around 31.5% in Senegal (42.4% amongst women and 23.4% amongst men).

Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Actions to achieve intended impacts

- **Improve capacity & enhance operational efficiency:** Plan to increase our total number of Ship-to-Shore (STS) cranes by 67% as part of Phase 1 Port of Ndayane development, and ultimately by a total of 133% upon Phase 2's completion. This will significantly improve container handling capabilities by helping achieve higher moves per hour, reducing turnaround times and increasing overall port throughput. We have been integrating a digital customer platform, improving container handling services and is also piloting AI technology to help with cargo handling.

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17. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.
18. For this assessment, the indicator "Container port traffic (TEU: 20-foot equivalent units), per capita" will be used to assess Target 9.1 instead of "Proportion of the rural population who live within 2 km of an all-season road".

Actions to achieve intended impacts	• **Embed safety culture:** We take a systematic approach to improving health and safety and recently conducted a thorough review of safety records from 2018-2022, identifying trends and informing mitigative measures. Through global, regional and sub-regional leadership interviews we have gained a better understanding of behavioural barriers to safety. We have surveyed more than 1,500 frontline workers, ensuring a participatory approach – including those most susceptible to HSE risks – was applied. This has helped continuously improve HSE performance across our operations in the Port of Dakar. This includes efforts to improve incident reporting mechanisms, embed cultural considerations and reaffirm collective responsibility for reducing incidents. • **Conduct trainings:** Conduct GEMBA Walks to educate management on safety culture and enable interaction with frontline workers. GEMBA Walks involve leaders and team members going to the actual location where work is done to observe, engage with our colleagues, and collaborate on making improvements in day-to-day practices first hand. They are a critical component of how we aim to standardise our processes, collaborate cross-functionally and identify improvement opportunities through our Lean deployment efforts across P&T and Contract Logistics. GEMBA allows us to proactively identify potential safety hazards, reinforcie safe behaviours, and promote two-way communication throughout all levels of our organisation. As part of supplier and contractor onboarding, we expect policies, procedures and requirements to be fulfilled. If required, we will also conduct trainings to contractors to help them meet internal standards. • **Generate local employment opportunities:** Employ 700 people, 98% of whom are Senegalese. Our GROW Programme develops and upskills young, local graduates in the communities where we operate. Senegal is one of eight select programme locations. It is a 24-month programme, that seeks to accelerate the growth of local graduates by providing them with advanced training and on the job experience to increase their future employment prospects.
Actions to achieve intended impacts	By reducing the time associated with cargo handling operations through increased storage capacity and more reefer plugs, we create a more efficient workflow that can accommodate higher volumes of goods. Implementing robust policies and improving site oversight enhances health and safety conditions, uplifts contractor and supplier performance, and minimises malpractice issues, leading to a more reliable logistics environment. Moreover, reducing accidents, fatalities, and near misses cultivates a safer working atmosphere, which is essential for employee morale and productivity. Training local workers and involving more community members in port and terminal operations not only drives inclusive industrial development but also builds a skilled workforce ready to meet the industry's demands. Educating contractors on best practices further strengthens the operational capabilities of the logistics sector, ensuring that all stakeholders are aligned with industry standards.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in crane performance	DP World	moves made/hour	Value	Year	Value	Year
			21	2023	28	2024
	Baseline calculation methodology and source	Number of moves made/hour as determined by the number of containers moved by our STS cranes, in each day.				
	Target Rationale	Crane performance is based on ability to proactively forecast cargo loading/unloading (with the help of shipping lines), terminal planning (based on available yard space) and approach to yard management. Therefore, this target maintains a 1-year outlook and considers only crane performance improvements through operational efficiency gains.				

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in yard utilisation rate	DP World	%	Value	Year	Value	Year
			77%	2023	75%	2024
	Baseline calculation methodology and source	Yard utilisation rate is expressed as a percentage (%). It is the average occupancy of the whole yard, i.e., the average occupancy of a zone with blocks for full containers as well as a zone with blocks for empty containers.				
	Target Rationale	The Port of Dakar is already operating near full-capacity, limiting the range of available solutions for significant improvement. Therefore, considering terminal service and storage capacity are both significant drivers of utilisation rate improvement; we have set a short-term target. Once the Port of Ndayane is operational, targets will be revised and made proportionately ambitious.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Proportion of customers using our digital DP World Dakar customer platform	DP World	Percentage of digital customer transactions	Value	Year	Value	Year
			70%	2023	100%	2024
	Baseline calculation methodology and source	Percentage of e-invoices versus manually created invoices.				
	Target Rationale	We are in the process of shifting customers to a digital solution, improving our ability to digitally interact with the market. This includes invoicing, vessel information and documentation exchange. We expect to onboard all customers to the platform by the end of the year.				

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in serious accidents and/ or fatalities	DP World	Reportable Injury Frequency Rate (RIFR)	Value	Year	Value	Year
			0	2017	0	2027
	Baseline calculation methodology and source	Number of serious accidents and/or fatalities reported at our Port of Dakar operations; impacting a direct, contracted or sub-contracted employee. Reportable Injury Frequency Rate (RIFR) = The sum total of Employee and Contractor Fatalities, Lost Time and Medical Treatment Injuries divided by the total hours worked and then multiplied by one million: RIFR = (Number of Employee and Contractor Fatalities + LTIs + MTIs/ total hours worked) x 1,000,000				
	Target Rationale	Our HSE pillars sets out a vision to eliminate serious injuries and fatalities – aiming for a zero-harm culture. Our operations in Senegal are a stalwart in this regard and the aim is to ensure HSE systems, policies and procedures continue to improve, such that zero-harm remains a reality.				

INTENDED IMPACT #3: ENABLE SUSTAINABLE ECONOMIC DEVELOPMENT OPPORTUNITIES
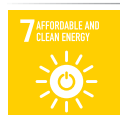
Target 7.1: By 2030, ensure universal access to affordable, reliable and modern energy services.

Indicator 7.1.1: Proportion of population with access to electricity.

Q1	Q2	Q3	Q4

65.5 **67.9**   95.0   100.0   100.0
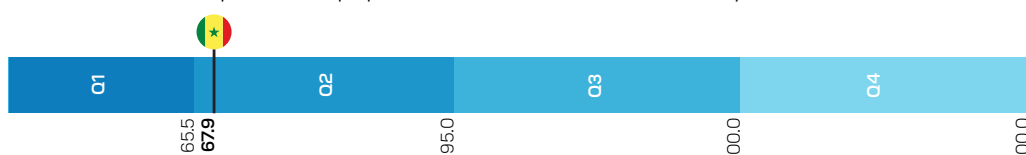
As of 2022, the proportion of population with access to electricity was 67.9 in Senegal, which is below the peer countries' average of 80.6.

Target 6.1: By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

Indicator 6.1.1: Proportion of population using safely managed drinking water services (# or %).

Q1	Q2	Q3	Q4

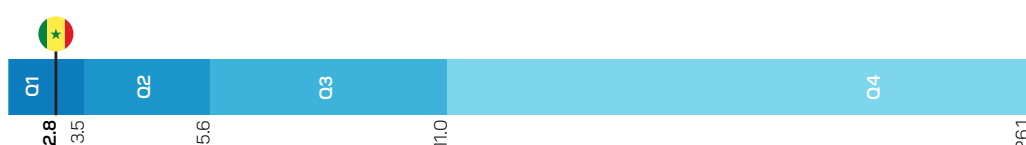**26.6** 29.8   57.4   80.1   98.8

As of 2022, the proportion of population using safely managed drinking water services is 26.6% in Senegal, which is below the peer countries' average of 55.8.

Target 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.

Indicator 8.5.2: Unemployment rate (%).

Q1	Q2	Q3	Q4

2.8 3.5   5.6   11.0   26.1

The combined rate of under-employment linked to working times and unemployment is around 31.5% in Senegal (42.4% amongst women and 23.4% amongst men).

Actions to achieve intended impacts	• **Generate employment opportunities:** In Senegal, we currently directly and indirectly employ 700 people, more than 98% of whom are Senegalese. Our GROW Programme has a commitment to developing and upskilling of young, local graduates in the communities where the Group operates. Senegal is one of eight select programme locations. It is a 24-month programme, that seeks to accelerate the growth of local graduates by providing them with advanced training and on the job experience to increase their future employment prospects. • **Deliver strategic community investment:** In the last 2 years (2022 & 2023) we have invested over US$640,000 in community development projects in Senegal. In September 2023, we renewed our partnership with Barefoot College International on the "Solar Mamas" Project – qualifying women in Senegal as solar technicians allowing them to help install, maintain and repair solar-powered infrastructure. This helps to electrify communities. • **Promote sustainable water use:** Senegal's socio-economic development plan (Plan Senegal Emergent - PSE) aims to mobilise "abundant, good quality water for all, everywhere, and for all uses in a healthy, sustainable living environment" by 2035. In 2023, we adopted a source-to-sea approach, integrating our ocean and water strategies. This approach is essential for effective water stewardship because it considers the entire water cycle from the source of the water to where it eventually ends up. In 2024, we launched a Water Conservation and Management Strategy (WCMS). The strategy will further integrate water stewardship principles into operations and aims to measure and reduce our water use and wastewater discharges; strengthening operational practices to prevent, reduce and manage impacts on ecosystems and communities. • **Protect and promote healthy oceans:** Our Ocean Strategy was launched in June 2024. It provides a business relevant framework and sets out a roadmap for coordinated action to address environmental and societal challenges related to ocean health. The strategy is built around four key pillars; Diverse & Resilient Ecosystems, Healthy Waters, Blue Science Innovation & Leadership and Blue Finance.
Theory of change (how action is expected to address SDG gap)	Senegal is the fourth largest economy in West Africa. The proposed actions aim to foster sustainable by considering the intricate relationships between nature, people, and the environment. By prioritising the protection of marine ecosystems and integrating opportunities for local employment, we can help preserve cultural heritage while promoting economic growth. Additionally, addressing access to education and electricity is crucial for enabling inclusive economic development, and our strategic community investment initiatives will focus on these areas to enhance opportunities across the country. Given that Senegal is a water-scarce nation, proactive measures to preserve water quality and supply are essential. Our WCMS will promote effective water management practices throughout our operations, aligning with national efforts outlined in the country's socioeconomic development plan (PSE).

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the number of women trained per Solar Mama cohort	DP World	Percentage increase in cohort size	Value	Year	Value	Year
			0%	2022	100%	2026
	Baseline calculation methodology and source	Total number of women per cohort trained as solar engineers and able to repair, maintain and install solar infrastructure to help electrify homes. Baseline value considered as '10'.				
	Target Rationale	To date we have invested US$800,000 investment in Barefoot College International over two grants. Extending our commitment, we now aim to construct a dedicated facility in-country. This will help the programme reach more women per cohort, expanding capacity and reach.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in permanent jobs created	DP World	# of jobs created	Value	Year	Value	Year
			525	2023	787	2027
	Baseline calculation methodology and source	Permanent employees with indefinite contracts.				
	Target Rationale	Port of Ndayane is expected to be operational in 2027. Based on business forecasting we expect a 50% in increase in total number of permanenet employees. This is a short-term target that will be revised come 2027 and is based on business forecasting.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the proportion of women in managerial positions	DP World	%	Value	Year	Value	Year
			15%	2019	25%	2028
	Baseline calculation methodology and source	Proportion of women in managerial positions (internal employment band equivalent to 'head of section').				
	Target Rationale	According to the World Bank's Gender Data Portal, women represented only 21% of those employed in senior and middle management in 2019. This puts the female share of employment in senior and middle management for Senegal in the lowest quintile of all economies for which there are data. In addition, given the historical lack of female participation in the ports and terminals sector, our operations in Senegal are also below the national average. Mindful of these systemic and structural barriers, we have set a medium-term target to, at the very least meet (& hopefully exceed), national statistics for the proportion of women in managerial positions. This is a sufficiently ambitious target.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the proportion of women in the workforce	DP World	%	Value	Year	Value	Year
			8%	2024	13%	2030
	Baseline calculation methodology and source	Proportion of women employed as part of the total workforce.				
	Target Rationale	Adult literacy amongst women is significantly lower than amongst men in Senegal. As of 2022, 47% of women were found to be literate, while 69% of men were. This gap in adult literacy between men and women was also found to be larger than the gap of the Sub-Saharan Africa aggregate. In addition, close to three quarters of Senegalese women rely on vulnerable forms of employment and face barriers to formal work arrangements. Only 37.6% of Senegalese women participate as part of the formal labour force. With these factors considered, our current target is fair and proportionate.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Amount spent on people training and development	DP World	Percentage increase in US$ spent	Value	Year	Value	Year
			0%	2022	75%	2027
	Baseline calculation methodology and source	Total amount of money spent on training and development is expected to increase by 15% year-on-year. Baseline value considered as approximately US$190,000 (XOF114,000,000).				
	Target Rationale	As per UNESCO, as of 2022: • Youth literacy rates in Senegal were 76% • Adult literacy rates were 47% and • Elder literacy rates were 27%. This indicates that while there is a positive trend, Senegalese adults still have low levels of literacy, hindering their capacity to participate in formal employment. As part of Senegal's Integrated National Strategy for the Formalisation of the Informal Economy (SNIFEI) and Operational Action Plan for the Transformation of the Informal Sector (PAOTSI) the formal economy is seen as essential to promoting inclusive growth opportunities. As one the largest private sector investors in Senegal, we are a key driver of market formalisation efforts and recognise the role education and training plays. This target represents a commitment to contributing on overall national spend on education. In doing so we will improve employment mobility through technical skills training.				

6.3 SOUTH AFRICA

In March 2022, we strengthened our position in the logistics industry with the acquisition of Imperial Logistics. The integration of Imperial's logistics and market access platforms, alongside our historical strength in constructing and operating world-class infrastructure, enables a truly integrated end-to-end offering.

Across South Africa, our impact extends beyond the trade sector. Our business requires interaction with various external stakeholders, including governments, industry bodies and financing entities, to deliver on our promise of equitable and seamless trade solutions. Not only do we serve as a trusted end-to-end logistics partner, with core offerings across Freight Management and Contract Logistics, we also: provide our network of suppliers with capacity building opportunities to extend their market reach, foster constructive relationships with government and invest in the future of our communities to safeguard socioeconomic well-being. As per a recent Socio-Economic Impact Assessment (SEIA) conducted by Accenture, our cumulative (direct, indirect & catalytic) socioeconomic impact, across our South Africa operations in 2022 and 2023, totalled US$6.24 billion (R 111.9 billion).

Furthermore, given our established presence in South Africa we recognise our responsibility to provide holistic development opportunities across other key markets in Sub-Saharan Africa as well. This means coupling our ambition to deliver positive environmental and social outcomes across the country, with a commitment to leveraging lessons learned and improving trade services across the continent. To this end, beyond the investment in the modernisation of logistics infrastructure, we have negotiated a multi-product, multi-jurisdiction and multi-currency US$356.1 million facility agreement with Standard Bank. We will continue to enrich local life by fostering economic prosperity that is also critical to meeting societal needs.

WE HAVE IDENTIFIED SEVEN INTENDED IMPACT AREAS WHERE WE HAVE SET TARGETS AND PLAN TO REPORT ON OUR PROGRESS ON THE SELECT METRICS TO DEMONSTRATE SOCIOECONOMIC IMPACT.
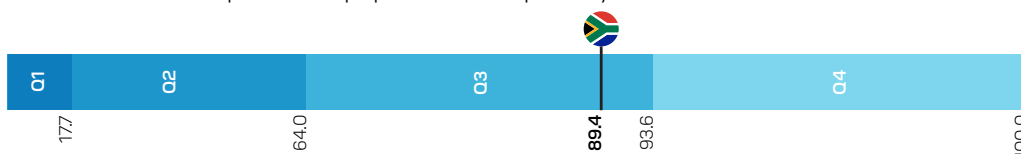

INTENDED IMPACT #1: SUPPORT 1.5-DEGREE PATHWAY AND DP WORLD SCIENCE-BASED TARGETS

| SDG Contribution and Gap Assessment[19]	**Target 7.1:** By 2030, ensure universal access to affordable, reliable, and modern energy services.

Indicator 7.1.2: Proportion of population with primary reliance on clean fuels and technology.

Q1	Q2	Q3	Q4
177	64.0	**89.4** 93.6	100.0

As of 2022, the proportion of population with primary reliance on clean fuels and technology was 89 in South Africa, which is above the peer countries' average of 58.

Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix.

Indicator 7.2.1: Renewable energy share in the total final energy consumption.

Q1	Q2	Q3	Q4
9.7 11.2	28.0	59.9	95.4
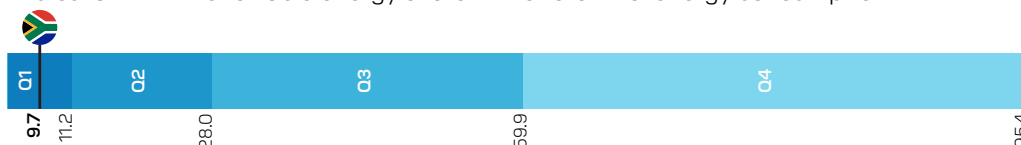
As of 2021, the proportion of total renewable energy consumption was 9.7 in South Africa, which is below the global average of 19.77.

Actions to achieve intended impacts	• **Invest in fleet:** Rigorously maintain our logistics fleet in accordance with Original Equipment Manufacturer (OEM)requirements. This includes actions to monitor total cost of ownership and a fit-for-purpose approach to fleet replacement by comparing best-in-class commercially available technologies, alongside commercial needs. This helps to drive improved fuel consumption efficiency. These short-medium term wins are also being supplemented by an alternative fuel roadmap. The roadmap involves establishing proof-of-concepts through pilots and will see our diesel fleet being supplemented with greener technologies that account for Southern Africa's own infrastructure, regulatory and fuel availability constraints. • **Invest in warehouses and depots:** Invest in rooftop solar systems across prioritised sites and facilities, including our recent investment in a solar photovoltaic system for our regional head office building in Waterfall Estate. It will be expanded to also include a battery energy storage system, enabling the office to be 80% reliant on solar energy.

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19.   Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.

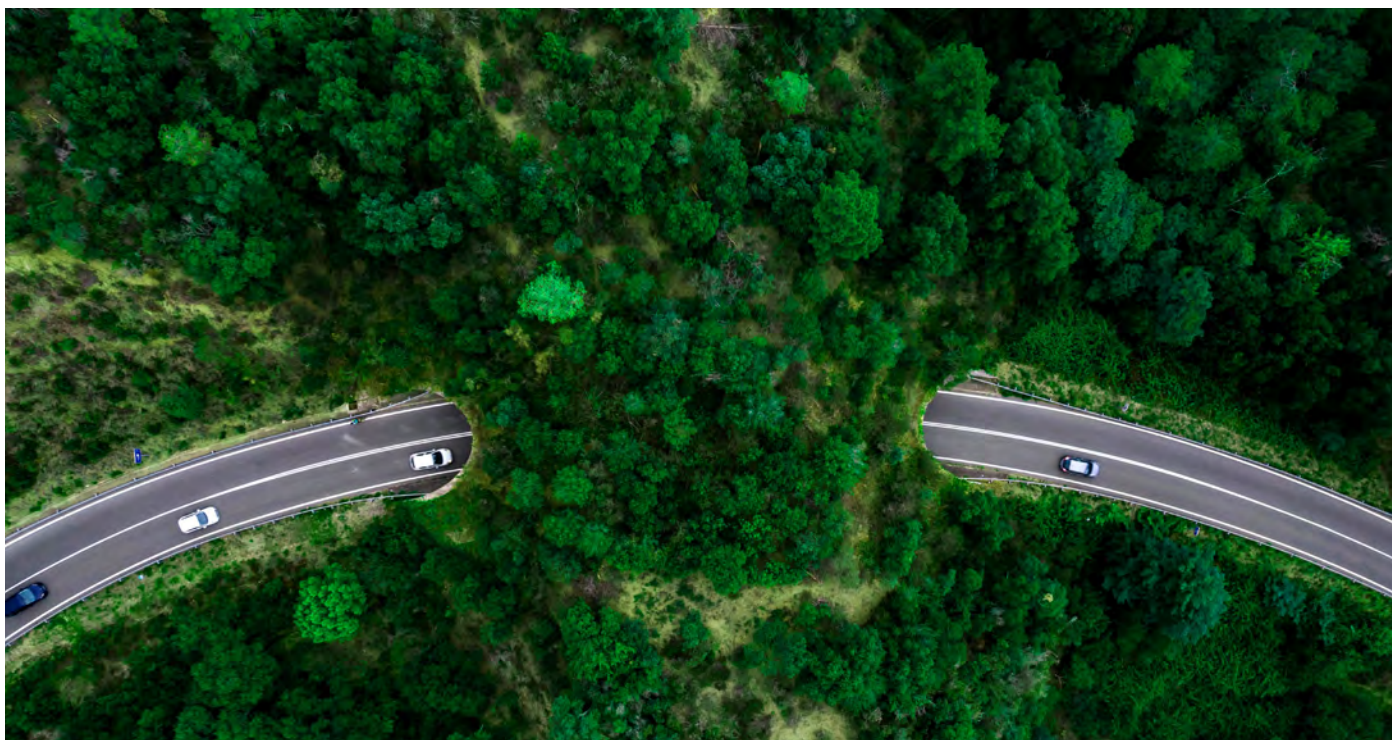|	
Actions to achieve intended impacts	• **Adopt digital solutions:** Develop a suite of fuel analytics tools. This [...] and together they improve visibility on fuel consumption trends at a trip level. It allows us to leverage data-driven insights to interpret fuel consumption patterns and identify areas for optimisation. Given fuel spend is a significant component of the road freight cost profile, this helps drive significant cost savings and emissions reduction opportunities. We also use digital tools to dynamically assess driver performance across several safety parameters, including those related with fuel consumption. • **Deploy training and development programmes:** Our road freight operations raise awareness and promote safe driving behaviour; this includes actions to improve fuel efficiency. Our "Driver of the Year" programme pushes for positive culture change and incentivises good driving practice. We identify and champion those with consistently good records.
Theory of change (how action is expected to address SDG gap)	Increasing the proportion of renewable energy in South Africa's logistics and market access operations, including offices and warehouses, will significantly reduce emissions by minimising reliance on fossil fuels for electricity. Additionally, consistently upgrading our fleet to align with best-in-class alternative fuel options will further cut emissions related to fuel combustion in our road freight operations. By fostering a culture of sustainability among employees and encouraging behaviours that support our SBTi validated targets, we can optimise driving styles, select more efficient routes, and enhance overall performance, leading to reduced emissions on a trip-by-trip basis. Furthermore, as a leading logistics company, we will leverage our position to collaborate with industry bodies, actively participating in policy advocacy and the development of decarbonisation roadmaps for the national transport sector. This commitment aligns with our vision for a Just Energy Transition, ensuring that our efforts contribute to a sustainable and equitable future for South Africa.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in % of renewable electricity contribution toward electricity demand	DP World	%	Value	Year	Value	Year
			~9%	2022	Up to 20%	2030
	Baseline calculation methodology and source	Grid and renewable electricity consumption is measured for each site and reported monthly in our Group HSE reporting system. Note that achieving this target is dependent on regulatory framework and electricity wheeling rules being made more flexible, since this target cannot be achieved through rooftop solar systems alone.				
	Target Rationale	The South African government has set a goal of 19 GW of renewable energy capacity by 2030. Whilst the first 3.6 GW of renewable energy has been financed by the South African Government, the private sector will need to contribute to meet this target and help significantly increase solar and wind capacity. In addition, our target is guided by our Group SBTi commitment.				

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in number of greener vehicles in fleet	DP World	# of greener vehicles in fleet	Value	Year	Value	Year
			~150	2022	Up to 1000	2030
	Baseline calculation methodology and source	Mindful of geographical considerations, we define greener vehicles to include Euro 5 vehicles, Performance Based Standards (PBS) trucks, LNG/CNG trucks (both diesel dual fuel or pure), or pure, any alternative fuels co-feed (e.g. biofuels), novel refrigerated trailer energy supply systems, etc. We maintain an asset register of our fleet fitting this definition of greener fleet.				
	Target Rationale	South Africa's Green Transport Strategy 2018-2050 recognises that the transport sector as a growing source of emissions, accounting for 10.8% of the country's total GHG emissions. The strategy identifies "green transport technologies" as a strategic pillar to decarbonising the sector and expects US$513 billion to be invested between 2010 and 2050 In addition, this target is guided by our Group SBTi commitment.				

DP WORLD

INTENDED IMPACT #2: CONTRIBUTE TOWARD GENDER AND RACIAL EQUALITY IN THE WORKFORCE

SDG Contribution and Gap Assessment[20]	**Target 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.

Indicator 5.5.2: Proportion of women in managerial positions.

Q1	Q2	Q3	Q4
25.2	33 35.6	43.3	70.1
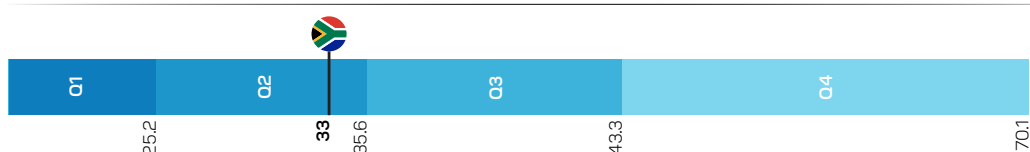
As of 2022, the proportion of women in managerial positions was 33 in South Africa, which is below the peer countries' average of 35.

Target 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.

Indicator 10.2.1: Proportion of people living below 50 per cent of median income, by sex, age, and persons with disabilities.

Q1	Q2	Q3	Q4
9.8	12.8	17.1	24 25.1

As of 2014 (the latest available data), the proportion of people living below 50 per cent of median income (by sex, age, and person with disabilities) was 24 in South Africa, which is above the peer countries' average of 13.

Actions to achieve intended impacts	• **Integrate national and legislative actions to promote Inclusion and Diversity (I&D):** We cultivate a diverse and inclusive workforce where all employees, regardless of age, race, gender, ethnicity, religion or other status, feel welcomed. In South Africa, these goals are also formalised by the country's Broad-Based Black Economic Empowerment (B-BBEE) Act. The principal objectives of the B-BBEE Act are to promote economic transformation and enable meaningful participation of black people in the South African economy.

20. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.

Actions to achieve intended impacts	• **Implement programmes to establish pathways for female talent:** We contribute to changing the industry by promoting improved opportunities for female participation. This includes Technology 4 Women which works to establish a future-proof community of women through mentorship, sponsorship, upskilling and innovation opportunities. We have cascaded this to a regional level through our SSA Women's Forum which advances gender equality in the workplace. • **Provide mentorship, talent development and succession planning opportunities:** We launched the SSA SheLeadsAfrica Programme aimed at strengthening and upskilling our female talent pool in line with our commitment to the empowerment of women and gender equality. In addition, Our GROW Programme for early professionals' further supplements career development opportunities for early female professionals and supports gender equality through mentorship programmes which enhance both career and personal advancement for women. While our MentorHer programme give female employees access to senior members of staff and helps build channels for knowledge and skills dissemination. • **Educate employees through I&D initiatives:** We leverage our I&D Toolkit to equip employees with knowledge, practical tools and guidance on how to embed I&D considerations. This includes provision of work-life balance initiatives that adopt a gendered lens.
Theory of change (how action is expected to address SDG gap)	Supporting broader economic goals involves investing in gender equality initiatives and aligning with national policies focused on reducing inequalities and empowering marginalised groups. By implementing gender-sensitive programs, we can mentor and nurture women, helping them build the capacity to thrive in a historically male-dominated industry. Actively recruiting women and individuals from diverse backgrounds will improve representation, creating a more equitable workforce that reflects South Africa's demographics. Additionally, fostering an inclusive culture through education on I&D can mitigate unintended acts of prejudice, ensuring that all employees feel valued and supported. This inclusive environment leads to increased job satisfaction and higher retention rates, particularly among women and people of color, ultimately contributing to a more balanced and equitable workforce.

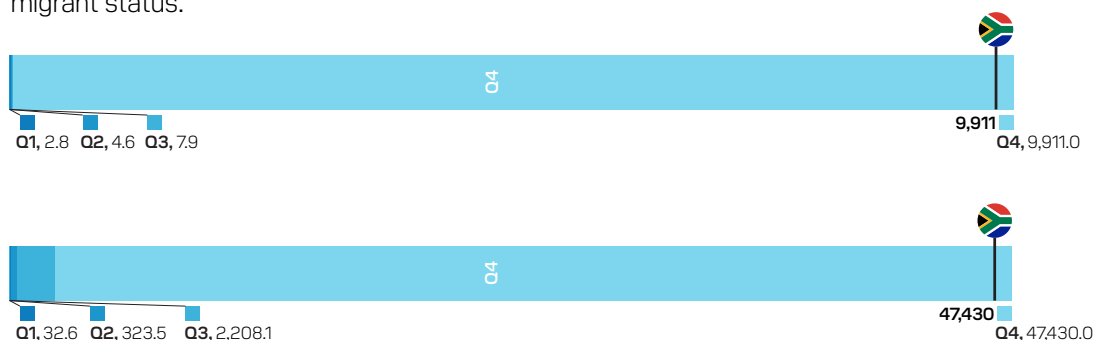| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in women across the workforce in South Africa	DP World	%	Value	Year	Value	Year
			22%	2022	Up to 30%	2030
	Baseline calculation methodology and source	We maintain an employee database that is regularly updated to ensure accuracy.				
	Target Rationale	This target is aligned with national SDG commitment to promote gender equality, as well as by the B-BBEE Act. In addition, this target is guided by our Group I&D strategy and gender equality objectives.				

INTENDED IMPACT #3: HEALTH & SAFETY OF THE WORKFORCE

SDG Contribution and Gap Assessment[21]
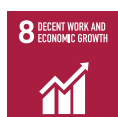
Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

Indicator 8.8.1: Fatal and non-fatal occupational injuries per 100,000 workers, by sex and migrant status.

Q4

Q1, 2.8 **Q2,** 4.6 **Q3,** 7.9

9,911

Q4, 9,911.0

Q4

Q1, 32.6 **Q2,** 323.5 **Q3,** 2,208.1

47,430

Q4, 47,430.0

As of 2023, the number of fatal occupational injuries per 100,000 was 9911 in South Africa, which is above the peer countries' average of 224; and the number of non-fatal occupational injuries in 2023 was of 47430, also above the pper average of 2197.

Actions to achieve intended impacts

- **Embed safety culture:** Our five year Health, Safety, and Environment (HSE) Roadmaps focus on leadership, continuous improvement, standards & systems and education & competency. Together this helps ensure a commitment from leadership to prioritise health and safety as core values and has helped us establish robust safety management systems and trainings. This includes leveraging GEMBA Walks to cement a top-down interest in safety culture, the delivery of a Frontline Workers App to encourage blue collar participation with safety protocols and report on instances of unsafe workplaces.
- **Promote a cycle of continuous improvement through risk reduction measures:** Conducted baseline assessments to identify potentials risks in the workplace, maintaining a multilevel risk exposure matrix, across business pillars. Based on regional input, we implement risk reduction measures to mitigate hazards. This includes protective barriers, traffic management plans, protocol to investigate incidents and root cause analysis to prevent recurrence. As an example, through this process we recognised fatigue as a significant risk impacting safety. We launched a fatigue awareness campaign to educate drivers about the risks associated with fatigue have implemented measures to mitigate these risks.

21. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.

Theory of change (how action is expected to address SDG gap)	Improving leadership's engagement with HSE culture leads to greater scrutiny of HSE practices, ensuring that safety protocols are consistently upheld. By conducting thorough risk assessments and fostering a culture of continuous improvement, we aim to reduce occupational injuries and create a safer work environment.
	Additionally, establishing a strong safety culture—rooted in leadership commitment and active employee engagement—promotes collective responsibility and a shared duty of care among all staff. Enhancing employee well-being through fatigue management and robust training programmes further supports this initiative, equipping employees with the knowledge and skills needed to prioritise safety. These actions create a proactive approach to health and safety, ultimately leading to a healthier, more productive workplace.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in lost time injury frequency rate in Road Freight division of Logistics SSA business (LTIs per 1 million hours worked)	DP World	%	Value	Year	Value	Year
			4.6	2023	Year-on-year improvement in LTIFR	Annual
	Baseline calculation methodology and source	Our HSE data management system defines Lost Time Injury Frequency Rate (LTIFR) as: LTIFR = (Number of LTIs/Number of Hours Worked) x 1,000,000				
	Target Rationale	Safety is the number one priority for our people – it is a moral responsibility and a part of our principles. Our goal is to achieve zero harm to people, and we drive continuous improvement efforts in striving for zero. In addition, our Group HSE team defines continuous improvement goals for serious incidents.				

INTENDED IMPACT #4: INCLUSIVE PROCUREMENT, TO EXPAND ECONOMIC OPPORTUNITIES TOWARDS MARGINALISED GROUPS

SDG Contribution and Gap Assessment[21]

8 DECENT WORK AND ECONOMIC GROWTH

Target 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.

Indicator 8.3.1: Proportion of informal employment in total employment, by sector and sex.

Q1	Q2	Q3	Q4
54.9	75 80.2	91.5	99.8

As of 2022, the proportion of informal employment in total employment was 75 in South Africa, which is above the peer countries' average of 73.

Actions to achieve intended impacts

- **Integrate national and legislative requirements for inclusive procurement:** We adhere to South Africa's B-BBEE legislation and its commitment to drive inclusive procurement by increasing participation of previously disadvantaged groups in the formal economy. In line with the objectives of the B-BBEE Act, our procurement process prioritises suppliers who contribute positively to economic empowerment and transformation. The process fosters a competitive environment that encourages innovation among local suppliers. We prioritise procurement processes that help us to engage with suppliers that are "black women owned companies" or "qualifying small enterprises (QSE) and exempted micro enterprise (EME) companies". This supports entrepreneurship and economic empowerment.
- **Provide support to SMME's:** We are committed to procuring from QSEs and EMEs – crucial for fostering local economic development. This approach not only helps businesses but also contributes to improved occupational mobility within the community.
- **Conduct procurement trends analysis:** We monitor procurement trends and assess its impact on local economies. This includes reporting trends at the B-BBEE Committee level and tracking business unit performance to ensure accountability and transparency in procurement practices.
- **Conduct audits:** We undertake annual B-BBEE audits and ratings to verify procurement trends and assess compliance with our inclusive procurement objectives. This ensures we remain aligned with national policies to promote economic transformation.

22. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.
23. A QSE s an enterprise with an annual Total Revenue of greater than US$567,000 (R10 million) but less than US$2.84 million (R50 million). An enterprise with an annual Total Revenue of US$567,000 million (R10 million) or less qualifies as an EME

Theory of change (**how action is expected to address SDG gap**)	The actions outlined above expand economic opportunities for marginalised groups in several impactful ways. First, by leveraging a progressive procurement process, we increase the number of suppliers that are black women-owned businesses, local entrepreneurs, and qualifying small enterprises. This approach not only promotes diversity in the supply chain but also supports the growth of businesses that have historically faced barriers to entry. Additionally, enhancing economic resilience by providing support to small, medium, and micro enterprises (SMMEs) helps create stable demand for their products and services. Capacity-building initiatives equip these businesses with the skills and resources needed to thrive in a competitive market. Together, these actions foster an inclusive economic environment that empowers marginalised groups, drives local economic development, and contributes to a more equitable society.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in absolute value of procurement from Black women-owned companies	DP World	%	Value	Year	Value	Year
			16.06% (approx. US$168.3 million or R2.949 billion)	2022	c. 12.0%	2025
	Baseline calculation methodology and source	Based on information available on our procurement data system (which is independently, and annually, audited as part of a B-BBEE audit). The target is derived from the Amended Codes of Good Practice, which we anticipate will approximate that of the Amended Transport Sector scorecard that will be issued in 2025. It is the minimum target that we need to achieve from 2025.				
	Target Rationale	Inclusive procurement forms part of South Africa's B-BBEE policy. There are economic and regulatory incentives to achieve these targets.				

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Percentage and Absolute value of procurement from QSEs and EME companies	DP World	%	Value	Year	Value	Year
			18.43% (approx. US$193.2 million or R3.385 billion)	2022	c. 15% QSE c. 15% EME	2029
	Baseline calculation methodology and source	Based on information available on our procurement data system (which is independently, and annually, audited as part of a B-BBEE audit). The target percentage for QSEs and EMEs, respectively, will be measured individually (as expected in the Amended Transport Sector scorecard) for a combined 30%. This is not measured as an absolute value, rather as a percentage of Total Measured Procurement Spend (TMPS).				
	Target Rationale	Inclusive procurement forms part of South Africa's B-BBEE policy. There are economic and regulatory incentives to achieve these targets.				

INTENDED IMPACT #5: COMMUNITY IMPACT THROUGH STRATEGIC COMMUNITY INVESTMENT PARTNERSHIPS: HEALTHCARE

SDG Contribution and Gap Assessment[24] 3 GOOD HEALTH AND WELL-BEING	**Target 3.8:** Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality, and affordable essential medicines and vaccines for all. **Indicator 3.8.1:** Coverage of essential health services.

Q1	Q2	Q3		Q4
48.0	60.0	71	73.0	82.0
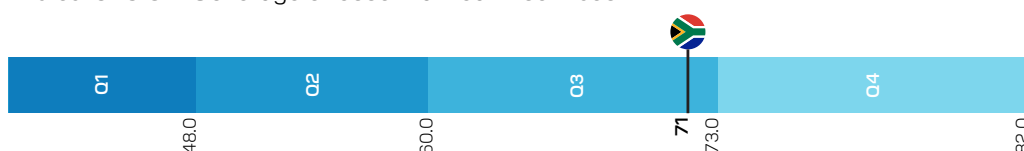
As of 2022, the coverage of essential health services was 71 in South Africa, which is above the peer countries' average of 60.

Target 3.c: Substantially increase health financing and the recruitment, development, training, and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

Indicator 3.c.1: Health worker density and distribution

Actions to achieve intended impacts	• **Finance initiatives that promote improved healthcare access:** Committed approximately US$312,300 (R5.5 million) annually to support Unjani Clinics, a non-profit organisation focused on establishing a network of nurse-led primary care clinics across South Africa. This partnership aims to set up a total of 600 clinics by 2031, significantly increasing access to healthcare services for underserved communities. • **Provide healthcare access to underserved populations:** Leverage our partnership with Unjani Clinics to extend healthcare to marginalised persons across rural and urban areas. In doing so we can address critical health disparities. The Unjani Clinics model provides affordable medical supplies, such as blood glucose meters and essential medicines, ensuring consistent availability of critical health resources for effective patient care. • **Generate employment opportunities for healthcare professionals:** As of April 2024, we have sponsored 49 Unjani clinics, contributing to over 5.2 million patient consultations. This initiative provides essential health services and creates job opportunities within local communities by employing nurse-preneurs.

24. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.

Theory of change (how action is expected to address SDG gap)	The actions outlined significantly enhance healthcare services within ou... improving access and quality of care. First, we are enhancing healthcare coverage through funding and expanding nurse-led clinics, which ensures that more individuals have access to essential medical services. Additionally, by empowering local healthcare workers through training and support for nurse-preneurs, we are fostering a new generation of healthcare leaders who can address community health needs effectively. Furthermore, our commitment to fostering economic development by supporting healthcare microenterprises not only creates jobs but also strengthens the local economy, making healthcare services more accessible. Finally, by improving affordability through the provision of medical equipment and other critical health resources, we ensure that community members can receive the care they need without financial burden. Together, these initiatives contribute to a more robust and sustainable healthcare system that benefits everyone in the community.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in number of patients treated each year in our funded clinics	DP World	%	Value	Year	Value	Year
			361,099	July 2021 – June 2022 (F2022)	Year-on-year increase in number of patients treated	2031
	Baseline calculation methodology and source	Based on Unjani Clinics management system.				
	Target Rationale	This target is aligned with South Africa's National Development Plan (NDP), which aims to improve health and well-being of the population, as well as strengthen health services. In addition, the goal of Unjani Clinics is to increase access to quality, affordable primary healthcare for under-served South Africans. Opening more clinics achieves this objective.				

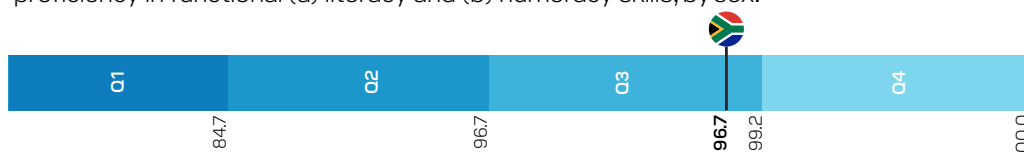| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the number of nurse-preneurs and staff in our funded clinics	DP World	# of nurse-preneurs and staff	Value	Year	Value	Year
			461	July 2021 – June 2022 (F2022)	Year-on-year increase in number of nurse-preneurs and staff	2031
	Baseline calculation methodology and source	Based on Unjani Clinics management system.				
	Target Rationale	This target is aligned with South Africa's National Development Plan (NDP), which aims to improve health and well-being of the population, as well as strengthen health services. In addition, the goal of Unjani Clinics is to increase access to quality, affordable primary healthcare for under-served South Africans. Opening more clinics, achieves this objective.				

INTENDED IMPACT #6: COMMUNITY IMPACT THROUGH STRATEGICCOMMUNITY INVESTMENT PARTNERSHIPS: EDUCATION

SDG Contribution and Gap Assessment[25] 	**Target 4.a:** Build and upgrade education facilities that are child, disability, and gender sensitive and provide safe, non-violent, inclusive, and effective learning environments for all. **Indicator 4.6.1** Proportion of population in a given age group achieving at least a fixed level of proficiency in functional (a) literacy and (b) numeracy skills, by sex. As of 2021, the literacy rate of youth was 96% in South Africa, which is above the peer countries' average of 89.7%.
Actions to achieve intended impacts	• **Improve access to education:** Literacy amongst South African youth is low. DP World & Motus Community Trust empowers learners with access to resources and instruction to cultivate a love and passion for reading • **Provide access to resources:** We are a flagship sponsor of the DP World & Motus Community Trust. We are committed to funding the Trust, which has aimed to achieve 100 library resource centres by the end of 2025. To date, the Trust has handed over 82 libraries stocked with books, teaching aids and sports equipment. These cutting-edge centres support over 72,227 learners daily with formal reading lessons, while providing educators with our customised store of teaching resources. • **Generate opportunities for employment:** Through the Trust, we help employ 113 permanent library assistants and 42 Youth Employment Service (YES) programme employees.
Theory of change (how action is expected to address SDG gap)	By providing children in underserved communities with opportunities to participate in leisure and academic reading activities, we foster a love for reading and learning. This engagement increases opportunities for learners to improve their reading capabilities, which is essential for academic success. Additionally, supplying learners with training materials enhances literacy rates and ensures greater access to educational resources. Hiring library assistants from the local community further supports this initiative by driving the literacy programme in alignment with the Trust's objectives of generating local value. This approach not only empowers the community but also creates a sustainable framework for improving education provision, ultimately contributing to higher literacy levels and better educational outcomes across South Africa.

25.   Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE			
Increase in number of libraries opened	DP World	# libraries	Value	Year	Value	
			65	End 2022	c. 100	2025
	Baseline calculation methodology and source	Based on DP World & Motus Community Trust management system.				
	Target Rationale	The DP World & Motus Community Trust Board has set a strategy to open 100 libraries by end 2025.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in number of learners with access to libraries	DP World	# of learners	Value	Year	Value	Year
			77,000	End 2022	c. 110,000	2025
	Baseline calculation methodology and source	Based on DP World & Motus Community Trust management system.				
	Target Rationale	This is estimated on number of learners per school. On average, there are ~1,100 learners at each school.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in number of jobs created for library assistants	DP World	# of jobs created	Value	Year	Value	Year
			65	End 2022	c.100	End 2025
	Baseline calculation methodology and source	Based on DP World & Motus Community Trust management system.				
	Target Rationale	Each library requires a library assistant to run the literacy programmes.				

INTENDED IMPACT #7: COMMUNITY IMPACT THROUGH STRATEGIC COMMUNITY INVESTMENT PARTNERSHIPS: ROAD SAFETY

SDG Contribution and Gap Assessment[26]

Target 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development.

Indicator 4.7.1: Extent to which (i) global citizenship education and (ii) education for sustainable development are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment.

Q1	Q2	Q3	Q4
0.6	10.9 **5.8**	10.9	64.3

As of 2021, the proportion of enrolment on vocational and technical training was of 5.8 in South Africa, which is below the peer countries' average of 8.7.

OBS: UN Stat has no data on this indicator so using world bank proxy on vocational and technical enrolment (% of total secondary enrollment).

Actions to achieve intended impacts

- **Alignment with Global HSE standards:** South African roads are notorious for unsafe driving, which tragically results in the deaths of many drivers and pedestrians each year. We are committed to supporting "zero harm to people" we prioritise road safety awareness.
- **Deliver campaigns & programmes:** Since 2012, we have partnered with Active Education, the Department of Basic Education and the Department of Transport in to deliver grassroots road safety education to drivers, as well as community and holiday season outreach activities. The partnerships respond to the low awareness of road safety among children, and supports an educational need identified by the Government. Our 'Be Safe, Be Smart', launched in South Africa in 2011, provides road safety education for primary and secondary school students through interactive and informative sessions held at schools. The campaign has touched the lives of nearly 4,000 learners. Together, since 2012, these road safety programme have reached 1.61 million learners across more than 2,000 schools.

26. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.

DP WORLD

Theory of change (how action is expected to address SDG gap)	The actions detailed above have significantly improved awareness of road safety within DP World's broader community by enhancing driver behaviour and instilling better road safety practices among employees and community members. This heightened awareness has led to a notable reduction in incidents. According to a Socio-Economic Impact Assessment of our South Africa operations, approximately 369,000 lives were positively impacted by these road safety initiatives in 2023, with at least six lives saved and around 94 accidents avoided. These improvements not only foster a safer environment but also resulted in an estimated US$3.9 million in socio-economic costs avoided, underscoring the profound impact of our commitment to road safety on both the community and the economy.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in cumulative number of learners reached with road safety awareness through our funded programme	DP World	Cumulative number of learners reached	Value	Year	Value	Year
			1.5 million	Beginning 2023	c. 1.7 million	End 2025
	Baseline calculation methodology and source	Based on Actively Educating's (our implementation partner) data management system.				
	Target Rationale	This is aligned to South Africa's National Road Safety Strategy 2016-2030 which highlights the need to improve of coordination and road safety management. In addition, we continue to invest to support road safety awareness in South Africa as it is notorious for unsafe driving, resulting in the death of many pedestrians each year.				

6.4 SOMALILAND

Our operation and expansion of the Port of Berbera in Somaliland has brought hope to a young nation and created jobs for 1,300 people. Located along one of the world's busiest sea routes with access to a vast hinterland via the Berbera Corridor, the port has established itself as a sub-regional trade hub for the Horn of Africa, serving a region of 140 million people.

Our terminal at the Port of Berbera is the only prominent multipurpose port in Somaliland. It is an integrated maritime, logistics and industrial hub and contributes directly to Somaliland's economy. With the most modern container terminal in the Horn of Africa, we offer extensive bulk and breakbulk handling facilities, including for liquid cargo.

WE ARE THE SECOND LARGEST EMPLOYER IN SOMALILAND (AFTER ONLY THE GOVERNMENT). WE REMAIN AT THE FOREFRONT OF DRIVING LONG-TERM PRIVATE SECTOR PARTICIPATION WITHIN THE COUNTRY AND HAVE HELPED TO DIVERSIFY SOMALILAND'S ECONOMY. OUR BUSINESS IN SOMALILAND IS FOCUSED ON THREE MAIN GROWTH PILLARS:

- Boosting the export potential of the region by increasing agricultural exports and improving overall logistics efficiency;
- Integrating sustainability and sustainable development into the business operations; and
- Providing social services to local communities by expanding projects related to health and education.

These growth intentions are expected to contribute to the country's infrastructure and logistics network by decreasing journey time, transit time (port-to-port) and traffic in national roads.

Furthermore, in early 2023 we inaugurated the Berbera Economic Zone (BEZ). Adjacent to the port, the facility is the first of its kind in Somaliland and has provided increased opportunities for FDI, industrial agglomeration and local job creation. The BEZ has established a competitive, sustainable, and affordable trade environment by introducing tax exemptions and duty-free storage of goods. BEZ deepens our comprehensive trade service offering in Somaliland; establishing a strategic gateway to the Horn of Africa and specifically landlocked Ethiopia, which has the 5th largest GDP on the African continent.

TOGETHER, THE PORT AND ECONOMIC ZONE WILL BE FUNDAMENTAL TO OUR STRATEGIC AMBITION IN ESTABLISHING THE "BERBERA-ADDIS CORRIDOR". THROUGH THE CORRIDOR, WE EXPECT TO PROLIFERATE ENHANCED TRADE OPPORTUNITIES, BRINGING UNRIVALLED VALUE TO CUSTOMERS ACROSS THE HORN OF AFRICA. AS A COMBINED OFFERING THE PORT OF BERBERA AND THE BEZ PROVIDES MULTINATIONAL COMPANIES WITH THE FOLLOWING VALUE PROPOSITION:

- Access to new customers in targeted markets;
- Minimised risk of trading;
- Well-tested and coordinated strategies for managing governance and corporate compliance;
- Quality control measures and improved visibility compliance standards; and
- Robust supply chain and logistic solutions.

WE HAVE IDENTIFIED THREE INTENDED IMPACT AREAS WHERE WE HAVE SET TARGETS AND PLAN TO REPORT ON OUR PROGRESS ON THE SELECT METRICS TO DEMONSTRATE SOCIOECONOMIC IMPACT.

INTENDED IMPACT #1: INCREASING EXPORTS AND IMPROVING OVERALL LOGISTICS EFFICIENCY

SDG Contribution and Gap Assessment[27] ![9 INDUSTRY, INNOVATION AND INFRASTRUCTURE]	**Target 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. **Indicator 9.1.1:** Container port traffic (TEU: 20-foot equivalent units), per capita. As of 2019, the container port traffic (TEU: 20-foot equivalent units) per capita was 0.01 in Somalia, which is below the peer countries' average of 0.16.[28]
Actions to achieve intended impacts	• **Invest in port infrastructure:** Our initial investment of US$442 million in 2016 helped upgrade existing facilities the Port of Berbera. It included a modernisation of port facilities, an expansion of cargo handling capabilities and a deepening the harbour to accommodate larger vessels. Through these investments we expect to handle trade equivalent to approximately 27% of Somaliland's GDP and 75% of regional trade by 2035, supporting 53,000 jobs indirectly in Somaliland. In 2021, we also completed Phase 1 of our Berbera Port expansion. The new Container Terminal has a deep draft of 17m, a quay of 400m and three STS gantry cranes. We can now handle the largest container vessels in operation and increased our port's container capacity from 100,000 TEUs to 500,000 TEUs annually. We are also constructing new facilities, such as an edible oil terminal. The facility is due to be operational by the middle of 2025, and will have a storage capacity of 18,000 tonnes, along with an edible oil packaging facility. This will allow the country to import oil in bulk and reduces supply chain costs – making cooking oil more affordable to a greater number of people. In addition, our facility helps to diversify Somaliland's economy by fostering a local packaging industry that generates local employment. • **Invest in ancillary infrastructure:** In 2023, we inaugurated the BEZ to supplement our container handling capabilities with a customer-centric ecosystem to promote industrial agglomeration. It consists of 10,000 square metres (sqm) of pre-built warehouses, 24 offices for lease (across an area of 598 sqm), serviced land plots (across a total area 126,000 sqm), common user open yard storage facilities, common user warehouses operated to handle customers' cargo, and end-to-end IT services. As demand grows, BEZ will be expanded and at full capacity will cover more than 1,200 hectares.

27. Due to the lack of specific data on Somaliland, this assessment used data related to Somalia as a proxy, which may not correspond to the exact data for Somaliland.
28. Source: United Nations Conference on Trade and Development (UNCTAD). Data retrieved from World Development Indicators - 9.1.1: Container 28. port traffic (TEU: 20-foot equivalent units, per capita) (n=110) as of October 7, 2024.

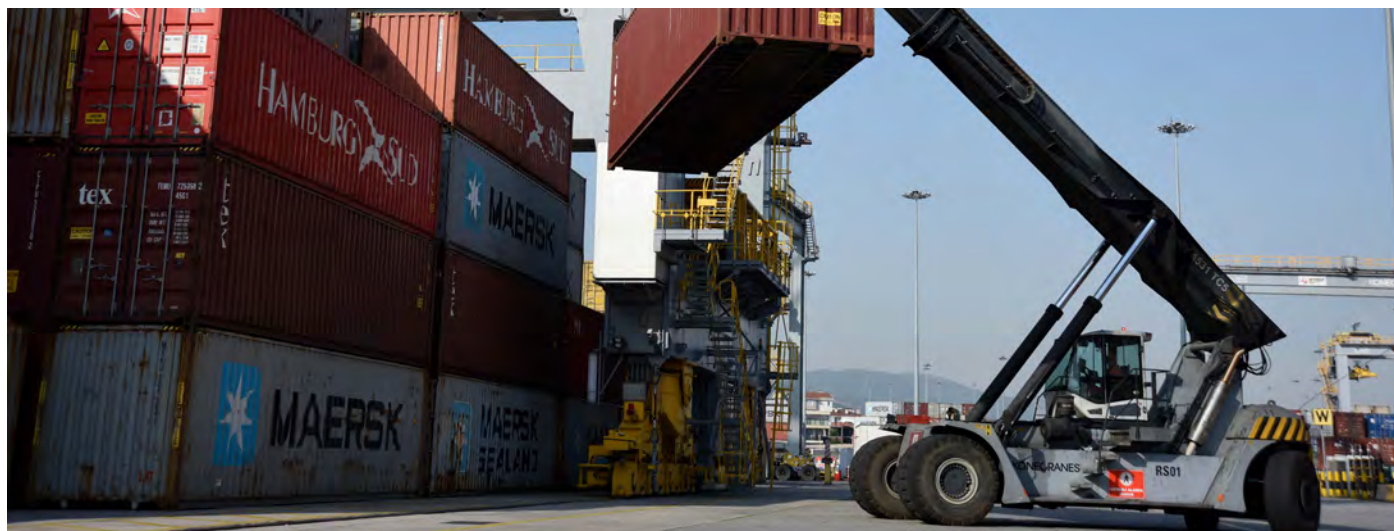|	
Actions to achieve intended impacts	• **Improve operational and process efficiency:** Since taking over port [...] we have also made soft infrastructure improvements to help advance port management and cargo handling through automated systems and digital platforms. Our improvements enhance tracking and operational efficiency. This includes reducing dwell times for full containers from 16 days in 2016 to 11 days presently. Improvements have also decreased truck turnaround times from eight hours in 2017 to 45 minutes presently; this is a 90% reduction in time. We have also developed specialised infrastructure and efficient storage solutions for transshipment cargo, including dedicated areas for loading and unloading between vessels. This is expected to increase the number of mother vessels calling at our port and will help increase total TEU handled from 143,000 in 2023 to 435,000 TEU by 2030. • **Provide catalytic investment:** Our port and economic zone facilities are the first major sources of FDI in Somaliland. They have acted as anchor investments, improving Somaliland's credibility and thus its credit supply and FDI capital stock. This has included investment from British International Investment. The nation has subsequently been able to pursue other capital-intensive infrastructure projects to support its ambition for export-oriented economic transformation. This includes improvement to road and rail connectivity between the port and key economic centres. In 2020, US$16 million was mobilised by the United Kingdom's Foreign Commonwealth Development Office (FCDO), and Abu Dhabi and European partners, to upgrade 240km of Hargesia Bypass (HBP). Subsequent FDI has also contributed to diversifying Berbera's electricity supply. In 2021 a US$7.9 million low-cost solar power project, funded by the Abu Dhabi Development Fund was announced. The facility will be linked to the district electricity network, in line with the growing demand is aimed to meet the growing electricity necessities of the Berbera district community.
Theory of change (how action is expected to address SDG gap)	In 2020, the Port of Berbera debuted on the World Bank's Container Port Performance Index (CPPI) with a ranking of #245. Since then, we have improved port performance significantly. As of 2024 our ranking has climbed to #103 and is first amongst container ports in Sub-Saharan Africa. The container terminal achieves 50–75 moves per hour, significantly better than the global average of 23.5 moves per hour cited by the World Bank. Increasing Somaliland's container handling capacity significantly enhances the nation's ability to import and export a more diverse range of goods, while also fostering downstream linkages for export value addition. This development improves the region's supply chain resilience, making it better equipped to respond to market demands. Additionally, the introduction of newer technologies automates operations and implements digital solutions within Somaliland's port sector, enhancing its capability to service blue-chip customers and provide high-quality services. Moreover, by introducing complementary trade and logistics infrastructure, we create job opportunities and unlock greater market potential for shipping lines, beneficial cargo owners (BCOs), and other stakeholders. This infrastructure development promotes greater access to global capital markets, empowering Somaliland to effectively pursue restructuring and industrialisation efforts.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in days/hours in storage	DP World	# days	Value	Year	Value	Year
			16	2017	7	2028
	Baseline calculation methodology and source	Number of days a container (full or empty) spends in the container terminal.				
	Target Rationale	We are aiming for a 57% reduction in storage days/hours at the Port of Berbera. By streamlining operations, we aim to achieve faster cargo turnover and lower holding costs, thereby meeting customer demands more swiftly and enhancing satisfaction and loyalty. Phase 1 expansion has improved cargo handling efficiency, enabling 24/7 operations (6 days a week) with upgraded equipment increased yard space. In addition, if Phase 1 expansion facilities reach an utilisation rate of 75%, Phase 2 is likely to mobilise construction work in 2026 and then be operational in 2028. This will see the terminal triple its capacity and double its STS Cranes, further reducing storage times.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease transit time (port-to-port)	DP World	# cargo movement/ voyage time	Value	Year	Value	Year
			8 weeks	2017	3 weeks	2027
	Baseline calculation methodology and source	The baseline is determined by the duration it takes for a shipment to travel from the port of origin to the port of destination.				
	Target Rationale	The Port of Berbera's strategic location and two-fold increase in capacity by 2027 (pending completion of both Phase 1 and 2 extensions) will substantially reduce port congestion and provide shipping lines (and regional customers) with a strategic alternative. Achieved and intended upgrades to harbour depth and reefer storage capacity will also enable the Port to cater to a wider variety of ships and carried cargo – contributing to a 62% reduction in port-to-port transit within the region.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in truck in and out time (train, barge)	HIPSO	# hours	Value	Year	Value	Year
			8	2017	45 minutes	2027
	Baseline calculation methodology and source	The baseline is defined as the total time (in hours) a truck spends in the terminal area, from gate-in to gate-out, for picking up and/or dropping off a container. This includes the time taken for arrival, loading and unloading of containers, truck inspection, completion of documentation, and departure from the terminal.				
	Target Rationale	Alongside infrastructure improvements, we have leveraged fit-for-purpose digital solutions to address truck in-truck out times. Our Port has an online terminal for Agreement and Registration. Port operators can use this pre-registration data to predict traffic congestion issues and manage them proactively.				

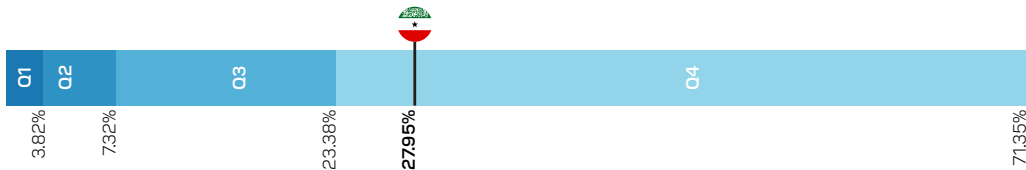| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in total number of containers handled	IRIS+	# TEUs	Value	Year	Value	Year
			143,256	2023	435,000	2030
	Baseline calculation methodology and source	The baseline is defined as the number of TEUs transported through the road, railway, port, or airport during the reporting period				
	Target Rationale	This target reflects our commitment to expanding port capacity and diversifying cargo handling capabilities. Phase 1 expansion increased capacity by 230%, and upon Phase 2 completion, this will have increased by an additional 300%. These upgrades will support an increase in vessel calls and enhance the port's ability to handle a wider variety of cargo, positioning Berbera as a key regional trade hub.				

INTENDED IMPACT #2: IMPROVE SUSTAINABILITY OF OPERATIONS

SDG Contribution and Gap Assessment **14 LIFE BELOW WATER**	**Target 14.1:** By 2025, prevent and significantly reduce marine pollution of all kinds, from land-based activities, including marine debris and nutrient pollution. **Indicator 14.1.1:** (a) Index of coastal eutrophication; and (b) plastic debris density. Q1 3.82% — Q2 7.32% — Q3 23.38% — **27.95%** — Q4 71.35% As of 2021, beach litter originating from national land-based sources that ends in the ocean was 27.95% in Somalia, which is greater than peer countries' median of 7.32% [29]
Actions to achieve intended impacts	• **Establish a Marine Protected Area (MPA)** • **Implement Action Plans:** We have developed a Biodiversity Action Plan (BAP) to outline necessary mitigation activities needed to successfully minimise DP World's impacts on coral reef habitat. Based on this BAP, we initiated a coral translocation project in 2023 and supported project delivery by drafting a Biodiversity Offset Management Plan (BOMP) to set out a multi-year programme that will help us to achieve successful coral translocation. Preliminary results from Phase 1 of the translocation project show that the translocation site is more biodiverse in terms of both coral and fish species compared to a reference site within the MPA. These positive outcomes suggest that coral translocation can effectively offset habitat loss and create net gain opportunities. We will continue to monitor and evaluate the project according to the programme schedule outlined in the BOMP and expect a mid-monitoring appraisal will be undertaken in 2026/2027.

29.   Source: Centre for Ocean-Atmospheric Prediction Studies (COAPS). Data retrieved from the UN SDGs Global Database - 14.1.1: Beach litter originating from national land-based sources that ends in the ocean (%) (n=109) as of September 2024 retrieved on October 7th 2024.

| Theory of change (**how action is expected to address SDG gap**) | The concept of habitat offsetting, and the effectiveness of coral transloc[...] by academic literature. According to Edwards and Gomez (2007)[30], coral transplantation is a viable method for reef restoration and can enhance biodiversity in degraded areas. Additionally, the principles of biodiversity offsetting, as discussed by Bull et al. (2013)[31], emphasise the importance of achieving "no net loss" or a net gain in biodiversity through well-planned and executed offset initiatives.

By adopting an evidence-based and systematic approach to habitat restoration, we aim to enhance the sustainability credentials of our Berbera operations in several impactful ways. This includes partnering with the Somaliland Government to establish the country's first Marine Protected Area (MPA), which helps mitigate the marine biodiversity impact of port expansion. This collaboration has facilitated the development of a coral translocation project within the protected area and has ensured strong government cooperation and support.

Additionally, by offsetting habitat loss and promoting marine biodiversity, we show commitment to ecosystem restoration and the sustainable management of marine resources. These activities not only contribute to the restoration of marine habitats but also involve sensitising and educating the wider community in Somaliland about the ecological benefits of such projects. This engagement fosters environmentally conscious practices beyond our direct operations, promoting a culture of sustainability that can have a lasting positive impact on the region's marine ecosystems. |

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Coral reef transplanted	DP World	% of habitat offset area	Value	Year	Value	Year
			75	2023	100	2028
	Baseline calculation methodology and source	It is estimated that the area of live coral lost because of Phase 1 expansions equates to 0.24 ha (direct loss = 0.1 ha, indirect loss = 0.14 ha[32]). Phase 1 of our coral translocation activities have helped to offset 75% of the impacted area. This will be extended to cover 100% of impacted area, at a minimum, by 2028.			
	Target Rationale	As part of our commitment to align with the IFC Performance Standard 6, we have established a target that: 1. Adequately addresses critical habitat loss 2. Meets the "like-for-like or better" principle. This indicates that biodiversity offsets must be designed to conserve the same biodiversity values that are being impacted by the project [hence coral restoration] 3. Is supported by a robust and long-term biodiversity monitoring and evaluation programme			

30. Edwards, A. J., & Gomez, E. D. (2007). Reef restoration concepts and guidelines: making sensible management choices in the face of uncertainty. Coral Reef Targeted Research & Capacity Building for Management Program.
31. Bull, J. W., Suttle, K. B., Gordon, A., Singh, N. J., & Milner-Gulland, E. J. (2013). Biodiversity offsets in theory and practice. Oryx, 47(3), 369-380.
32. Note that the area of indirect loss was calculated as being 20% of the reef area indirectly affected by the development in accordance with the estimated reduction in live coral cover in this area (i.e. = 20% reduction or 0.2 x 0.7 ha).

SDG Contribution and Gap Assessment **13 CLIMATE ACTION**	**Target 13.2:** Integrate climate change measures into national p... **Indicator 13.2.2:** Total greenhouse gas emissions per year. As of 2020, CO2 emissions per capita were 0.04 in Somalia which is below peer countries' median of 1.4.[33]
Actions to achieve intended impacts	• **Deploy country-specific decarbonisation plans:** In line with our Group Decarbonisation Strategy, we put in place a five year Decarbonisation Plan for the Port of Berbera in 2024. The plan includes aggressive efforts to electrify equipment (E-Forklifts, E-ITVs and Pilot project Installation of UPS for RTG operator cabin AC, VMT to reduce idling). It also includes improvements to process efficiency and onboard digital solutions – including for container handling equipment (CHE) and operations. • **Increase renewable energy supply:** We will also continue efforts to promote the use of renewable Solar PV for our electricty requirements. At present, we have capacity to support non-port electricity requirements. We continue to work with the Berbera Electrical Company (BEC) on its 8MW installed solar facility with an ambition to help continue to grow and improve the country's renewable energy electricity mix.
Theory of change (how action is expected to address SDG gap)	Electrifying equipment and reducing reliance on diesel or other fossil fuels will help lower emissions significantly. By adopting process efficiency and digital solutions, we can optimise cargo handling activities, thereby decreasing the amount of fuel and electricity required for operations. Additionally, promoting access to less carbon-intensive energy sources—such as low-carbon fuels and renewable electricity—will further support our sustainability efforts. Collectively, these actions will significantly reduce emissions and align with our broader decarbonisation goals, contributing to a more sustainable and environmentally friendly domestic trade sector.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in GHG Emissions	SFDR	kgCO2e/Modified TEU	Value	Year	Value	Year
			Intensity emission 30.28 kgCO2e/ Modified TEU	2022	30% reduction against 2022 baseline: Intensity emission 21.19 kgCO2e/ Modified TEU	2030
	Baseline calculation methodology and source		Scope 1 GHG Emissions from the following scopes: • Fuel combustion • Refrigerant releases • Combustion of biodiesel (biomass) Scope 2 GHG Emissions from the following scopes: • Indirect emissions associated with purchase of electricity, steam, heat, or cooling, using a market-based approach.			
	Target Rationale		This target is guided by our Group SBTi commitment.			

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33. Source: Emissions data are sourced from Climate Watch Historical GHG Emissions (1990-2020). 2023. Washington, DC: World Resources Institute. Data retrieved from the World Bank Development Indicators Database – 13.2.2: CO2 Emissions per capita (n=143) as of October 7, 2024.

SDG Contribution and Gap Assessment	**Target 5.5 -** Ensure women's full and effective participation and equal o[...] leadership at all levels of decision-making in political, economic, and public life.

Indicator 5.5.2: Proportion of women in managerial positions (%).

Q1	Q2	Q3	Q4
25.22%	29.39% 35.58%	43.39%	70.11%

As of 2019, the proportion of women in managerial positions was 29.39% in Somalia, which is below peer countries' median of 35.58%.[34]

Actions to achieve intended impacts	

- **Educate employees through I&D initiatives:** We leverage our I&D Toolkit to equip employees with knowledge, practical tools and guidance on how to embed I&D considerations. This includes provision of work-life balance initiatives that adopt a gendered lens.
- **Implement programmes to establish pathways for female talent to positions of leadership:** As of 2023, females represented 5% of the management team. We to increase this to 20% by 2030. We contribute to changing the industry by promoting improved opportunities for female participation. This includes Technology 4 Women which works to establish a future-proof community of women through mentorship, sponsorship, upskilling and innovation opportunities. We have cascaded this to a regional level through our SSA Women's Forum which advances gender equality in the workplace.
- **Provide mentorship, talent development and succession planning opportunities:** We launched the SheLeadsAfrica Programme aimed at strengthening and upskilling our regional female talent pool. It is in line with our Group-level commitment to empower and promote gender equality. This programme offers a transformative learning experience, combining theoretical knowledge with engagement opportunities featuring our leaders and respective subject matter experts. Participants engage in peer-to-peer learning and contribute to an action learning project, presenting their insights to a panel at the programme's conclusion. The programme includes a four day workshop with leadership training, site visits, and networking activities. This year's cohort included 27 women, including one employee from Berbera, with opportunities for additional staff to participate next year. Our GROW Programme for early professionals' further supplements career development opportunities for female early professionals and supports gender equality through mentorship programs which enhance both career and personal advancement for women. In addition, our MentorHer programme give female employees access to work-related interactions with senior members of staff and helps build channels for knowledge and skills dissemination.
- **Validate gender parity commitments with external certification schemes:** Our Port of Berbera was recertified by The Gender Equality European & International Standard (GEEIS), recognising efforts made to enhance gender equality across operations.
- **Invest in strategic community investment initiatives:** Community investment programmes, such as the Abaarso network scholarship programme with employment opportunities focus on upskilling women.

34. Source: LFS - Labour Force Survey, HIES - Households' Integrated Living Conditions Survey, ILO modelled estimates, Nov. 2022. Data as of September 16th 2024, retrieved from the UN SDGs Global Database - Indicator 5.5.2: Proportion of women in managerial positions - 13th ICLS (%) (n=108) as of October 7th, 2024.

Theory of change (how action is expected to address SDG gap)

In 2019, an Oxfam Gender Gap Assessment for Somaliland indicated an overall score Of 0.45 (with 0 signalling absolute inequality and 1 indicating absolute equality). This score suggests that women in Somaliland are severely disadvantaged in all the four assessed domains: economic participation, economic opportunity, political empowerment and educational attainments. These disparities are due to both systemic (e.g. education levels) and customary practices (e.g. men considered as primary breadwinner), highlighting significant scope for improvement through proactive action.

Fostering an inclusive culture through education on inclusion and diversity will help mitigate unintended or unrecognised acts of prejudice. This creates an environment where all employees feel valued and supported, leading to increased job satisfaction and higher retention rates among women and people of colour. Additionally, implementing gender-sensitive programs will provide mentorship and development opportunities specifically designed to nurture women's capacity to thrive in historically male-dominated industries. This approach actively breaks down systemic and cultural barriers that have traditionally limited female participation. Finally, by improving representation through active recruitment of women and enhancing their access to formal economic opportunities, we can create a more balanced workforce that reflects the diversity of the community. Together, these actions will not only promote gender equality but also contribute to a more dynamic and equitable economy in Somaliland.

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the proportion of women in managerial positions	UN SDG Indicators	Percentage	Value	Year	Value	Year
			7.6	2023	20	2030
	Baseline calculation methodology and source	1 in 13 senior managers our operations are a woman.				
	Target Rationale	This target takes into account the unique systemic and cultural barriers to female participation in the workforce in Somaliland, which will need additional time and effort to be addressed. In addition, the target aligns with our Group target of achieving 25% of females in Leadership positions by 2025.				

SDG Contribution and Gap Assessment
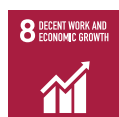
8 DECENT WORK AND ECONOMIC GROWTH

Target 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.

Indicator 8.5.2: Unemployment rate (%).

Q1	Q2	Q3	Q4
3.52%	5.65%	10.13%	18.83% ... 35.71%
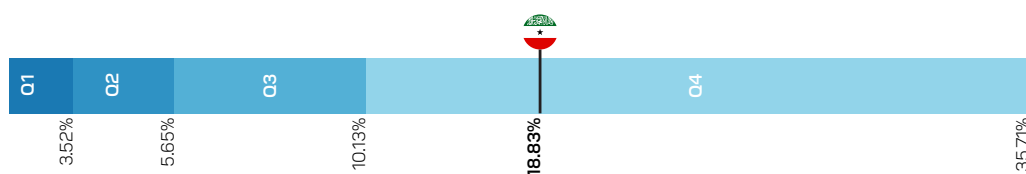
As of 2019, unemployment rate was 18.83% in Somalia, which is above the peer countries' average of 7.5.[35]

Actions to achieve intended impacts

- **Provide training and development programmes:** We identified the lack of a qualified & trained workforce in Berbera as an issue in 2017. By 2030, we expect to have invested over US$6 million in training and development. To ensure local employment generation, we train people on a range of skills that allow them to contribute to our terminal operations in the Port of Berbera. This included providing training in RTG and STS crane operation between 2020-2023, helping ensure all RTGs and STS cranes on-site today are now operated by Somalilander operators. Through our GROW Programme, we aim to develop and upskill young, local graduates. Somaliland is a priority country for this Programme and we have been able to build a talent pool of future leaders in Berbera. Since launching the Programme in 2020, a total of 52 graduates have been recruited in Somaliland through GROW.
- **Invest in strategic community investment initiatives:** In 2024, we initiated a partnership with Barefoot College International to Somaliland, providing access to clean energy and economic opportunities for women in underserved communities, improving their occupational mobility and serving the needs of electricity scarce communities.
- **Implement progressive labour laws:** Somaliland has limited access to formal employment opportunities. Furthermore, it also does not have a legally mandated retirement age. Together, these two phenomena mean individuals strive to remain employed, in spite of age or other related detriments to working capacity and capability. We recognise our responsibility to safeguarding our employees and preventing putting them in harms way. To this end, we implement a prioritisation matrix to manage new employment opportunities and workforce replacement. This helps us prioritise households of individuals who have worked with us in the past, upholding consistent access to employment opportunities across generations, and benefiting our immediate community first and foremost.

35. Source: LFS - Labour Force Survey, HIES - Households' Integrated Living Conditions Survey, ILO modelled estimates, Nov. 2022. Data as of September 16, 2024, retrieved from the UN SDGs Global Database - 8.5.2: Unemployment rate, by sex and age - 13th ICLS (%) (n=115) as of October 7th, 2024.

Theory of change (how action is expected to address SDG gap)	Somaliland's economy remains heavily dependent on livestock, with an i̶̶̶̶̶̶̶̶̶ trade and commerce. This means there are still significant levels of unemployment, especially amongst youth.
	Our operations in Berbera are integral to the country's ambitions to diversify employment opportunities available to Somalilanders. The actions outlined significantly contribute to improving employment in Somaliland by equipping Somalilanders with essential vocational skills needed for participation in the formal economy, particularly in ports and terminal operations. This targeted approach not only enhances individual employability but also addresses specific industry needs. Moreover, improving access to education and employment opportunities for youth through targeted programs helps identify and nurture capable young professionals, creating a pipeline of talent ready to enter the workforce. Continuing to invest in training and development modules further ensures that locals can enhance their skills over time, fostering a culture of lifelong learning. This commitment to skill development ultimately contributes to the overall growth of a skilled and competent labour force, driving economic progress and enhancing job prospects across Somaliland.

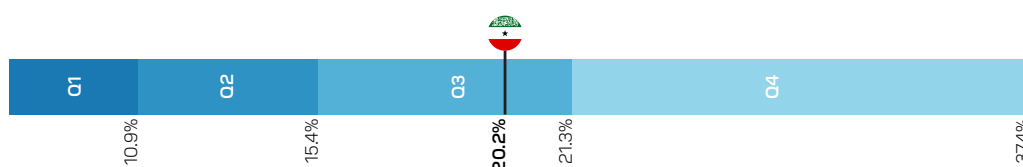| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in individuals trained	IRIS+	US$ million spent on training and development	Value	Year	Value	Year
			US$21,000	2017	Over US$6 million	2030
	Baseline calculation methodology and source	Number of employees (full-time, part-time, or temporary) who were trained through programmes provided by the organisation (both internally and externally) during the reporting period.				
	Target Rationale	A Labour Market Analysis by the Danish Refugee Council on Somaliland, revealed that 80% of the 192 respondents had not received training in various skill domains. Despite high literacy rates across many districts, there is significant potential for formal skill development within the community. The remaining 20% of respondents, who received training from TVET centres or international NGOs, demonstrated a diverse range of skills. Therefore, providing training is likely to significantly enhance access to productive employment opportunities for young Somalilanders.				

INTENDED IMPACT #3: ENHANCING EDUCATION AND ADMINISTRATIVE CAPACITY AT BERBERA REGIONAL HOSPITAL

SDG Contribution and Gap Assessment 	**Target 3.6:** By 2020, halve the number of global deaths and injuries from road traffic accidents. **Indicator 3.6.1:** Death rate due to road traffic injuries (per 100,000 population). As of 2021, the death rate due to road traffic injuries was 20.2% which is above peer countries' median of 15.4%.[36]
Actions to achieve intended impacts	• **Provide facilities to treat trauma patients:** We constructed a trauma centre at Berbera Regional Hospital to improve access to quality trauma care; specifically, for those injured in road traffic accidents. Our comprehensive trauma centre in Berbera provides vital treatment, integrating modern medical practices, upgrading hospital equipment, and increasing resources required to successfully treat severely injured patients. • **Employ specialists:** We have employed two expatriate trauma surgeons at the centre. In the first instance, these doctors bring specialised skills and expertise in trauma surgery - crucial for effectively managing severe injuries and complex surgical cases. In the second instance, their presence not only improves the hospital's surgical capabilities, but also contributes to knowledge transfer through training and mentorship of local medical staff.
Theory of change (how action is expected to address SDG gap)	Our centre targets critical needs by providing advanced trauma care and employing experienced surgeons. This enhances the quality of available care, improving the probability of successful surgical outcomes and medical responses. The local healthcare system, and its professionals, also benefit from strengthened capacity. Additionally, supplementary public health initiatives coordinated by the centre educates the population on injury prevention, aiming to reduce trauma incidence. Continuous monitoring of health outcomes will assess the effectiveness of these interventions, ultimately leading to improved health services, increased local capacity, and healthier communities.

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36.   Source: WHO. Data retrieved from the Sustainable Development Report database, Country Profile: Somalia, Indicator 3.6.1: Death rate due to road traffic injuries (per 100,000 population). Accessed: October 7th, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE			
Increase in the proportion of trauma centre operational expenditure funded by own revenue	DP World	%	Value	Year	Value	
			20	2023	100	2030
	Baseline calculation methodology and source	Percentage of total annual operating costs financed by revenue generated as part of the trauma centre's operations.				
	Target Rationale	Road traffic accidents (RTAs) are a major cause of morbidity in Somaliland This is a result of a combination of human, sociodemographic, vehicle and environmental factors. As the operator of the Port of Berbera and Berbera Economic Zone, we understand our operations cut across all four. This target reflects our commitment to actively managing heightened risks of road traffic accidents in Somaliland.				

SDG Contribution and Gap Assessment	**Indicator 4.3.1:** Participation rate in formal and non-formal education and training, by sex (%).

3 GOOD HEALTH AND WELL-BEING

Q1	Q2	Q3		Q4
12.07%	14.52%	18.24%	23.48%	52.10%
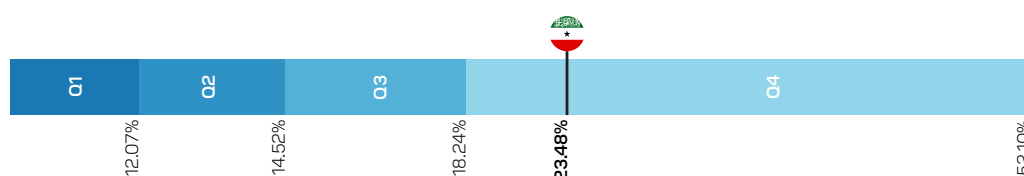
As of 2019, participation rate in formal and non-formal education and training was 21.26% in Somalia which is above peer countries' median of 14.52%.[37]

Actions to achieve intended impacts	• **Invest in education:** We have invested more than US$ 3 million in education initiatives in Somaliland. This has helped more than 3,000 students. • **Increase retention rate of teachers in rural areas:** We provide monthly financial support to 14 schools in rural parts of Somaliland. This contributes to improving the salaries of teachers. Doing so helps to increase retention rate and provide continued quality education to students. • **Improve access to secondary education:** Access to high quality education in Somaliland is currently limited to few students. To address this, we have introduced an educational scholarship programme. In 2019, we partnered with Abaarso Secondary School and Barwaqoo University to provide scholarship to students to study at these institutions. Barwaqoo University's School of Education, founded by Abaarso in 2017, is the first all-female boarding university in Somaliland and focuses on developing strong fundamentals and character, delivered in a 24-hour boarding environment. Upon graduation, students, primarily from Somaliland's Sahil region, are equipped with the necessary skills to undertake teaching positions in surrounding schools and those planned. Under these scholarships, top Somaliland students are provided access to higher education opportunities in Somaliland. A total of 82 students (including 72 women) will benefit from this scholarship programme which runs until 2031.

37.   Source: UN Statistics. Data retrieved from the UN SDGs Global Database - Indicator 4.3.1: Participation rate in formal and non-formal education and training, by sex (%) (n=101) as of September 16, 2024, data retrieved on October 7th 2024.

Theory of change (how action is expected to address SDG gap)	Providing scholarships to educational institutions opens doors for talent who otherwise lack the financial means to access quality education, thereby increasing enrolment and elevating educational standards in the region. Empowering students with essential knowledge and skills equips them for academic success and prepares them for professional opportunities, ensuring that graduates are well-equipped to contribute to the workforce and drive economic growth. Investing in existing educational institutions enhances their capacity to provide high-quality education, leading to improved infrastructure, better teaching resources, and expanded programs. Furthermore, fostering gender equality in education ensures that girls have equal access to educational resources and opportunities, empowering young women and contributing to a more balanced society. Together, these efforts strengthen the educational landscape in Somaliland, leading to increased participation, improved outcomes, and a more equitable society.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the number of scholarships provided	DP World	# of scholarships provided	Value	Year	Value	Year
			0	2017	82	2031
	Baseline calculation methodology and source	2017 was the year we took over operations at the Port of Berbera.				
	Target Rationale	Youth literacy in Somaliland is 42% for children aged 6 to 13; while. adult literacy is 31% (with females at 26% and males at 36%). This highlights a significant gap in secondary education availability and participation. Structural barriers contribute to this issue, with only 24% of age-appropriate children enrolled in primary school and just 13% in grade 1. Additionally, concerns about the integrity of national examinations compromise data accuracy.				
		Increasing access to scholarships and investing in secondary education programmes are crucial steps to improve youth engagement in formal education.				

6.5 INDIA
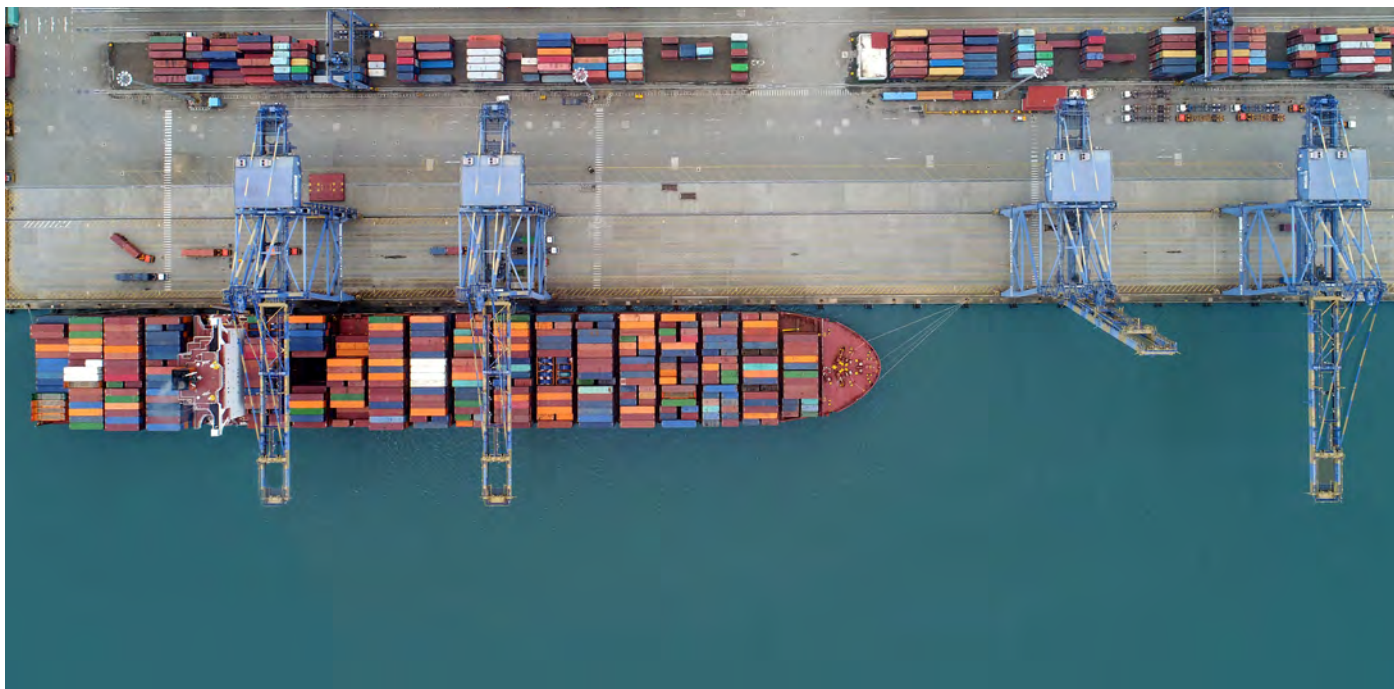
In India, our container port terminals serve 25% of the country's containerised EXIM trade and we are amongst the top five rail operators. We have also added container freight station, free trade zones, cold chain, contract logistics, express cargo and freight forwarding to our portfolio of services – each with best-in-class capabilities. In addition to our pan-India presence of logistics capabilities, specifically, across the Nhava Sheva, Chennai and Mundra regions, we have built logistics ecosystems comprising of multiple capabilities and a wide array of logistics services.

OUR BUSINESS IMPACT IN INDIA IS FOCUSED ON FOUR MAIN PILLARS:

- Empowering manufactures to reach new markets and expand their foothold in the global marketplace by improving supply chain efficiency though integrated cargo handling, storage and distribution capabilities;
- Increasing FDI in India by improving the ease of doing business, leveraging our free trade zones which offer streamlined pre-clearance, customs clearance, and post-clearance services via a single electronic interface;
- Empowering micro, small and medium enterprises ("MSMEs") through the expansion of digital channels to deliver logistics services while also providing trade finance opportunities that help to meet working capital needs; and
- Addressing the logistics sectors' skill-labour gap divide by expanding social initiatives to provide logistics skill training in local communities.

To achieve these goals, we will continue to invest in adding to (and modernising) port and terminal facilities in the region, integrating logistics networks nationally and internationally and help facilitate a modal shift from road to rail.

Together, these actions will establish fit-for-purpose integrated logistics facilities that meet the needs of our customers and the demands of both the import and export market. In delivering these improvements, we will improve India's infrastructure and logistics network by improving traceability of cargo delivery, reducing transit time (port-to-port) and congestion on national roads, and creating job opportunities in logistics operations.

WE HAVE IDENTIFIED SEVEN INTENDED IMPACT AREAS WHERE WE HAVE SET TARGETS AND PLAN TO REPORT ON OUR PROGRESS ON THE SELECT METRICS TO DEMONSTRATE THE IMPACT ON THE SOCIO-ECONOMIC PARAMETERS.

INTENDED IMPACT #1: EMPOWERING MANUFACTURERS TO REACH NEW MARKETS AND EXPAND FOOTHOLD IN CONVENTIONAL MARKETS

SDG Contribution and Gap Assessment[38]	**Target 9.1:** Develop quality, reliable, sustainable, and resilient infrastructure.
	Indicator 9.1.1: Container port traffic (TEU: 20-foot equivalent units), per capita.[39]
	As of 2022, the container port traffic (TEU: 20-foot equivalent units) per capita was 0.01 in India, which is below the peer countries' average of 0.16.[40]
Actions to achieve intended impacts	• **Enhance efficiency:** Invest in increasing the efficiency of our largest container terminal at Nhava Sheva, India's largest public container port, to meet growing demand and enhance trade operations. • **Upgrade Cochin Port facilities:** Modernise port infrastructure to improve logistics capabilities and ensure seamless cargo handling. • **Develop Logistics Parks and Inland Container Depots (ICDs):** Establish logistics parks and ICDs across India to streamline cargo movement between ports and inland locations, enhancing supply chain efficiency. • **Invest in rail logistics:** Augment our current rail footprint of 8 inland rail terminals, 90 container trains and the inventory of 15,000 containers to build a multimodal network connecting key hinterlands with India's major commercial hubs and ports, including Nhava Sheva, Cochin, Chennai, and Mundra. • **Enhance rail logistics with technology:** Implement advanced tracking systems to manage cargo efficiently, improve rail transport operations, and integrate rail logistics with other transport modes.
Theory of change (how action is expected to address SDG gap)	By enhancing port and logistics infrastructure at Nhava Sheva, Chennai, Mundra, and Cochin, we aim to improve supply chain efficiency and ensure faster, more reliable transportation of goods. These upgrades enable us to identify and address inefficiencies in logistics. By investing in rail logistics and developing a multimodal network, we facilitate seamless integration between transport modes, fostering flexibility and efficiency that opens new market access for manufacturers. Additionally, expanding logistics parks and inland container depots broadens transportation networks, improving connectivity and reducing costs. Through these initiatives, we empower manufacturers with economies of scale and enhanced market reach, allowing them to better meet customer demands and drive economic growth. By tackling inefficiencies and broadening market opportunities, we support sustainable industrialisation and innovation.

38. Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.
39. For this assessment, the indicator "Container port traffic (TEU: 20-foot equivalent units), per capita" will be used to assess Target 9.1 instead of "Proportion of the rural population who live within 2 km of an all-season road".
40. Source: United Nations Conference on Trade and Development (UNCTAD). Data retrieved from World Development Indicators - 9.1.1: Container port traffic (TEU: 20-foot equivalent units, per capita) (n=110) as of October 7, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Decrease in storage days at port terminals	DP World	%	Value	Year	Value	Year
			3.3	2018	25% reduction	2028
	Baseline calculation methodology and source	Average dwelling time of all ports in SCO.				
	Target Rationale	We aim for a 25% reduction in storage days, which we anticipate achieving based on our assessments. This reduction is expected to result from improvements such as automated equipment, expanded capacity, better connectivity, and optimised scheduling.				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Road to Rail conversion (Increase in container volume carried by Rail)	DP World	TEUs / P.A.	Value	Year	Value	Year
			100	2023	12,000	2028
	Baseline calculation methodology and source	Number of TEUs of cargo containers converted from road transport to be transported through railway during the reporting period				
	Target Rationale	In India there is significant focus on Multi modal transport, with governement intervention like PM Gati shakti and development of new Multi modal freight corridors, its imperative that we also stay invested in the rail freight movement. The Indian government expects to increase rail freight by 45% by 2030 by enabling increase in rail infrastructure and higher connectivity. Basis our current and upcoming ICDs, we will be targeting road to rail freight in those corridors. Our target is **exceeding** national projections.				

INTENDED IMPACT #2: INCREASE FOREIGN DIRECT INVESTMENT IN INDIA THROUGH FREE TRADE ZONES

SDG Contribution and Gap Assessment 17 PARTNERSHIPS FOR THE GOALS	**Target 17.3:** Mobilise additional financial resources for developing countries from multiple sources. **Indicator 17.3.1:** Foreign direct investment, net inflows (% of GDP).[41] Q1 0.72% / 0.79% • Q2 2.22% • Q3 4.76% • Q4 42.88% As of 2023, the proportion of foreign direct investment (as a % of GDP) was 0.79% in India, which is below the peer countries' median of 2.22%.[42]
Actions to achieve intended impacts	• **Invest in Free Trade and Warehouse Zones (FTWZs):** Allocate USD210 million (1,700 crore) |to develop three FTWZs in Chennai, Mumbai, and Cochin, providing a combined four million square feet of warehouse space. • **Enhance connectivity with ports:** Ensure seamless connectivity between FTWZs and ports to integrate India into global supply chains, making it easier for companies to invest and operate. • **Develop infrastructure and provide incentives:** Invest in state-of-the-art warehousing and logistics infrastructure within Special Economic Zones (SEZs), offering tax benefits and streamlined customs procedures to attract foreign investment. • **Focus on SEZ development:** Address legal, fiscal, and operational dimensions to create favourable conditions for investment, fostering the establishment of new businesses, job creation, and economic growth outside the zones. • **Promote synergies and knowledge transfer:** Encourage networks, synergies, and knowledge spillovers from SEZs to boost economic activity and improve efficiency in surrounding regions.
Theory of change (how action is expected to address SDG gap)	By developing warehousing facilities and logistics services in SEZs and offering incentives such as tax benefits and streamlined customs procedures, we aim to attract FDI. These initiatives enhance infrastructure, draw new firms, and create jobs while facilitating skill and technology transfers. Key dimensions of SEZs include implementing favorable legislative and regulatory mechanisms, providing tax exemptions and fiscal subsidies, and ensuring the availability of customs offices and one-stop-shop services. Additionally, the consideration of regional characteristics and access to transportation hubs is crucial for maximising impact. These combined efforts lead to increased foreign investment, enhancing the attractiveness of SEZs and ultimately improving business efficiency and supply chain management.

41.   For this assessment, the indicator "Indicator 17.3.1: Foreign direct investment, net inflows (% of GDP)" will be used to assess Target 17.3.
42.   Source: International Monetary Fund, International Financial Statistics and Balance of Payments databases, World Bank, International Debt Statistics, and World Bank and OECD GDP estimates. Data retrieved from the World Bank Development Indicators Database – 17.3.1: Foreign direct investment, net inflows (% of GDP) (n=141) as of September 19th, 2024.

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the number of international customers using FTWZ in India	DP World	# of customers	Value	Year	Value	Year
			25	2023	50	2028
	Baseline calculation methodology and source	The baseline is based on the number of non-Indian headquartered companies setting up operations in the FTWZs. Based on our internal records for FTWZs.				
	Target Rationale	The FDI inflow growth rate in India is expected to be between 6 -7%, as estimated by the US Department of State. Our target is ambitious, aiming to double the growth number (~14% each for five years) as we believe that ports and FTWZs will contribute more significantly than the national average to FDI growth.				

INTENDED IMPACT #3: INCREASE ACCESS TO GLOBAL TRADE OUTCOMES THROUGH THE EXPANSION OF DIGITAL CHANNELS

SDG Contribution and Gap Assessment	**Target 17.11:** Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports.
17 PARTNERSHIPS FOR THE GOALS	**Indicator 17.11.1:** Developing countries' and least developed countries' share of global exports (%).[43]

Q1	Q2	Q3	Q4
0%	0.02%	0.1% 1.82%	14.2%
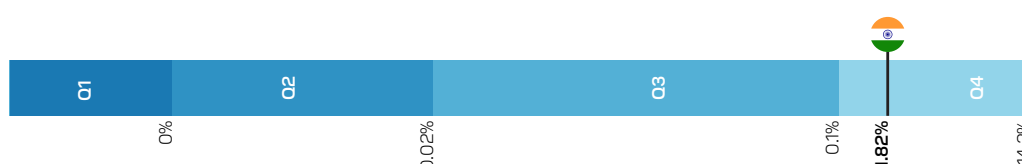
As of 2023, the share of global merchandise exports represented by India was 1.82%, which is above the peer countries' average of 0.28%.[44]

Actions to achieve intended impacts	• **Establish technology centres and digital platforms:** We have expanded our technology footprint in India through dedicated technology centres, offering digital solutions such as direct booking platforms, track-and-trace tools, and a carbon emissions calculator. These platforms simplify SME logistics and trade processes by streamlining cargo tracking, documentation, and customs clearance, enabling SMEs to better manage their supply chains and participate in international trade. • **Launch of Trade Finance platform:** We introduced the Trade Finance Platform, connecting SMEs with financial institutions to provide access to capital. This initiative has gained significant traction in India, South Africa, and the UAE, helping businesses overcome financial barriers and engage in global trade.
Theory of change (**how action is expected to address SDG gap**)	By offering digital tools, we help SMEs streamline logistics, manage customs, and track cargo, reducing trade barriers. This accessibility enhances their global market engagement and financing opportunities, promoting growth and job creation. These efforts boost economic productivity and foster a dynamic, inclusive economy.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Increase in the number of SMEs served directly	DP World	# of SMEs	Value	Year	Value	Year
			1,500	2022	5,000	2027
	Baseline calculation methodology and source	Number of SMEs engaged through the digital platforms or services				
	Target Rationale	We aim to increase the number of SMEs served by threefold, aligning with the anticipated digitisation of solutions in the Indian market. This target also reflects the expected growth in SMEs catering to global markets. This is in line with India's projected merchandise export growth of 3.5% CAGR by 2030, reinforcing our focus on supporting SMEs in expanding their international reach.				

43.   For visual purposes, the graph related to this indicator below was created on a logarithmic scale (base 10)
44.   Source: UNCTADstat. Data compiled by UNCTAD and WTO. Data retrieved from the UN SDGs Global Database – 17.11.1: Developing countries' and least developed countries' share of global merchandise exports (%) as of September 28, 2024.
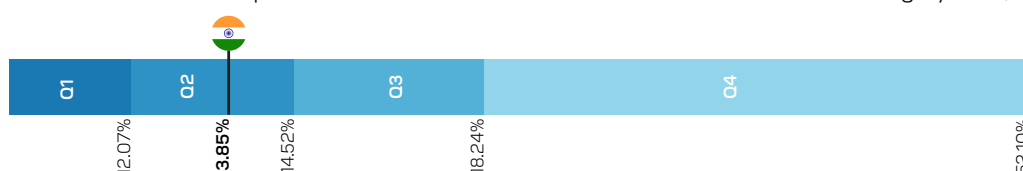
INTENDED IMPACT #4: IMPROVE TECHNICAL SKILLS IN LOCAL COMMUNITIES

SDG Contribution and Gap Assessment	**Target 4.3:** By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education.

Indicator 4.3.1: Participation rate in formal and non-formal education and training by sex (%).

Q1	Q2	Q3	Q4
12.07%	13.85% 14.52%	18.24%	52.10%

As of 2022, participation rate in formal and non-formal education and training was 13.85% in India, which is above peer countries' median of 14.52%.[45]

Actions to achieve intended impacts	• **Global education and training initiatives:** Through our Global Education Programme, we enage employee volunteers to educate students about the logistics and maritime sectors, equipping them with knowledge and skills for future careers in these industries. We engage in skill development by partnering with various NGOs and government organisations, including the National Skill Development Corporation (NSDC) • **Collaboration with TeamLease Education Foundation:** We have partnered with TeamLease to train and certify youth in logistics and warehousing, focusing on providing job placements for female candidates near their homes. To date, 814 individuals have been certified, including 260 women. • **Local community engagement:** We have tailored training programmes to meet local needs through community outreach, promoting awareness of career opportunities and aligning efforts with SDGs 4 and 8. • **Monitoring and evaluation:** We continuolsy evaluate the effectiveness of our programmes by tracking participant success rates, gathering employer feedback, and measuring long-term impacts on employment and career development.

45.   Source: UN Statistics. Data retrieved from the UN SDGs Global Database - Indicator 4.3.1: Participation rate in formal and non-formal education and training, by sex (%) (n=101) as of September 16, 2024, data retrieved on October 7th 2024.

Theory of change (how action is expected to address SDG gap)	The initiatives focus on enhancing technical skills and job prospects through education and training in the logistics and maritime sectors. By increasing the number of trained students and undergraduates in India, we improve employment opportunities, particularly for women, while also supporting local community development.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Number of students trained	IRIS+	Total number of students / undergraduates trained	Value	Year	Value	Year
			5,000	2023	8,000	2027
	Baseline calculation methodology and source	Number of individuals who received training offered by us during the reporting period.				
	Target Rationale	We aim to train people in each location where we operate in India. Over a period of five years, we aim to reach/ surpass the target of 8,000 individuals.				

INTENDED IMPACT #5: REDUCE CO2 EMISSIONS

SDG Contribution and Gap Assessment[46]	**Target 13.2:** Integrate climate change measures into national policies, strategies, and planning.
13 CLIMATE ACTION	**Indicator 13.2.2:** Total greenhouse gas emissions per year.

Q1	Q2	Q3	Q4
0.5	1.4	**1.58** ... 3.4	11.3

As of 2020, CO2 emissions per capita were 1.58 in India which is above peer countries' median of 1.4.[47]

Actions to achieve intended impacts	

- **Group-wide decarbonisation programme:** Our decarbonisation strategy includes equipment electrification, process efficiency, renewable energy adoption, low-carbon fuel supply, and carbon compensation to reduce emissions across operations.
- **Mundra initiatives:** The introduction of electric RTGs and conversion of existing ones to electric drive decarbonisation efforts. Additionally, Light Motor Vehicles (LMVs) are being replaced with electric versions (e-LMVs), and diesel-powered Forklift Trucks (FLTs) have been converted to electric (e-FLTs).
- **Cochin investments:** New electric RTG cranes have been installed, with two advanced electric STS Mega Max cranes expected to arrive soon.
- **Chennai FTWZ development:** The state-of-the-art FTWZ features EV charging points and a 1 MW solar panel installation meeting ~40% of the site's power needs. It has also received Platinum certification from the Indian Green Building Council (IGBC) for sustainable design, construction, and operations.
- **Nhava Sheva Business Park:** The park achieved IGBC Platinum certification with a design that fosters biodiversity. It includes a 1.5 MW solar PV system, covering 18.6% of annual energy needs, 100% electric material handling vehicles, water-efficient fixtures delivering 38.9% savings, and a rainwater harvesting system to support environmental sustainability.
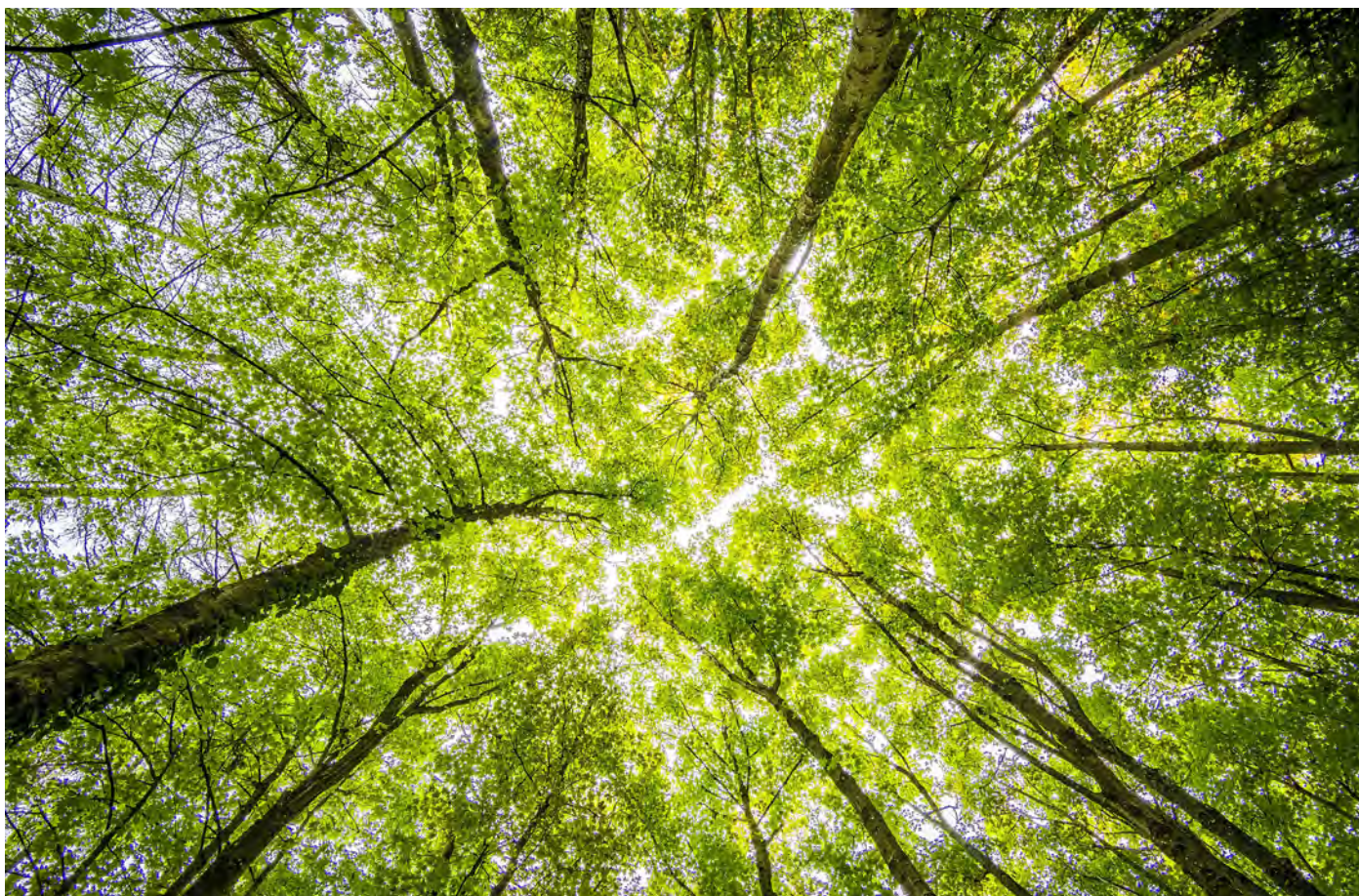
46. Source: Emissions data are sourced from Climate Watch Historical GHG Emissions (1990-2020). 2023. Washington, DC: World Resources Institute. Data retrieved from the World Bank Development Indicators Database – 13.2.2: CO2 Emissions per capita (n=143) as of October 7, 2024.
47. Source: Emissions data are sourced from Climate Watch Historical GHG Emissions (1990-2020). 2023. Washington, DC: World Resources Institute. Data retrieved from the World Bank Development Indicators Database – 13.2.2: CO2 Emissions per capita (n=143) as of October 7, 2024.

Theory of change (how action is expected to address SDG gap)	By replacing diesel-powered equipment with electric models and constructing our warehouses to internationally recognised green building standards, we aim to significantly reduce emissions. These actions collectively drive the decarbonisation of our business and contribute to global emission reduction goals while ensuring efficient global trade operations.

| METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
CO2 equivalent emissions	SFDR	Absolute KT CO2 emissions	Value	Year	Value	Year
			94	2022	Scope 1: 42% reduction Scope 2: 62% reduction	2030
	Baseline calculation methodology and source	Scope 1 GHG Emissions contain emissions from the following scopes : 1. Fuel combustion 2. Refrigerant releases Scope 2 GHG Emissions includes indirect emissions associated with purchase of electricity, steam, heat, or cooling, using a market based approach				
	Target Rationale	Aligned with the Group's SBTi validated near term commitments				

INTENDED IMPACT #6: INCREASE THE SHARE OF RENEWABLE ENERGY

SDG Contribution and Gap Assessment	**Target 7.2:** By 2030, increase substantially the share of renewable energy in the global energy mix.
	Indicator 7.2.1: Renewable energy share in the total final energy consumption (%).

Q1	Q2	Q3	Q4
11.50%	29.70%	34.92% 60.98%	95.37%
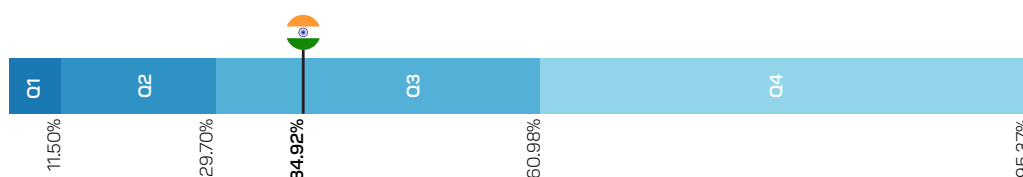
As of 2021, the renewable energy share in the total final energy consumption was 34.92% in India, which is below the peer countries' average of 36.7.[48]

Actions to achieve intended impacts	• **Green power sourcing:** We have initiated open access sourcing of green power at two terminals in Nhava Sheva (NSIGT and NSICT), replacing approximately 75% of conventional electricity consumption with green energy, resulting in a 50% reduction in carbon emissions at these facilities. • **Renewable energy procurement:** We are committed to increasing renewable energy procurement, achieving 60% renewable electricity by 2030 and aiming for 100% at select terminals. • **Solar power installations:** Solar power systems with capacities of 850 kW in Cochin and 2 MW in Mundra have been installed, contributing to our renewable energy goals. Further, we have already installed 7000 KWp and 2100 KWp is in pipeline.
Theory of change (how action is expected to address SDG gap)	By adopting green power sourcing and installing solar power systems, we aim to significantly increase the share of renewable energy in our operations. Our commitment to procuring 60% renewable electricity by 2023, with aspirations for 100% at select terminals, drives the decarbonisation of our business. These actions will reduce our carbon footprint and contribute to global emission reduction targets while ensuring efficient global trade operations.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Share of renewable energy sourced at our facilities	DP World	% of total power consumed	Value	Year	Value	Year
			2.17	2019	60	2030
	Baseline calculation methodology and source	Percentage of total energy consumption that comes from renewable sources				
	Target Rationale	The Government of India has set a target to achieve 50% of cumulative electric power installed capacity from non-fossil fuel-based energy resources by 2030. Also, Maritime India Vision which has a target to achieve 60% Renewables by 2030. While this target surpasses the government's broader vision, it aligns with our Group-wide objective of sourcing 100% renewable energy.				

48.   Source: Energy Balances, UN Statistics Division (2022), IEA (2022), World Energy Balances. Data retrieved from the UN SDGs Global Database - Indicator 7.2.1: Renewable energy share in the total final energy consumption (%) (n=125) as of September 16, 2023.

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INTENDED IMPACT #7: PROMOTE GENDER-EQUALITY

SDG Contribution and Gen Assessment	**Target 5.5:** Ensure women's full and effective participation and equal opportunities.
	Indicator 5.5.2: Proportion of women in managerial positions (%).

As of 2022, the proportion of women in managerial positions was 15.94% in India, which is below peer countries' median of 35.58%.[49]

Actions to achieve intended impacts	• **UDAAN Programme:** We launched UDAAN, a transformative initiative to recruit and train women for frontline roles in the logistics sector. This programme reflects our commitment to diversity, empowerment, and growth, while increasing the representation of women in the industry.
	• **Nayi Disha Upskilling Programme:** We introduced Nayi Disha to empower women working in and around our facilities. The programme offers a tailored development journey with experiential classroom sessions and hands-on experience in technical, functional, and behavioural skills, helping them become employable for entry-level roles.
	• **Gender diversity policies:** We rolled out new policies to promote gender diversity within our workforce, creating an inclusive workplace where women have equal opportunities to grow and develop.
	• **Employee resource groups:** We established networks focused on women's issues, giving them a platform to connect, share experiences, and support each other professionally.
	While most of our initiatives are focused on frontline women participation in the workforce, we aim to work towards having greater participation of women in managerial positions.
Theory of change (how action is expected to address SDG gap)	Our initiatives, which include targeted training programmes and supportive policies, aim to increase female representation in managerial roles. These actions support gender equality and contribute to our goal of achieving 25% female leaders by 2025, particularly in developing markets like India where challenges persist in the sectors where we operate.

49. Source: LFS - Labour Force Survey, HIES - Households' Integrated Living Conditions Survey, ILO modelled estimates, Nov. 2022. Data as of September 16th 2024, retrieved from the UN SDGs Global Database - Indicator 5.5.2: Proportion of women in managerial positions - 13th ICLS (%) (n=108) as of October 7th, 2024.

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Women in the organisation	UN SDG Indicators	% of women in total workforce	Value	Year	Value	Year
			3	2020	15	2028
	Baseline calculation methodology and source	Females as percentage of total workforce				
	Target Rationale	The target supports and aligns with the Group's target of 25% of females in Leadership positions by 2025, whilst taking into consideration challenges with gender equality representation in developing markets				

METRIC	METRIC DEFINITION AND SOURCE	UNIT OF MEASURE	BASELINE		TARGET	
Women workforce	Iris+	# of jobs created	Value	Year	Value	Year
			126	2020	2,400	2028
	Baseline calculation methodology and source	The number of jobs generated for women in our direct/indirect workforce or in the communities where we operate during the reporting period				
	Target Rationale	In India, female workforce participation is 37%, above our sector's average of 15% - 18%. We aim to close this gap and promote gender equality by creating 16,000 jobs by 2028 along with increasing the women particpation in our workforce, through both direct and indirect employment opportunities in our workforce and the communities where we operate.				

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IN THE TABLE BELOW, WE HAVE DISCLOSED OUR GROUP-LEVEL NEGATIVE IMPACTS AND THE POLICIES AND PROCEDURES IT HAS IMPLEMENTED TO MITIGATE THEM.

NEGATIVE IMPACT DISCLOSURE

THEMES	QUANTITATIVE METRICS	UNIT OF MEASURE	BASELINE VALUE	BASELINE YEAR	RELATED POLICY DOCUMENT
Climate Change mitigation and adaption	Carbon emissions Scope 1	Tonnes CO2	2,569,290	2022	2023 Sustainability Report
	Carbon emissions Scope 2	Tonnes CO2	604,737	2022	• Governance, Oversight and Risk Management (pages 12-15)
	Carbon emissions Scope 3	Tonnes CO2	3,355,205	2022	• Climate Change (pages 48-55)
	Total GHG Emissions Intensity per USD Revenue	Tonnes/million USD	476	2023	• TCFD Mapping Index (pages 87-91)
	Share of investment in companies active in the fossil fuel sector	%	Not reported	2023	Decarbonisation Strategy
	Share on non-renewable energy consumption	%	39	2023	
	Energy consumption intensity per high-impact climate sector	Energy consumption in GWh per million USD* of revenue	1.47	2023	
Water usage	Emissions to water	Tonnes of emissions to water generated	Not reported	2023	2023 Sustainability Report Group Sustainability Policy Biodiversity Statement
Pollution prevention	Hazardous waste ratio	Tonnes of solid hazardous waste	124,4760	2023	2023 Sustainability Report • Governance, Oversight and Risk Management (pages 12-15) • Climate Change (pages 48-55) • Water (pages 68-75) Group Sustainability Policy Group Health, Safety and Environment Policy
Biodiversity conservation	Activities negatively affecting biodiversity - sensitive areas	Share of sites/ operations located in or near to biodiversity-sensitive areas where activities negatively affect those areas	Not reported	2023	2023 Sustainability Report • Governance, Oversight and Risk Management (pages 12-15) Group Sustainability Policy Biodiversity Statement

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NEGATIVE IMPACT DISCLOSURE

THEMES	QUANTITATIVE METRICS	UNIT OF MEASURE	BASELINE VALUE	BASELINE YEAR	RELATED POLICY DOCUMENT
Labour and safety	Violations of UN Global Compact Principles and Organisations for Economic Cooperation and Development (OECD) guidelines for multinational enterprises	Number	Zero	2023	
	Processes and compliance mechanisms to monitor compliance with UN Global Compact Principles and OECD Guidelines for Multinational Enterprises	Yes / No	Yes	2023	
	Unadjusted general pay gap	%	Not reported	2023	
	Board gender diversity (Females in top management positions)	%	11	2023	
	Exposure to controversial weapons (anti-personnel mines, cluster munitions, chemical weapons, and biological weapons)	Yes/ No	No	2023	
Indigenous people	Not reported	Not reported	Not reported	Not reported	2023 Sustainability Report • Governance, Oversight and Risk Management (pages 12-15) • Ethics (pages 40-41) External Stakeholder Engagement Policy Human Rights Statement Modern Slavery Statement • Subject to asset specific Environmental and Social Impact Assessment and Management Plans
Cultural heritage	Not reported	Not reported	Not reported	Not reported	External Stakeholder Engagement Policy • Subject to asset specific Environmental and Social Impact Assessment and Management Plans

ANNEXURE - COUNTRY LEVEL ANNUAL REPORTING TABLES

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DP WORLD

Brazil

ANNUAL REPORTING TABLE

METRIC	UNIT	BASELINE VALUE	BASELINE YEAR	TARGET VALUE	TARGET YEAR	2027	2028	2030
ANTICIPATED IMPACT						REALISED IMPACT		
INTENDED IMPACT #1: INCREASING EXPORTS AND IMPROVING OVERALL LOGISTICS EFFICIENCY IN SANTOS								
Decrease in storage time at port terminals	hour	8	2024	7	2029			
Increase in freight volume carried by Rail	TEUs /P.A.	20,827	2023	37,008	2028			
Decrease in truck in and out time (train, barge)	# hours	0.69	2024	0.70	2029			
Increase in total number of containers handled	# TEUs	1,091,526	2023	1,719,175	2029			
INTENDED IMPACT #2: IMPROVING THE AGRICULTURAL SECTOR IN THE COUNTRY BY BOOSTING EXPORTS AND IMPORTS								
Increase in the number of exports of pulp	Million tonnes per annum	3.5	2024	5.0	2029			
INTENDED IMPACT #3: PROVIDING SOCIAL SERVICES TO LOCAL COMMUNITIES								
Increase number of students trained	Total number of students / undergraduates trained	60	2023	120	2030			
INTENDED IMPACT #4: IMPROVING THE SUSTAINABILITY OF ITS OPERATIONS								
Increase in water savings from improved irrigation, stormwater and rainwater capture, groundwater recharge and/or the reuse of highly treated wastewater	m³/year	561	2023	617	2024			
Decrease in volume of non-recyclable waste reduced.	Kg/ModTEU	0.34	2023	0.32	2024			
INTENDED IMPACT #5: IMPROVE EMPLOYMENT GENERATION								
Increase in Employment generation	# of jobs created	1,748	2024	5,000	2030			

DP WORLD

Brazil

ANNUAL REPORTING TABLE

ANTICIPATED IMPACT						REALISED IMPACT		
METRIC	UNIT	BASELINE VALUE	BASELINE YEAR	TARGET VALUE	TARGET YEAR	2027	2028	2030
INTENDED IMPACT #6: REDUCE CO2 EMISSIONS AND INTENSITY								
Decrease in CO2 equivalent emissions	Tonnes CO2	Scope 1&2: 13,308.34	2023	Scope 1&2: 7,718.84 Scope 3: 1,575.33	2027			
CO2 emissions intensity reduction	KgCO2/ModTEU	Absolute: 13,65 Scope 1 &2: 10,686 Scope 3: 2,189	2023	Absolute: 7,91 Scope 1 &2: 6,198 Scope 3: 1,27	2027			
INTENDED IMPACT #7: INCREASE THE SHARE OF RENEWABLE ENERGY								
Share of renewable energy sourced at DP World facilities	% of total power consumed	100	2023	100	2030			
INTENDED IMPACT #8: PROMOTE GENDER-EQUALITY								
Increase in the female participation in the MentorHer programme	# of women trained in Brazil	7	2024	12	2030			
Increase in % of women in the organisation	% of women in total workforce	16	2024	20 (minimum) up to 50	2030			

DP WORLD

Senegal

ANNUAL REPORTING TABLE

ANTICIPATED IMPACT						REALISED IMPACT		
METRIC	UNIT	BASELINE VALUE	BASELINE YEAR	TARGET VALUE	TARGET YEAR	2027	2028	2030
INTENDED IMPACT #1: CREATE AN INTEGRATED MULTIMODAL TRANSPORTATION, LOGISTICS AND INDUSTRIAL HUB								
Increase in volume of container throughput/ Increase in total cargo handled	# TEUs	800,000	2023	875,000	2025			
Decrease in port dwell time	#days	11.5	2023	11.4	2025			
INTENDED IMPACT #2: PROVIDE SMART AND INNOVATIVE END-TO-END LOGISTICS AND TRADE SOLUTIONS								
Increase in crane performance	moves made/hour	21	2023	28	2024			
Decrease in yard utilisation rate	%	77%	2023	75%	2024			
Proportion of customers using our digital DP World Dakar customer platform	Percentage of digital customer transactions	70%	2023	100%	2024			
Decrease in accidents/ fatalities	Reportable Injury Frequency Rate (RIFR)	0	2017	0	2027			
INTENDED IMPACT #3: ENABLE ECONOMIC DEVELOPMENT OPPORTUNITIES								
Increase in the number of women trained per Solar Mama cohort	Percentage increase in cohort size	0%	2022	100%	2026			
Increase in permanent jobs created	# of jobs created	525	2023	787	2027			
Increase in the proportion of women in managerial positions	%	15%	2019	25%	2028			
Increase in the proportion of women in the workforce	%	8%	2024	13%	2030			
Amount spent on people training and development	Percentage increase in US$ spent	0%	2022	75%	2027			

DP WORLD

South Africa

ANNUAL REPORTING TABLE

METRIC	UNIT	BASELINE VALUE	BASELINE YEAR	TARGET VALUE	TARGET YEAR	2027	2028	2030
ANTICIPATED IMPACT						REALISED IMPACT		
INTENDED IMPACT #1: SUPPORT 1.5-DEGREE PATHWAY AND DP WORLD SCIENCE-BASED TARGETS								
Increase in % of renewable electricity contribution toward electricity demand	%	~9%	2022	Up to 20%	2030			
Increase in number of greener vehicles in fleet	# of greener vehicles in fleet	~150	2022	Up to 1000	2030			
INTENDED IMPACT #2: CONTRIBUTE TOWARD GENDER AND RACIAL EQUALITY IN THE WORKFORCE								
Increase in women across the workforce in South Africa	%	22%	2022	Up to 30%	2030			
INTENDED IMPACT #3: HEALTH & SAFETY OF THE WORKFORCE								
Decrease in lost time injury frequency rate in Road Freight division of Logistics SSA business (LTIs per 1 million hours worked)	%	4.6	2023	Year-on-year improvement in LTIFR	Annual			
INTENDED IMPACT #4: INCLUSIVE PROCUREMENT, TO EXPAND ECONOMIC OPPORTUNITIES TOWARDS MARGINALISED GROUPS								
Increase in absolute value of procurement from Black women-owned companies	%	16.06% (approx. US$168.3 million or R2.949 billion)	2022	c.12.0%	2025			
Percentage and Absolute value of procurement from QSEs and EME companies	%	18.43% (approx. US$193.2 million or R3.385 billion)	2022	c.15% QSE c.15% EME	2029			
INTENDED IMPACT #5: COMMUNITY IMPACT THROUGH STRATEGIC COMMUNITY INVESTMENT PARTNERSHIPS: HEALTHCARE								
Increase in number of patients treated each year in our funded clinics	%	361,099	July 2021 – June 2022 (F2022)	Year-on-year increase in number of patients treated	2031			
Increase in the number of nurse-preneurs and staff in our funded clinics	# of nurse-preneurs and staff	461	July 2021 – June 2022 (F2022)	Year-on-year increase in number of nurse-preneurs and staff	2031			

DP WORLD

South Africa

ANNUAL REPORTING TABLE

	ANTICIPATED IMPACT					REALISED IMPACT		
METRIC	UNIT	BASELINE VALUE	BASELINE YEAR	TARGET VALUE	TARGET YEAR	2027	2028	2030
INTENDED IMPACT #6: COMMUNITY IMPACT THROUGH STRATEGIC COMMUNITY INVESTMENT PARTNERSHIPS: EDUCATION								
Increase in number of libraries opened	# libraries	65	End 2022	c.100	2025			
Increase in number of learners with access to libraries	# of learners	77,000	End 2022	c.110,000	2025			
Increase in number of jobs created for library assistants	# of jobs created	65	End 2022	c.100	End 2025			
INTENDED IMPACT #7: COMMUNITY IMPACT THROUGH STRATEGIC COMMUNITY INVESTMENT PARTNERSHIPS: ROAD SAFETY								
Increase in cumulative number of learners reached with road safety awareness through our funded programme	Cumulative number of learners reached	1.5 million	Beginning 2023	c.1.7 million	End 2025			

DP WORLD

Somaliland

ANNUAL REPORTING TABLE

ANTICIPATED IMPACT						REALISED IMPACT		
METRIC	UNIT	BASELINE VALUE	BASELINE YEAR	TARGET VALUE	TARGET YEAR	2027	2028	2030
INTENDED IMPACT #1: INCREASING EXPORTS AND IMPROVING OVERALL LOGISTICS EFFICIENCY								
Decrease in days in storage	# days	16	2017	7	2028			
Decrease transit time (port-to-port)	# cargo movement/ voyage time	8 weeks	2017	3 weeks	2027			
Decrease in truck in and out time (train, barge)	# hours	8	2017	45 minutes	2027			
Increase in total number of containers handled	# TEUs	143,256	2023	435,000	2030			
INTENDED IMPACT #2: IMPROVE SUSTAINABILITY OF OPERATIONS								
Coral reef transplanted	% of habitat offset area	75	2023	100	2028			
Decrease in GHG Emissions	kgCO2e/Modified TEU	Intensity emission 30.28kgCO2e/ Modified TEU	2022	30% reduction against a 2022 baseline: Intensity emission 21.19kgCO2e/ Modified TEU	2030			
Increase in the proportion of women in managerial positions	%	7.6	2023	20	2030			
Increase in individuals trained by DP World	US$ million spent on people training and development	US$21,000	2017	Over US$6 million	2030			
INTENDED IMPACT #3: ENHANCING EDUCATION AND ADMINISTRATIVE CAPACITY AT BERBERA REGIONAL HOSPITAL								
Increase the proportion of operational costs in the trauma centre that is funded by its own revenue	%	20	2023	100	2030			
Increase in the number of scholarships provided	# of scholarships provided	0	2017	82	2031			

DP WORLD

India

ANNUAL REPORTING TABLE

ANTICIPATED IMPACT						REALISED IMPACT		
METRIC	UNIT	BASELINE VALUE	BASELINE YEAR	TARGET VALUE	TARGET YEAR	2027	2028	2030
INTENDED IMPACT #1: EMPOWERING MANUFACTURERS TO REACH NEW MARKETS AND EXPAND FOOTHOLD IN CONVENTIONAL MARKETS								
Decrease in storage days at port terminals	%	3.3	2018	25% reduction	2028			
Road to Rail conversion (Increase in container volume carried by Rail)	TEUs / P.A.	100	2023	12,000	2028			
INTENTION #2: INCREASE FDI IN INDIA THROUGH FREE TRADE ZONES								
Increase in the number of international customers using FTWZ in India	# of customers	25	2023	50	2028			
INTENDED IMPACT #3: INCREASE ACCESS TO GLOBAL TRADE FOR SMES THROUGH THE EXPANSION OF DIGITAL CHANNELS								
Increase in the number of SMEs served directly	# of SMEs	1,500	2022	5,000	2027			
INTENDED IMPACT #4: IMPROVE TECHNICAL SKILLS IN LOCAL COMMUNITIES								
Number of students trained	Total number of students / undergraduates trained	5,000	2023	8,000	2027			
INTENDED IMPACT #5: REDUCE CO2 EMISSIONS								
CO_2 equivalent emissions	Absolute KT CO_2 emissions	94	2022	Scope 1: 42% reduction Scope 2: 62% reduction	2030			
INTENDED IMPACT #6: INCREASE THE SHARE OF RENEWABLE ENERGY								
Share of renewable energy sourced at our facilities	% of total power consumed	2.17	2019	60	2030			
INTENDED IMPACT #7: PROMOTE GENDER-EQUALITY								
Women in the organisation	% of women in total workforce	3	2020	15	2028			
Women Workforce	# of jobs created	126	2020	2,400	2028			

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i   Using most recent data available. Peer countries refers to 144 countries eligible to borrow from the World Bank Group.

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