

Our World Our Future

Sustainability is a fundamental aspect of being a responsible business; for our customers, our people, our society and our environment. We believe doing the right thing today is the best way to thrive in the future.

Only by taking this long-term view can we guarantee our continued corporate growth and development and ensure we are building a legacy that we can be proud of.

Our approach to sustainability goes beyond fulfilling a legal obligation, and is more than just a sense of corporate responsibility. It seeks to create new value for all our stakeholders. It is not a simple process, and we welcome the discussion and debates that inevitably arise from diverse perspectives and different operating conditions.

We aim to embed sustainability into our business model, our culture, our governance and our operations around the world. Our Sustainability Advisory Committee, provides leadership and support in achieving this integration.

We are working closely with our businesses to develop our Group approach to sustainability. We have appointed nearly 100 sustainability champions across the Group and a number of regions and terminals have established local advisory committees to support sustainability development and integration.

We filed our first submission for the Dow Jones Sustainability Index in 2015. This was a useful exercise, and highlighted several areas where we need to direct our focus. We continue to disclose our carbon emissions to CDP, an organisation working with corporations to measure and manage environmental impacts. In 2015, we received our strongest results with a score of 95 A- compared with our 2014 score of 81B. This result ranked us in the top 10% in both the transport industry and the industrials sector.

Our World, Our Future

We see sustainability as an essential part of the DP World culture, and we are dedicated to sharing our work with our customers, people, communities, suppliers and partners. In 2015 we worked with social change and communication specialists Forster, to develop our sustainability approach and strengthen the way we communicate our initiatives.

In 2016 we will launch Our World, Our Future, a global programme to bring sustainability into every aspect of our work. This is a long-term investment aimed at driving best practice and fostering innovation in sustainability around the world, while measuring and reporting on our progress.

Our World, Our Future focuses on the following four core commitments, with each commitment further broken down into a number of priority areas:

- Protecting our **environment**
- Investing in our **people**
- Building a vibrant, secure and resilient **society**
- Ensuring the highest **safety** standards

For each commitment, we ask ourselves:

- What **have** we done so far?
- What **are** we doing at the moment?
- What **will** we do in future?

The answers to these questions will guide our efforts as we embed sustainability across the Group.



Sultan Ahmed Bin Sulayem
Group Chairman and Chief Executive Officer

"We are committed to being world leaders in sustainability. It is as important to us commercially as it is to the societies in which we operate. As a major global employer we know we can play a significant role in improving people's lives, strengthening their communities, and protecting their environment. This is what sustainability is all about, and it is a responsibility we take very seriously. I am proud

of what we have achieved in this area over the past year – not only through our corporate efforts but also from the huge contribution made by our team across the globe. I'm looking forward to building on what we've achieved so far, and finding ways to do more, to do better, and to continue to prove that sustainability is something that matters to everybody."



What **have** we done so far?

What **are** we doing at the moment?

What **will** we do in the future?



Protecting Our Environment



We have

accurately measured our resource consumption



We are

actively seeking to reduce our use and monitoring our performance



We will

innovate and invest in new technologies so we can continue to be more efficient and responsible in our resource use



We have

identified potential sources of pollution



We are

minimising our emissions



We will

continue to eliminate sources of pollution where we can



We have

built dialogue with our stakeholders to anticipate change and develop long-term solutions



We are

transparent in our communication, publishing our results through our annual report and www.dpworld.com



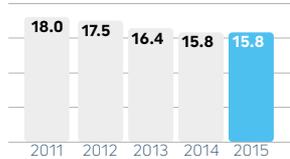
We will

continue to set targets for improvement and report our progress annually

Our Performance

Emissions Intensity KgCO₂e/Mod TEU⁶

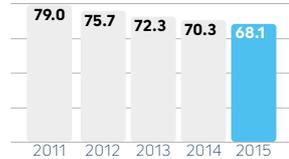
15.8



For the fifth consecutive year, we reduced our emissions intensity which measures the greenhouse gases produced for each unit we shift, including both direct emissions (such as fuel used on site) and indirect emissions (such as electricity purchased from the grid). Over the past five years, our efforts have resulted in a steady decline of emissions, with a 12% reduction achieved during this period.

Energy Use MJ Energy/TTM

68.1



In 2015, we again reduced our energy use, which we measure as mega joules of energy used per total terminal move (MJ Energy /TTM). Over the past five years, we have reduced our energy use, by 14%.



Our ultimate goal is to cause zero harm to the environment, and environmental protection is a consideration across all our activities. We seek to constantly improve our understanding of our environmental impact, and the risks and opportunities related to our operations. We actively look for ways to reduce our environmental footprint and to contribute to lasting environmental benefits across our regions, focusing our resources on those areas where we can make the biggest difference. We capture and report on all environmental impacts at terminals in our Group where we have operational control for the full calendar year.⁷

We set global environmental targets which are then applied regionally and in our terminals. To achieve these targets, we have launched initiatives at terminals across our global portfolio and in their wider communities. Innovations range from solar-powered street lighting in Sokhna (Egypt) to the introduction of biodiesel in vehicles in Australia.

6 KgCO₂e/Mod TEU (kilograms of carbon dioxide equivalent per twenty-foot equivalent unit) is the sum total of both scope 1 and scope 2 emissions normalised against Modified TEU for business to business comparative measurement.
 7 We have operational control over a terminal in our Group if we have the full authority to introduce and implement our operating policies at the terminal.

Objectives for 2015



Objectives

Continue our efforts to reduce our carbon emission and energy use through different programmes and initiatives

Focus on water conservation and waste management initiatives, with the aim of reducing our water footprint and increasing the percentage of recycled waste at our terminals

Broaden our programmes to other areas of environmental concern such as air quality, ecosystems and supply chains and consider the potential for large scale environmental controls at our terminals

Progress

DP World facilities reduced carbon emissions through a broad range of actions, including the improved measurement of fuels and electricity, optimising and improving efficiencies in terminal operations, embracing renewable energy projects, retrofitting lighting with energy-efficient LEDs and investing in low-carbon technologies such as eco rubber-tyred gantry cranes.

In Dubai, we completed the first successful year of our partnership with the Carbon Ambassadors Programme, which aims to create the next generation of environmental innovators. Students selected from UAE universities received training in sustainability, carbon emission reduction, and climate change mitigation and adaptation. As part of the programme, teams of young Carbon Ambassadors each transformed a 20-foot shipping container into a self-sustained bus shelter. We provided the containers and a budget of US\$10,000 for each team, and our staff helped evaluate the project proposals and acted as mentors to coach and support the teams.

Our 'Use Water Wisely' campaign encouraged employees to reduce daily water consumption in our buildings. We developed supporting materials to help terminals and teams organise and plan water conservation events.

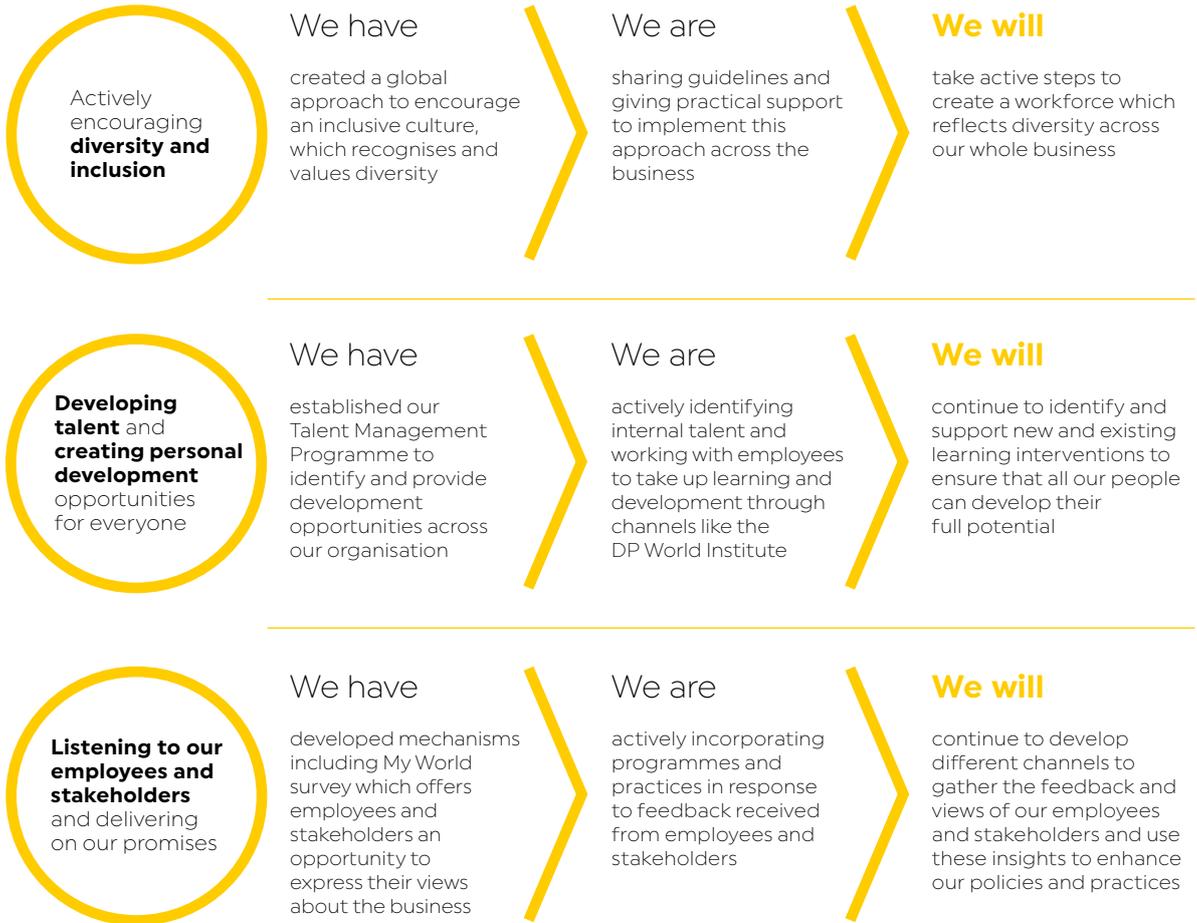
Thousands of port employees around the world contributed their time and effort to a joint environmental initiative launched by marine terminal operators. In line with our strategy of adopting a local approach to the implementation of our global environmental initiatives, 38 of our marine terminals across 29 countries organised activities tailored to the needs of the communities they impact. Employees across the world took part in a wide range of events from a cycling marathon, public square beautification and tree planting in Sokhna (Egypt) and Karachi (Pakistan), alongside beach clean-up drives in Chennai (India), a 'Green Race' in Buenos Aires (Argentina) and the recycling of old drums and tyres into planter pots in Jeddah (Saudi Arabia).

In collaboration with regulatory bodies and neighbouring stakeholders, our DP World London Gateway hibernacula project took waste materials from the port and reused them to provide habitats for important species that occupy land adjacent to our site. Our Friends of the Bay project in Caucedo (Dominican Republic) was born with the objective of saving the coral reef by relocating the colonies to a suitable area and in the process engage the local community and develop a sustainable programme to protect the eco system and marine environment around the Port of Caucedo.

We also worked to improve supply chain efficiency with the ongoing implementation of our vehicle booking system that reduces third party vehicle waiting times with the additional benefit of decreasing emissions through idling vehicle engines.



Investing In Our People



DP World Doraleh (Djibouti)

We continue to invest in our people by embracing diversity, encouraging personal development and empowering them with the tools to drive change.

Our people are at the heart of our success, and understanding their views is essential to creating an environment in which everybody can thrive. During 2015, nearly 23,000 of our team took part in our My World employee engagement survey. This latest survey has provided a wealth of information, revealing significant links between employee perceptions and business performance. As well as enabling us to monitor the effectiveness of actions taken in response to previous feedback, the 2015 survey has resulted in several commitments by senior leadership which will help shape the direction we take as a business.

Our results stood up strongly against a comparison group within our sector at both global and regional levels. Encouragingly, there was a significant improvement in the perception that we provide a work environment that accepts ethnic, gender and religious differences. The responses showed an increased sense of pride in being part of the DP World Group. Key areas where we can boost engagement include promoting career development through training, encouraging communication from top management and upholding our focus on providing a work environment that is safe for all.

We continue to invest in the development of our team's skills and knowledge. In 2015, the DP World Institute delivered a wide range of courses, opening up a selection of courses to external individuals and organisations for the first time. We are offering more online learning to maximise participation and reduce the environmental impact associated with corporate travel. In 2015, over 8,000 online training modules were completed by our team members across 32 countries.



Sultan Ahmed Bin Sulayem
Group Chairman and
Chief Executive Officer

"We are proud that our team overwhelmingly feel that they work for a responsible employer. In our 2015 My World survey, 79% agreed with the statement "I believe my business unit is environmentally responsible", 77% that "DP World is corporately responsible in the community" and 74% that "Top management of my business unit demonstrate responsible behaviour."

Objectives for 2015



Objectives

Roll out further executive and senior leadership development programmes

Introduce a global e-learning module in a number of languages, covering subjects including leadership, personal skills and safety training

Focus on initiatives such as encouraging and creating workplaces suitable for disabled workers

Progress

We engaged with leading business schools, such as Harvard, London Business School (LBS) and Cranfield, to enhance the strategic thinking of our executives and senior managers. Six of our management team joined chief executives from five major global companies in the LBS Global Business Consortium, a six-month programme with learning events across four countries. A further 39 of our global managers participated in an online Harvard Business leadership series tailored to our four strategic leadership pillars, with live lectures streamed from Harvard. We also launched 30 new leadership courses in a variety of delivery formats including leadership competency e-learning modules. This enabled us to engage with over 1,000 of our management team across our Group.

In 2015 we re-launched our iLearn learning platform as an integrated solution offering over 100 online training modules covering a variety of subjects, from safety to self-development. Modules have been released in 17 languages to increase participation across our diverse and global group.

Following the approval of our Diversity and Inclusion Policy, we developed a toolkit in 2015 for our businesses to assess their progress in implementing the policy. A number of our terminals reported initiatives to create workplaces suitable for disabled workers, including electric desks at Rotterdam World Gateway (Netherlands) that provide easier access for employees using wheel chairs. In our subcontinent terminals, braille signage has been installed in elevators and all terminals now have wheelchair accessible entrances.

We also reviewed our recruitment practices, encouraging business units to recruit in a more progressive way and engage with communities to create inclusive recruitment environments.

Our team at DP World London Gateway Port attended disability job fairs during the year and ran insight days for British soldiers, who have or are likely to be medically discharged, to introduce them to opportunities within the DP World Group.

Our Team

Region		Years of Service	
Asia Pacific & Indian Subcontinent	28%	0 to 5 years	42%
Australia & Americas	15%	6 to 10 years	26%
Middle East, Europe & Africa	57%	11 to 20 years	24%
		Above 20 years	8%

The regional spread of our workforce reflects our business focus on growing markets. With 38 operating terminals across our Middle East, Europe and Africa region, compared with 26 in the Asia Pacific and Indian Subcontinent region and 13 in the Australia and Americas region, this metric reflects the shape of our portfolio. The shift in percentage against our 2014 figures also reflects the acquisitions made during 2015, particularly in the Middle East, Europe and Africa region.

We continue to attract new employees into the business which is reflected in the 0 to 5 years' service category. We also continue to maintain low attrition levels which is reflected in the increased numbers in the 11 to 20 years' service category as compared with our 2014 figure of 19%.

Job Level		Age of Employees	
Executive Management	3%	Up to 30 years	26%
Middle Management	14%	31 years to 50 years	63%
Operational and Support Staff	83%	51 years and above	11%

Reflecting the nature of our business, the majority of our workforce is employed in operational roles. Our team of supervisory and middle management staff provides appropriate support to our senior and executive management in achieving our strategic priorities.

We continue to have a well-diversified age profile across our Group, which remains consistent with our 2014 figures.

Gender Diversity	
Male	93%
Female	7%

This metric shows the gender diversity of our team as at 31 December 2015.

Wherever we operate we strive to create an inclusive culture in which diversity is recognised and valued. We continue to introduce initiatives to improve the diversity of our team, particularly with regards to gender diversity. For example, in Jebel Ali (UAE), remote control quay cranes have been introduced to encourage a more diverse workforce, including the attraction of female crane operators. As a result of this initiative, and others across our portfolio, we are pleased to see improvement in our gender diversity figures. While we are proud of this progress, gender diversity is one area that we will continue to focus on in 2016 and beyond.

DP World Dakar (Senegal)





Ensuring The Highest Safety Standards



Meeting and exceeding **best safety policy and practice**

We have

identified our legal obligations and ways to exceed these with industry-leading practice



We are

monitoring and reporting on our performance



We will

continue to work with all stakeholders and employees towards our zero harm approach



Identifying and controlling health and safety risks

We have

employed safety leaders to identify and control safety risks



We are

working with our most challenged sites to improve safety standards



We will

continue to share leading practices to establish and maintain an industry leading position on safety standards



Supplying, providing and maintaining **safe equipment**

We have

established minimum standards and identified clear processes for replacement of equipment to meet these



We are

setting industry standards for maintaining our equipment



We will

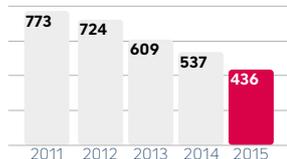
continue to work with original equipment manufacturers to drive innovation and develop safer equipment

Our Performance

Despite a further increase in containers handled by our team in 2015, we significantly reduced our lost time injuries, which fell by nearly 19% compared to 2014. This contributed to a reduction in the lost time injury frequency rate from 5.2 in 2014 to 4.3 in 2015.

Lost Time Injuries

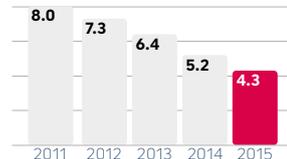
436



A lost time injury is an injury directly related to a workplace incident resulting in injury or illness where, through medical direction or personal circumstances, the person is unable to return and complete their next scheduled work shift.

Lost Time Injury Frequency Rate

4.3



The lost time injury frequency rate is the total number of lost time injuries divided by the total hours worked and then multiplied by one million:

LTIFR = $\frac{\text{Number of LTIs} \times 1000000}{\text{Number of hours worked}}$

Our people are the key to our success and their safety, security and wellbeing is our top priority. Safety is at the heart of our operations as we strive towards our goal of zero harm.

Our corporate and regional teams implement global policies and guidelines to achieve the safest and most efficient methods of operation, and carry out regular audits to review the operation of these processes. We have zero tolerance of conditions and behaviours that contribute to workplace incidents. As well as meeting or exceeding legislative requirements in the markets where we operate, we comply with the framework of the internationally recognised certification system OHSAS 18001.

We conduct engagement programmes across our global portfolio to ensure our terminals effectively manage high-risk activities to protect our people, our assets and our environment. The programmes identify, assess and provide controls for key areas of risk including our equipment, frequent visitors to our terminals, quay operations and terminal access gates.

We capture and report on all safety impacts at terminals in our Group where we have operational control for the full calendar year. This includes collecting, analysing, reporting and monitoring data on a monthly basis in order to measure the safety performance of our terminals. Incidents are investigated and we have a working group in place to highlight trends, reduce risk factors and identify and implement measures aimed at eliminating future incidents.

Objectives for 2015



Objectives

Enhancing our reporting through our critical incident reporting system

Continuing to reduce risk through engagement programmes and developing our risk control capabilities as our operational profile changes

Focus on raising the competency of our safety and environment team by providing industry-specific training programmes

Progress

We introduced training for terminal teams, aimed at improving our ability to learn from incidents. This training covered accident causation, preliminary investigation, interviewing skills, analysing information and preventative controls.

We introduced two new engagement programmes aimed at managing safety risks in 2015. We also developed a best practice toolkit, to help terminals further control their risks.

In 2015, we continued our rolling programme of assessments and began our due diligence and risk reduction visits. During the year, we conducted 21 visits to 15 sites.

Safety and environment modules for different competency levels were prepared in 2015 and will be rolled out in 2016. Content and exercises are tailored to DP World and port industry applications, systems, policies and procedures.

Reportable injuries were 23% lower than 2014, leading to a reportable injury frequency rate of 7.2 in 2015, compared with 9.3 in 2014. We are encouraged that the implementation of our safety initiatives and the dedication of our Board, senior management and terminal teams has further improved our safety performance in 2015. We remain committed to achieving our goal of zero harm.

Reportable Injuries

726

A reportable injury includes fatalities, lost time injuries and injuries or illness from a workplace incident where the person needs medical attention, either onsite or offsite, by an authorised medical practitioner.



Reportable Injury Frequency Rate

7.2

The reportable injury frequency rate is the number of reportable injuries divided by the total hours worked and then multiplied by one million:



RIFR = $\frac{\text{Number of RIs} \times 1000000}{\text{Number of hours worked}}$



Building a Vibrant, Secure and Resilient Society



Building **social infrastructure**

We have

created employment opportunities in the communities in which we operate

We are

continually vigilant about the security of our people and assets. Our commitment to ISO 28000 is one example of our commitment to go beyond the minimum global security standards within the supply chain

We will

develop a formal approach to assessing risk in our supply chain and developing a response



Strategic **community investment**

We have

established programmes across the globe supporting issues of social relevance such as education, health and marine protection

We are

working with leading benchmarking organisations to monitor and measure the impact of our community investment and report this through our annual report and www.dpworld.com

We will

launch a global education programme in 2016 which aims to reach out to 34,000 young people (8–14 years) by 2020 with 70% reporting a positive impact from the programme



Strategically partnering with organisations on issues of importance to the industry

We have

worked in partnership with industry and governments on counter-piracy

We are

active members of the United for Wildlife taskforce looking at the serious issue of illegal wildlife transportation

We will

develop a formal approach to stakeholder engagement to identify issues that are relevant to our industry.



DP World Dakar (Senegal)

We are committed to building a vibrant, secure and resilient society through strategic investment in areas affecting our people and our industry.

Education is an important focus area for DP World. An educated and skilled workforce is critical to commercial success, and to the development of a peaceful and stable global society. In 2015, education accounted for approximately 36% of our contribution to local communities.

To ensure that our community investment is as effective as possible, we measure its real value and impact, both to society and to our business. In 2015, we strengthened our approach by joining the London Benchmarking Group (LBG), the global standard for measuring corporate community investment. LBG is a network of businesses that are committed to positive social change, working together to learn and share ways to improve measurement and make a greater difference.

Our commitment to leading our industry in developing innovative measures that address global security risks is clear. In 2015, we chaired the security work of the Global Port Group, which brings together all major port operators to exchange ideas and expertise. During the year, we attended regional and global workshops and conferences, and ran a number of programmes to bridge the gap between Government and industry on security initiatives.

As part of our commitment to enhance security, all our terminals are part of our programme focused on achieving ISO 28000 certification. To date, 38 of our terminals have achieved certification.

To support our commitment to building social infrastructure, we increased our engagement with our suppliers on sustainability issues. In 2015, we carried out an initial, high-level risk analysis of our suppliers, and will develop this in 2016 by strengthening long-term procurement planning, ensuring suppliers are aligned with our sustainability priorities, and establishing criteria to measure their performance against sustainability objectives.

Objectives for 2015



Objectives

Progress

Focus on collecting and reporting the right data, to ensure we can effectively measure and manage our community investments and to inform management decisions

In 2015, we implemented a new system for collecting data on community investment. The results have already been used to revise our strategy. For example, analysing our education investments showed that we could make a bigger impact with a more strategic, focused approach. This has resulted in a new education programme that we are launching in 2016.

Further build on the success of DP World's first Global Volunteer Week

More than 821 employees in 19 countries took part in our second Global Volunteer Week in December 2015. They supported 8459 people through 55 organisations in priority areas such as education, health and marine conservation.

Continue to encourage and support our people getting involved across the community

Our teams were involved in a wide range of community initiatives during the year. These included our Go Green week in September 2015, as well as volunteering and fundraising in response to humanitarian emergencies in Nepal, India, Mozambique and Pakistan. Our support helped provide essentials including food, blankets, hygiene kits and medical equipment to people made homeless by disasters.

Continue to develop frameworks and share guidelines across the Group to improve our global sustainability progress

In March 2015, we held our first ever meeting for our sustainability champions. During the two-day event, 21 champions from 12 countries shared experiences and explored issues such as communications, diversity and working with customers and suppliers on sustainability initiatives.

Develop a framework for working constructively with suppliers to assess their sustainability approach

We completed a spend analysis snapshot for a better understanding of our most critical suppliers, focusing on increasing spend visibility, supplier rationalisation and identifying potential sourcing opportunities. This provides an important foundation for changing our future buying behaviour and supplier risk tracking, where supplier engagement on sustainability issues will be of increased importance.

Develop tools for our terminals to engage locally with stakeholders on sustainability issues and initiatives

We developed a toolkit for sustainability champions, available as a hard copy and online. It provides guidance and tools for stakeholder engagement and issues such as volunteering.

Develop a framework and value proposition for regions and terminals when working with customers to understand their sustainability issues

Customer interaction formed part of the toolkit developed and distributed to our sustainability champions.