

# Our World, Our Future

Working in a sustainable and responsible way is essential: it is how we build a strong business for our customers, our people and our society, now and for the future. In 2016 we took our commitment to sustainability to a new level.

When we started, sustainability was an aspirational idea. We knew it made sense ethically and for our long term corporate growth. But we also knew it would take effort and resources to transform good intentions into practical action.

Sustainability needed to become a strategic priority for DP World. In 2016, this approach has shown results across all our operations: aspiration has become reality, and we are proud to be leading the way in our industry.

In February 2016, we launched Our World, Our Future – an ambitious programme that embeds sustainability at the heart of everything we do, across our network.

Our World, Our Future is a major long term investment to drive best practice and foster innovation in sustainability around the world, while measuring and reporting on our progress. It focuses on four core commitments which cut across the entirety of our business:

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

Each of these commitments includes specific aims, and we measure our progress against each one. Our World, Our Future is a dynamic programme: we always seek to go further and do more. The results are becoming clear in many aspects of our operations. We continue to disclose our progress to the Dow Jones Sustainability Index and CDP, a global not-for-profit company that measures and manages corporate environmental impacts. On climate change, our CDP score has dramatically improved, from a C in 2013 (demonstrating knowledge or “awareness” of climate change issues) to a “leadership” score of A- in 2016 (demonstrating we are actively shaping best practice in our sector). We excelled in other CDP categories such as governance and strategy, risk and opportunity management and emissions management, achieving numbers much higher than sector and region averages. We will continue to engage with CDP in the year to come. At any given moment, we are working towards all of our sustainability commitments, all over the world.

Our World, Our Future has been a catalyst for improving our performance around the world since its launch in February, 2016. Every region has been involved in running individual initiatives, and we have coordinated several high-profile global programmes, reflecting the collective commitment to sustainability at the core of DP World.

Notable milestones this year include:

- **Global Education Programme** – DP World volunteers have embarked on an initiative to bring the trade and logistics sector into classrooms around the world, inspiring students, developing skills and giving something back to our local communities. We have successfully worked with more than 2,000 8 to 14 year-olds since the scheme launched and we aim to reach 34,000 by 2020. Our volunteers are getting a lot out of the experience too (see page 26).
- **United for Wildlife** – The illegal wildlife trade is a huge threat to many of the world's best-loved species, as well as having huge social and economic costs. As leaders in the logistics sector we can play an important role in combatting it. We have joined up with United for Wildlife, a global alliance of wildlife charities committed to fighting the trade, as a member of its “Transport Taskforce”. The Taskforce promotes ‘zero tolerance of transport of illegal wildlife parts across borders’, and we are working with others in our industry to do everything we can to help stamp out this international crime.
- **World Water Day** – Everyone's job at DP World is affected by access to freshwater – and water scarcity is one of the most serious issues in the world today. We have a responsibility to do what we can to use water more effectively, and World Water Day was a focus for our efforts in 2016. We provided staff with tools and ideas for actions they could take at our sites around the world, and supported them as they put them into practice. This year, we've achieved almost 40 million litres of reduced water consumption across our worldwide operations.
- **Vendor Code of Conduct** – Our commitment to sustainability is not simply an in-house concern: it also means influencing others and working with those who share our values. In July 2016 we launched a global Procurement Code of Conduct to consolidate this aim. It is based on a new Vendor Relationship Management programme which helps our people organise, select and manage vendors who share our passion, and who we know will support the standards of sustainability and responsibility we expect. We expect our vendors to comply with all applicable safety and environmental legislation, adhere to our sustainability principles and commitments, and work to continuously improve their approach to sustainability.

“As leaders in our sector, we have a particular responsibility to show that it's possible to operate effectively on a global scale in a way which benefits society, protects the environment and gives our children a future to look forward to. This year's launch of Our World, Our Future embodies our commitment to do exactly that. Thanks to the hard work of our people around the world, our efforts are bringing real results – we're sharing what we're learning about sustainability across our industry and through supply chains, and playing an important role in raising standards globally.”

**Sultan Ahmed Bin Sulayem**

Group Chairman and Chief Executive Officer



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



## Our World, Our Future

# Protecting Our Environment



## Our Performance

### Emissions Intensity KgCO<sub>2</sub>e/Mod TEU<sup>9</sup>

15.4

2016	15.4
2015	15.8
2014	15.8
2013	16.4
2012	17.5

Over the last five years, we reduced our emissions intensity, measuring 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). Our efforts have resulted in a steady decline of emissions, with a 14% reduction achieved against our 2011 baseline.

### Energy Use MU Energy/TTM

63.8

2016	63.8
2015	68.1
2014	70.3
2013	72.3
2012	75.7

In 2016, we again reduced our energy use, which we measure as mega joules of energy used per total business unit move (MJ Energy/TTM). Over the past five years, we have reduced our energy use by 19% when compared to our 2011 baseline.



DP World Callao (Peru)

Across all our activities, we are committed to protecting the environment that sustains us. We monitor and report on our environmental impact and are constantly looking to improve our environmental performance – from reducing carbon emissions, to using water, energy and raw materials more efficiently.

We aim to be a role model in our sector, taking a lead on environmental issues: for example, our rooftop solar project in Dubai is one of the largest in the Middle East and will save an estimated 48,800 tonnes of carbon annually see page 24.

Our business units regularly run initiatives to benefit their local environment and promote environmental awareness. In September, we held our third annual Go Green week, which was the biggest ever: more than 3,000 DP World volunteers in 29 countries took part in activities ranging from beach clean-ups and planting of native trees, to cycling to work and visiting schools to educate local children on environmental issues. During the week, they planted 2,241 trees and collected more than 200 tonnes of litter off local beaches.

## Objectives

Continue our efforts to reduce our carbon emissions 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 business units

Support awareness raising and education on environmental issues

## Progress

We have continued to make our services and systems as eco-friendly and efficient as possible through engineering technologies, operational efficiencies and human awareness. Examples include reducing the time a vessel spends in the business unit and monitoring external truck mileage. These efforts help to improve the efficiency of the global supply chain and reduce the emissions generated through a product's life cycle.

We are encouraging all business units to measure their water footprint, and have provided tools to help them do so. This will enable us to more accurately measure our water footprint. In a survey this year, business units recorded water savings of almost 40 million litres through innovations such as rainwater harvesting, water recycling and water-efficient taps and toilets. As part of our work on water conservation, many DP World business units ran events for World Water Day in March. This year's theme was "Water and Jobs": activities ranged from a workshop for more than 500 children in Callao, Peru, to working in partnership with a local research institution and an NGO to develop a strategic approach to water access in Doraleh, Djibouti.

Business units continue to find innovative ways to recycle or reuse waste materials. DP World London Gateway won a "Trash to Treasure" award for using 200 tonnes of waste wood to create habitat for reptiles, including protected European adders.

We continued to support the Carbon Ambassadors Programme, a Dubai Carbon Centre of Excellence initiative in partnership with the United Nations Development Programme. By engaging and training university students, it aims to create the next generation of sustainability leaders and experts in the UAE.

This year, as part of the programme, eight young Emirati women employed by DP World transformed unused shipping containers into classrooms for refugee camps. The unique mobile classrooms include recycled materials and are powered by rooftop solar panels – a great example of how creative thinking can deliver social benefits in a cost-effective, resource-efficient way.

9 KgCO<sub>2</sub>e/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.



## Our World, Our Future

# Investing in Our People



DP World Dakar (Senegal)

We have over 36,000 hugely valuable assets worldwide: investing in our people and enabling them to flourish and grow is crucial to our future success.

During 2016, a total of 4,600 people improved their capabilities by taking part in face to face or e-learning training programmes delivered through the DP World Institute. In particular, we have focused on investing in developing those who inspire and support our people: our current and future leaders, and our Human Capital ("HC") staff themselves.

We have also started to work on an exciting initiative to develop and define our "employer brand" and "employee value proposition" ("EVP"), in collaboration with global professional services advisors Willis Towers Watson. This provides a compelling statement of all that DP World offers to its employees, and what we expect from them in return. It is an important part of our updated HC strategy – and we will be using it to identify areas where we are excelling and where we could do better.

“ We are proud to constantly invest in our people – it’s their commitment and engagement that makes the difference. ”

**Sultan Ahmed Bin Sulayem**

Group Chairman and Chief Executive Officer

## Objectives

Put a programme in place to further develop and enhance the skills and competencies of our global HC community

Provide global leadership programmes tailored to suit the needs of senior managers, managers and supervisors

Deliver a global solution to help managers identify DP World leadership talent

Conduct research to identify and define key aspects of the EVP and employer brand

Roll out our global diversity and inclusion agenda and further embed it within the business

## Progress

The DP World Corporate HC function sponsored a capability building exercise to further raise professional standards across our global HC community. The aim is to have recognised international standards which sets a consistent level for great HC service to support the business today and prepare it for the future.

The first cohort of learners completed the programme in 2016. 14 members of our global HC community, based in the UAE, UK, Peru, Brazil, Belgium, Germany, Romania, Algeria, India and Pakistan, joined together to complete the programme as a team.

We added two new offerings to our global leadership programmes: Harvard Essentials of Leadership and Harvard Business Acumen. Both courses can be tailored to regional needs and delivered in English, Spanish, Portuguese or Chinese. A third programme, Harvard Advanced Leadership with Business Acumen, has completed the design phase and is ready for launch in 2017. These new offerings are delivered through Harvard’s Online Learning platform in order to maximise participation and reduce the environmental impact associated with corporate travel.

We introduced "potential" ratings in our performance management process, encouraging line managers to think about our employees’ potential – their ability to do jobs at a higher level, aspiration to rise to more senior positions and engagement with DP World. Including multiple perspectives gives us a better understanding of our shared talent pool, helping us find the best people for leadership positions, now and in the future.

Following an organisation-wide consultation process, we are close to launching our EVP and employer brand, which will help us attract, engage and retain talent aligned with our culture and values.

We set up an "EVP taskforce" which collected inputs from My World employee surveys, focus groups, workshops with recruiters and interviews with leadership and Human Capital staff. Ideas were piloted at Head Office and the UAE and Americas regions, then further tested and refined by employees from all regions. In total, around 650 people across six continents had an input through 57 focus groups and interviews.

November 2016 was dedicated to our diversity and inclusion campaign, with awareness-raising posters and videos on display in business units globally, and a photo competition about what diversity and inclusion means to DP World. We introduced a global mentoring programme, connecting people across regions, cultures and job functions. We conducted a thorough review of our business and hiring practices to ensure we continue to support and encourage applications from people with disabilities.

Diversity and inclusion are now included as modules within our global Leadership Programmes, and we developed and launched an e-learning module on the topic, which had been accessed more than 800 times.

## Outcome

The number of DP World employees with access to our extensive catalogue of e-learning modules grew by more than 50% to over 11,000. In 2016 we added new modules on sustainability and IT awareness, as well as diversity and inclusion. We once again delivered face-to-face learning workshops across all DP World regions, including for the first time Qingdao, China and Aktau, Kazakhstan.



## Investing in Our People continued

# Our Team

### Region

Asia Pacific and Indian Subcontinent	27%
Australia and Americas	14%
Middle East, Europe and Africa	59%

The regional spread of our workforce reflects our business focus on growing markets. With 38 operating business units across our Middle East, Europe and Africa region, compared with 26 in the Asia Pacific and Indian Subcontinent region and 14 in the Australia and Americas region, this metric reflects the shape of our portfolio.

### Years of Service

0 to 5 years	33%
6 to 10 years	29%
11 to 20 years	29%
Above 20 years	9%

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 both the 6 to 10 years' and 11 to 20 years' service categories as compared with our 2015 figures.

### Job Level

Executive Management	3%
Middle Management	15%
Operational and Support Staff	82%

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.

### Age of Employees

Up to 30 years	17%
31 years to 50 years	68%
51 years and above	15%

We continue to have a well-diversified age profile across our Group, which remains consistent with our 2015 figures.

### Gender Diversity

Male	93%
Female	7%

This metric shows the gender diversity of our team as at 31 December 2016.

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 2017 and beyond.



At DP World, our people are our greatest asset.



Our World, Our Future

# Ensuring the Highest Safety Standards



## Our Performance

### Lost Time Injuries

383

2016	383
2015	436
2014	537
2013	609
2012	724

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

3.7

2016	3.7
2015	4.3
2014	5.2
2013	6.4
2012	7.3

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:

Ports can be a dangerous environment. Our safety record has improved markedly in recent years, and this year we had 11.6% fewer injuries. But it is not yet perfect. Tragically, we had four fatalities at our business units in 2016. We know this is unacceptable. And we are more committed than ever to ensuring that people who enter our premises return home safely every day.

Our goal is to cause zero harm to our people, and we continue to invest in making our operations as safe as possible. At a global level, we set policies and guidelines to promote best practice, and we carry out regular audits and spot-checks to ensure they are being applied in every one of our business units. We go beyond legislative health and safety requirements, and comply with OHSAS 18001, the internationally recognised occupational health and safety performance standard. We actively engage with our people about the risks they face and how we can minimise them.

We look to our managers and frontline supervisors to ensure our controls are effective. They are empowered to continuously promote a safety culture and to ensure that everyone who sets foot in our workplace remains aware and alert to risks at all times, understands all the safety procedures, and consciously observes them.

### Our Performance

We record and report on all safety impacts at business units in our Group where we have operational control for the full calendar year<sup>10</sup>. This includes collecting, analysing, reporting and monitoring data on a monthly basis in order to measure the safety performance of our business units. We investigate all incidents and have a working group in place to highlight trends, reduce risk factors and identify and implement measures aimed at eliminating future incidents.

Despite a further increase in containers handled by our team in 2016, we significantly reduced our lost time injuries, which fell by nearly 12% compared to 2015. This contributed to a reduction in the lost time injury frequency rate from 4.3 in 2015 to 3.7 in 2016.

<sup>10</sup> 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

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

Building on our existing system of postcard "snapshots", we have introduced a mobile app to flag safety and environmental issues. The easy-to-use app enables head office staff, senior managers and other visitors to identify hazards, raise opportunities for improvement, or highlight positive interactions. They can add comments, upload pictures, video and audio recordings, and recommend follow-up actions if necessary. Safety and environmental managers receive an instant notification when a snapshot relating to their business unit is received.

We introduced 15 new engagement programmes aimed at managing safety risks in 2016. To ensure safety procedures are being followed, we carried out 16 due diligence audits during the year.

We launched the first module in our new Safety & Environment Competence Programme, which aims to enhance and improve the skills we need to achieve and sustain our goal of zero harm. The programme will include modules on investigation management, risk, emergencies, environmental management and enterprise skills. It aims to provide skills and techniques to support the day-to-day safety and environmental issues that arise within our business units.

Reportable injuries were 12% lower than 2015, leading to a reportable injury frequency rate of 6.3 in 2016, compared with 7.2 in 2015. We are encouraged that the implementation of our safety initiatives and the dedication of our Board, senior management and business unit teams has further improved our safety performance in 2016. We remain committed to achieving our goal of zero harm.

### Reportable Injuries <sup>11</sup>

643

2016	643
2015	727
2014	948
2013	1029
2012	1325

Reportable injuries were 12% lower than 2015, leading to a reportable injury frequency rate of 6.3 in 2016, compared with 7.2 in 2015. We are encouraged that the implementation of our safety initiatives and the dedication of our Board, senior management and business unit teams has further improved our safety performance in 2016. We remain committed to achieving our goal of zero harm.

<sup>11</sup> 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

6.3

2016	6.3
2015	7.2
2014	9.3
2013	10.8
2012	13.4

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



Our World, Our Future

# Building a Vibrant, Secure and Resilient Society

<p>Strengthening our <b>social impact</b></p>	<p><b>We have</b> developed a Vendor Code of Conduct that incorporates our sustainability expectations, and shared it with our vendors as part of a revised global general pre-qualification process</p>	<p><b>We are</b> addressing the new UK Modern Slavery Act 2015 and reviewing the measures we have in place to avoid modern slavery and human trafficking in our business and supply chains</p>	<p><b>We will</b> undertake impact studies to determine the true value of DP World's investment to communities, including environmental, fiscal and socio-economic contributions</p>
<p>Strategic <b>community investment</b></p>	<p><b>We have</b> joined the London Benchmarking Group, used their framework to measure the impact of our community investment, and had our data independently assured by them</p>	<p><b>We are</b> rolling out our Global Education Programme globally. Translations are already available in French, Arabic, Spanish, Korean, Mandarin and Indonesian, with more languages planned in 2017. The programme aims to reach 34,000 young people (8 to 14 year olds) by 2020, with a target of 70% of participants reporting a positive impact</p>	<p><b>We will</b> train and develop our Sustainability Champions on impact measurement for global flagship projects</p>
<p><b>Strategically partnering</b> with organisations on issues of importance to the industry</p>	<p><b>We have</b> issued a "zero-tolerance" statement on the illegal trade of wildlife and wildlife products and signed a series of eleven commitments to shape future efforts to tackle this global threat</p>	<p><b>We are</b> preparing to team up with the Logistics Emergency Teams to support the humanitarian community to respond to major disasters</p>	<p><b>We will</b> Join the United Nations Impact 2030 as a Collaborating Partner to mobilise our people globally to advance the Sustainable Development Goals through corporate volunteering</p>



From the communities where our business units are located, to the sectors, the societies and the global community we are part of, our success cannot be separated from the state of the wider world. Building a vibrant, secure and resilient society is integral to DP World's long term prospects. To contribute to this, we invest in community projects in areas relevant to us – particularly education, health, marine conservation and social welfare – and multiply our impact through globally-coordinated programmes and local action.

Education is an especially important focus, and we have been delighted by the initial success of our innovative Global Education Programme launched in 2016 (see page 26). We hope to inspire 34,000 young people over the next five years.

DP World volunteers are key to the success of the Global Education Programme, and we continue to foster a volunteering culture within our business. We encourage our people to volunteer during work time – knowing that it benefits the community, their own personal and professional development, and our business. During our third annual Global Volunteer Week, 962 employees across six continents devoted 3,824 hours to working with local schools, clubs, charities and community initiatives. Activities included offering free medical consultations, arranging educational business unit visits for local school children and running road safety awareness classes.

We aim to have a positive influence on the people we come into contact with. For example, in India, we have launched a project to improve the health of truck drivers. We educated over 7,500 drivers on the effects of tobacco and an additional 6,800 drivers attended medical camps.

We also use our global leadership position to work together with other companies in the ports and logistics sector. As members of the United for Wildlife transport taskforce, we have taken a lead in addressing the illegal wildlife trade, which is worth \$5 – \$20 billion a year. DP World has issued a "zero-tolerance" statement on the illegal trade of wildlife and wildlife products and signed a series of eleven commitments to shape future efforts to tackle this global threat.

Combatting wildlife trafficking is part our wider commitment to leading our industry in developing innovative measures that address global security risks. We represent our community's security interests in government and industry forums, both domestic and international. We also chair the security group for the Global Port Group, which brings together all major port operators to exchange ideas and expertise. As part of our commitment to enhancing security, we aim to certify all our business units to the ISO28000 standard. To date, 39 of our terminals have achieved certification.

## Objectives

Build global programmes that enable us to increase our collective positive impact on society

Increase measurement and reporting of our impact

Enhance support for sustainability at a regional level

Update our global Vendor Relationship Management programme to incorporate our commitment to sustainability

## Progress

We have developed a series of global initiatives, including the Global Education Programme, Global Volunteer Week and our commitment to combatting illegal wildlife trade. By coordinating these programmes centrally, and providing marketing and communications resources, we make it easier for our business units to organise their own events. This is making our efforts more efficient and effective and increasing our reach.

Measuring the impact of our community investments helps us ensure that what we do is as effective as possible. We are also committed to increasing accountability and transparency through our public reporting.

For the second year, we were assessed by the Dow Jones Sustainability Index, and were identified as a sustainability leader on its Emerging Markets Index.

Our community data received third-party assurance from the London Benchmarking Group ("LBG"), the global standard for measuring corporate community investment. We continue to work with other businesses in the LBG network to improve the way we measure and monitor our impact.

Measuring and reporting our impact is also important when it comes to bidding for public tenders. Governments are increasingly looking for providers to demonstrate their sustainability credentials and track record.

Our World, Our Future – our global programme to bring sustainability into every aspect of our work – has been enthusiastically adopted across our regions.

We have developed new learning materials to teach our people about sustainability and what it means at DP World, including training, webinars and an online introductory module for completion by employees as part of their induction. We also held a conference for Sustainability Champions in February, involving 30 people from ten countries, and regional conferences in Europe and the Americas.

We launched our updated programme in July. It aims to create awareness and pre-qualify our vendors against DP World's sustainability principles and commitments, as well as promote internal collaboration. The programme includes a systematic approach to evaluating the vendor's sustainability practices and encouraging continuous improvement. This helps increase transparency and availability of information before the vendor selection process. As the programme evolves, we aim to effectively measure the performance of our vendors against DP World's sustainability criteria, using both qualitative and quantitative information.