

SUSTAINABILITY

Our world, our future – responsible business

Being a sustainable and responsible business is in our DNA – it is part of our ethos and a strategic priority for our future success.

OUR FOUR COMMITMENTS



WHAT **HAVE**
WE DONE
SO FAR?

WHAT **ARE**
WE DOING AT
THE MOMENT?

WHAT **WILL**
WE DO IN
THE FUTURE?

See pages 37 to 45 for more detail

Being a sustainable and responsible business is in our DNA – it is part of our ethos and a strategic priority for our future success. We understand the ethical imperative to work towards a sustainable future for our employees, society and the next generation and we also recognise that this approach makes good business sense. Sustainability means protecting and supporting the environment so that we have the resources we need to allow us to remain in operation in 100 years. It means future-proofing our workforce, contributing to successful and resilient societies where we operate, and keeping our people safe.

In 2016 the United Nations announced the global Sustainable Development Goals (“SDG”) – a clear call to action and universal pathway to ensuring a safe and sustainable future for everyone. This year we have deliberately aligned many of our sustainability programmes and business initiatives with the SDGs, knowing that as a global business we have a moral imperative to tackle world-critical issues.

At all times we focus our efforts across our four core commitments:

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

We deliberately set ambitious goals for 2017 and we are proud to have exceeded them, reflecting our desire to always do more and go further. In the last year we have built on and amplified our sustainability success, working across a wide range of projects designed to tackle the global SDGs, and recognising how we achieve more when working in partnership with other global organisations.

DP World’s approach has been recognised as groundbreaking. In the June 2017 CSR Excellence Awards we were named “Sustainability Champion” in recognition of the wide-ranging initiatives and impacts generated by our flagship sustainability programme Our World, Our Future. Since launching in 2016, the programme has increased our impact and engagement across a variety of crucial social and environmental issues, from tackling the illegal wildlife trade to supporting local communities through employee volunteering aligned with the SDGs.

We are dedicated to being open and transparent in all that we achieve, and we continue to measure our progress against the aims we set out for our commitments. In 2017 we have once again disclosed our progress to the Dow Jones Sustainability Index and to CDP, and for the third consecutive year, the DP World CDP report received a “leadership” score of A-, placing it in the top 22% of the highest-scoring companies responding to CDP (additional information can be found under the Environment section on page 40).

Other 2017 highlights include:

- **Our investment in our new port at Berbera in Somaliland**, which supports SDG Goal 8: Decent work and economic growth

Our investment in the natural deep-water Red Sea port at Berbera, of up to \$442 million, includes new site renovations and the development of a free zone to create a new regional hub. This investment will attract more shipping lines to East Africa, and the modernisation of the port will help develop the region’s economy. Our operations in Berbera also ensure important employment opportunities for Somalians. DP World employs over 700 permanent employees at the site, helping provide a steady and secure source of income for local people, families and dependents. We also ensure that we provide career opportunities and the skills to work in a modern industry.

- **Our continued commitment to the United for Wildlife Transport Taskforce**, which supports SDG Goal 15: Life on land

DP World continues to play an active part in the Transport Taskforce, which is a collaboration bringing together 40 of the world’s leading wildlife organisations and transport businesses with a common purpose: to create a global movement to tackle the illegal wildlife trade. We train our employees on how to spot the signs of smuggling wildlife, provide a confidential whistle-blowing service for people who want to report suspicious activity, and engage young people through one of our Global Education Programme modules about the illegal wildlife trade. To date we have reached over 5,500 students across 14 countries. By ensuring that tomorrow’s leaders know how to detect and destroy this trade, we are empowering them to protect their own natural legacy.

- **Our stance on modern slavery**, which supports SDG Goal 16: Peace, justice and strong institutions

We are dedicated to tackling modern slavery, and our modern slavery statement is publicly visible on our website. Slavery, servitude, forced labour and human trafficking is not tolerated in our operations or those of our suppliers globally, which is a responsibility we take seriously. We only partner with suppliers whose ethical principles align with our own, and we expect them to operate fair and ethical workplaces. We are educating our employees, in office spaces and at our ports, about the indicators of modern slavery and human trafficking, and we have a whistle-blowing service available to all DP World workers and third parties which can be used to report suspected violations of human rights. All reporters are protected from retaliation in any form.

- **Our work with other global organisations as part of influential collaborations to bring about positive social change**, which supports SDG Goal 17: Partnerships for the Goals

Our collaborative projects have had enormous impact in 2017. In addition to playing an active role in the United for Wildlife Transport Taskforce (see above), DP World is part of the Logistics Emergency Team, composed of four logistics organisations, which provides pro-bono expertise and resources to support humanitarian organisations following natural disasters. Our involvement with IMPACT 2030 has aligned human resources with achieving the SDGs while promoting the value and impact of employee volunteering. Our role chairing the Global Ports Group allows us to share best practice and leadership examples of sustainable business activities with our peers.

SUSTAINABILITY

Building a vibrant, secure and resilient society

Being a sustainable and responsible business is in our DNA – it is part of our ethos and a strategic priority for our future success.

Educating the next generation about social and environmental responsibility

In 2017 we have consciously focused much of our sustainability work on how we can support the global Sustainable Development Goals (“SDG”s). As part of our involvement with IMPACT2030, we have helped educate school children on the SDGs to encourage and empower these young people to become actively involved in tackling these crucial aims. We partnered with Linklaters and PwC to pilot the World’s Largest Lesson in three Dubai schools, introducing students to the SDGs in an accessible and stimulating way. Of the students involved in the pilot, 92% said they now care more about social and environmental issues. The World’s Largest Lesson ultimately aims to deliver learning about the SDGs to every school on the planet.

Providing vital humanitarian support where we work

In our Berbera business unit in Somaliland we have been able to provide urgent aid in response to the devastating drought which has been affecting the region for several years. The drought has affected 46% of the population in Somaliland and been declared a national disaster. We delivered over 4.5 million litres of water to people in the Sahil region, distributed via 410 tanks and reaching approximately 15,000 people living in villages in the region. Our response is a reflection of our commitment to support the communities where we operate. Additional support from us in 2017 has helped increase water availability and improve healthcare in Berbera, where we will drill water wells and work with local hospitals to ensure access to better healthcare for the local population.

Supporting mental wellbeing and addressing taboo topics

More than half of the workforce at DP World Australia has attended mental health awareness sessions over recent years, with a coordinated focus from our business unit on educating employees about mental health and wellbeing. The sessions are designed to inform people about how to recognise the signs of mental ill health, and how best to support colleagues who might be suffering from depression and anxiety. In Australia men are at greatest risk of suicide but are the least likely to seek help. With a 93% male workforce, DP World Australia saw this as an important investment in its people.



OBJECTIVES

PROGRESS

<p>Undertake impact studies to determine the true value of DP World's investment to communities, including environmental, fiscal and socio-economic contributions</p>	<p>We engaged EY to undertake a study on DP World's value impact on the economy and local society in Senegal in relation to our business unit at Dakar. The study showed significant value created comparing 2015 to 2010, with statistics including: an 89% increase in taxes paid to the Government of Senegal; 31,000 Senegalese nationals in the local community supported by DP World employment (employees and their families); a 10% growth in GDP contribution per year and zero fatalities since the beginning of DP World's concession. We are currently undertaking other value impact studies at our ports in India.</p>
<p>Train and develop our Sustainability Champions on impact measurements for global flagship projects</p>	<p>Thanks to the work of our local Sustainability Champions we are able to report on the impact results of our core flagship programmes in 2017. After being involved in our Global Education Programme, 84% of students said they had developed new skills and 93% of our employee volunteers reported increased job satisfaction. 2017's Global Volunteer Week supported 5907 beneficiaries through 56 community organisations, with 1,309 employees volunteers giving 5028 hours.</p>
<p>Join the United Nations IMPACT2030 as Collaborating Partner to mobilise our people globally to advance the Sustainable Development Goals through corporate volunteering</p>	<p>In March 2017 we joined the IMPACT2030 coalition and became Regional Voice Lead for UAE. We convened a Regional Voice Forum with other UAE members and initiated a capacity mapping project about corporate volunteering in the UAE. We were the first company to undertake this project and IMPACT2030 aims to replicate it in other countries and cities.</p>
<p>Team up with the Logistics Emergency Teams ("LET") to support the humanitarian community to respond to major disasters</p>	<p>After becoming part of the Logistics Emergency Teams in January 2017, we started working with the other LET members on a number of initiatives. In May we hosted the LET training in Dubai, where nominated Local Operational Leaders learned how to support the humanitarian community in emergency responses. In October 2017, we supported the Logistics Emergency Relief Training and Opex Bravo Exercise delivered by the Logistics Cluster and the Emergency Telecommunications Cluster in Germany, giving trainees full access to DP World's expertise at the Company's Stuttgart operations. Furthermore, as part of the LET, DP World supported the relief effort following the floods in Peru in March. We took operational lead, providing temporary storage space, materials and negotiating pro-bono services.</p>

SUSTAINABILITY

Environment

Environment is at the heart of everything we do at DP World. We believe that a long-term outlook and responsible attitude to business are the only ways to ensure our future corporate success.

Reducing the overall environmental footprint of the organisation is a key focus of DP World. We are committed to minimising our impact on the environment by aiming to better manage natural resources and emissions. We are proactive in reducing carbon emissions and making more efficient use of energy, and promoting renewable energy, alongside the responsible use of natural resources and waste management. We also take an industry-leading position on environmental policy and practice.

DP World Group – Carbon Emissions

DP World Group carbon dioxide equivalent emissions in tonnes by scope:

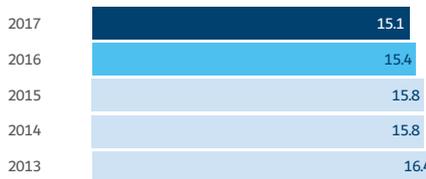
Emission Scope	2016	2017
Scope 1	437,710	611,649
Scope 2	456,805	455,539
Biodiesel	290	260
Total Emissions	894,804	1,067,447

DP World Group – Energy Consumption

DP World Group energy consumption in giga joules (“GJ”) by division and source:

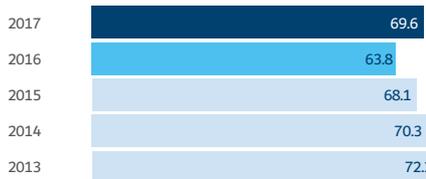
Energy Source	2016	2017
Diesel	6,174,822	6,928,239
Electricity	2,869,478	3,162,839
Total Energy	9,044,300	10,091,078

Emissions Intensity KCO₂e/ModTEU



Despite our continued company growth and correspondingly increasing energy use, our carbon intensity has steadily decreased every year since 2009. From 2013 to 2017, our carbon intensity per modified TEU has decreased by more than 8%.

Energy Use



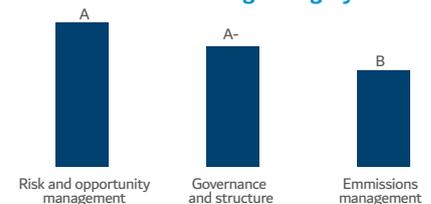
We constantly find ways to be more energy efficient and work towards our goal to reduce emissions in the global supply chain. In 2017, we again reduced our energy use, which we measure as mega joules of energy used per total business unit move (MJ Energy/TTM). Over the past five years, we have reduced our energy use by 4%.

Carbon Disclosure Project

DP World began its carbon journey in 2009 by calculating its annual carbon emission. In 2010, DP World was the first international marine and inland trade services provider to join the UK-based Carbon Disclosure Project (“CDP”), which holds the most comprehensive set of global corporate environmental data. Through its climate change programme, thousands of the world’s largest companies disclose information on their greenhouse-gas emissions, energy use and climate change risks.

DP World has since been reporting action plans across our portfolio, monitoring energy use, making terminal operations more efficient, embracing renewable energy projects and investing in low-carbon technologies.

DP World - Climate change category scores



In 2017 and for the third consecutive year, the DP World CDP report received a “leadership” score of A-, placing it in the top 22% of the highest-scoring companies responding to CDP. The score highlighted DP World’s role in implementing best practice in greenhouse gas emissions and improving environmental performance within the Ports and Services category.





2017 KEY ACTIONS/ACHIEVEMENTS

Reduce Carbon emissions and energy use

- DP World continues taking active steps to reduce its global carbon emissions. In doing so we reduce costs as well as reducing our impact on the environment. We have continued to make our services and systems as eco-friendly and efficient as possible through engineering technologies, operational efficiencies and employee awareness. Activities include: the improved measurement of fuels and electricity, optimising and improving efficiencies in terminal projects, retrofitting lighting with energy-efficient LEDs and investing in low-carbon fuels such as liquefied natural gas and compressed natural gas.
- In 2017, our focus on emissions reduction and continued efforts to cut our energy use allowed us to reduce our CO₂e intensity by 8% and reduce our energy intensity by 5% against a base year of 2013.

Promote Renewable Energy

- As part of our global commitment to work sustainably we have commissioned what is the largest distributed solar rooftop project in the Middle East. The DP World Solar Power Programme phases 1 and 2 include the installation of 154,000 solar panels on the roofs of DP World and JAFZA buildings, parking lots, warehouses and at Port Rashid.
- Phase 1 (22 MW peak capacity) is at an advanced stage of completion. Several facilities are already supplying power to the grid.
- Phase 2 (20-30 MW peak capacity) is in its final stage, with an intention to complete in 2019.

Responsible use of natural resources and waste management

- DP World participated in Go Green for the fourth year running, an annual event led by the world's leading container port operators. DP World encouraged its employees and local communities to become "Climate Mates". Each business unit chose a range of activities, including increasing the use of recycled paper, switching to paperless billing and transactions, planting trees and using glass instead of plastic bottles to reduce their negative impact on deforestation and carbon emissions. Other activities also included reusing waste materials from the port, food waste composting, cleaning terminal and surrounding areas, energy-saving drives, volunteering at local wildlife parks and supporting environmental education in local communities. Almost 3,000 employees committed 4,500 hours to environmental activities, collecting some 10,000 kilograms of waste, and planting over 4,000 trees.

SUSTAINABILITY

Safety

The industry in which we operate sees a great interaction between people and heavy equipment/loads, which exposes us to a range of health and safety hazards.

DP World Group – Safety Performance

	LTI's	RIs	LTIFR	RIFR
2016	383	643	3.7	6.3
2017	422	700	3.2	5.3

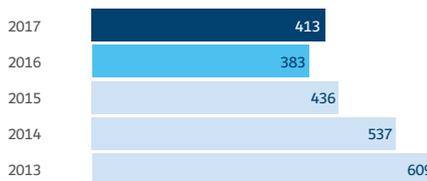
DP World is fully committed to achieving zero harm to people and a safety culture throughout the Group. In pursuit of this, we work to ensure that business activities under our operational control are conducted in a manner that promotes good health by eliminating and/or preventing injury and disease.

Keeping our people safe is the greatest responsibility we have. Despite our continued company growth and expansion in developing areas, we were able to achieve a reduction of 14% in lost time injury frequency rate compared to last year. However, tragically in 2017, we had five fatalities at our business units, including three in non-core businesses that were recently acquisitioned. This is unacceptable. We have strengthened safety elements within the process of on-boarding new businesses, alongside making continued improvement plans for them.

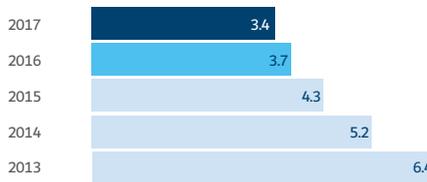
We are more committed than ever to ensuring that every single person entering our facilities – whether an employee or a visitor – returns home safely every day. We will continue our mission to find ways to prevent fatal accidents and keep our people safe. We record and report on all safety impacts for the full calendar year at business units in our Group where we have operational control. The 2017 Safety Performance for the Group shows a reduction in some indicators, while others showed an increase. This is due to increased safety awareness within some of our businesses, which has led to an increase in incident reporting. Another indicator is the increase or decrease of exposure hours, resulting in a fluctuation in the safety frequency rate.

Ports and Terminals Performance

Lost time injuries

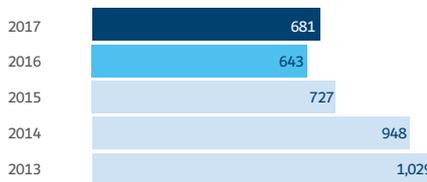


Lost time injury frequency rate

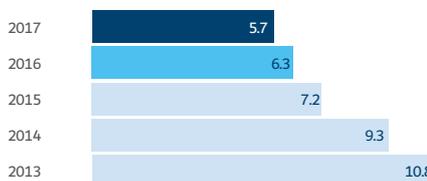


In 2017, our lost time injury increased by 8% and lost time injury frequency rate reduced by 7% compared to last year. The accumulated reduction for lost time injury and lost time injury frequency rate since 2013 is 32% and 46%.

Reportable injuries



Reported injury frequency rate



In 2017 our reported injuries increased due to increased safety awareness within some of our businesses, which has led to an increase in incident reporting. Our reportable injuries reduced by 34% compared to 2013, leading to a reportable injury frequency rate of 5.7 in 2017, compared with 10.8 in 2013.

Competency Programme

DP World has developed an industry-specific Health, Safety and Environment (“HSE”) Competence Programme to enhance the competence and skill level of the current S&E practitioners and serve as a training tool for new recruits and other department functions across the DP World portfolio.

The programme originally consisted of a specific module introducing the broad skills applied in managing the investigation that is conducted after an incident. This enables attendees to guide the business to learn from incidents and develop measures to stop them from occurring again.

In 2017, further modules were released including risk management and emergency management. Both subjects are essential to enabling the business to identify, understand and control the health and safety risk within new and existing business and to know how to prepare if controls fail. The competency programme is designed so that approved internal trainers across DP World’s business can deliver content with an industry flavour to those requiring the skill sets in subject matter. This programme is designed as an alternative pathway to core HSE competency and does not replace existing contemporary methods of attaining HSE skills which are available in the market.



2017 KEY ACTIONS/ACHIEVEMENTS

Group HSE Policy

- In 2017, we renewed the Group HSE Policy to reinforce our commitment to zero harm to people and the environment. The Global HSE Policy is based on a lifecycle approach to the management of HSE and is intended to clearly inform management, workers and interested parties of HSE priorities and that HSE is an integral part of our operations.
- The DP World HSE Policy is the primary document in the Global HSE Management System. The Policy is available across all operational entities and published on dpworld.com.

Increasing Awareness

- Working safely is at the heart of our business and we will only be able to achieve this by increasing safety awareness in our workplace. DP World has in place measures and controls to protect staff and visitors at our facilities. However, we know that individuals sometimes choose to bypass or ignore even the most basic safety measures.
- In 2017, DP World launched a new safety campaign named Risk Once, Regret Forever, aimed at pedestrian safety. Almost half of the fatalities at our terminals in the last decade involved people who were on foot and struck by vehicles or equipment. The campaign calls for every single employee to stop taking risks and to stop other people taking risks.

Reducing Risk

- At a global level, we set policies and guidelines to promote best practice. We carry out regular audits and spot-checks to ensure they are being applied in every one of our business units. This year more than 70 weeks were dedicated to auditing, training and providing direct technical support to our business units.
- In 2017, we continued to reduce risk through engagement programmes. Development of our risk control capabilities is ongoing, as our operational profile changes.

EXTENDING OUR SERVICE

Social investment in South Carolina

Investing in the communities around us is part of DP World's commitment to building a vibrant, secure and resilient society: our long-term success directly depends on the state of the wider world.

At our America Regional Office in Charlotte, North Carolina, we have formed relationships with two charities focused on improving social welfare. Investing in the communities around us is part of DP World's commitment to building a vibrant, secure and resilient society: our long-term success directly depends on the state of the wider world. At our America Regional Office in Charlotte, North Carolina, we have formed relationships with two charities focused on improving social welfare.

At DP World, we believe we have a responsibility to invest in the future: we need to provide young

people today with opportunities to gain the knowledge and skills they will need to run the world of tomorrow. In 2017, we underlined our commitment to investing in opportunities for young people with a donation to Hands In 4 Youth ("HI4Y").

This fantastic non-profit organisation runs out-of-school activity programmes for young people from communities where opportunities are limited. Their mission is to inspire young people from diverse backgrounds to be fully engaged in school and life so they have opportunity and choice to pursue their dreams – an aspiration

which fits closely with DP World's ethos. Through providing enriching experiences, HI4Y teaches young people how to set and pursue goals, live in the world, reflect on their experiences, and take progressive action – key life skills which have been proven to improve both academic performance and social development.

HI4Y runs residential summer camps and theme camps at HI4Y's private lakeside site, Norvin Green State Forest in New Jersey. Activities range from athletic events and adventure challenges to nature walks and creative writing. It also offers after-school



programmes, where children can get help with homework, explore different careers, take part in cultural or physical activities, or get involved in projects within their community.

DP World's support will enable HI4Y to offer even more opportunities to transform children's lives and build their futures, and we look forward to continuing to partner with them.

Another important partnership is with Second Harvest Food Bank of Metrolina ("SHFBM"), who we have been supporting since 2009. Based near DP World America's headquarters in Charlotte, SHFBM collects and distributes food and grocery items to people in need, via a network of over 700 partner organisations. These include food banks, soup kitchens, homeless shelters, low-income daycare centres and senior programmes.

It's vital work: in the 19 counties where SHFBM operates, nearly 20% of the population – over half a million people – live in poverty, including over 188,000 children and almost 40,000 seniors. Each year, SHFBM distributes around 25 million kilos of food and other household items. And requests for help have increased significantly over the last year.

DP World supports SHFBM in a variety of ways. We run quarterly volunteering events where our staff help out in their warehouse – sorting donated food and other products, or filling backpacks for children so they have food for the weekend.

We have also donated warehousing equipment, including forklift trucks, to help make SHFBM's distribution more efficient. And we've made a number of financial donations over the years. SHFBM calculates that every dollar they receive enables them to provide four meals. In 2017, our donations provided 180,000 meals, or enough to give 493 hungry people a meal every day for a year.

