

DP World in South Africa

Demonstrating DP World's socio-economic impact in South Africa in F2022 and F2023.



DP WORLD

Start



 **accenture**

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Foreword

By Mohammed Akoojee, CEO & MD: sub-Saharan Africa for DP World



Trade is the lifeblood of the global economy, creating opportunities and improving the quality of life for people around the world. With a dedicated, diverse and professional team of more than 108,000 employees from 161 nationalities, spanning 74 countries on six continents, DP World is pushing trade further and faster towards a seamless supply chain that's fit for the future. In sub-Saharan Africa, DP World employs more than 27,000 people and operates across 48 markets. Our presence in the region, through our significant logistics, market access and ports and terminals capabilities, is marked by our commitment to developing the continent and improving people's lives through access to quality products and services, including food, medicine, fuel, and many other necessities that make everyday life better for millions of people in our countries of operation.

As a leading logistics and supply chain provider in Africa, we pride ourselves in playing a key role in the development of Africa and its people, which is closely aligned to our core business objectives

and our growth ambitions, driving the continent forward through trade and creating sustainable and long-term value for our stakeholders. In our work to achieve this, we are prioritising a holistic approach that not only considers our business and our stakeholders, but also extends to the partners and stakeholders we serve, including our communities, as well as the environment. It is for this reason we have commissioned independent Socioeconomic Impact Assessment studies for two of our key markets in sub-Saharan Africa where we have a significant presence and impact – South Africa and Nigeria. In assessing the value created for our stakeholders, these reports look at DP World's direct and indirect impact in these markets, which go well beyond financial contribution. The key themes covered are Our People, Our Customers (including our clients and principals), Our Suppliers, Our Market, Our Communities and Our Environment.





Our socioeconomic impacts are reviewed against the United Nations 2030 Agenda for Sustainable Development. DP World's contribution to the applicable goals is highlighted throughout this report and through our key value areas, namely industry, partners and society.

I am pleased, to report the outcome of the assessment study which shows the direct and indirect value that DP World created over the F2022 and F2023 periods of USD 6.75 billion (R 3.46 billion) in Nigeria and USD 6.24 billion (R 111.9 billion) in South Africa, which emphasises DP World's commitment towards creating tangible value for our stakeholders and countries of operation in our key markets in sub-Saharan Africa.

The reports highlight our objective to continue to operate as a responsible and dedicated corporate citizen that is committed to delivering sustainable value and leaving a legacy – extending our impact to key stakeholders across our value chain, and beyond, as we chart our course in connecting Africa to the world.

Regards,
Mohammed



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Executive Summary



DP World was founded in 1972 as a port operator in Dubai, United Arab Emirates. Through first-class industry solutions and continued innovation, DP World has become a leading provider of smart supply chain solutions globally, with over 108 000 employees across 74 countries.

DP World operates across seven regions namely: Middle East & North Africa; sub-Saharan Africa (SSA); Gulf Cooperation Council (GCC); Asia Pacific; India sub-continent; America's, and Europe. DP World's supply chain solutions are structured across four pillars: Ports and Terminals; Marine Services; Technology; and Logistics. As part of its comprehensive end-to-end strategy, DP World is committed to broadening its logistics offering across air, ocean, rail, and road transportation. This expansion aims to provide a more extensive array of solutions to a broader audience, especially in growth markets. Sub-Saharan Africa is one of the regions reaping the benefits from DP World's strategic financial investments and active operational involvement, as the company plays a pivotal role in transforming the region's trade landscape. In March 2022, DP World wholly acquired Imperial Logistics, a JSE-listed, African-focused provider of integrated market access and logistics solutions. This acquisition was aimed at enhancing DP World's footprint, capabilities, and resources across the continent.

EXECUTIVE SUMMARY

DP World's purpose is to make trade flow to change what's possible for everyone. Accenture has conducted a Socio-Economic Impact Assessment to quantify DP World's direct and indirect impact over the financial years 2022 and 2023. The 2022 financial year, running from July 2021 to June 2022, marks the last fiscal period for the Imperial business before integration.

The 2023 financial year, running from January 2023 to December 2023, represents Imperial's first complete financial year as part of DP World. The assessment covers both South Africa and Nigeria – two of DP World's key markets of operation in sub-Saharan Africa. This report focuses solely on DP World's impact in South Africa. A report focusing on DP World's impact in Nigeria is also available.

DP World's Socio-economic contribution to the South African economy is estimated at R 111.9 billion in F2022 and F2023.

DP World's impact in South Africa extends beyond the financial contributions that it makes and through the Socio-Economic Impact Assessment, identified stakeholder groups for which value is created. Our People ('our' being DP World) are the drivers of DP World's shared vision of making trade flow faster, smarter, and more sustainably for its customers. DP World contributes to its suppliers through capacity building opportunities and fosters constructive relationships with regulatory bodies in the markets in which it operates, as well as adhering to local laws. DP World is also committed to investing for the future by enriching the lives of people in communities in its markets of operation – striving for responsible business practices with a goal of zero harm to people and the environment.

Value (R millions)



	Society	Industry	Partners	Total
F2022	21 982	23 359	4 918	50 259
F2023	26 656	29 098	5 859	61 614

Table 1: Assessing DP World's impact in South Africa through the review of socio-economic value created for society, the industry in which it operates, and partners.



Table 2: An overview of the estimated socio-economic value created by DP World in South Africa by pillar

	F2022* (July 2021 – June 2022)				F2023* (Jan 2023 – Dec 2023)				Cumulative	
Value (R millions)	Society	Industry	Partners	Total	Society	Industry	Partners	Total	Total	Total (USD millions)
Our People	13 752		515	14 268	15 689		638	16 327	30 595	1 709
Our Customers	2 425	18 594		21 020	2 918	22 368		25 286	46 306	2 584
Our Suppliers	4 369	4 765	4 362	13 496	6 372	6 730	5 157	18 258	31 754	1 769
Our Market	1 051			1 051	1 234			1 234	2 284	128
Our Community	365		41	406	415		64	479	885	49
Our Environment	19			19	29			29	48	3
Total	21 982	23 359	4 918	50 259	26 656	29 098	5 859	61 614	111 872	6 241

Note: Totals may not add up due to rounding of numbers



DP World's impact in South Africa

The socio-economic impact assessment focused on unpacking DP World's impact across six pillars. These pillars are arranged according to strategic priorities and key focus areas of DP World Group and the DP World SSA region. The analysis sought to assess DP World's impact in South Africa.

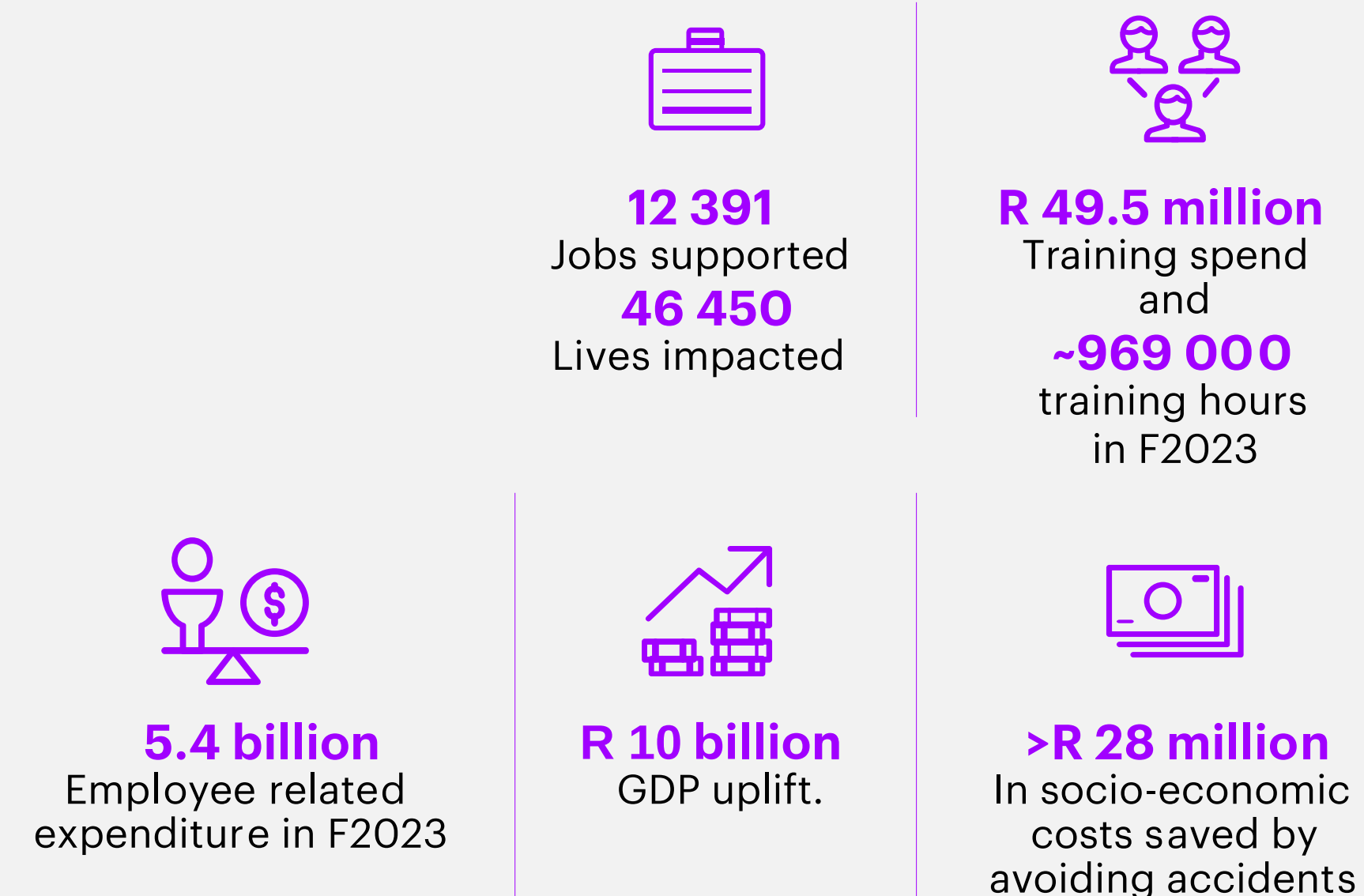
In this report, unless explicitly stated otherwise, Accenture refers to DP World's business in South Africa as "DP World". Where we refer to the region, we use "DP World SSA" and where we refer to the global entity, we use "DP World Group".

1. Our People

TOTAL VALUE (F2022 AND F2023) – R 30.6 BILLION

DP World considers its employees to be the drivers of its shared vision. DP World highly esteems its workforce, essential in realising its collective aspiration for seamless trade facilitation. As an advocate for equality, DP World champions diversity and cultivates an inclusive environment, developing its employees through comprehensive learning programmes. With an unwavering commitment to prioritising safety, DP World implements rigorous health and safety protocols, continually striving for zero harm. Through its well-being initiatives, DP World aims to nurture a positive and supportive atmosphere, enhancing employee engagement and fostering stronger connections within the organisation.

IMPACTS (F2023)



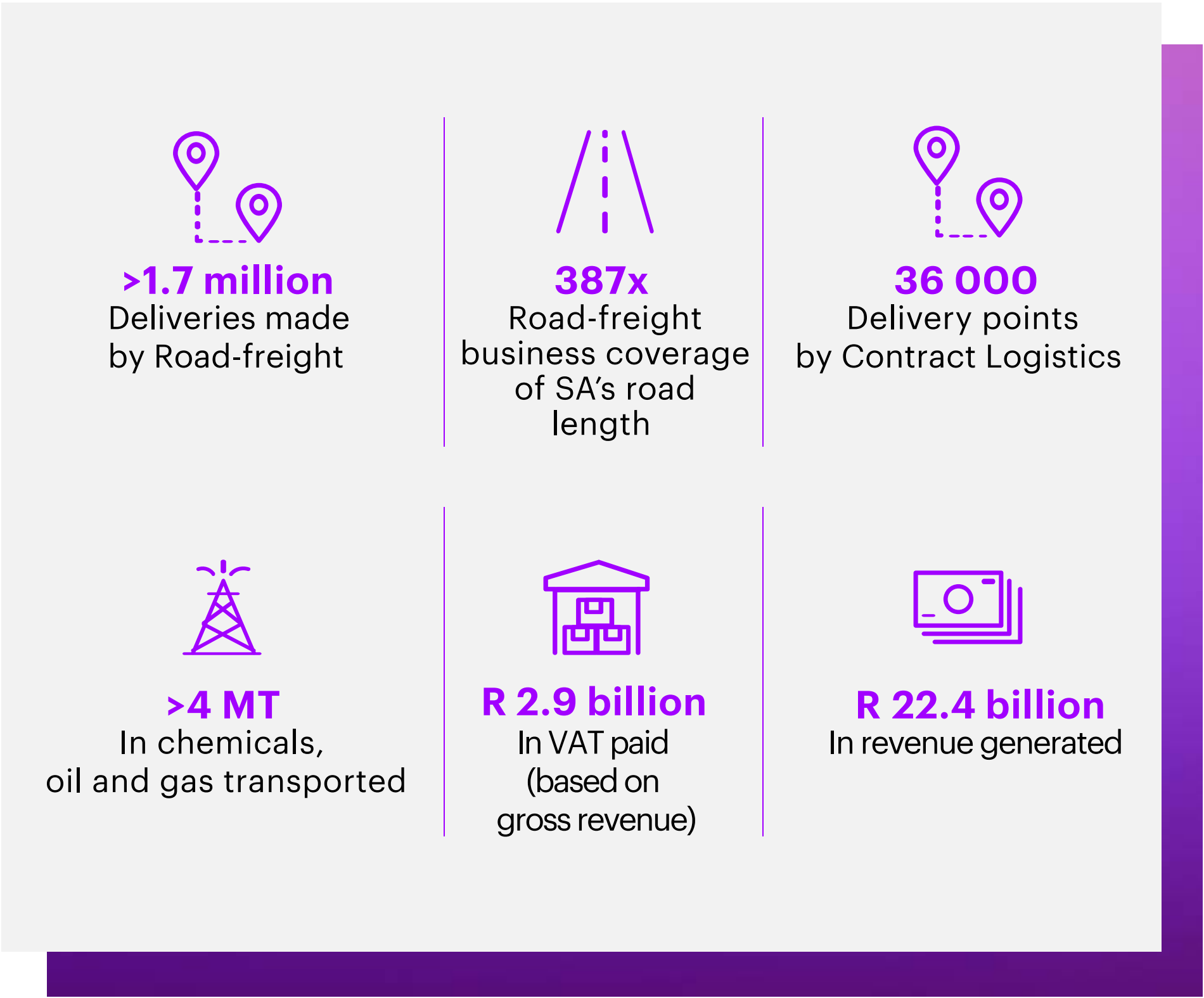
2. Our Customers

TOTAL VALUE (F2022 AND F2023) – R 47.2 BILLION

DP World aims to support smarter, faster, and more sustainable flow of trade for its customers. Its customers include its clients, principals, and beneficial cargo owners (BCOs), with principals in this context being brand owners, manufacturers or commercial sellers from which DP World purchases stock and sells through ‘route-to-market’ solutions.

DP World Group embarked on a journey to vertically integrate the global supply chain, aiming to enhance trade efficiency for its customers. Leveraging its array of assets and specialised knowledge, DP World Group tackles intricate logistics hurdles and pioneers innovative solutions within the industry. In South Africa, DP World is one of the largest logistics companies, serving as a trusted end-to- end logistics partner with its core offerings across Freight Management (Road Freight, Freight Forwarding and Fourth-Party Logistics (4PL)) and Contract Logistics.

IMPACTS (F2023)

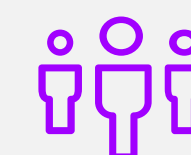


3. Our Suppliers

TOTAL VALUE (F2022 AND F2023) – R 32.3 BILLION

DP World's relentless pursuit of improvement, along with its tailored solutions and technology, enables it to generate significant positive outcomes for its suppliers. Through preferential procurement and Enterprise and Supplier Development (ESD) initiatives, DP World strives to provide stable demand, fosters financial security, facilitates capacity-building opportunities, and cultivates a competitive advantage. This proactive approach contributes to the holistic development and sustainability of its suppliers' businesses. DP World extends its support to primary suppliers, service providers and also to ancillary suppliers. In this way DP World offers both financial and non-financial benefits. Leveraging its reputable brand, extensive global presence, and potential for referral business, DP World provides avenues for suppliers to thrive and expand their opportunities for growth.

IMPACTS (F2023)



~ 140 600
Lives impacted



R 1.3 billion
Total spend on
Truck, Warehouse
and IT infrastructure
capital



~41 800
Jobs supported
across
sub-contractors



R 6.4 billion
GDP uplift
through indirect
contribution
to salaries of
sub-contractors



4. Our Market

• TOTAL VALUE (F2022 AND F2023) – R 2.3 BILLION

DP World's market includes various external stakeholders, such as governments, regulatory bodies, industry bodies, shareholders, and financing entities. By adhering to local regulations and building constructive relationships with regulatory authorities, DP World not only reduces risks but also enhances trust and transparency within its operating markets. Recognising the interconnectedness of regional economies, DP World acknowledges the influence of its operations on neighbouring countries. With a focus on improving connectivity across the African continent, DP World seeks to facilitate seamless trade flows and create transformative opportunities for key stakeholders.

IMPACTS (F2023)



R 66 per share

(Imperial Ordinary shares) with total amount estimated around R12.73 billion in payout to shareholders by DP World's offer (no ordinary dividends paid out)



R 1 billion

Sustainability-linked revolving credit facility through Nedbank in F2022



R 933 million

In tax contributions incl. VAT and Income tax



R 301 million

Paid to government through fees and charges



R 500 million

Sustainability-linked revolving credit facility through Rand Merchant Bank in F2022



5. Our Communities

TOTAL VALUE (F2022 AND F2023) – R 0.8 BILLION

DP World Group's philosophy of community engagement is deeply ingrained in principles of sustainability and ethical corporate stewardship. Going beyond conventional business practices, DP World endeavours to benefit local socio-economic well-being and development by fostering economic growth and addressing critical societal issues.

The organisation's impact on communities transcends job creation and access to goods and services; it encompasses a commitment to catalysing positive transformation and effecting tangible change in the markets in which it operates. This includes initiatives ranging from providing accessible healthcare solutions in underserved communities to leading efforts aimed at enhancing infrastructure and stimulating development.

IMPACTS (F2023)



~ 1.2 million
Lives impacted



R 196.7 million
Cost savings for patients
by providing accessible
and affordable healthcare



342
Jobs supported across
various initiatives



~ R 82 million
GDP uplift through salaries
paid

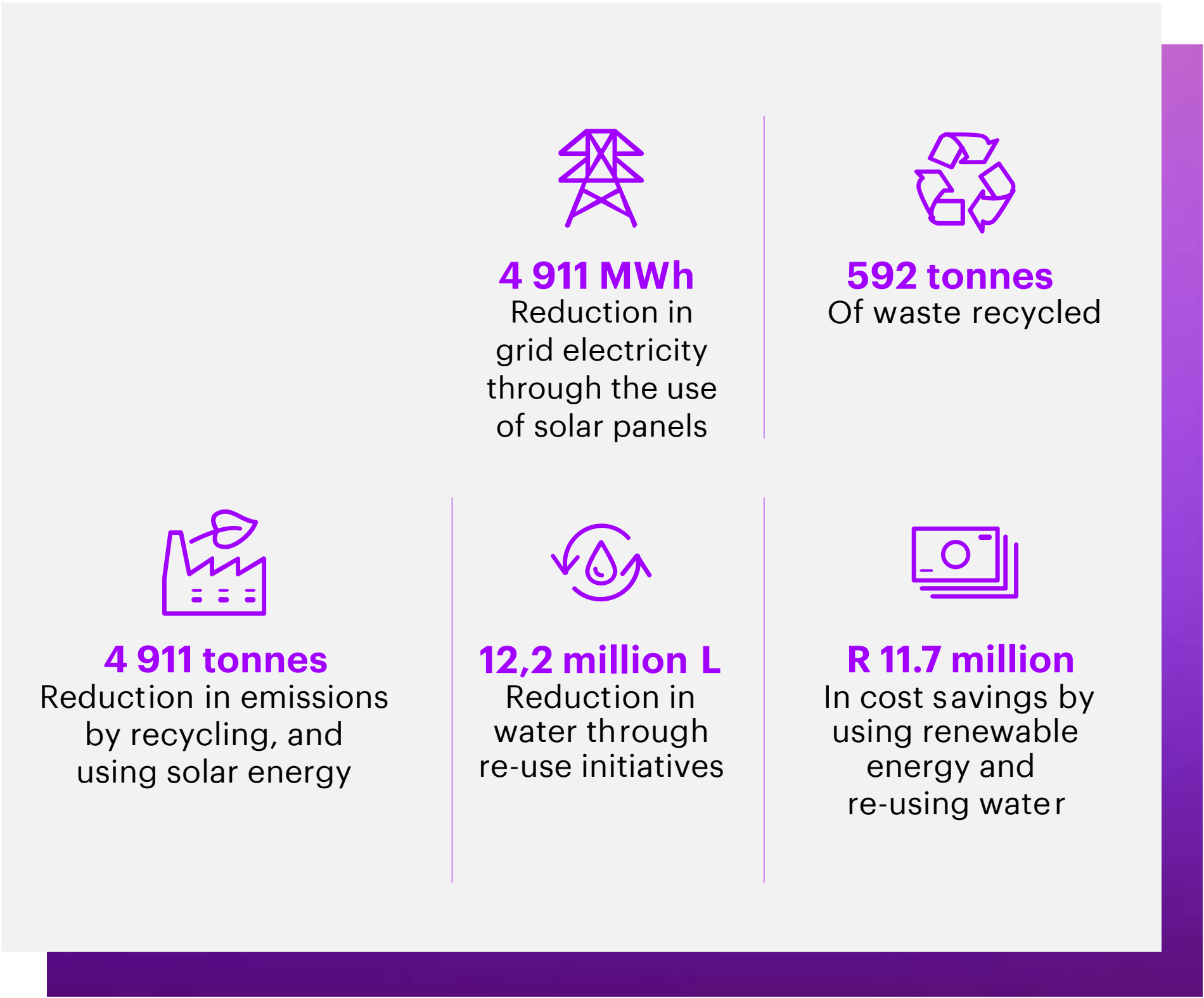


6. Our Environment

TOTAL VALUE (F2022 AND F2023) – R 48 MILLION

Acknowledging the urgency of addressing climate change, DP World Group is dedicated to mitigating the environmental effects of its operations, aiming for zero harm to the environment. With a steadfast commitment to sustainable business practices, DP World Group is advancing its decarbonisation strategy, targeting a 42% reduction in Scope 1 and 2 carbon emissions and 28% reduction in Scope 3 carbon emissions by 2030, and net-zero across all scopes by 2050.

Actively pursuing opportunities to minimise its environmental impact and promote efficient use of natural resources, DP World embraces innovation across various fronts, including fleet management, alternative fuels, and water and waste recycling initiatives. These efforts are aimed at fostering significant environmental progress, creating a legacy of environmental stewardship for generations to come.



The United Nations Sustainable Development Goals

In addition to quantitatively and qualitatively assessing DP World's impact, DP World's impact is also reviewed considering the United Nations (UN) 2030 Agenda for Sustainable Development.

As a responsible corporate citizen committed to supporting the sustainable development of South Africa, DP World has contributed to the country's efforts to realise some of these goals through its core business activities. This includes investing in its people, fostering relationships with customers, suppliers and market stakeholders, and its investments to develop communities and minimise environmental impacts.



Introduction

Purpose of the report

Accenture was contracted to independently assess the impact of operations in two of DP World SSA's key markets, SA and Nigeria. This report outlines the value that DP World directly injected and indirectly added to South African society during F2022 and F2023.

The report looks at DP World's impact through six themes, entitled 'Our People', 'Our Customers', 'Our Suppliers', 'Our Markets', 'Our Communities' and 'Our Environment' (with 'Our' referring to DP World). Each of these themes is assessed through a framework that systematically considers value to society, value to industry, as well as value to key partners.

Further, the socio-economic impact of DP World on society is also reviewed considering the United Nations 2030 Agenda for Sustainable Development as various countries, including South Africa, have acted to integrate the goals and targets into their national development plans to align policies and institutions behind them.



Photo supplied by DP World



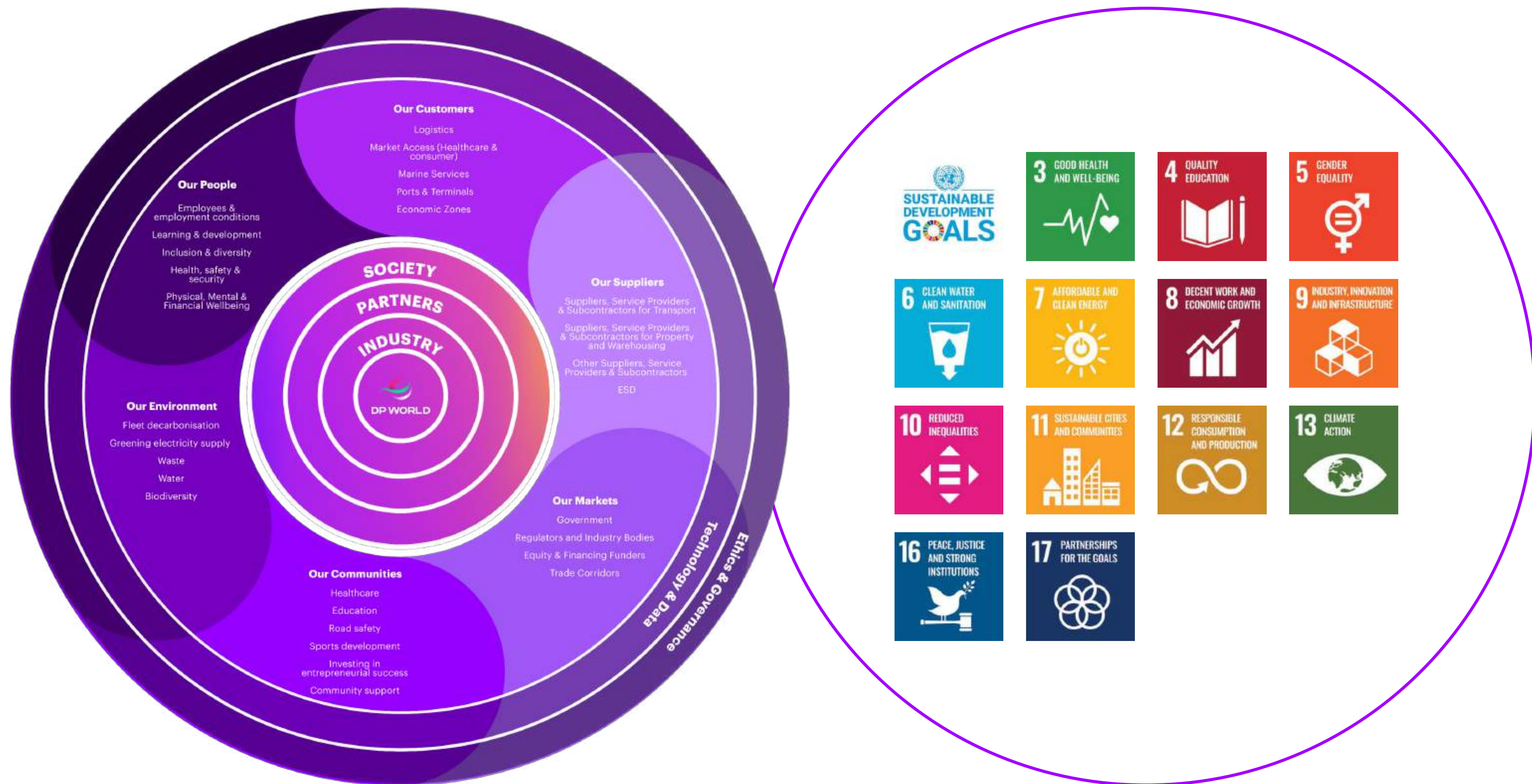


Figure 1: Assessing the value of DP World's impact in alignment with the UN SDGs



DP World Group

DP World exists to make the world's trade flow better with a vision to lead the future of world trade.

DP World Group is a leading provider of smart logistics solutions, with a steadfast vision to shape the future of global trade. It is dedicated to delivering comprehensive supply chain solutions for its customers and partners. Its workforce, exceeding 108,000 people, from 74 countries and their commitment and professionalism are key to delivering unparalleled value for DP World's customers. Since 2012, DP World Group has invested over US\$10 billion (NGN 5.9 trillion)ⁱ in the global logistics sector, ranking it among the top five global investors, as recent FDI data showsⁱ.

DP World Group proactively engages in forward-thinking strategies, embodies change, and leverages cutting-edge technology to pioneer intelligent, efficient, and innovative trade solutions through enduring partnerships with stakeholders across the global supply chain landscape. Its commitment extends beyond economic prosperity to ensure a positive and sustainable impact on economies, societies, and the environment.

In a world where global supply chains have grown increasingly complex and challenging, DP World Group is strategically positioned with the right knowledge and capabilities, to facilitate the smooth flow of goods and services. DP World Group's aim is to construct seamless end-to-end supply chains, bridging people to the products they need on behalf of its valued customers. Its vision encapsulates a commitment to making trade flow, transcending boundaries, and redefining possibilities for all.



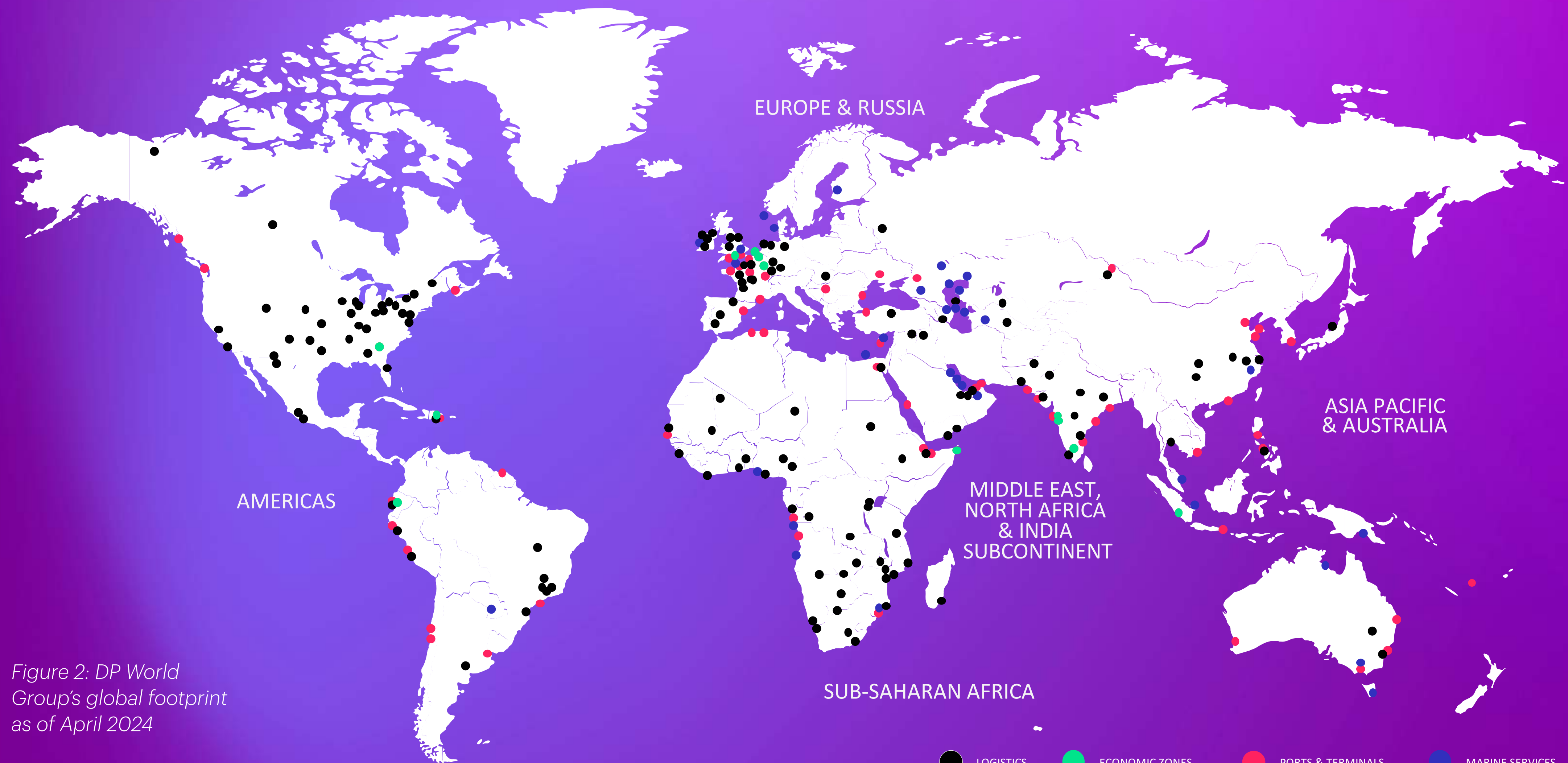


Figure 2: DP World
Group's global footprint
as of April 2024



Supply Chain Solutions

Ports & Terminals	Logistics	Marine Services	Technology
DP World's Ports and Terminals are gateways that open global trade and make it flow more freely. Its network spans the globe, opening up routes to underserved markets and innovating supply chain solutions that unlock more trade around the world.	DP World uses its expertise and infrastructure to connect and simplify global supply chains. DP World provides services that drive agility, flexibility, and reliability across the supply chain – helping goods to flow faster, smarter, and more sustainably than ever. DP World builds complex route-to-market solutions that provide its principals access to consumers and patients, through channel strategies that integrate sourcing, sales, distribution and marketing.	DP World's wider Marine Services meet highly specialised customer needs in a range of shortsea, offshore, and in-port contexts. From feedering to port services and vessel support, the organisation enables creative and novel approaches to moving goods beyond the port for the benefit of businesses and consumers alike.	DP World is transforming the global supply chain, using cutting-edge technology to revolutionise how goods and communications flow. This ranges from financing your shipment and making your supply chain more resilient to expanding into new markets and opportunities for businesses of all sizes. DP World leverages technology to enable its vision of being a global integrated end-to-end supply chain solutions provider.

Figure 3: DP World Group's supply chain solutions



DP World Group performance overview



Despite a challenging macroeconomic environment impacted by volatile commodity prices, high inflation, and geo-political tension in F2022 and F2023 DP World Group showed remarkable progress through innovation and the resilience of its people. DP World delivered a steady performance in the latest financial year (F2023), reporting 6.6% revenue growth versus F2022 to \$18.3 billion (R337.5 billion), with like-for-like revenue growth at 3.1%. The Logistics capability grew 15.4% on F2022 to \$7.9 billion (R145.7 billion) in revenue, with like-for-like growth at 7.9%.

DP World Group also further achieved a significant milestone in its sustainability efforts by reducing Scope 1 and Scope 2 carbon emissions by 13 percent in F2023, with plans to invest over \$500 million in the next five years to further reduce carbon emissions. Together with prioritising customer relationships and driving operational excellence as part of its business model, DP World Group is committed to sustainability and responsible corporate citizenship and strives for positive contribution to the communities and economies in which it operates. The quantitative and qualitative value creation of DP World in SA is expanded on in the Socio-Economic Impact Assessment further on.



INTRODUCTION

DP World Group's Responsible Business Priorities and Lasting Legacy

DP World Group's purpose is to make trade flow and change what's possible for everyone. Its sustainability approach, 'Our World, Our Future', ensures that it conducts its business responsibly, giving precedence to sustainability and considering the impact on individuals, the environment, and the communities in which it operates. This commitment aims to foster a better, more socially just, and sustainable future. 'Our World' focuses on the efforts DP World Group takes to operate as a responsible business across seven priority areas. 'Our Future' looks at the legacy DP World Group creates for industry and society, focusing on three areas for present and future generations, namely women, education, and water.

DP World Group emphasises good governance and ethics practices and respects human and stakeholder rights. These values provide confidence to customers and suppliers when partnering with DP World Group. The company creates meaningful employment opportunities across its varied business activities and markets, while providing employees with a safe and nurturing workplace to create value for stakeholders. The organisation strives for zero harm to people and the environment, taking every precaution to do so. In addition, DP World Group consciously partners to extend societal value creation through strategically aligned and impactful community and environmental partnerships.

Figure 4: DP World Group's sustainability strategy

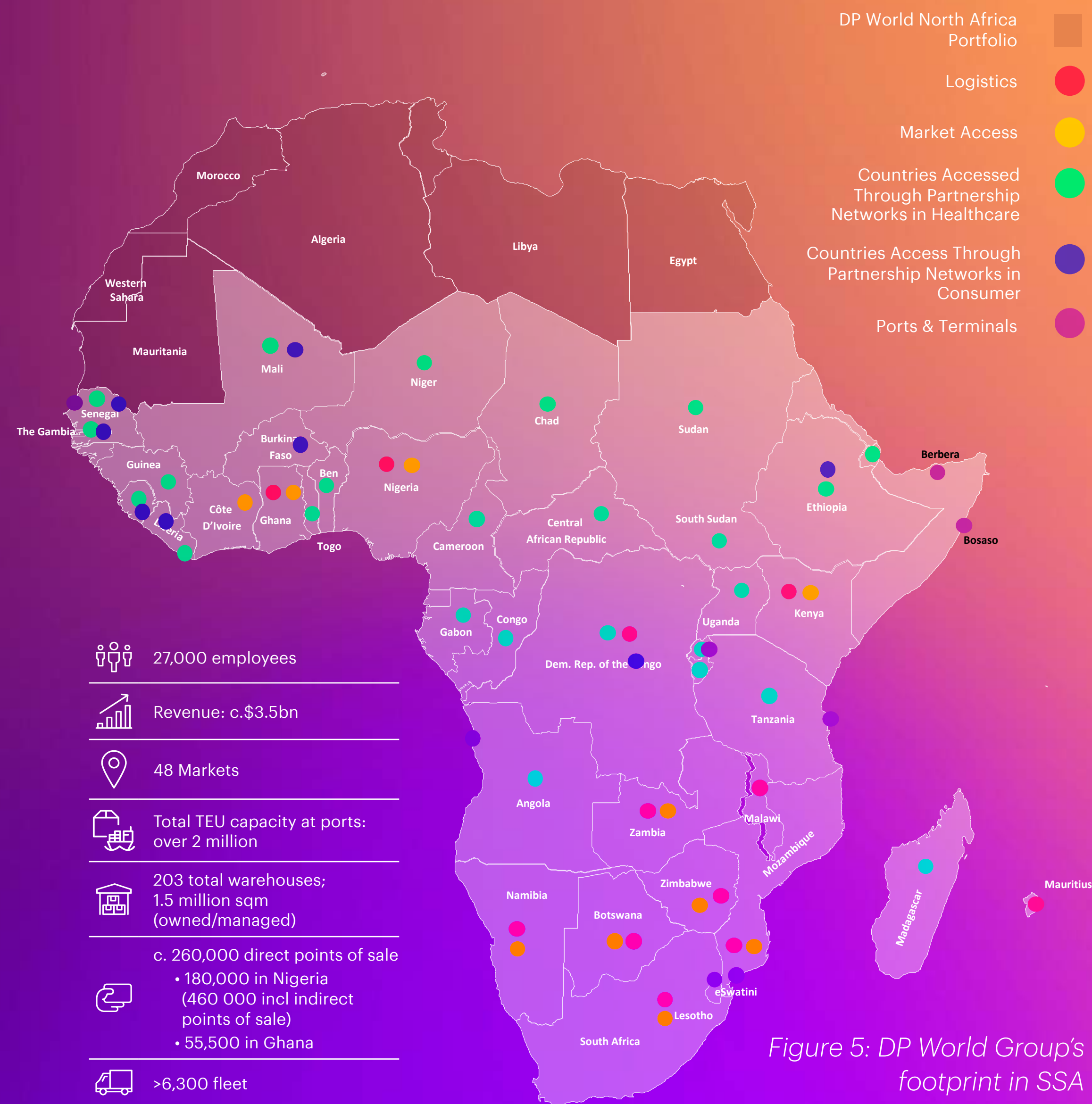


INTRODUCTION

DP World Transforming Trade in sub-Saharan Africa

In March 2022, DP World Group strengthened its position in the logistics industry with the conclusion of a 100% acquisition of Imperial Logistics Limited (Imperial). Imperial's extensive African and European footprint complemented DP World Group's growth aspirations. The integration of Imperial's logistics and market access platforms with DP World Group's world-class infrastructure enables integrated end-to-end solutions along key trade lanes into and out of Africa. This Socio-Economic Impact Assessment, conducted over financial years 2022 and 2023, focuses on the impact created across two of DP World Group's biggest African markets, namely South Africa and Nigeria. This report focuses solely on South Africa and the various Logistics solutions offered in this market.

A similar report is available for Nigeria, with a focus on the Market Access and Logistics solutions. DP World Group's investment in SSA has made a substantial contribution to GDP growth, highlighting its pivotal role in delivering efficient trade and logistics solutions, some of which are designed to specifically address the distinct challenges and opportunities that SSA markets present. Beyond the investment in the modernisation of logistics infrastructure, DP World Group negotiated a multi-product, multi-jurisdiction and multi-currency \$356.1 million facility agreement with pan-African bank, Standard Bank, to support its logistics and market access expansion across the SSA region. The multi-product facility includes transactional banking, investment banking products, working capital, trade finance, documentary credit and other general banking solutions.



DP World's Logistics Solutions in South Africa

Through the acquisition of Imperial, DP World's primary business in SA is integrated logistics solutions, which is the subject of a deep-dive in this report.

Logistics refers to handling, movement, and storage of goods between sources and destinations, integrating logistics capabilities across the supply chain. DP World's logistics solution offers expertise and infrastructure to connect and simplify supply chains with services that drive agility, flexibility, and reliability across the supply chain – helping goods to flow faster, smarter, and more sustainably.

As one of the largest end-to-end logistics companies in SA, DP World's core offerings span Freight Management (Road Freight, Freight Forwarding and Fourth-Party Logistics (4PL)) and Contract Logistics. These capabilities are discussed in more detail in the 'Our Customers' chapter.



Photo supplied by DP World

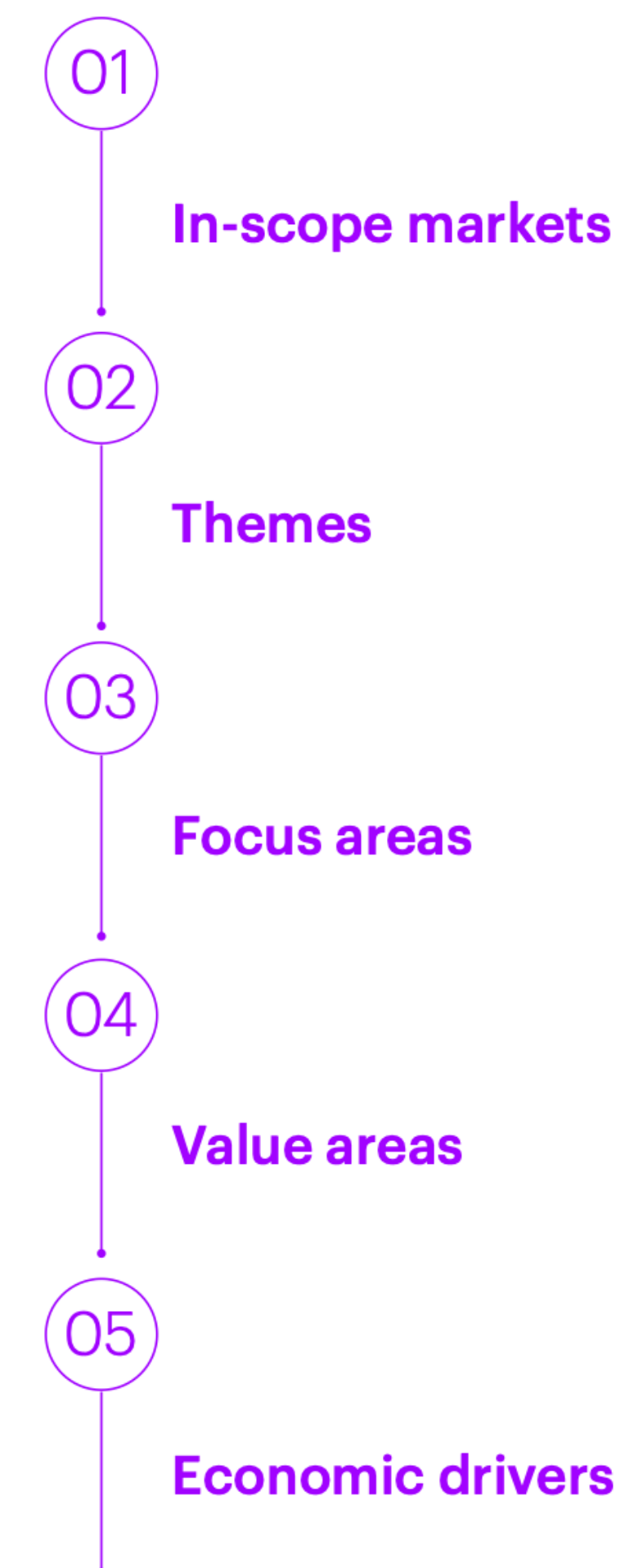


The Socio-Economic Value Framework

The Socio-Economic Impact Assessment was conducted by leveraging the Value Framework developed by Accenture and the World Economic Forum (WEF)^{ii,iii}. This framework aims to unpack DP World's impact across key themes.

Using the Accenture and WEF model as a base, a customised framework was built for DP World to assess three value areas: – Value to industry; Value to partners; and Value to society. Each value area was then assessed using economic drivers and key performance indicators (KPIs), which were identified to measure the impact for each value area and tailored to each pillar based on relevance.

The framework, created in alignment with DP World Group's and DP World SSA's purpose, value objectives and strategic focus areas, has been designed as a systematic structure to measure impact across geographies and time periods.



The Socio-Economic Value Framework

DP World exists to make the world's trade flow better, changing what's possible for the customers and communities it serves globally. DP World is re-shaping the future by investing in innovation, minimizing disruptions from the factory floor to the customer's door.

DP WORLD MEASURES IMPACT ACROSS KEY VALUE AREAS

The Industry

Partners
(Customers)

Society

BY FOCUSING ON...

01

South Africa

Nigeria

AND CHANGING WHAT'S POSSIBLE FOR...

02

Our People -
Drivers of our shared
vision

Our Customers - Making trade flow

Our Suppliers - Partnering for resilience

Our Market -
Our business ecosystem

Our Communities -
Investing for the future

Our Environment - Preserving our planet

THROUGH DP WORLD INITIATIVES...

03

- Employees & Employment Conditions
- Learning & Development
- Inclusion & Diversity
- Health, Safety & Security
- Physical, Mental & Financial Wellbeing

- Logistics
- Market Access
- Marine Services
- Ports & Terminals
- Economic Zones

- Suppliers, Service Providers & Subcontractors for Transport
- Suppliers, Service Providers & Subcontractors for Property & Warehousing
- Other Suppliers, Service Providers & Subcontractors
- ESD

- Government
- Regulators & Industry Bodies
- Equity & Financing Funders
- Trade Corridors

- Healthcare
- Education
- Road Safety
- Sports Development
- Investing For Entrepreneurial Success
- Community Support

- Fleet Decarbonisation
- Greening Electricity Supply
- Waste
- Water
- Biodiversity

Technology & Data

Ethics & Governance



The Socio-Economic Value Framework

1. The first layer of the framework outlines the in-scope markets for the assessment. Two of the largest African markets were selected – South Africa and Nigeria. This report focuses solely on South Africa.

2. Six key pillars encapsulating the stakeholder groups for which the largest areas of value were created. The selection of these was based on insights generated from a series of interviews with key DP World stakeholders representing DP World's key industries, service groups, functions, and key initiatives. These pillars are aligned to DP World Group's and DP World SSA's strategic priorities and vision, covering the core activities of the business, as well as impactful community and environmental initiatives.

DP World Group's purpose is to make trade flow and change what's possible for everyone.

3. For each pillar, focus areas were identified to unpack details and understand the way DP World interacts and engages with its various internal and external stakeholders. These focus areas are aligned to the topics wherein DP World places most emphasis. These range from business activities to key stakeholder relationships and priority community development initiatives.



Photo supplied by DP World



OUR PEOPLE - Drivers of our shared vision	OUR CUSTOMERS - Making trade flow	OUR SUPPLIERS - Partnering for resilience	OUR MARKET - Our business ecosystem	OUR COMMUNITIES - Investing for the future	OUR ENVIRONMENT - Preserving our planet
DP World values its people, who drive its shared vision of making trade flow. It aspires to be an employer of choice that recognises and values diversity and an inclusive culture and drives empowerment by upskilling its people through extensive learning opportunities. DP World prioritises safety and wellbeing of its people by ensuring robust health and safety practices to drive continuous improvement on the journey to zero harm. Its well-being initiatives foster a positive and supportive culture that help drive stronger engagement with its people.	DP World aims to reimagine the global supply chain, making the flow of trade for its customers, smarter, faster and more sustainable. Its customers include its clients, Beneficial Cargo Owners (BCOs) and principals, with principals in this context, being brand owners, manufacturers or commercial sellers from which DP World purchases stock and sells through "Route to Market" solutions. DP World's superlative combination of assets and expertise help solve complex logistics challenges and build innovative supply chain solutions. DP World opens access to new markets and empowers underserved nations by providing access to quality products and services, thereby improving people's lives and creating industry and economic growth.	Its drive for constant improvement, its bespoke solutions and its automated technology allows DP World to create significant positive impact on its suppliers too. DP World's preferential procurement and ESD initiatives benefit its suppliers by providing them with increased market access, stable demand, financial stability, capacity-building opportunities and a competitive edge. It contributes to the overall development and sustainability of the supplier's business. It considers not only its primary suppliers and service providers, but also ancillary suppliers who benefit financially and non-financially. The association with its brand, its global footprint and potential for referral business, provide opportunity for growth.	DP World's Market comprises of external stakeholders including governments, regulatory bodies, shareholders, and financing entities. DP World adheres to local laws and build constructive relationships with regulatory authorities. This approach not only mitigates risks but also cultivates trust and transparency within the markets in which they operate. Recognising the interdependence of regional economies, DP World acknowledges the significance of its operations on neighbouring countries. DP World underscores the importance of fostering connectivity across Africa, facilitating the seamless flow of trade, and catalysing transformative opportunities for all stakeholders involved.	DP World's approach to community engagement is rooted in sustainability and responsible corporate citizenship. Beyond merely conducting business, it strives to enrich local life by infusing economic prosperity and addressing pressing societal needs. The presence of DP World in communities stretches beyond just providing access to jobs and goods - it's about fostering positive change and making a meaningful difference in the markets in which it operates - from offering affordable healthcare solutions in underserved areas to spearheading initiatives that uplift infrastructure and spur growth.	DP World recognises the importance of addressing climate change and aims to minimise the environmental impact of their operations, with a goal of zero harm to environment. Through its commitment to responsible business practices, DP World is making progress towards its decarbonisation strategy and its target of achieving a 42% reduction in Scope 1 and 2 carbon emissions and 28% reduction in Scope 3 carbon emissions by 2030, and net-zero across all scopes by 2050. DP World actively seeks opportunities to reduce its environmental footprint and embraces innovation – from fleet solutions and fuel alternatives to water recycling initiatives – to help drive meaningful change, leaving a legacy of environmental stewardship for future generations.

Figure 7: Pillar/ Stakeholder group definitions.



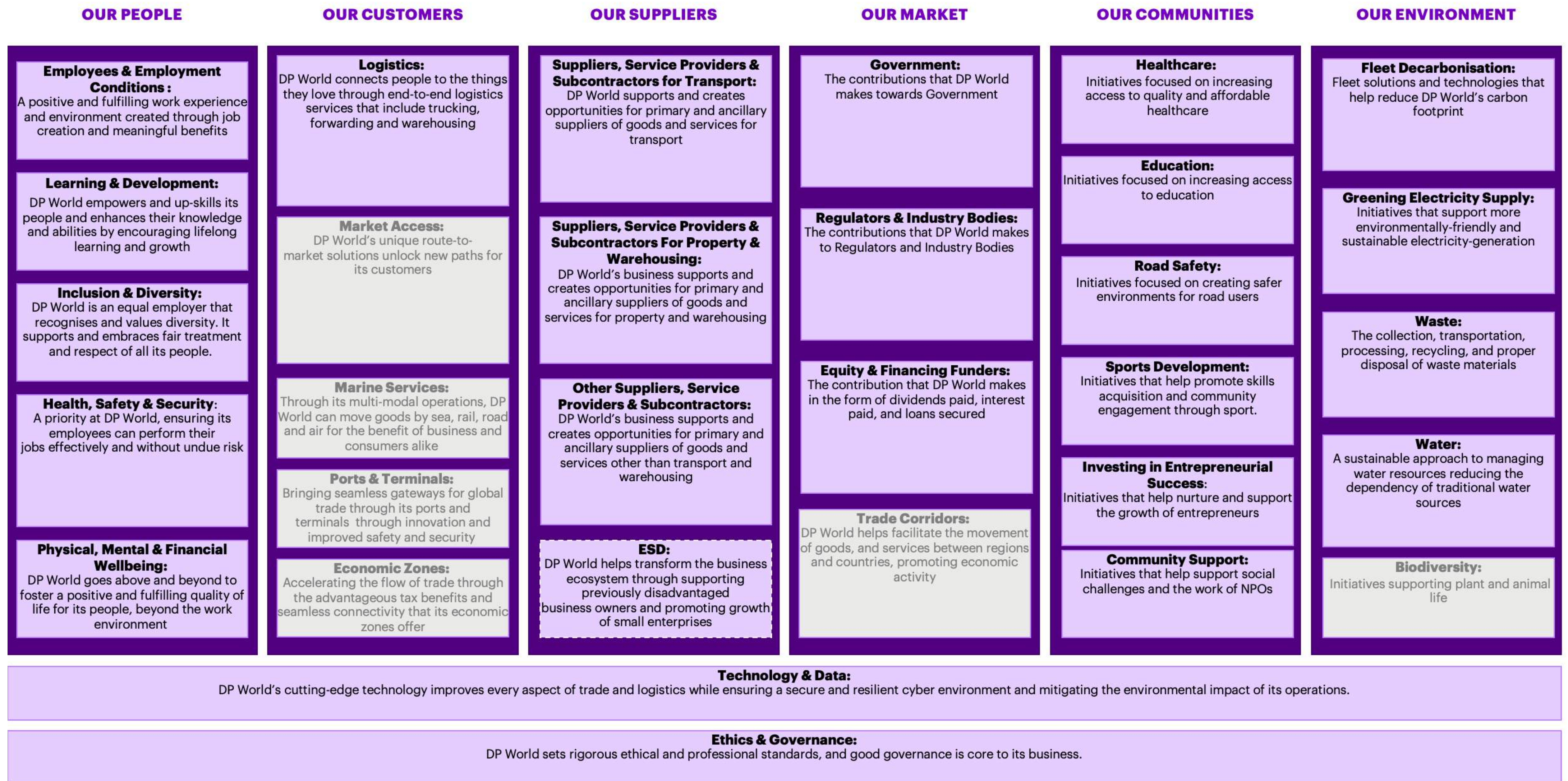


Figure 8: Focus areas for each pillar.
 Note: Greyed out focus areas are not currently material to DP World in SA.



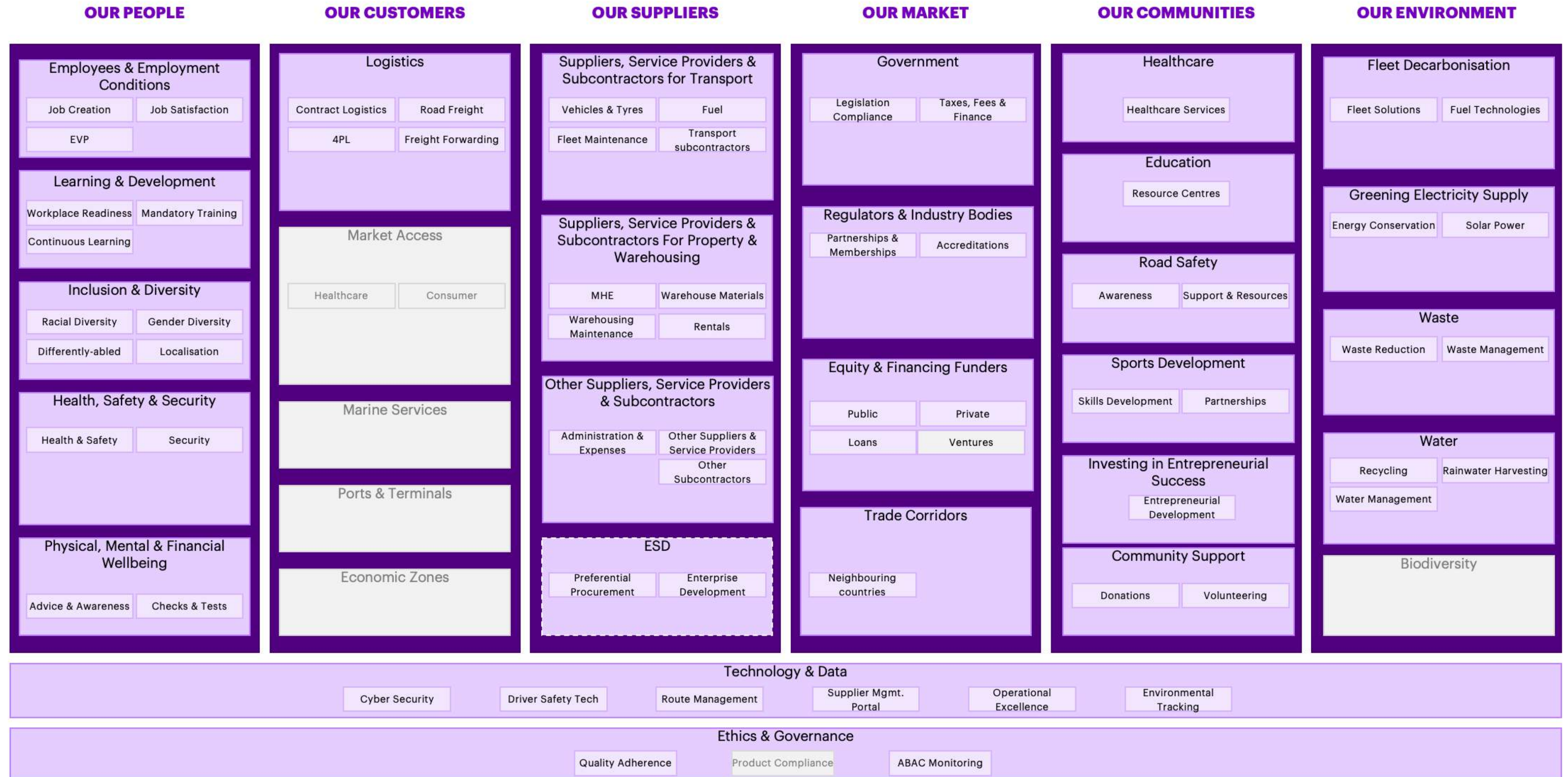


Figure 9: Initiatives per focus area for South Africa.



The Socio-Economic Value Framework



Impact is measured across the three key value areas: Industry; Partners; and Society. The measurement uses economic drivers and KPIs such as: Infrastructure improvement and new business opportunities that contribute to industry growth (value to industry); Supplier development programmes that help develop small businesses (value to partners); and Net jobs created (value to society).

The process of assessing DP World's socio-economic impact in South Africa through this custom Value Framework began with a series of interviews involving DP World leaders in SSA, DP World Group Sustainability, and key stakeholder relationship managers. These interviews aimed to unpack the themes and focus areas, while collecting primary and secondary data. These inputs were then used to develop a detailed economic model and generate data-driven insights. The rest of this report unpacks each of the six pillars, describing our key findings to illustrate DP World's socio-economic impact in South Africa, as well as understanding DP World's impact on the United Nations Sustainable Development Goals (UN SDGs).

Our People

DRIVERS OF OUR SHARED VISION



OUR PEOPLE

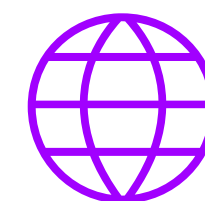
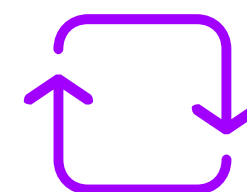
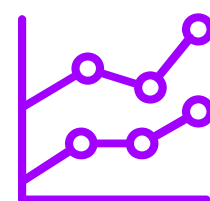
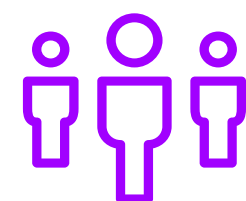
The significance of DP World's people is reflected through its strategic focus areas. Prioritising the people agenda through a compelling employee value proposition (EVP) and a culture promoting diversity and inclusion is an integral part of DP World SSA's strategy. The importance of people is also reflected in DP World Group's sustainability strategy, "Our World, Our Future"- through safety, security, wellbeing, people development and upliftment of women, which are also prominent topics in this chapter.

In pursuit of its vision of creating an integrated, global end-to-end supply chain, DP World Group undertook a large organisational transformation in 2023. The aim was to revamp the operating model and organisational structure to reflect the organisation's evolving capabilities following the acquisition of major logistics companies, including Imperial. Notably, this exercise identified opportunities for company growth and synergies across business units and functions within SSA. A new operating model and organisational design, aligned with DP World Group's broader strategic objectives and market positioning, was implemented, with the project reaching its conclusion towards the end of 2023. DP World Group's 'Our Principles' reflect the values necessary to realise the vision of being a global leader of integrated end-to-end supply chain solutions.

The Principles have been incorporated into the performance management process to ensure their ongoing presence in employee performance discussions.



The five Principles guiding DP World Group’s operations are accompanied by three enablers each, empowering employees to fulfil these principles effectively:



PRIORITISE CUSTOMERS	COLLABORATE TO WIN	DELIVER GROWTH	ADAPT & EVOLVE	BUILD FOR A BETTER FUTURE
• Listen to customers and anticipate their needs. • Cultivate long-term, meaningful relationships. • Take ownership and drive mutual success.	• Enhance performance through collaboration. • Foster an inclusive environment of trust and empowerment. • Embrace diversity and foster a culture of curiosity and learning.	• Invest strategically and purposefully. • Create enduring value and profitability. • Maintain a driven and energised approach to achieving more.	• Shape the future and lead industry evolution. • Embrace innovation and unconventional ideas and technologies. • Foster a culture of curiosity, presence, and continuous development.	• Unlock the potential of our people. • Prioritise health, safety, and sustainability in business practices. • Collaborate with communities for collective wellbeing.

DP World understands that the ‘Our People’ pillar is instrumental in supporting its vision, delivering on its brand promise, and realising its priorities. Within this section, we consider how, as an employer, DP World provides a nurturing work environment, takes care of its employees with fair compensation and benefits, promotes, and fosters an inclusive workforce, supports on-going learning and skills development, and emphasises health, safety, security and employee wellbeing.



Employees and Employee Conditions



At the close of December 2023, DP World SSA employed 29 214 individuals across its organisation, compared to 20 929 employees at the end of June 2022, with over 40% of the workforce stationed in South Africa.

In South Africa, DP World's employment figures stood at 12 391 at the end of December 2023, and at 12 395 individuals at the end of June 2022. The workforce composition included approximately 4% contractors in 2023 and 2% in 2022.

Employee compensation at DP World is designed to retain talent within the organisation and maintain competitiveness in the market. Salaries totalled R 4.9 billion in F2023, compared to R 4.5 billion in F2022. Tax contributions, including pay-as-you-earn (PAYE) and the skills development levy, amounted to R 191.2 million in 2023, slightly lower than the R 199.2 million recorded in F2022.

In addition to salaries, DP World also provided employee benefits and other related expenses amounting to R 407.1 million in F2023, compared to R 377 million in F2022. These benefits include:

MEDICAL AID

Employees are enrolled in a closed medical aid scheme through Imperial Motus Med, with access to emergency response services. Optional gap cover and medical savings plans are available at discounted rates. Total contributions towards medical funds were R 56.4 million in F2023 and R 53.9 million in F2022.

RETIREMENT SAVINGS

DP World supports employee retirement planning by enrolling employees in pension or provident funds, which include risk benefits such as death and disability cover. Total contributions towards pension and provident funds amounted to R 227.8 million in F2023 and R 210.3 million in F2022.

OTHER CONTRIBUTIONS

Contributions towards the Unemployment Insurance Fund (UIF) and workman's compensation stood at R 23.1 million and R 58.5 million, respectively, in F2023, compared to R 20.6 million and R 60.1 million in F2022.

Employees also receive allowances for 'tools of trade' essential for their roles, including travel and cell phone allowances.

DP World increased the annual leave days from 15 to 18 days for all Paterson C band employees, effective January 2024, based on the recent review of best practices, except for those employees whose legislated minimums already exceed 18 days.



Learning and Development

We take care of our employees by nurturing and helping them achieve their full potential through comprehensive programmes of learning and development.

Ongoing learning and capability enhancement are imperative for DP World to operate efficiently, particularly in times of rapid change. This commitment to learning enables DP World to generate value for stakeholders by addressing the evolving needs of customers and key partners.

In F2023, DP World in SA allocated R 50.5 million towards training initiatives (excluding salaries), with employees receiving approximately 969 000 hours of training across all learning excluding bursaries. Comparatively, in F2022, DP World invested R 32.4 million in training, with employees dedicating

approximately 840 000 hours in training. Averaging the total hours spend in training across all South African employees, an employee, spent 78 hours on training in F2023, compared to 68 hours in F2022.

In 2021, BP Southern Africa (Pty) Ltd conducted a survey aimed at gauging the perspectives of tertiary-level students from South African institutions. The findings positioned Imperial among the top three preferred employers in the Transport and Logistics sector, as highlighted in their Students' Choice Report. In 2022, Imperial received recognition as one of the top 3 graduate employers in the Transport

and Logistics industry, based on a Gradstar survey completed by tertiary students, underscoring its appeal as an employer of choice.

DP World's commitment to learning and development extends beyond its immediate workforce. Through various programmes, DP World facilitates the growth and development of youth, offers funding for higher education for employees' children, and supports employees in pursuing further education at tertiary institutions. These initiatives underscore DP World's dedication to nurturing talent and investing in the broader community's educational advancement.



Imperial Academy

The Imperial Academy (the DP World Learning Platform in SSA) is focused on skills development for employees. These include: Business skills, technical skills, management and leadership skills, executive skills, and administrative skills.

The Imperial Academy also offers courses on compliance, health, and well-being. Learning is offered through a combination of in-person and virtual/online training.

DP World partnered with accredited external service providers including specialist content developers and expert trainers., Examples of key training programmes include Business Administration, and License to Manage – the latter specifically designed to build people management capabilities on policies, processes, and systems.

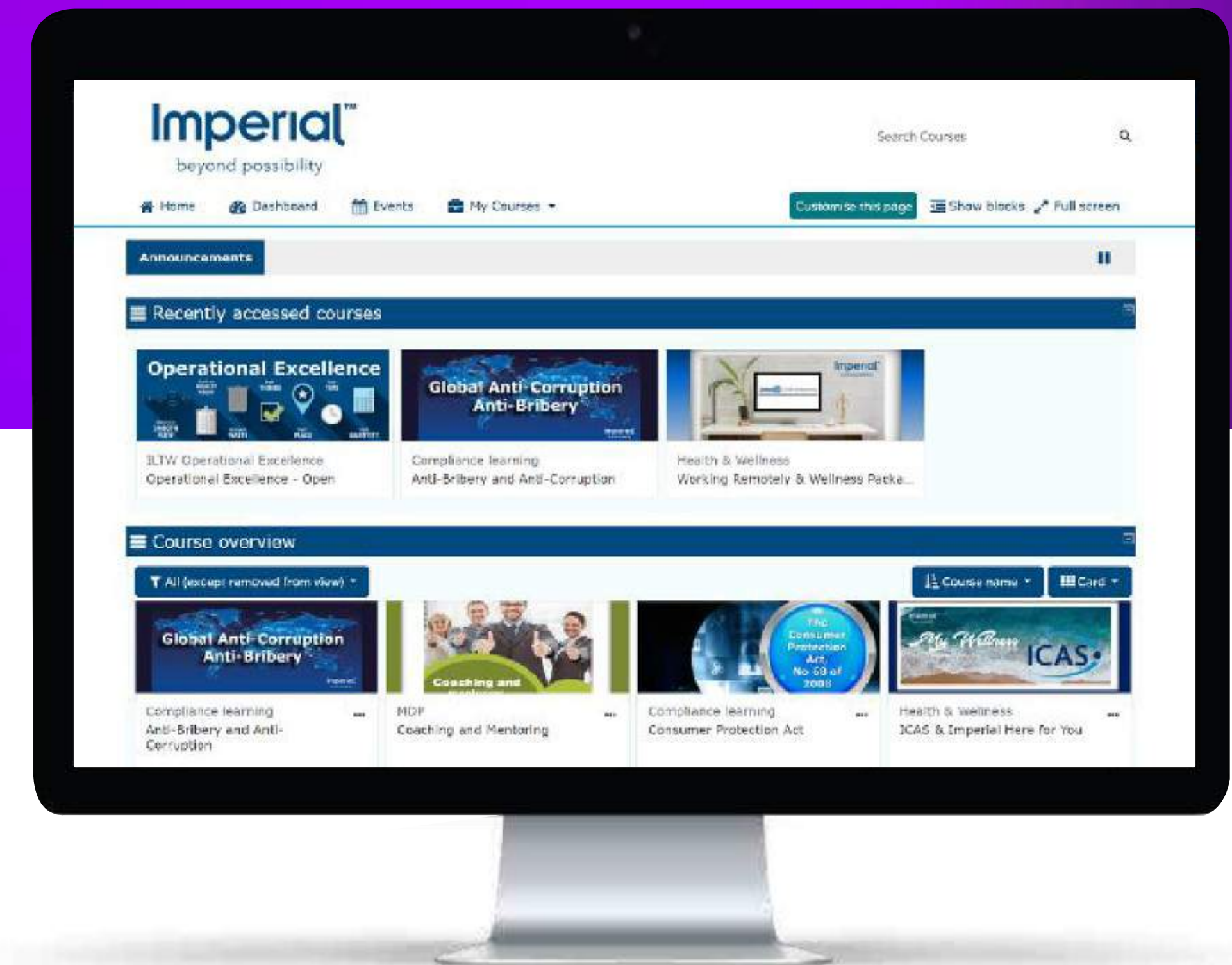


Figure 10: Some training and learning offerings through the Imperial Academy portal.



Youth Development Programmes

A key strategic theme for DP World is to build a pipeline of graduates across Higher and Further Education, to feed into the bursary and internship programmes. DP World's Youth Development Programme is a workplace entry programme aimed at equipping South Africa's youth for work, while building a talent pipeline for the business. In this way, young graduates gain hands-on workplace experience across all areas of the logistics and supply chain management industry, as well as exposure to future focus competencies.

DP World views this as a key path to transform the workplace and its communities. The programme has three core components:

- The graduate programme, called GROW (formerly known as the "Future-Fit Associate Programme") is a two-year programme, focused on creating employment for university graduates across Logistics, Financial Management, Industrial Engineering, Information Technology and

Human Resources. Each graduate works under the mentorship of an experienced manager and progress is monitored via project reports, performance appraisals, regular meetings, and feedback sessions to ensure each graduate is equipped to perform their duties in the workplace while earning a competitive salary. In F2023 the programme had 58 beneficiaries, and 28 beneficiaries in F2022.

- Learnerships are typically a year-long programme aimed at providing specialist and technical capability for individuals with matric or tertiary education, but with limited experience. In F2023 the programme had 736 beneficiaries and in F2022, 824 beneficiaries.
- Apprenticeships are typically four years long and are designed to build artisanal skills for diesel mechanics. In F2023 there were 362 beneficiaries and in F2022, 107 beneficiaries.
- Family Bursaries provide financial support for the children of employees who wish to pursue tertiary studies at public institutions in South Africa. Employees must have earned less than R 400,000 per annum with at least 3 years' service to qualify. This initiative supported 48 students in F2023 with R 1.8 million and 73 in F2022 with R 2.0 million.

Higher education and training

Employees are, where relevant, provided with study assistance for higher education and training for degrees, diplomas, and certificates. In F2023, 202 employees received R 5.7 million in assistance and in F2022, 146 employees received R 3.4 million in assistance.



Inclusion and Diversity

Building an inclusive culture,
which recognises and values diversity.

DP World places emphasis on diversity, fostering a culture of equality, and upholding respect for all individuals. The term 'diversity', in DP World's perspective, transcends numerical representation; it entails creating an environment that harnesses the talent and experiences of all its employees. DP World firmly believes that a thriving and sustainable business is one where every individual can flourish and progress, recognising its people as central to achieving strategic objectives.

The company acknowledges transformation of workplace demographics is crucial, both from ethical and commercial standpoints, and provides a competitive edge. Diverse teams comprising individuals with varied experiences, backgrounds, and styles are better equipped to address the needs of a diverse group of customers. Thus, transformation is ingrained in DP World's approach and continues to be integrated into its day-to-day operations.



Photo supplied by DP World

In 2022, DP World Group introduced a new global inclusion and diversity policy, encompassing several key elements:

- A commitment to offering equal opportunities to all employees, applicants, and stakeholders.
- An expectation for all employees to conduct themselves with mutual respect.
- A zero-tolerance stance towards discrimination, bullying, harassment based on personal characteristics, and any form of retaliation.
- Provision of both informal and formal channels for reporting any inappropriate behaviour within the company's sphere of influence.

DP World is striving to achieve a workforce that represents the demographics of the countries in which it operates. There are three core focus areas that the South African business is addressing in this regard: Racial diversity; Gender diversity; and Differently-abled employees.



Gender Diversity

DP World Group acknowledges the importance of promoting gender diversity and advancing gender equality within its organisation, as reflected in its “Our World, Our Future” sustainability strategy. The strategy’s focus areas, particularly within “Our Future,” prioritise women’s empowerment both within and outside the organisation. This involves investing in dismantling barriers and fostering gender parity. As a signatory to the United Nations Women Empowerment Principles, DP World has committed to ensuring that 30% of middle and senior management roles across the Group are held by women by 2025. By investing in the advancement of women and supporting their participation at all levels, DP World contributes to a more equitable world and creates value for its stakeholders, by harnessing the power of diversity.

DP World in South Africa	F2022	F2023
Women	22%	21%
Management		
Top management – women	20%	21%
Senior management – women	17%	17%
Middle management - women	17%	19%
Junior management - women	32%	28%

Table 3: Gender diversity, women at DP World in South Africa
Note: The drop in women from 22% in F2022 to 21% in F2023 is due to business acquisitions



Photo supplied by DP World

From a talent acquisition perspective, during F2023, DP World in South Africa appointed 41 senior roles of which a third were internal promotions and/or placements - 55% were Black, Indian and/or Coloured and 42% were women, in line with inclusion and diversity objectives.

Established in October 2019 under Imperial, the Global Women’s Forum (GWF) served as a platform to foster a culture of growth, motivation, and networking among women. This has transitioned to the SSA Women’s Forum at DP World. The forum prioritises gender equality, women’s empowerment, and the development and advancement of women across the organisation and across all career levels. Its mission is to promote opportunities for the development and advancement of women within DP World.

The SSA Women’s Forum outlines five main areas of focus, including formal training, experiential learning, women’s development and coaching programmes, networking and social events, community projects, and women awards. Notable initiatives stemming from the forum include mentoring and training programmes, graduate initiatives, industry positioning efforts, and targets for women in senior leadership roles. Quarterly internal planning meetings with regional representatives drive these strategic initiatives and addresses global issues impacting women, while the bi-annual SSA Women’s Forum features addresses from prominent guest speakers.

PROGRAMMES ESTABLISHED FROM THE GLOBAL WOMEN’S FORUM

	Leadership development programmes
	Women’s Round Table
	Wholesale and retail learnership, engineering programmes
	Female driver learnership programmes
	Mentorship/coaching/work-life balance programmes
	Interns on Business Administration learnerships
	Outreach programmes- GBV & Social impact projects in communities for Women

Figure 11: Programmes established at Imperial from the Women’s Forum



Several programmes were launched under the auspices of the Women's Forum, including initiatives addressing Gender-Based Violence (GBV). DP World takes a firm stance against GBV and has supported efforts such as SA's Gender-Based Violence and Femicide (GBVF) Response Fund. Imperial's "Reach out, Speak out, Find out" campaign, along with partnerships such as the Women's Cricket sponsorship with People Opposing Women Abuse (POWA), demonstrate commitment to combating GBV.

DP World's ongoing efforts against GBV extend to annually supporting grassroots awareness campaigns and training teachers on how to respond to GBV in underprivileged high schools, since 2021. These are conducted through a training partner with the endorsement of the Department of Basic Education, providing learners with platforms and safe spaces to seek help. Teachers from 60 schools have been trained on GBV from 2021 to 2023.

Additionally, Imperial hosted campaigns like #MovingWomenForward, #OwnYourMovement, and the #RealWomenUnfiltered campaign, which have reached millions of people through online channels.

Imperial's progress towards gender equality was recognised through various awards and accolades, including being ranked as one of South Africa's Top Gender Empowered Companies for 2022 by Standard Bank Top Women and winning the 'Women Empowerment in the Workplace' award for listed companies in Southern Africa in the Accenture 9th Gender Mainstreaming Awards in 2021.

Furthermore, DP World is a member of the International Finance Corporation (IFC) Women in Healthcare.

DP World, as the title sponsor, proudly supported the Maiden Factor visit to Cape Town in January 2023, where the historic all-female crew of the yacht Maiden

was warmly received at the Victoria & Alfred Marina. Skippered by Tracy Edwards, Maiden made waves in the 89/90 Whitbread 'Round the World' race, challenging gender discrimination and finishing 2nd in their class. Now, with an all-female team, Maiden continues its mission as global ambassadors for girls' empowerment through education in Science, Technology, Engineering, Art, and Mathematics (STEAM) subjects. During their stopover in Cape Town, DP World supported the crew to engage with women and girls in local communities and schools. The crew raised funds for various causes, and donated sanitary products to a high school. The crew embodies the values of gender equality championed by DP World.



Photo supplied by DP World

Figure 12: DP World welcoming the Maiden Factor crew in Cape Town, during January 2023



OUR PEOPLE | INCLUSION AND DIVERSITY

Further demonstrating DP World's commitment to diversity, for the graduate programme in F2023, 76% of the 58 beneficiaries were female and in F2022, 57% of 28 beneficiaries were female. For Learnerships and Apprenticeships, in F2023, 49% of the 362 beneficiaries were female, and in F2022, 50% of 107 beneficiaries were female.

Looking ahead, DP World SSA has outlined a women strategy roadmap for 2022 to 2025, reaffirming its dedication to advancing gender equality within the workplace.

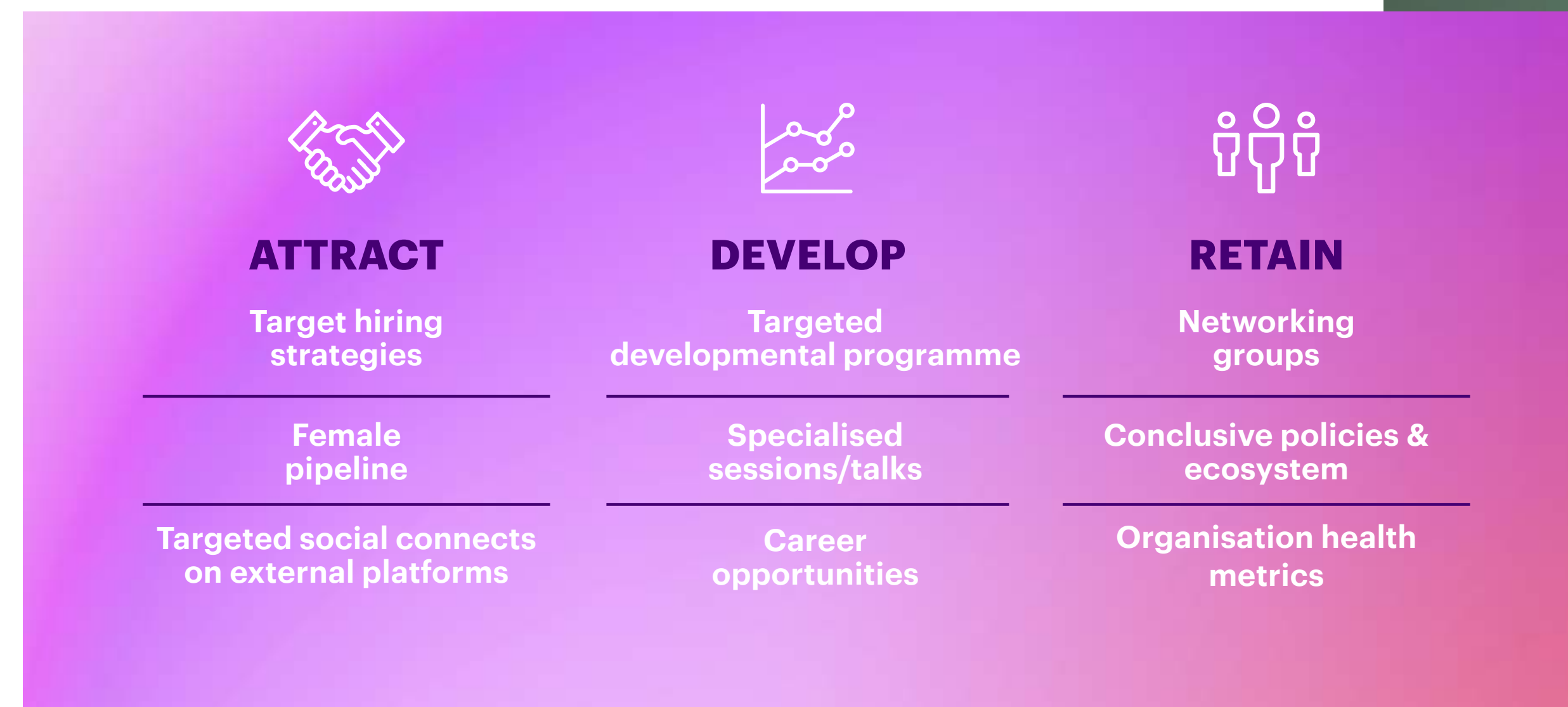


Figure 13: Women Strategy Roadmap for 2022 to 2025



Racial Diversity

DP World is committed to incorporating racial diversity into the business, as well as creating opportunities for local people within the regions in which it operates, through appointment and promotion opportunities, to employee training and supporting local Black-owned and Black women-owned businesses.

Black Representation ¹	F2022	F2023
Top management ²	100%	100%
Senior management	36%	37%
Middle management	48%	47%
Junior management	80%	78%
Semi-Skilled	96%	93%
Unskilled	99%	98%
Non-Permanent	99%	98%

Table 4: Black representation at DP World in SA

In F2023, 86% of the 58 beneficiaries of the graduate programme were Black and in F2022, 89% of 28 beneficiaries were Black. For Learnerships and Apprenticeships, in F2023, 79% of the 362 beneficiaries were Black, and in F2022, 70% of 107 beneficiaries were Black.

The DP World annual B-BBEE (Broad Based Black Economic Empowerment) audit was successfully concluded in the second half of F2023, with Imperial Logistics (Pty) Ltd verified as a Level 3 contributor and Imperial Logistics South Africa Group (Pty) Ltd a Level 2 contributor. DP World is currently awaiting the gazetted Amended Transport Sector Codes to assess the impact thereof on the scorecard.

Differently-abled Employees

DP World continues to focus on being inclusive of differently-abled employees. In F2023, DP World employed 230 differently-abled employees, and in F2022 employed 273 differently-abled employees (representing 2% of the workforce for both years).

As part of the Learnership and Apprentice intake, from the 362 beneficiaries in F2023, 27% were differently-abled, and in F2022, from the 107 beneficiaries 20% were differently-abled.

23 learners have been placed in the business from the 2022 programme. This demonstrates DP World’s focus to increase representation of diverse employees.

¹Black, in this context, includes African, Coloured, Indian, and Chinese people as per South Africa’s Employment Equity Act. ² Top management, in this context, refers to the CEO and MD of DP World’s sub-Saharan Africa region.



Health, Safety and Security

The principle “Build for a Better Future” places sustainability and health and safety at the heart of our business. In striving for zero harm, DP World prioritises the establishment of a robust system of work that undergoes regular review, ensuring the allocation of adequate resources to safeguard health, safety, and the environment. The company is dedicated to nurturing a culture of continuous improvement in safety, health, and security performance, in accordance with best practices.

This commitment is manifested through the integration of Health, Safety and Environment (HSE) standards into daily business operations and the proactive identification and mitigation of HSE risks. DP World extends its HSE requirements to encompass all its operating entities, personnel, suppliers, and subcontractors.

DP World’s safety strategy covers various aspects, including safe road transportation, warehouse services, product safety and quality, and employee health. The company’s HSE management frameworks and systems comply with the relevant legislation in each country of operation, in addition to adopting DP World Group’s HSE requirements consistently. A network of proficient health and safety professionals deployed across operations oversees the implementation of safety standards, monitors adherence, and identifies opportunities for continuous improvement in risk elimination and safety controls, guided by DP World Group HSE’s Five-Year Strategy.

To strengthen the priority placed on safety with leaders, two core safety training programmes, Safe Leader and HSE Pillars, are mandatory for all key leadership positions. DP World Group HSE

further embeds continuous improvement within business units by conducting audits and site assessments to assess risk.

In cases of road accidents and workplace incidents, irrespective of resulting injuries, DP World conducts thorough investigations to uncover root causes and prescribe preventive measures to forestall recurrence.

While DP World has implemented robust health and safety practices, regrettably two employee road-related fatalities occurred during F2023, with two employee road-related fatalities in F2022, despite these measures. This underscores the priority placed on continuing to improve policies, systems and practices in the pursuit of zero harm.



During 2023, DP World deployed 5 key areas of intervention to enhance safety in its operations:

1 DATA AND INTELLIGENCE

Technology is used to monitor driver behaviour, alertness, and fatigue, providing early notification to the drivers and control centres. This includes onboard camera systems, vehicle trackers (primary and secondary unit tracking), emergency panic buttons and early warning systems.

2 WORKING AT HEIGHTS

Implementation of fall protection and prevention systems at workshops to ensure safe access to truck trailers during maintenance.

Minimum safety requirements of personal protective equipment (PPE) for working at heights are set in accordance with the risk assessment safety plan, and include a full body harness with double lanyard. Employees are trained on working at elevated positions, and the use of fall protection equipment

and systems. Anchor points and lifeline design are in accordance with engineering standards and legislation. Internal and external inspections are completed in accordance with regulations and DP World Group minimum safety requirements.

3 PEDESTRIAN SAFETY

- Reviewing of depots and site traffic management plans to remove or separate pedestrians from mobile equipment using appropriate control measures.
- At the Road Freight Fuel Germiston site, designated walkways were painted, and demarcation areas have been restored.
- At the Mount Edgecombe, Durban site, walkways and barriers were constructed, driver safer zones painted, mirrors installed and signages erected. All employees use walkways, and toolbox talks were conducted with employees on site to support change management. Driver training has also been conducted on abiding by the new demarcations.

- At the Jacobs site in Durban, zebra crossings were painted, walkway barriers and floor signages were installed, protective barriers were installed in high-risk areas to remove and separate pedestrians from mobile equipment, driver engagements of revised traffic management plans were done, and toolbox talks conducted on safe movement on site.

4 LOAD SECURING

Best practices and guidelines are applied to securing loads in accordance with international and local standards.

5 FATIGUE MANAGEMENT

DP World worked with its drivers to identify contributing factors to driver fatigue, to work towards eradicating the associated risks. Amongst measures taken, a fatigue awareness campaign was launched in October 2023.



Additional initiatives implemented during F2023 in key DP World's Contracts Logistics premises to reduce incidents include:

- As part of continual risk assessments, the Health, Safety, Environment and Quality (HSEQ) team and technical and operations team reviewed the traffic flows in the facilities to minimise reversing of trucks and implemented a policy to ensure that all vehicles are installed with reverse alarms.
- A forklift fleet management system was implemented to monitor forklift operations and driver behaviour at higher-risk operations, realising a significant reduction in the number of material handling equipment-related incidents, as well as improved operator behaviour.
- Visible Felt Safety leadership walks were implemented to engage employees for promotion of a strong safety culture, reinforcing the safety values, expectations, and goals and identifying safety-related concerns requiring attention.

A highlight in 2023 was the inaugural Driver of The Year (DOTY) programme, implemented across all business units with truck fleets in SA. Each business unit conducted an analysis to identify their top 10

performing drivers and submitted their names to the DOTY committee. These drivers were then entered into the annual Driver League, whereby, based on the 3Cs – Carbon (driving performance and fuel consumption), Compliance (incident history), and Contribution (giving back to the community) – DOTY announces the winners and eligible drivers for participation in the annual competition day. Prizes were awarded on the day for winners of each vehicle category. The programme helps to promote safe driver behaviour through recognising and rewarding exceptional performance.

Through continual focus on safety policies and practices, DP World has seen an improvement in the Lost Time Injury (LTI) rate (total number of incidents that resulted in lost time for every 200 000 hours worked) since F2021: 1.13 for F2021, and 0.82 for F2022, and 0.66 for F2023.

Accenture estimates that around 57 injuries in F2023 and 32 injuries in F2022 have been avoided due to more stringent safety policies and practices, resulting in cost avoidance through the Socio-economic value of an injury, of R 18.5 million in F2023 and R 9.9 million in F2022.

Lastly, underscoring DP World's commitment to fleet safety, DP World was recognised in the 2023 Fleet Safety Awards, sponsored by MasterDrive in partnership with Santam and Castrol. From over 100 entries, DP World received overall winner for Best Organisation, Road Warrior and Best Fleet Manager. The Awards recognise fleet managers and companies for their dedication and hard work in promoting road safety in South Africa.

Figure 14: MasterDrive's Fleet Safety Awards in partnership with Santam and Castrol, awarded DP World as Best Organisation and Best Fleet Manager for 2023



Photo supplied by DP World





Photos supplied by DP World

Mark Rylance, COO: Logistics SSA, congratulates the 2023 Drivers of the Year. From left: Piet Malematse, DP World's tanker transport business in South Africa (Heavy Commercial Vehicles); Mzwandile Mantjeane, Road Freight Dedicated Contracts (Medium Commercial Vehicles); and Thulani Kaira, Road Freight Dedicated Contracts (Light Commercial Vehicles).



Physical, Mental and Financial Wellbeing

DP World recognises that wellbeing of its workforce is a priority, offering various initiatives aimed at promoting physical, mental, and financial wellbeing. These efforts include wellness days featuring basic health check-ups, mental health webinars and support lines, and programmes promoting financial literacy. Such initiatives not only bolster employee satisfaction and morale, but also yield tangible benefits such as heightened productivity, reduced absenteeism, and enhanced employee retention.

DP World's support for employee wellbeing extends to its subscription to the Independent Counselling and Advisory Services (ICAS), which offers confidential support services covering legal, financial, and family care matters. All employees also have free access to the 24/7 toll-free support services, HIV/AIDS, substance abuse support counselling, group trauma intervention, managerial consultancy and referral services, health and wellness advice and the maternity programme. Mental health, relationship issues, and trauma are among the primary concerns addressed through ICAS.



In June 2023 the DP World regional head office wellness day was held. ICAS was present, hosting awareness sessions on financial and mental wellness. The National Bargaining Council for the Road Freight and Logistics Industry's (NBCRFLI) Trucking Wellness programme assisted with basic health checks, including blood pressure, HIV tests and blood sugar levels. Employees could donate blood with the South African National Blood Service, have their vision screened and conduct breast cancer examinations. 'Ipledge', DP World's road safety campaign, also shared information on road safety and awareness demonstrations through a 'Drunk Goggles' obstacle course.

In F2023, DP World contributed R 12.9 million towards NBCRFLI wellness fund, matching the employee contributions of 1%. This ensures truck drivers have access to a wellness plan that includes day-to-day healthcare benefits, 24/7 emergency benefits, hospital benefits and funeral benefits. A portion of the wellness fund is used to support the NBCRFLI's Trucking Wellness programme. The programme is an example of a successful and sustainable public-private partnership in that it is funded by the NBCRFLI together with various partners who share the Council's vision of fighting

the prevalence of HIV/AIDS in the road freight and logistics industry. It has continued to experience year-on-year success since its inception. Through the programme, many lives continue to be saved and improved. Trucking Wellness was launched in 1999 by the NBCRFLI to create awareness around HIV and AIDS, and Sexually Transmitted Infections (STIs) amongst long-distance truck drivers and those at risk, such as driver spouses and partners.

In addition to Trucking Wellness's health service offered to drivers and their partners, the service is extended to people in surrounding communities. Over the years it has evolved into providing a holistic approach to health and wellness which encompasses a wide range of free primary healthcare services.

These services are offered through a combination of five mobile Wellness Clinics and 22 fixed Wellness Centres staffed by registered nurses and counsellors and situated on all major trucking routes. The clinics are funded by the NBCRFLI and supported by donor organisations, industry partners, local government, and relevant health departments.

Accenture has estimated that as a result of DP World contributions, around 11 000 lives have



been positively impacted in F2023, with around R 581 808 in cost savings for communities accessing the Trucking Wellness health services. All quantifiable estimated impacts are captured as part of the 'Our Communities' pillar.

Lastly, DP World has wellness champions for each operating site to help drive physical, mental, and financial wellbeing initiatives.



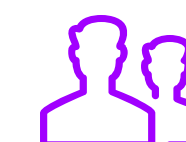
Total Value contributed to Our People

Through these employee-related initiatives, DP World created significant value to society and to partners.

Value to society was created through tax contributions (PAYE) and an increase in GDP directly and indirectly, through investment and expenditure by employees. GDP is indirectly increased through expenditure by employees within the local economy (for example, grocery expenditure) as well as payments by DP World to service providers such as recruitment agencies.

Further, by supporting 12 391 jobs, it is estimated that the lives of an estimated 46 450 other people, such as immediate family members of employees and bursary recipients, were also impacted.

Value Areas (R millions)



	Value to Society	Value to Industry	Value to Partners
F2022	13 752	-	515
F2023	15 688	-	638
Cumulative	29 441	-	1 153

Table 5: Total estimated socio-economic value created for Our People



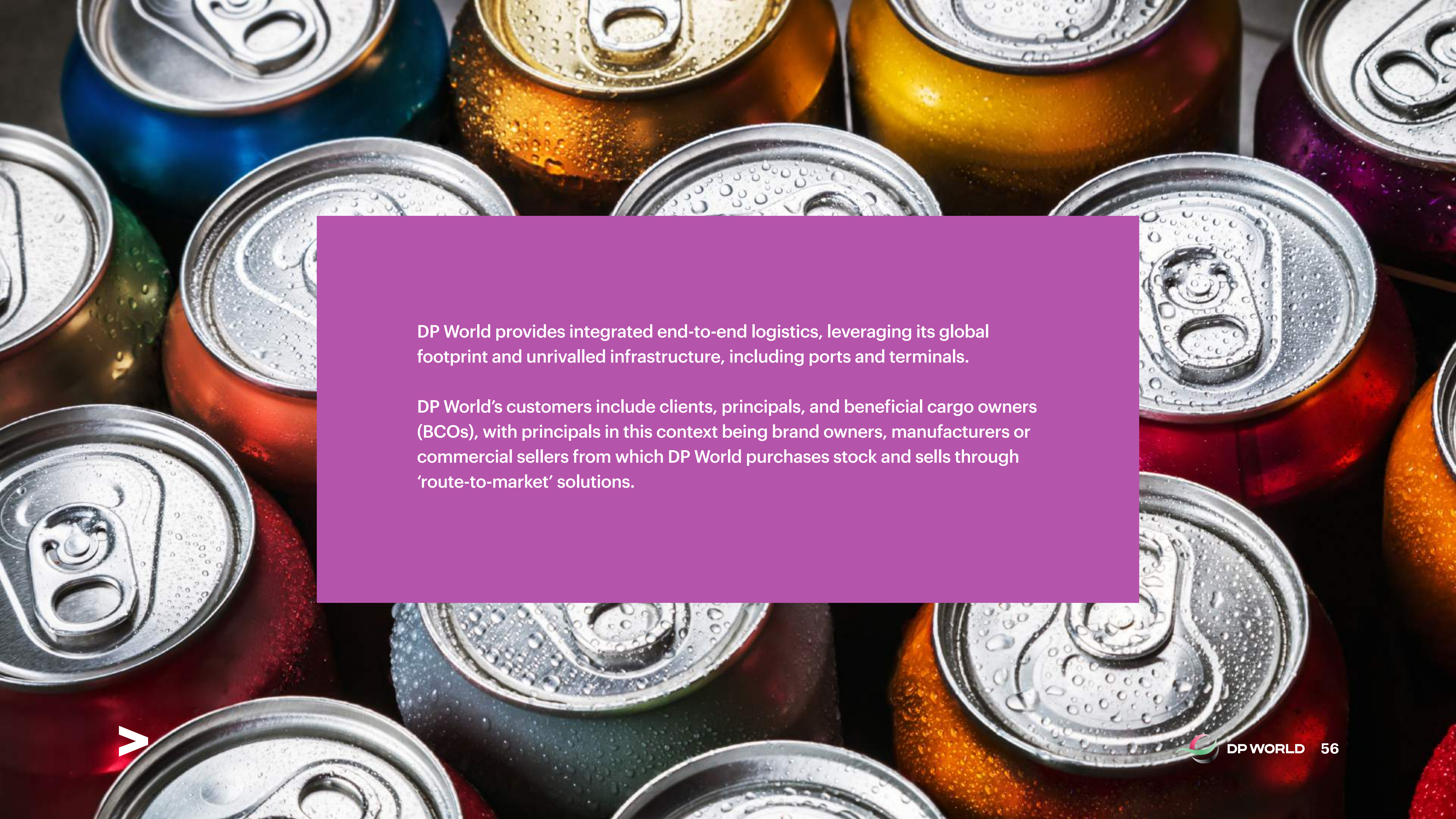
OUR PEOPLE | TOTAL VALUE CONTRIBUTED TO OUR PEOPLE

Through the 'Our People' pillar, employee benefits, such as medical aid, health, safety and security, and wellbeing benefits for employees such as ICAS, all contribute to the UN Sustainable Development Goal of good health and wellbeing (goal #3). Learning programmes offered through DP World contribute to quality education (goal #4). DP World's inclusion and diversity efforts and SSA Women's Forum work to promote gender equality (goal #5). Salaries and wages contribute to GDP uplift and promote economic growth (goal #8). Investments made in advanced technologies to increase employee safety support goal #3 and innovation (goal #9). Inclusion and diversity initiatives and employment, help empower and promote social and economic inclusion (goal#10).



Our Customers

MAKING TRADE FLOW



DP World provides integrated end-to-end logistics, leveraging its global footprint and unrivalled infrastructure, including ports and terminals.

DP World's customers include clients, principals, and beneficial cargo owners (BCOs), with principals in this context being brand owners, manufacturers or commercial sellers from which DP World purchases stock and sells through 'route-to-market' solutions.

DP World Capabilities in sub-Saharan Africa

DP World's Solutions in SSA include Parks and Economic Zones, Freight Management, Contract Logistics, Market Access and Ports and Terminals.

PARKS & ECONOMIC ZONES	FREIGHT MANAGEMENT	CONTRACT LOGISTICS	MARKET ACCESS	PORTS & TERMINALS
- Logistics Parks - Industrial Parks - Free Zones - Special Economic Zones - Pre-built Warehouses - Serviced Land Plots - Offices & Business Centres - Built to Suit	- Ocean & Air Freight Forwarding (including Customs Clearance) - Road Freight Management - Specialised Transportation - Multi-modal Freight - Inland Container Terminals 4PL and Logistics Control Tower	- Warehousing, Fulfilment, eCommerce and Value-added Services - Manufacturing Support & Assembly Services - Export Packing - Reverse, Repair and Service Parts	- Integrated Market Access Services & Logistics Solutions - Managing Distributorship Relationships - Multi-market Aggregation - Sourcing & Procurement - Emergency Relief & Kitting Services - Marketing & Promotion - Supply Chain Control Tower - A core differentiator for DP World in SSA	- Container services - RORO & Finished Vehicle Solutions - Breakbulk - Dry & Liquid Bulk - Crane Services - Port-Based Logistics Solutions - Cruises & Ferries - Livestock

Figure 15: DP World's solutions in SSA



In March 2022, DP World Group acquired leading logistics company Imperial Logistics (Imperial). The acquisition added significant strategic value to DP World Group, given Imperial's attractive footprint and market access and logistics solutions capability. Imperial's business complements DP World Group's existing footprint in Africa and Europe and enables DP World Group to deliver a fully integrated end-to-end solution across a wider market.

"Imperial's capabilities in market access and logistics and its extensive African and European footprint will complement and enhance our growth aspirations. DP World Group is a business that also focuses on empowering and employing local people in its countries of operation, while delivering sustainable and inclusive growth. Imperial's purpose aligns with our approach, and we look forward to welcoming Imperial to the DP World family," said Sultan Ahmed Bin Sulayem, Group Chairman and

CEO of DP World, at the time of the acquisition. Through Imperial, DP World Group has a strong track record in logistics and market access in SSA – taking its customers' (including clients' and principals') products to some of the fastest growing and most challenging markets. DP World Group contributes to growth and transformation of the economy by supporting the growth of other industries, creating numerous employment opportunities, and providing access to quality products.

Challenges faced by the logistics industry in SSA such as high costs, a shortage of skilled personnel, deficient and inadequately maintained infrastructure, and port delays have been passed on through the value chain, resulting in high costs, low reliability and limited service and product availability.

Operating in these difficult environments, DP World SSA has established itself as the strategic partner of choice for companies

seeking access to growth and development opportunities in the region.

It has done so with its understanding of customers' needs, the scale and size of its operations, end-to-end logistics capabilities and digital fleet management solutions. DP World Group, through its integrated and end-to-end service offerings, has improved product availability, increased reliability of the logistics network and contributed to reducing costs. DP World Group also ensures that products are adequately insured and has a strong track record for safely transporting goods.

DP World Group assumes various risks that its customers encounter when entering SSA markets, leveraging its extensive on-the-ground operations and distribution networks across multiple SSA markets. With an understanding of regional intricacies, regulations, languages, and challenges, DP World is well-equipped to navigate the complexities of these markets.



DP World Capabilities in South Africa

DP World's logistics capabilities in SA span Freight Management (Road Freight, Freight Forwarding and 4PL and Logistics Control Towers) and Contract Logistics.

In SA, a nation ranked 19th on the World Bank's Logistics Performance Index ^{iv} in 2023, commercial activity and economic performance are linked to its ability to transport goods both within and beyond its borders. A recent estimate by the South African Department of Transport ^v indicates that the transport, storage, and communications sector contribute 9.3% to SA's GDP – transport alone contributes about 6.5%.

The Africa Supply Chain Excellence Awards (ASCEA) were launched in F2022, to recognise the role played by supply chain management and honour and celebrate the achievements of organisations and individuals working in the field in Africa. Imperial won four awards, including first place in the 'Supply Chain Digital Transformation' category, first place in the 'Innovative Supply Chain Projects and Operations' category, second place in the 'Innovative Supply Chain Projects and Operations' category, and second place in the 'Sustainable Supply Chain' category.



Photo supplied by DP World





Figure 16: Imperial's Digital & IT team responsible for the design and implementation of our Business Performance Insights Platform (BPI-P) won first place in the 'Supply Chain Digital Transformation' category.

In 2023, DP World was recognised for its impact at the 2023 Supply Chain Excellence awards in two categories.



Figure 17: DP World in SA (Imperial) was recognised for two categories at the 2023 Africa Supply Chain Excellence Awards: 'Outstanding Achievement' and 'Innovative Supply Chain Projects and Operations'

Freight Management

Road Freight

DP World's owned and sub-contracted fleet provides its customers with bespoke road transport solutions to solve any transportation challenge.

The fit-for-purpose fleet of over 4,500 trucks in SA adheres to the highest safety standards and is maintained and governed by a strict asset replacement philosophy, with fuel efficiency a key consideration.

As one of the leading logistics providers in South Africa and on the African continent, DP World expertly manages the movement of goods on behalf of customers between specified sources and destinations, combining different transportation modes and types. To reduce time-to-market, improve customer service and mitigate risk, DP World also works in partnership with customers to integrate logistics functions in their end-to-end supply chain. When the outsource relationship is fully mature, DP World acts as the lead logistics provider, managing multiple supply chain functions on behalf of its customers.



Photo supplied by DP World

Road Freight offering:

- Supply primary and secondary distribution services by road in SA and cross-border, including food, chemicals, fuel and gas, as well as other temperature and time-sensitive products.
- Boasts an extensive fleet, coupled with deep expertise in multiple industries.
- Focused on integrated solutions that improve real-time, end-to-end visibility.
- Agile and adaptive to changing market demands, optimising resources and extracting synergies across all our capabilities.
- Pit-to-port bi-directional supply chain solutions to move bulk freight flexibly, efficiently, and responsibly.



4PL and Logistics Control Towers

Leading regional Fourth Party Logistics (4PL) and solutions provider, DP World combines the logistics and transport, air, and ocean freight management capabilities within its business under one umbrella. It offers a consolidation of the various skills required to provide a true international 4PL solution that is customised, relevant and innovative.

DP World designs, implements, and operate integrated freight management solutions – including road, rail, air, and ocean – that synergise available capacity and optimise DP World assets between multiple clients (where the capacity is not dedicated to a client). This solution allows DP World to integrate and optimise operations to achieve the lowest possible total cost, using world-class control

tower technology as an enabler. DP World's 4PL solution is offered across industries within SA and between SA and neighbouring countries.

At the end of F2023, the 4PL business in SA served around 150 customers, including some of the country's biggest retailers, energy companies and beverages brands.



Case Study : Leading Retail Company

CONTEXT

- The customer's facilities in the Western Cape needed end-to-end transport planning and execution management services after the distribution strategy changed to a centralised outbound model.
- The contract was extended, with a scope that includes a technology-enabled Logistics Control Tower function.

SOLUTION

- A solution for centralised planning and proactive execution management of outbound transport loads, including a national logistics control tower and inland distribution fleet.
- The solution ensures compliance with distribution plans.
- The implementation of a platform for visibility and dynamic optimisation through the Logistics Control Tower technology to ensure end-to-end visibility of warehousing and transport activities, thereby integrating synchronisation of the warehouse and transport functions.

CHALLENGE

- The centralisation programme was being hampered by inefficient warehouse operations and under-utilised vehicles.
- Improved transport planning and optimised warehouse operations were critical.

IMPACT

- Improved customer satisfaction and reduced costs.
- R 600m+ in transport cost savings over initial 5-year project.
- 16% year-on-year volume increase through centralisation of suppliers through the facilities.
- Vehicle turn-around time reduction of 49%.
- Fleet increase of 5% while volume grew by 79%.
- Distribution unit/handling unit improvement of 32%.
- Targeted savings over the contract period exceed R 1 billion.

Freight Forwarding

DP World's freight forwarding business in SA specialises in international air and ocean freight logistics, as well as customs clearance, and duty paid and bonded solutions. The South African offices in Johannesburg, Durban, Cape Town and Gqeberha work together with DP World Group's 100 freight forwarding offices around the world to deliver these services, providing a unique enabler of, and service extension to, DP World's logistics and ports and terminals business across the globe.

Contract Logistics

DP World's Contract Logistics services provides its customers with fully customisable and integrated solutions. DP World offers a unique value proposition to support customers in establishing and growing their brands through an integrated supply chain solution with an on- the-ground African presence.

DP World's core Contract Logistics services

Warehousing, Fulfilment, E-commerce, and Value-add Solutions support the preparation and shaping of finished goods to the end customer. With a focus on efficiency, Export Packing services facilitate the staging and packing of parts destined for assembly plants globally.

Complementing this, Manufacturing Support and Assembly Services offer solutions for transforming components into finished goods. Additionally, DP World extends support for post- sales operations through Reverse, Repair, and Service Parts solutions.

Key initiatives include operational excellence through standardisation of processes to ensure synergies, reducing customer time-to-market, and operational improvements to reduce overheads, improve customer satisfaction and mitigate risk.



Case Study: Leading Consumer Goods Company

CHALLENGE

- The customer wanted to reduce the complexity of its supply chain in South Africa, while also reducing costs.

SOLUTION

DP World rationalised the delivery locations served based on its analysis, by:

- Developing a sustainable and cost-efficient route-to-market solution.
- Collaborating across the business to fast-track the implementation of a simplified solution for the customer in South Africa.
- Simultaneously driving demand and improving delivery lead-times to the customer's base.

IMPACT

- Service delivery improved from both a lead time and order fill perspective.
- DP World helped grow the initial customer base from 584 customers to 1400 within a year.
- This equates to a growth in customer base of 180% in one year.
- DP World improved the quality and availability of the customer's supply chain data.
- DP World created a flexible and scalable end-to-end solution that adjusts to the customer's needs.

DP World's entry into the eCommerce market through the acquisition of ParcelNinja provided DP World with the opportunity to improve last-mile delivery in SA and enhance its ability to offer customised solutions to address specific customer requirements. It also focuses on increasing competitiveness for its clients, principals and customers through digitalisation, automation, and data-driven decision-making, as well as adopting new technology, digital tools and platforms.

Total Value contributed to Our Customers

Through its operations in South Africa, DP World has created significant direct and indirect value amounting to at least R 25.3 billion in F2023 and R 21 billion in F2022. Of this, R 2.9 billion was value created in F2023 for society, primarily through VAT on gross revenue. A further R 22.4 billion was created in F2023 for the logistics industry through revenue generation.

Through VAT contributions and serving millions of South Africans daily through operations and deliveries of goods, DP World in SA contributed to UN Sustainable Development Goal #8 and to goal #9 through its bespoke and innovative industry solutions.



Value Areas (R millions)



	Value to Society	Value to Industry	Value to Partners
F2022	2 425	18 594	-
F2023	2 918	22 368	-
Cumulative	5 343	40 962	-

Table 6: Total estimated socio-economic value created for Our Customers



Our Suppliers

PARTNERING FOR RESILIENCE



OUR SUPPLIERS

DP World creates significant positive impact on its suppliers through its drive for constant improvement, bespoke solutions, and automated technology.

DP World's preferential procurement and Enterprise and Supplier Development (ESD) initiatives benefit its suppliers by providing them with increased market access, stable demand, financial stability, capacity-building opportunities, and a competitive edge. DP World thus contributes to the overall development and sustainability of the supplier's business.

The SEIA framework for Suppliers considers DP World's primary suppliers and service providers, as well as ancillary suppliers who benefit financially and non-financially from DP World's procurement activities. The association with DP World's brand, its global footprint and potential for referral business, provide opportunity for these partners' growth.



Suppliers, Service Providers & Subcontractors for Transport

DP World supports and creates opportunities for primary and ancillary suppliers of goods and services for transport. The total spend on Transport was R 7.5 billion in F2022, and R 10.2 billion in F2023.

Transport procurement encompasses several key components, each playing a vital role in ensuring efficient operations. This includes the acquisition of trucks and tyres, fuel procurement, maintenance services, and engaging transport sub-contractors. These elements comprise most of the procurement spend and collectively contribute to the seamless functioning of DP World's transport operations.

DP World relies on Original Equipment Manufacturers (OEMs) for its fleet operations, including vehicle purchases, maintenance, and spare parts procurement. In F2022 and F2023, the company

made significant investments in this area:

- Expenditure on trucks and tyres amounted to R 734.7 million in F2022 and increased to R 1 billion in F2023.
- Expenditure on maintenance, covering spares and repairs, reached R 416.2 million in F2022 and grew to R 445.9 million in F2023.

Further, DP World closely collaborates with OEMs for tyre management, ensuring optimal performance, safety, and fuel efficiency. Used tyres are responsibly disposed of in compliance with applicable laws through OEM channels, supporting sustainable waste management practices.

DP World's operations are heavily dependent on fuel, necessitating robust partnerships with fuel suppliers

to ensure reliable supply chains, and operational and cost efficiency.

Spend on fuel by DP World:

- Expenditure on fuel amounted to R 1.9 billion in F2022 and R 2.3 billion in F2023.

By partnering with DP World, sub-contractors gain brand association and a broader potential customer base, with their employees in turn experiencing potentially enhanced job security and cash flow stability.

Spend on sub-contractors by DP World:

- Expenditure on sub-contractors amounted to R 4.5 billion in F2022 and R 6.4 billion in F2023.



Suppliers, Service Providers & Subcontractors for Property & Warehousing

DP World's business supports and creates opportunities for primary and ancillary suppliers of goods and services for property and warehousing. The total spend on Property and Warehousing was R 135.7 million in F2022, and R 96.3 million in F2023.

As a cornerstone of its logistics operations, DP World procurement spend is also allocated to property and warehouses.

This encompasses warehouse capital expenditure, ongoing maintenance, and leasing arrangements. By prioritising the upkeep and accessibility of its storage facilities, DP World underscores its dedication to maintaining a robust logistical infrastructure essential for operational efficiency.

DP World owned, sub-contracted and managed more than 95 warehouses by the end of F2023. Spend on warehouse and property related categories are:

- Capital expenditure on warehouses and warehouse maintenance amounted to R 16.2 million in F2022 and R 8.5 million in F2023.
- Expenditure on lease rentals amounted to R 119.5 million in F2022, and R 87.8 million in F2023.



Photo supplied by DP World (Photographer: Thianchai Sitthikongsak)



Other Suppliers, Service Providers and Subcontractors

DP World's business supports and creates opportunities for primary and ancillary suppliers of goods and services other than transport and warehousing. The remaining procurement spend was R 1.4 billion in F2022, and R 1.6 billion in F2023. DP World allocates resources to various other categories of spend essential for sustaining its operations. This includes expenditures categorised under General and Admin, Insurance costs, Security related expenditure, Consulting fees, and IT infrastructure spend totalling R 791.9 million in F2022 and R 584.4 million in F2023.

Procurement processes include a strategic approach to prioritised procurement categories, with the objectives being to enhance procurement controls and governance, deliver efficiencies and improve monitoring and reporting.

Thorough spend analytics and procurement data review enables more efficient B-BBEE compliant

supplier data management and reduced exposure to procurement practice-related risks.

In F2022, in support of sustainability objectives, a cross-functional team supported the review and renewal of waste management service provider contracts in South Africa. The objectives were to uphold all waste compliance requirements, introduce innovations to reduce waste generation and increase recycling, while optimising costs and introducing Qualifying Small Enterprises (QSE) or Exempted Micro Enterprises (EME) to the contracts.

While representing a small percentage of total procurement, the waste contract review process was a test case for DP World in South Africa in sustainability-related sourcing. The new contracts took effect during F2023, and the team was recognised as a finalist in DP World's 'Our People Matter' awards under the category Collaboration.



Photo supplied by DP World (Photographer: Issa Bin Saleh AlKindy)



Inclusive Supply Chain

DP World helps transform the business ecosystem through supporting Black business owners and promoting the growth of small enterprises in SA.

It does so by directing its considerable spend in the supply chain, using consistent and transparent procurement processes designed to support B-BBEE objectives, and through its ESD initiatives. DP World provided interest free loans to nine beneficiary entities, and a lower interest rate loan to one beneficiary entity. These funds were used to develop enterprises and suppliers.

Beneficiaries of these loans receive investment in their businesses; demand for their products and

services from DP World; procurement benefits such as favourable payment terms and access to DP World's network; training, especially on financial matters; information sharing sessions; and coaching and advice.

In support of enterprise and supplier development, DP World has provided a total of R 13.7 million in interest free or interest low loans to date, with all loans still active during F2022 and F2023. An estimated cost savings for the beneficiaries, in the form of no interest paid, amounted to R 1.5 million in F2023, and R 0.9 million in F2022.

Total measured procurement spend for F2023 stands

at R 18.5 billion, the value having doubled since the end of Imperial's F2021 year. The growth in absolute spend with Black-owned, and Black women-owned, enterprises has been achieved through the focus placed in the central Procurement and Transformation teams working alongside business units.

Procurement with QSEs and EMEs has not yet recovered to F2021 levels, following loss of a mining contract. When adjusted to remove that contract from the F2021 baseline, spend in that category increased by over 40%. Enterprise and supplier development spend stands at 3.4% of net profit after tax.



OUR SUPPLIERS | INCLUSIVE SUPPLY CHAIN

DP World’s legal entities in South Africa, Imperial Logistics South Africa Group (Pty) Ltd and Imperial Logistics (Pty) Ltd, are measured against the Transport Sector Generic Scorecard: Road Freight Sub-Sector. In the 2023 B-BBEE audit, the two legal entities attained ratings of Level 2 and Level 3 contributors, respectively.

The Procurement and Transformation teams, supporting the various business units, continue to collaborate in monitoring B-BBEE compliance and continually improving performance in line with the Amended Codes of Good Practice.



Preferential Procurement spend category	% increase in absolute spend F2023* vs F2021
PP spend with all QSEs and EMEs	-4%
PP spend with >51% Black owned enterprises	39%
PP spend with >30% Black women owned enterprises	87%
	F2023
Enterprise and supplier development spend as a % of net profit after tax	3.4%

Table 7: Preferential procurement spend trend for 2023 vs 2021.
*Note that at the time of publishing, the F2023 data was still undergoing audit, hence is not independently verified.



Total Value contributed to Our Suppliers

DP World has created value for the industry through its contributions to sub-contractor spend, and associated GDP uplift as value to society; and to its partners through purchases from suppliers who are not within the logistics industry.

DP World contributed to the UN Sustainable Development Goals which relate to gender equality (goal #5), through procurement from Black women-owned enterprises; decent work and economic growth (goal #8), through procurement spend that supports jobs and adds to economic growth; reduced inequalities (goal #10), by advancing economic transformation in SA through preferential procurement and enterprise and supplier development; and partnerships for the goals (goal #17), by procuring from small enterprises, and providing them with access to DP World capabilities and bulk purchase discounts.



Value Areas (R millions)



	Value to Society	Value to Industry	Value to Partners
F2022	4 369	4 765	4 362
F2023	6 372	6 730	5 157
Cumulative	10 741	11 495	9 519

Table 8 Total estimated socio-economic value created for Our Suppliers



Our Market

OUR BUSINESS ECOSYSTEM

DP World's Market comprises of external stakeholders like governments, regulatory bodies, shareholders, and financing entities. DP World adheres to all local laws and strives to uphold applicable international best practices, while fostering constructive relationships with regulatory bodies. This approach not only mitigates risks but also cultivates trust and transparency within the markets in which DP World operates.

Recognising the interdependence of regional economies, DP World acknowledges the significance of its operations on neighbouring countries. DP World underscores the importance of fostering connectivity across SSA, facilitating the seamless flow of trade, and catalysing transformative opportunities for all stakeholders involved.



Legal Compliance

The role of the Imperial Logistics South Africa Group (Pty) Ltd Social, Ethics, and Sustainability Committee is to perform statutory duties as contemplated in Regulation 43(5) of the Companies Act, and complementary to its statutory duties, assists the company to discharge its social, ethics and sustainability responsibility regarding relevant legislation, the King IV Code on corporate governance, the implementation of practices that are consistent with DP World's sustainability related policies and strategy, as well as general good corporate citizenship. The Committee is chaired by a non-executive Board member and operates against a detailed Terms of Reference and structured agenda.

Taxes, Fees and Finance

As a responsible and ethical corporate citizen, DP World contributes to the overall economy through the various taxes and levies that it pays during the normal course of business.

In F2023, DP World paid R 933 million in VAT and Income taxes, and R 802 million in F2022. Additionally, DP World paid R 301 million to the government in the form of fees and charges (e.g., toll fees) in F2023, and R 249 million in F2022.



Photo supplied by DP World



Regulators and Industry Bodies

As an active member of the logistics industry, DP World welcomes opportunities to engage and participate in discussions around policy development and regulations together with relevant stakeholders and members of the industry. DP World views such engagements as critical for effective regulation maintaining best practice within the industry.

DP World also shares best practices as appropriate and is an active member in several industry and business bodies, such as the Road Freight Association (RFA) and the National Business Initiative (NBI).

To demonstrate conformance with good practices, DP World also maintains various applicable independent certifications, e.g., certified tank cleaning for hazardous bulk liquids (e.g. fuel and gas) and ISO 22000 certification on food safety management for bulk liquids (food).

With DP World Group a signatory to the UN Global Compact and Women's Empowerment Principles, DP World in SA aligns to these frameworks.



Figure 18: Sustainability Reporting Frameworks and memberships guiding DP World in SA

Equity and Financing

Public and Private

On 7 July 2021, Imperial entered into a transaction implementation agreement with DP World. In the joint announcement, DP World declared its firm intention to acquire all issued ordinary shares of Imperial through a scheme of arrangement, offering ZAR 66 per share as Scheme Consideration, totalling approximately ZAR 12.7 billion. The proposal included Imperial's Logistics International business and was subject to shareholder approval. DP World's strategic rationale for the acquisition included expanding its footprint in Africa and Europe, enhancing its end-to-end solutions for cargo owners, and contributing to the development of the South African economy. The implementation of the scheme was contingent upon various conditions being met, including regulatory approvals and shareholder resolutions. Conditions were fulfilled during F2022, and DP World bought all Imperial shares, which led to the termination of Imperial's public listing on the Johannesburg Stock Exchange (JSE) and its American Depository Receipt program.

Loans

Imperial announced during F2022 its successful conclusion of a R 1 billion Sustainability-Linked Revolving Credit Facility (RCF) with Nedbank Corporate

and Investment Banking. This marked Imperial's first-ever sustainability-linked credit facility. Through active engagement with Imperial on its Environmental Social and Governance (ESG) strategy and debt financing requirements, Nedbank developed the R 1 billion sustainability-linked debt instrument. The savings obtained through this ESG facility from Nedbank would be directed towards green projects supporting DP World's ESG ambitions.

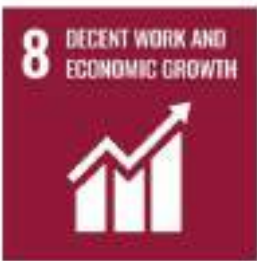
Imperial also announced, in F2022, its successful conclusion of a Rand-based RCF and USD multi-jurisdictional multicurrency facilities totalling approximately R 500 million from Rand Merchant Bank (RMB). These financial arrangements marked a milestone in DP World's strategic journey, particularly in expanding its footprint across Africa, while placing a heightened emphasis on ESG considerations. The RCF structure innovatively incorporated an external business sustainability rating and Imperial's commitment to directing pricing benefits towards advancing its ESG agenda. These progressive steps represented a significant advancement in local market product development, positioning the company as a front runner in integrating impact-driven financing mechanisms.

DP World's commitment to sustainability priorities is further underscored by its engagement with external ESG rating systems, such as the EcoVadis sustainability rating, to provide stakeholders with independent assessments of its ESG performance.

Total Value contributed to Our Market

Through the Our Market pillar, DP World contributed R 933 million and R 802 million through tax contributions, including income taxes and import duties, during F2023 and F2022, respectively. DP World also contributed R 301 million and R 249 million through government/regulatory/infrastructure charges – this includes rates and taxes, toll fees, vehicle registration charges and road permit fees.

DP World has contributed to the UN Sustainable Development Goal for decent work and economic growth (goal #8), through its contributions to the government in rates, taxes, permits and other fees.



Value Areas (R millions)



	Value to Society	Value to Industry	Value to Partners
F2022	1 051	-	-
F2023	1 234	-	-
Cumulative	2 285	-	-

Table 9: Total estimated socio-economic value created for Our Market

Our Environment

PRESERVING OUR PLANET

Striving for zero harm to the environment and moving towards a future where we create positive impacts on the environment in which we operate

Figure 19: Recycling bins at DP World SSA head office building



DP World, a leading provider of end-to-end logistics across SSA, is committed to championing sustainable practices and driving climate action within the region. DP World Group advocates for urgent climate action, aiming to make global trade more sustainable and resilient, and played a key collaborating role as a 'Principal Pathway Partner' to COP28. Acknowledging its responsibility, DP World in SA works with partners and stakeholders to find solutions for the logistics sector to transition to net-zero emissions by 2050.

DP World's Group-wide decarbonisation targets include a 42% reduction in Scope 1 and 2 emissions by 2030 against a 2022 baseline, 28% reduction in Scope 3 by 2030, and reaching net zero emissions across all scopes by 2050. DP World subscribes to the United Nations Global Compact's Forward Faster Commitments, focusing on climate action among

other key areas. Under the custodianship of DP World Group Health Safety & Environment (GHSE), the decarbonisation strategy entails a multi-faceted approach encompassing electrification, process efficiency enhancements, renewable energy supply, low-carbon fuel supply, and carbon compensation. By focusing on these levers, DP World aims to reduce emissions across its operations and save on energy costs while striving for a sustainable future.

Guided by DP World Group HSE's strategy, five-year plans for continuous improvement in environmental performance are developed for operating sites.

Through collaborative efforts and strategic investments, DP World continues its journey for a greener, more sustainable future for generations to come.

To benchmark its approach, DP World in South Africa has participated in ESG ratings, which include climate change considerations:

- CDP 2022 and 2023 climate change rating for Imperial Group is a B. This is higher than the Africa regional average of B-, and higher than the Intermodal transport & logistics sector average of C.
- CDP 2022 and 2023 supplier engagement rating for Imperial Group is a B. This is higher than the Africa regional average of C, and higher than the Intermodal transport & logistics sector average of C.
- EcoVadis rating for 2022 and 2023 for Imperial Group is Silver, placing it in the top 25% of all companies rated.
- IRAS 2022 rating for Imperial Group (last year of rating as a listed company): 78.92/100, top performer in South African transport sector for two successive years.

The climate change response for DP World in South Africa supports the GHSE strategy, ensures compliance to local laws and provides benefits for customers in reducing their Scope 3 (supply chain) emissions:

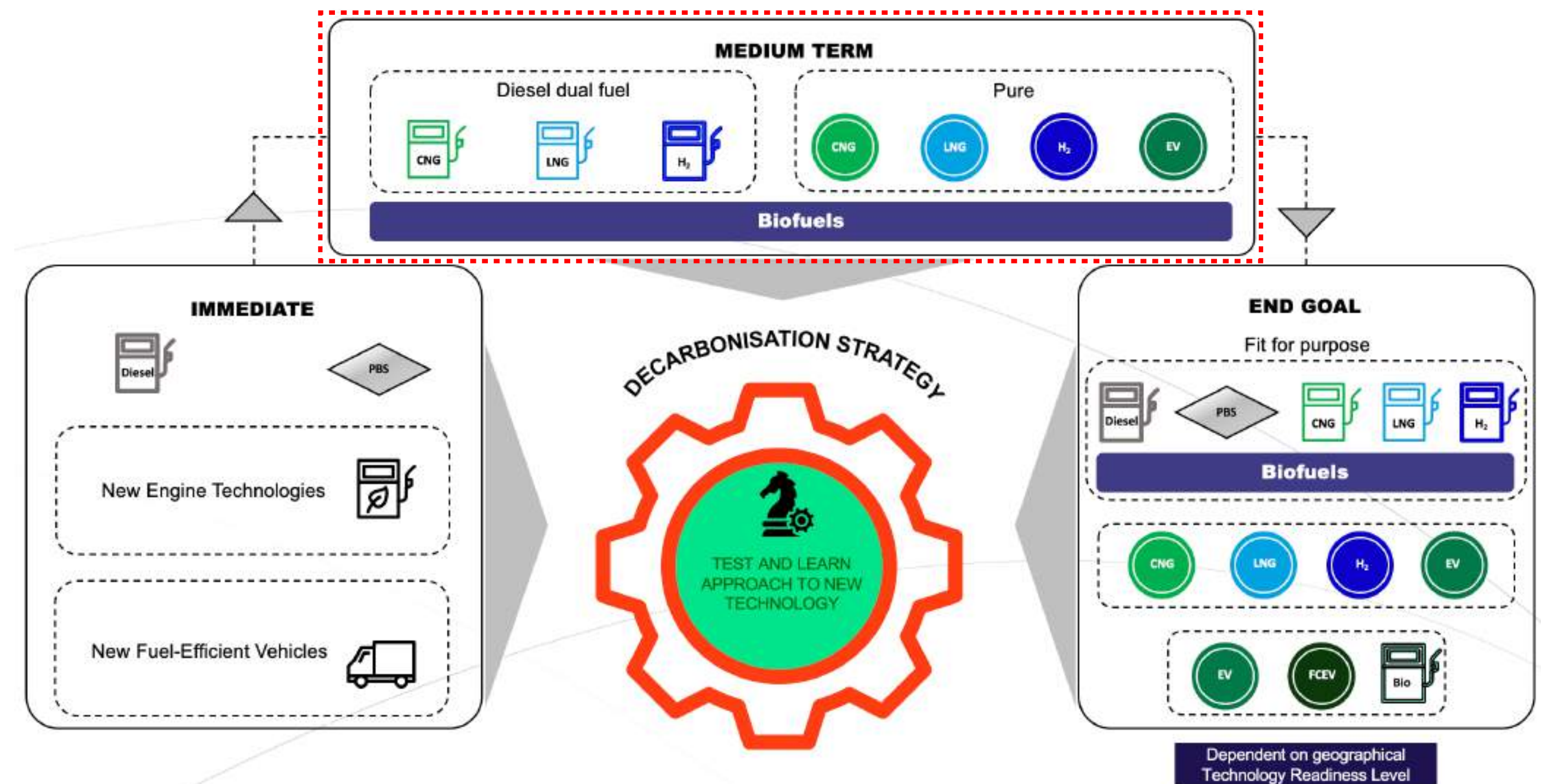


Fleet Decarbonisation

Transitioning to cleaner fuel technologies and innovative fleet solutions is a key lever to decarbonising DP World's fleet and reducing DP World's total carbon emissions. By embracing these initiatives, DP World not only reduces carbon emissions but also aligns with global sustainability goals, enhances operational efficiency, and demonstrates corporate responsibility in combating climate change.

DP World's contribution to this effort is multifaceted, with the roadmap considering actions for the immediate and medium term.

Figure 20: Short and medium roadmap for decarbonisation of the SSA fleet



Immediate solutions implemented by DP World include the procurement of newer Euro 5 emission standard-compliant vehicles, focus on increasing backhauling to avoid empty trailer return trips, innovative truck trailer designs such as those that increase capacity to reduce the number of delivery trips needed, and driver monitoring and reward programs.

Moreover, efficiencies are gained through digital fleet management. DP World uses Control Tower technology and data-driven insights to monitor, analyse and optimise fuel consumption, vehicle utilisation, and driver behaviour, contributing both to environmental sustainability and operational excellence.

DP World procured 191 Euro 5 vehicles during F2022 and F2023. For the same distance travelled, Euro 5

vehicles realise a 5-8% reduction in carbon emissions compared to Euro 3 vehicles.

At the same time, research on alternative fuels and decarbonisation strategies is ongoing, with the aim of reducing carbon emissions, demonstrating industry leadership in innovation, and optimising the total cost of ownership. Research and Development is focused on finding technologies for DP World's medium-term roadmap. Various fuel solutions, including compressed natural gas (CNG), liquefied natural gas (LNG), biodiesel, diesel dual fuel (DDF) technologies, performance-based standard (PBS) truck permits, electric vehicles, and hydrogen fuel, are being explored for the commercial truck fleet. These investigations consider multiple applicable factors such as viability, local environment, legislation, OEM services, decarbonisation potential, and cost of new technologies.

As an example of leadership in innovation, DP World

partnered with a key customer to launch its first refrigeration trailer with AxlePower technology, developed in partnership with Thermo King and BPW. This is also the first deployment of AxlePower technology in Africa. Through a specially adapted axle, kinetic energy is converted into electricity, which provides 100% electric refrigeration, transforming road transport trailers into a source of clean and efficient electricity. When operating on the N1 route from Johannesburg to Cape Town over a year, a reduction of 27 tonnes of carbon emissions per truck is estimated.

DP World's initiatives in transitioning to cleaner fuel technologies and innovative fleet solutions underscore its dedication to sustainability and environmental stewardship. Through ongoing research, strategic investments, and digital innovation, DP World strives to lead the way towards a greener, more sustainable future for the logistics industry.



Figure 21: DP World's first AxlePower refrigerated trailer

Greening Electricity Supply

DP World generates renewable energy through solar panels installed across various sites in South Africa, including Goldfields Logistics sites in the Western Cape and Gauteng, our tanker transport business in Germiston, Imperial Health Services (IHS), and Deep Catch in Bellville. The total renewable energy generated for F2023 was 4 911 MWh and 3 344 MWh in F2022, avoiding approximately 4 991 tonnes of carbon emissions in F2023, and 3 344 tonnes in F2022. By avoiding these emissions, around R 17.2 million in F2023, and R 11.1 million in F2022, in social cost of carbon was avoided³.

More recently, DP World opened its new SSA corporate office in Waterfall City, Johannesburg. The building was designed to achieve a 5-star Green Star SA certification. A solar power system will be connected in due course, and energy efficient light and heating, bottle-free drinking water delivery systems and waste separation and sorting bins are environmentally friendly practices adopted to support the 5-star rating.

³The US Environmental Protection Agency announced late 2023 an updated social cost of carbon. The new estimate asserts that each ton of carbon dioxide emitted into the atmosphere costs society around \$190—almost four times higher than the government-wide estimate of \$51 per ton.



Photo supplied by DP World



Waste

DP World's waste can be classified into two categories – hazardous and non-hazardous waste. As far as practically possible, waste is recycled; in F2023, 592 tonnes were recycled and in F2022, 767 tonnes were recycled. With every item being recycled, DP World helps in reducing greenhouse gases and protect the environment – around 415 tonnes of carbon emissions were avoided by recycling in F2023 and 537 tonnes in F2022.

Figure 22: Waste separation bins encourage employee awareness and enable increased recycling rates at Road Freight Fuel premises near Cape Town



Photo supplied by DP World



Water

Figure 23: DP World's Specialised Freight | Food & Chemicals business was awarded second place in the 'Sustainable Supply Chain' category for its water conservation initiatives at the ASCEA Awards 2022.

Responsibly managing water consumption is important to DP World and as such, several initiatives have been implemented to make use of borehole water, recycled water, and harvested rainwater.

DP World's primary water consumption is linked to cleaning its fleet, especially tankers, which require several washes to meet strict food-grade requirements. To manage this consumption, water used in the last rinse cycle of food tankers is stored and reused to wash non-food tankers. The water re-use projects at a depot near Cape Town and a facility near Alberton are additional examples of conscious use of water – with a collective reduction of more than 12 million litres in water usage in F2023, and 28.4 million litres in F2022.

For effluent management, wastewater recycling units help to reduce the volume of effluent discharged into sewers. At the Germiston depot, biological effluent treatment was introduced to improve wash bay effluent management. This, together with other initiatives that reduced the site's water consumption by almost half, have saved over 3 million litres of water a month and reduced effluent discharge to the municipality by 80%.



Recognising DP World's efforts in improving water and effluent management at the tanker transport facility in Germiston, the project won the 2022 Chemical & Allied Industries' Association Responsible Care® Initiative of the Year Runner Up award.



Figure 24: Effluent treatment at Tanker transport facility in Germiston

Biodiversity

DP World is cognisant of its responsibility to prevent biodiversity loss across its global operations both on land and in water, and is continuing to understand its impacts on nature and will evolve its management strategies accordingly.

Good environmental stewardship is embedded into DP World's business processes, activities and decision-making in striving for zero harm to the environment. Its actions limiting biodiversity impact include: Using natural resources responsibly and continually trying to find ways to improve efficiency and reduce demand; Managing facilities in line with all site permits and environmental authorisations; strictly controlling waste and effluent; Adhering to the highest standards for cleaning up any spills that may occur onsite, and for emergency response where road accidents result in loss of product; and Minimising truck tailpipe emissions to reduce air pollution.

New warehouses are mostly established in developed areas and all new building developments, whether leased or owned, adhere to regulatory requirements with environmental impact assessments carefully considering the products to be stored. DP World's warehouses are typically not located in environmentally sensitive areas.



Total Value contributed to Our Environment

During F2022 and F2023, DP World realised R 48 million in combined benefits from investing in solar panels, recycling waste, and making use of recycled water. These initiatives highlight DP World’s commitment towards reducing negative impacts on the environment.

DP World has contributed to the UN Sustainable Development Goals which relate to clean water and sanitation (goal #6) through its water re-use initiatives; affordable and clean energy (goal #7) through electricity generated by solar panels as well as shifting from Euro 3 to Euro 5 vehicles; industry, innovation and infrastructure (goal #9) by driving innovation in fleet and fuel solutions through research and development; sustainable cities and communities (goal #11), responsible consumption and production (goal #12), climate action (goal #13), and partnerships for the goals (goal #17), by partnering with OEMs and suppliers during fleet and fuel research and development.



Value Areas (R millions)



	Value to Society	Value to Industry	Value to Partners
F2022	19	-	-
F2023	29	-	-
Cumulative	48	-	-

Table 10: Total estimated socio-economic value created for Our Environment



Our Communities

INVESTING FOR THE FUTURE

Beyond merely conducting business, DP World strives to enrich local life by infusing economic prosperity and addressing pressing societal needs.

At the heart of DP World's mission lies a steadfast commitment to the communities it serves. Rooted in sustainability and responsible corporate citizenship, DP World's community engagement goes beyond business, aiming to enrich local life by fostering economic prosperity and addressing critical societal needs. Investing in communities also creates a healthier, talented, and vibrant pool of skills for future recruitment. From providing affordable healthcare solutions in underserved areas to skills development, DP World is dedicated to effecting positive change and making a meaningful impact in its operating markets. In addition to its ESD initiatives, DP World actively contributes to the development of the communities it serves, generating additional societal value through impactful Community Investment (CI) programmes.

These initiatives, addressing a diverse range of needs, embody DP World's commitment to improving lives and fostering sustainable growth. This includes improving access to quality healthcare; championing education through literacy programmes; driving awareness to improve road safety; investing in sports development to foster community engagement and promote skills acquisition; nurturing and investing in entrepreneurial success; and providing community support and backing through financial and in-kind contributions to selected causes.

Flagship initiatives include Unjani Clinics, the DP World and Motus Community Trust, and road safety. This section focuses on the various CI programmes undertaken and value generated from them.

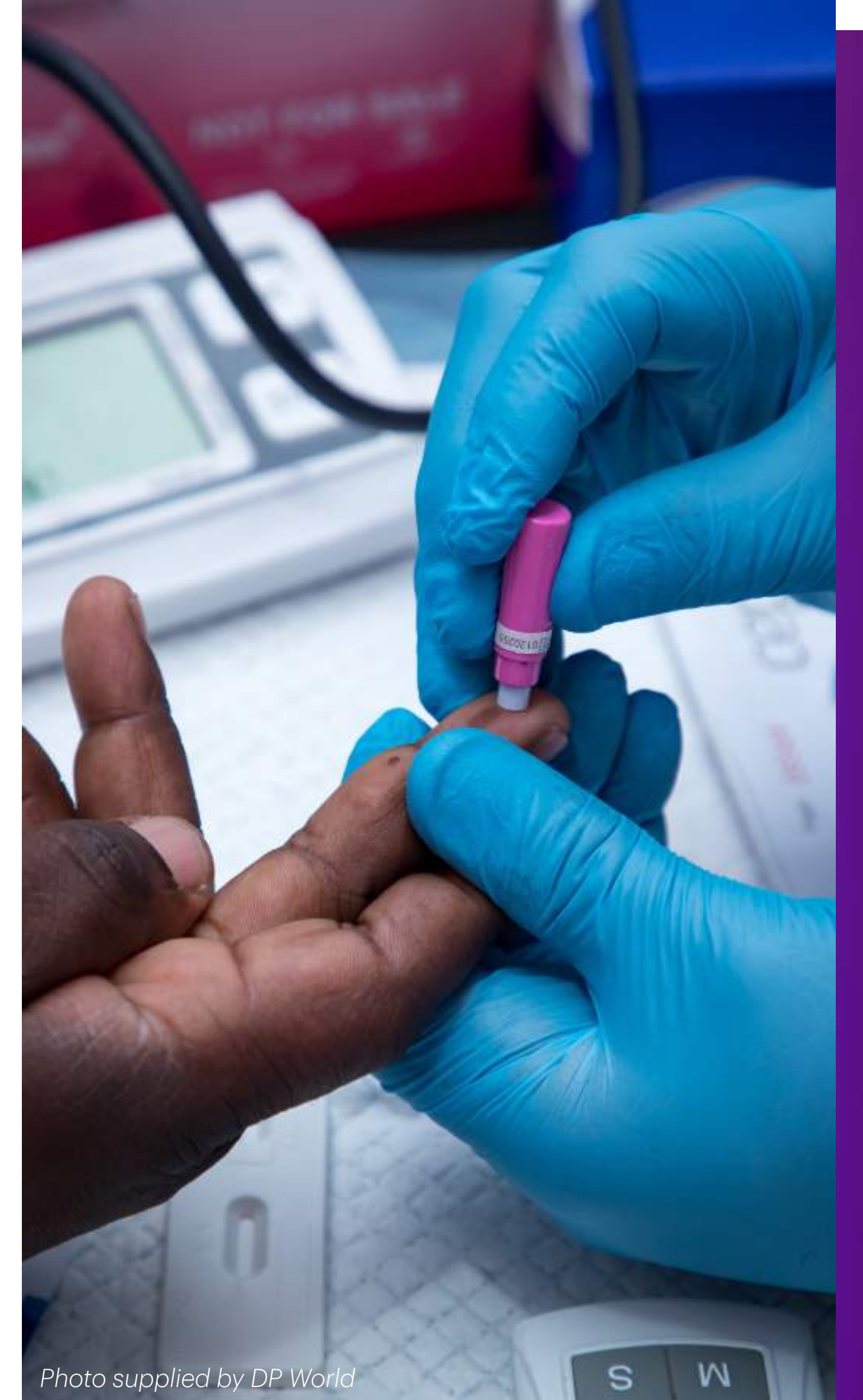


Photo supplied by DP World



Healthcare

Initiatives focused on increasing access to quality and affordable healthcare.



More than 80% of SA's population rely on the public sector for their healthcare needs, however, limited health professional resources, dated infrastructure and underutilization of technology, result in a strained public health service challenged to provide equitable health services. Such an environment increases risks to the health of many people, especially the unemployed and the uninsured, who are unable to afford costly medical care.

DP World supports access to quality and affordable primary healthcare for employed, uninsured people through the Unjani Clinics Non-Profit Company (NPC).

Unjani Clinics NPC

The Unjani Clinics NPC is a bold and disruptive service delivery model that operates in low- income and rural communities and has over the past 10 years, empowered professional nurses to operate and ultimately own these container clinics that provide access to quality and affordable primary healthcare. Unjani Clinics was established to address this gap in healthcare access for low-income communities, with a now proven concept and transitioning to scale.



OUR COMMUNITIES | HEALTHCARE

Since its inception, Unjani Clinics has had over 4,4 million cumulative consults, with 1,074,016 consults in calendar year 2023 which was a 15% increase on calendar year 2022. The network consists of 190 Care Settings that include 178 Clinics plus 12 Mobile health pods with 680 permanent staff, 80% of whom are female. Unjani Clinics has empowered over 145 'nurse-preneurs'. Over and above the permanent staff, the Unjani Network employs Youth Employment Service (YES)/Health Promotion Officer (HPO) learners, many of which are absorbed into the network as permanent staff after 12 months. To date, 99 YES



and 59 HPO learners have been part of the Unjani Network team. The population coverage (catchment within 5km radius of facilities) is over 28,9 million. To date, DP World has funded 49 Care Settings with 2 085 376 consultations recorded through funded clinics (accounting for 47% of total network consultations) with total donations of R 58 480 547.

The Unjani Clinics network is a partnership with DP World, the National Treasury's Jobs Fund, and other corporates.



The clinics are aimed at the employed, but uninsured population (estimated at approximately 15 million people in South Africa), who are able to pay a small fee towards their healthcare needs. A standard consultation at any Unjani Clinic will cost the patient between R 250 and R 300, including medication. Other services are available at an additional cost.

Further, many of the nurses give health talks and offer basic healthcare services (e.g. blood pressure checks) at local schools and community events. By bringing care to the vicinity of the low-income communities, Unjani Clinics provide timely intervention that reduces waiting time and travel costs by reducing long distance travel required to reach government facilities.

Between F2022 and F2023, we estimate that the Unjani Clinics sponsored by DP World, were able to unlock more than R 256 million for surrounding communities, through a combination of cost and time savings. This network of reliable primary healthcare services also reduces the burden on public healthcare facilities, which can cater to more time sensitive and critical cases. Apart from its impact on the health and well-being of local communities, the Unjani Clinics network also supports the growth of local communities by creating meaningful work opportunities. The clinics that were sponsored by DP World supported 224 direct job opportunities by F2023, leading to a GDP uplift of over R 119 million across F2022 and F2023. Through the company manufacturing the container-clinics, the network supports the creation of several indirect jobs as well. It is estimated that 361 592 lives in F2022 and 557 541 lives in F2023 were positively impacted through the contributions made by DP World to the Unjani Clinics network. Lives impacted include those of patients, employees, and their family members.





SISTER MAMSY MASILELA

Unjani Clinic Kwaggafontein

Sister Mamsy learned about Unjani Clinics from the previous nurse working in Kwaggafontein and is now running one of the busiest clinics amongst the newly graduated nurses – her, and her team of 12 see around 1800 patients every month.

The Unjani Clinics model gave her an unprecedented opportunity to get the funding and support she needed to start her own clinic, and Mamsy feels that the organisation sees her vision and represents her, and her future. Today, her proudest achievements have been to empower other Black women while educating her patients and making a difference in her community. Sister Mamsy is currently operating three Unjani Clinics facilities and hopes to open one more. Once she has four clinics, her aim is to expand her services by appointing specialists.



SISTER PHINDILE MAPHOSA

Unjani Clinic eMbalenhle

For Sister Phindile, the Unjani Clinics model enabled her to succeed in achieving her long-term dream. After trying to start her own practice, but failing due to financial difficulties, Phindile found out about the Unjani Clinics Network from a friend, and the rest was history.

The NPC means a great deal to her, as it has made a huge difference in her life – a difference she is now able to pass on to her 1000-1200 monthly patients by giving them the best in empathetic healthcare. It's no wonder that Phindile was happy and felt 'very special and unique' when she graduated, as this was the culmination of a lifelong dream.

[Link to Unjani Clinic video](#)



SISTER CATHY SEAKAMELA

Unjani Clinic Kagiso

Sister Cathy has always been an entrepreneur at heart. Since her early twenties, she has tried her hand at various businesses and initiatives, trying to find the right fit for her – and fortunately, Unjani Clinics was that fit. Today, Cathy's Unjani Clinic Kagiso sees around 1250 patients every month, and she works alongside her staff of nine to provide the best in compassionate care to every patient. For Cathy, her greatest accomplishment is the empowerment not only of herself, but of her patients and the people she employs.

It will come as no surprise that she plans to expand her current clinic's service offering as well as open a new clinic soon.

Education

Initiatives focused on increasing access to education.

DP World's focus of lifelong learning and growth extends beyond its employees and into its CI initiatives as well. Partnerships with schools in the East and South of Johannesburg through the DP World and Motus Community Trust aims to increase literacy rates amongst learners by enhancing reading and comprehension skills.

DP World and Motus Community Trust

The DP World and Motus Community Trust, established in 2003, assists resource-constrained schools in the south and east of Johannesburg, in providing learners with a quality education by establishing school library resource centres, and training and employing library assistants to manage the facilities and run reading programmes. The Trust works together with the Department of Basic Education to identify schools which will benefit most from this programme.

The poor literacy and reading comprehension skills of school going children in SA is deeply concerning. If this remains unaddressed, it will negatively impact SA's



Photo supplied by DP World





long term socio-economic climate. The Progress in International Reading Literacy Study (PIRLS) conducted a number of studies to test if South African fourth graders can read for meaning. In 2021 the study found that the COVID-19 pandemic had a detrimental impact here, with the number of grade 4 learners who could read for meaning decreasing from 22% in 2016 to 16% in 2021. The DP World and Motus Community Trust tackles this literacy crisis head-on through the literacy programmes and educational activities that library assistants run with teachers in each school. The borrowing of library books, the schedule of reading lessons, and the results of spelling and comprehension tests are used to monitor the effectiveness of the literacy programme at each school, to ensure each investment is delivering the intended impact.

In February 2024, the DP World and Motus Trust

opened its 76th library resource centre. The impact goes beyond increasing literacy levels, preparing learners for life after school by providing them access to a variety of experiences through books and activities such as book clubs, book quizzes, general knowledge quizzes, and spelling competitions. Each child must attend compulsory reading periods each week and reading levels are tested periodically.

As a founding contributor, DP World has contributed to the Trust since 2003, currently investing R 5.5 million annually.

The Trust aids the learning in selected schools by setting up a fully functional library resource centre, equipped with thousands of age-appropriate books across varied genres, laptops for learner use and a laptop supporting the teacher, as well as furniture.

The Trust also places focus on providing the necessary support to the learners' care givers, who play a key role in their progress. The contribution of the Trust extends to ensuring that these libraries are optimised for learning by keeping them clean and hygienic. Learning is re-enforced through annual additions to the book collections.

By the end of F2023, over 85 300 learners had daily access, from Monday to Saturday, to fully stocked, internet-enabled library resource centres, all supported by library assistants. Each library is stocked with around 4000 – 6000 books, and 5 – 8 computers. These libraries have resulted in a noticeable improvement in the learners' reading ability, story-telling ability, and comprehension. The Trust also improves learners' confidence and self-belief, making a holistic investment in the learners and their goals.

“This is not just a library; it is a resource centre. And yes, it is very resourceful. I don’t just like it; I love it! Ever since I walked into our library, my world has changed and opened a new door. It’s like a dream come true! I am a huge bookworm, so I love this place. The library is not just full of books; you can also play board games or watch a movie on Fridays. You can also take part in various activities and competitions. In addition, I can also use the library’s computers to do research for my assignments. Thank you to DP World and Motus Community Trust for such a beautiful gift.”

- Lineo, Ekuphumeleleni Senior Primary School

“Our school library allows learners of all grades to meet and complete projects in a quiet, comfortable, and healthy space. It contributes to enhancing learning by providing innovative programs and services using the latest and advanced technology, supporting teaching and learning in our school. Spending time in the library helps to improve our vocabulary and allows us to develop lifelong skills. Learners who spend their time in the library can continuously challenge their reading skills and learn new words. The library gives students with a lot of potential the opportunity to participate in competitions such as book quizzes, maths and Science, and General knowledge quizzes to name a few. Thank you, DP World and Motus Community Trust, for building us the library”.

- Siphosihle, Imfundo Middle School

Figure 25: Learners utilising the Library resource centres

Road Safety

Initiatives focused on creating safer environments for road users.

As transport is core to DP World's operations, it prioritises road safety awareness in the communities along the major road networks it uses. The road safety programmes focus on creating road safety awareness and provide support to enable safer roads for everyone. These efforts include promoting safe driving practices, educating communities, training traffic law enforcement and emergency response officials, and providing resources such as car seats for children.

The programme is called 'Be Safe, Be Smart' and from June 2021 to May 2022, reached 63 434 learners by visiting 67 schools, and reached 81 431 learners in 2023 by visiting 73 schools. The programme also includes blind spot school bus training, where learners are given the opportunity to enter a stationary truck, to see if they can spot their classmates, standing around the truck, through the truck rearview mirrors.

Be Safe, Be Smart

Active Education and DP World have been in partnership since 2011, tackling key social issues and identifying ways in which they can collaboratively impact the lives of young South Africans

The Road Safety awareness programme, run in partnership with Active Education and the Department of Basic Education, increases awareness of road safety among primary school children through a combination of educational and informative sessions, and through engaging activities. Children are taught about proper and effective road usage as pedestrians and sound road safety habits including buckling up, looking out for traffic, and distracted driving. Reflective sashes are given to children to use as a 'walking seatbelt,' supporting improved visibility of pedestrian learners on the roads.



Figure 26: Be Safe Be Smart awareness campaign held with primary school learners

OUR COMMUNITIES | ROAD SAFETY

The K53 Road Safety initiative forms part of the Be Safe Be Smart initiative. The K53 method driving test procedure in South Africa is designed to assess the competence of drivers before they are issued a driver's licence. A driver's licence is an asset to work seekers, as numerous jobs require employees to be able to travel independently to perform some of their duties.

While K53 is comprehensive in teaching the rules of the road to future drivers, high failure rates are observed among applicants. The Be Safe, Be Smart K53 programmes hence visits schools to introduce grade 10 learners to a "mock" test to support.

Prior to the "mock" test Grade 10 learners receive a talk on what it means to have a driver's licence and the responsibilities associated with it. The introduction of the K53 method in the 1980s marked a significant step in South Africa's commitment to road safety and has been a crucial component in driver education and regulation.

During June 2021, to May 2022, 64 456 learners have been reached by visiting 50 schools, and during F2023, 27 285 learners have been reached by visiting 42 schools.



Figure 27: Learners preparing for the K53 test

To date, the Be Safe Be Smart initiative has reached 1.6 million learners by visiting 1 965 schools.

Figure 28: Be Safe Be Smart Initiative



Festive Season Campaign

In SA, road fatality numbers during festive seasons increase significantly as there is a significant increase in vehicles on the road en route to holiday destinations. The festive season programme, in partnership with various stakeholders, including Arrive Alive, uses key fuel stations along main holiday routes, to host the campaign activations and increase road safety awareness amongst road users, including truck

drivers. The programme engages with holidaymakers activities for kids, free coffee and a relaxed conversation on road safety risks during the season by trained facilitators, providing holidaymakers with food for thought.

The programme also addresses driver fatigue. Selfie booths and social media are used to

show commitment from pledges (iPledge) undertaken by road users. The iPledge advocates for road- users to make a conscious and consistent effort to do away with bad habits such as texting while driving, drinking and driving, and, exceeding speed limits. Road safety booklets for kids are also handed out.



Figure 29: Festive season campaign, where road users can sign the iPledge and have a discussion about road safety.

“The Arrive Alive Online Initiative believes that an informed road user is a safer road user! With the assistance and expertise from DP World we can increase road safety awareness across all our portals. This allows road users to make safer decisions, share roads with increased alertness and make roads safer for everyone!” – Arrive Alive.

DP World hosted campaigns at four fuel stations during the F2022 festive season, and four fuel stations during F2023 – two during the Easter holidays, and two during the December holidays.



Some interesting statistics arising from the campaign

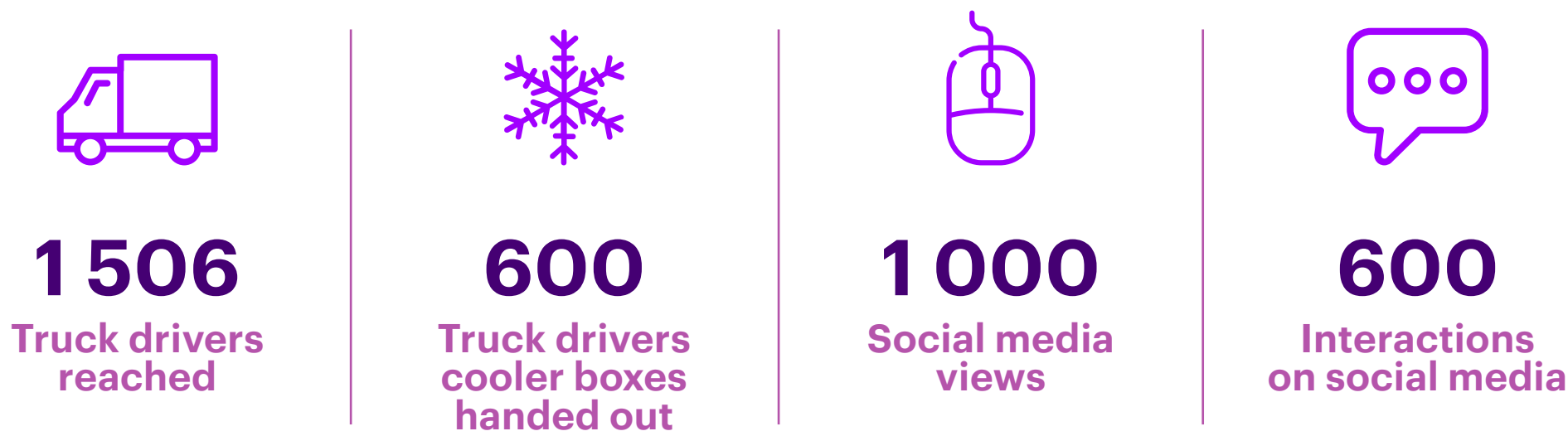


Figure 30: Holidaymakers signing an I-Pledge, during an Easter campaign, indicating commitment to safe driving



Photos supplied by DP World

Car Seats for Kids

This initiative aims to drive awareness around the correct use of car seats and child restraints in SA, while encouraging consumers to donate their old car seats to families who can't afford one. Over 15 000 car seats have been donated since 2012. DP World has partnered with Wheel Well, a Non-Profit Organisation (NPO), with over 10 000 seats cleaned, safety checked and distributed to those in need and most vulnerable. Over 10 000 seats have been cleaned, safety checked, and re-distributed to families in need.



Figure 31: The Car Seats for Kids initiative, with distribution of car seats to those in need

Brake and Tyre Watch

The Brake and Tyre Watch two-day training event is aimed at educating traffic officials on critical heavy commercial vehicle faults, to support their training in enforcing road traffic safety laws and removing unworthy vehicles from the road. DP World sponsors two-three training events a year. During 2023, the events were held in April and October. Around 60 traffic officials attended each event. Each training event is conducted over two days - theory training on the first day followed by practical training where trucks are randomly taken off the road for hands-on inspections with expert trainers leading teams of traffic officials. The initiative also raises transport operators' awareness regarding efficient braking and tyre checks as well as highlighting the importance of preventative maintenance on trucks.

Accenture estimates that around 369 000 lives were positively impacted by these road safety initiatives during F2023, and that at least six lives were saved in F2023, and around 94 accidents avoided – resulting in R 68.4 million in socio-economic costs avoided.

Figure 32: Traffic Officials attending a Brake and Tyre Watch training event in 2023



Photo supplied by DP World



Sports Development

Initiatives that help promote skills acquisition and community engagement through sport.

Sportsmen and sportswomen bear the responsibility of being ambassadors for their country and role models to young fans. By partnering with sports teams, organisations, and supporting sports events, DP World's sports partnerships contribute to nation-building. DP World does this through the unifying theme of sport, while bolstering community engagement and elevating brand awareness and reputation. This is accomplished in two ways: Firstly, by supporting the representation of marginalised groups including differently-abled people in sports; and Secondly, by complementing its sports partnerships with relevant skills development programs to support athletes in making a living in sport. Through these efforts, DP World strives to empower individuals, strengthen communities, and inspire positive change through the universal language of sports.



Partnerships

Following DP World's acquisition of Imperial in March 2022, Lions Cricket, encompassing both men's and women's teams, and the renowned Wanderers Stadium transitioned to the DP World brand. From 2023, DP World also proudly serves as the headline sponsor for both the Central Gauteng Lions Blind, and Deaf cricket teams. This demonstrates DP World's commitment to inclusion and diversity within the sporting environment. The DP World Wanderers Stadium remains a hub for world-class events, from ICC Cricket World Cup finals, to music concerts and presidential speeches.

At the launch of the additional partnership, Lions Cricket CEO Jono Leaf-Wright commented:

"Today is a huge win for the game of cricket. We always knew that this global partnership was the continuation of greater things to come, and the backing of our Blind and Deaf teams is indicative of a company that is true to its word, fair and wholeheartedly behind, and a part of, our Pride. On behalf of our Board, our teams, our stadium and our fans, I thank DP World for further empowering Lions Cricket. It is our honour to hunt with you."

Esha Mansingh, DP World's Head of Corporate Affairs & Sustainability for SSA, expressed pride in the extended partnership with Lions Cricket, emphasising the very necessary broader diversity and inclusion objective for sport on the African continent:

"Our support levels the playing field, ensuring that the teams enjoy the same opportunity as the DP World Lions' Men and Women teams. Looking ahead, our commitment lies in empowering every player, coach, and manager with equal opportunities in all aspects of their cricketing journey," Mansingh added.

Photo supplied by DP World



Figure 33: Members of the DP World Lions Deaf cricket team



Skills development

In F2023 DP World, in partnership with the Central Gauteng Lions Cricket team and Active Education, identified 40 young women through cricket sports development networks who wanted to pursue sports coaching as a career. A training programme was run twice in F2023, with an intake of 20 women each.

“The empowerment of women, particularly in sport, is an important focus for DP World, and we are excited that we have successfully scaled this program so soon after its launch, giving another 20 young women the opportunity to be part of the sporting community in Africa,” says Esha Mansingh, Head of Corporate Affairs and Sustainability for SSA at DP World

The sports coach training programme was developed by DP World’s partner Active Education to provide the young women with a three-day training course. Upon successful completion, the women received an NQF Level 5 qualification. This qualification enables these women to apply for jobs requiring an endorsed sports qualification, such as coaching positions at schools and sports clubs. A capping ceremony took place at the DP World Wanderers stadium, where the trained women showcased their new skills. The women also received their certificates along with their coaching caps. Three of the young women who participated in the first round of the programme found permanent employment following their training.

Lions Cricket CEO, Jono Leaf-Wright, said:

“We are extremely proud of and grateful for this program and the genuine difference it’s making in the lives of young women who are fully deserving of such opportunities. Lions Cricket would like to thank DP World for the caring approach taken to empowering our ladies both inside and outside of the sporting landscape.”

Figure 34: Women Sports Coaching NQF 5 training capping ceremony at DP World Wanderers Stadium



Photo supplied by DP World

Investing in Entrepreneurial Success

Initiatives that help nurture and support the growth of entrepreneurs.

DP World's commitment to fostering entrepreneurial success is evident through strategic investments and partnerships aimed at empowering entrepreneurs. One example of such an initiative is the Unjani Clinics NPC 'nurse-preneurs' programme, where DP World actively supports the growth and development of businesses within the community. These efforts not only drive innovation and economic growth but also empower individuals to realise their entrepreneurial aspirations and contribute to sustainable development.

Entrepreneurial Development: Unjani Clinics NPC

Unjani Clinics 'nurse-preneurs' is a model that empowers Black women nurses within their own communities to become entrepreneurs with a solid support structure. To date, over 145 'nurse-preneurs' have been empowered. It supports them to lead the effort in transforming the healthcare system and helps develop their management and operational skills through ongoing coaching and mentoring. It helps drive entrepreneurship by enabling them to ultimately own their own businesses.

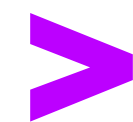


Photo supplied by DP World

Community Support

Initiatives that help support social challenges and the work of NPOs.

Aligned with its identified focus areas, DP World provides financial resources, goods, or services to esteemed institutions, addressing pressing social needs. Moreover, the company actively encourages employee engagement in volunteer activities and community service projects, fostering a culture of giving back. Through both financial contributions and volunteer efforts, DP World reinforces its dedication to supporting reputable organisations and causes that resonate with its mission, thereby enriching the communities it serves.

Donations

DP World provided financial support and need-based donations to reputable organisations and made monetary donations to specific institutions. In F2022, DP World made donations of R 7.9 million and in F2023, R 4.4 million worth of donations were made.

For F2023, the largest categories for donations included: Sports (26%), Education (25%), and Social Services (13%).

Volunteering

DP World actively encourages its employees to volunteer their time, fostering a culture of community engagement and social responsibility. Some recent examples of volunteer activities undertaken by the DP World team include participating in an event organised by Clean City South Africa NPC, in collaboration with CleanupandRecycle Week SA. During this event, employees dedicated their time to cleaning up streets in the Johannesburg central business district, alongside planting indigenous shade trees in a public space of significant importance.

Additionally, DP World employees supported DP World Lions Cricket and their partners by assisting in packing 3,000 food parcels, which were subsequently distributed to families in need.

In F2023, employees volunteered 284 hours which amounts to an estimated value of approximately R 76 235.



Photos supplied by DP World

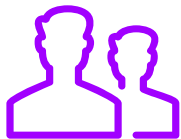
Total Value contributed to Our Community

DP World aims to positively impact the communities in which it operates. During F2022 and F2023, DP World has created an estimated value of R 885 million for its communities across society and partners.

DP World has contributed to UN Sustainable Development Goals related to good health and wellbeing (goal #3), quality education (goal #4), gender equality (goal #5), decent work and economic growth (goal #8), industry, innovation and infrastructure (goal #9), reduced inequalities (goal #10), and partnerships for the goals (goal #17).



Value Areas (R millions)



	Value to Society	Value to Industry	Value to Partners
F2022	365	-	41
F2023	415	-	64
Cumulative	780	-	105

Table 11: Total estimated socio-economic value created for Our Communities



Technology and Data

Cyber Security

In the dynamic landscape of cybersecurity, organisations grapple with escalating threats, necessitating proactive measures to protect sensitive data. Cybercrimes pose significant financial and reputational risks across sectors. Fundamental concerns such as confidentiality and data integrity underscore the critical importance of robust cybersecurity practices, extending beyond IT domains to diverse areas within organisations. Confidentiality and privacy are paramount, safeguarding company information and sensitive data belonging to customers, and employees. Compliance with global regulations further accentuates the need for stringent cybersecurity measures, ensuring adherence to legal requirements and preserving trust among stakeholders.

In F2023, DP World invested R 29 million on IT infrastructure development, and R 28 million in F2022. DP World also focuses on enhancing data privacy and cybersecurity awareness among employees through awareness training.

Leveraging various communication channels, DP World disseminates crucial information on topics like phishing prevention and password security, addressing emerging threats such as email phishing and social engineering. Internal phishing tests conducted by DP World show increased employee awareness, with more employees reporting phishing emails. Between 2022 and 2023, there was an increase of over 30% in the number of employees reporting phishing emails. Training remains instrumental in fostering a culture of security awareness within the organisation, empowering employees to play an active role in maintaining a secure digital environment and mitigating cybersecurity risks effectively.

Furthermore, DP World uses a variety of information security technologies and controls to bolster its cyber defences. These include firewalls, remote access tools, patch management systems, data leakage prevention solutions, and web

security proxies. Additionally, DP World plans to enhance its security posture in 2024 with mobile device management, various anti-malware tools, privilege management solutions, and identity management systems. Related controls include a Managed Security Operations Centre, multi-factor authentication, USB blocking, application blacklisting, endpoint hardening, annual attestation procedures, and regular phishing simulations to ensure employees remain vigilant against evolving threats.

DP World has contributed to UN Sustainable Development Goals related to industry, innovation and infrastructure (goal #9) by building a resilient IT infrastructure and workforce to protect the organisation and its business partners against cyber threats.



Ethics and Governance

Following the acquisition of Imperial by DP World, Imperial has transitioned into adopting DP World's policies. Ethics and Governance ensures adherence to the highest ethical standards, overseeing the implementation of policies and practices to promote integrity, transparency, and accountability within the organisation.

By ensuring adherence to stringent ethical standards and promoting transparent and accountable leadership practices, DP World safeguards the company's image as a responsible and trustworthy global entity with customers and stakeholders.

The DP World Ethical Governance and Effective Leadership committee is tasked with ensuring that the company's ethical standards are effectively managed. It monitors the ethical conduct of the company's executives and senior officials, adhering to DP World Limited's Code of Ethics and the Organisation for Economic Co-operation and Development OECD recommendations on corruption. Additionally, the committee addresses potential conflicts of interest or questionable situations of material importance.

In assisting the Board, the committee ensures ethical leadership by cultivating a culture of integrity, competence, responsibility, fairness, transparency, and accountability within the business. It holds members accountable for their ethical and effective leadership, setting the direction for ethics within DP World. The committee oversees the implementation of codes of conduct and ethics, ensuring that employees and stakeholders are familiar with the company's ethical standards. The committee also provides ongoing oversight of ethics management, including the application of ethical standards to recruitment, performance evaluation, and supplier sourcing processes. It establishes sanctions for breaches of ethics, implements whistle-blowing mechanisms for reporting breaches, and monitors adherence to ethical standards through periodic independent assessments. Ultimately, the committee aims to meet or exceed global best practices and relevant industry standards, such as those outlined in the UN Global Compact.

Key controls are policy-driven, overseen by the Audit and Risk Committee, with training currently extended

primarily to office staff. Future efforts will address communication to blue-collar workers. DP World's suppliers and service providers are required to abide by DP World's Code of Conduct.

An anonymous whistle-blowing hotline is in place across DP World, with fraud risk champions identified throughout the company. Across SSA, a total of 71 tip-offs were made to the hotline in F2023, with 26 tip-offs in F2022. All tip-offs are received by the DP World Fraud department and investigated by the SSA Fraud Risk Champions.

DP World has contributed to UN Sustainable Development Goals related to peace, justice, and strong institutions (goal #16), through effective, accountable and transparent ethics policies applicable to all employees across DP World.



Conclusion

CONCLUSION

Considering the evaluation of the six primary stakeholder groups for which value is generated – ‘Our People’, ‘Our Customers’, ‘Our Suppliers’, ‘Our Market’, ‘Our Communities’, and ‘Our Environment’ – it is evident that DP World is committed to making trade flow and changing what’s possible for everyone. As a profit-driven entity, DP World actively fosters and sustains meaningful job opportunities, offers lucrative growth prospects to its customers, all while conscientiously investing in community initiatives and protection of the environment. Within the dynamic and sometimes uncertain macro environment in which DP World operates, and through its operational endeavours, DP World in SA has succeeded in creating significant value for society, its partners, and the industry in which it operates.

Table 12: Cumulative socio-economic value for F2022 and F2023

	Cumulative F2022 & F2023			
Value (R millions)	Society	Industry	Partners	Total
Our People	29 441		1 153	30 595
Our Customers	5 343	40 962		46 306
Our Suppliers	10 741	11 495	9 519	31 754
Our Market	2 284			2 284
Our Community	780		105	885
Our Environment	48			48
Total	48 638	52 457	10 777	111 872



CONCLUSION

While DP World is a global company, this report focuses on SA, and particularly its Logistics business.

During F2022 and F2023, DP World created significant impact in SA, both financially and in non-financial ways including providing millions of South Africans with access to quality products, funding training and skill development programmes, supporting small and medium sized businesses, and providing access to affordable healthcare, among others. We estimate that the total quantifiable value across all value areas and all six stakeholder groups is R 111.9 billion. More than 43% of this total

value accrues to society in the form of disposable incomes, GDP uplift and contribution to the fiscus. DP World's operations have a far-reaching impact beyond its own business. This is reflected by 28% of the total quantifiable value being attributed to the 'Our Suppliers' pillar.

DP World's success is attributed to its people, who are the drivers of its shared vision. It makes significant investments in encouraging lifelong learning and development, creates a nurturing environment and advocates for inclusion and diversity at the workplace. 27% of the

cumulative quantifiable value is attributed to the Our People pillar.

As a responsible corporate entity, DP World contributes to the development of its communities through strategically aligned and impactful community investment initiatives. Through these, DP World positively impacted an estimated 1.2 million lives annually in this reporting period.

DP World's contributions and impact have also been reviewed considering the UN SDGs. The goals upon which DP World has had an effect are:



This quantitative and qualitative value that DP World has created in SA during this reporting period, demonstrates its commitment to its purpose of making trade flow and changing what's possible for everyone.

Appendix

Abbreviations and Acronyms

B-BBEE	Broad-Based Black Economic Empowerment	ICAS	Independent Counselling and Advisory Service
CLDC	Contract Logistics Dedicated Contracts	JSE	Johannesburg Stock Exchange
CPG	Consumer Packaged Goods	KPIs	Key Performance Indicators
CI	Community Investment	LTI	Lost Time Injury
DOTY	Driver-Of-The-Year	NBCRFLI	National Bargaining Council for the Road Freight and Logistics Industry
ESD	Enterprise and Supplier Development	OEM	Original Equipment Manufacturers
ESG	Environmental, Social and Governance	PAYE	Pay-As-You-Earn (income tax)
F2022	Financial year 2022 – runs from July 2021 to June 2022	SSA	Sub-Saharan Africa
F2023	Financial year 2023 – runs from January 2023 to December 2023	SMME	Small, Medium and Micro-enterprise
FMCG	Fast Moving Consumer Goods	UIF	Unemployment Insurance Fund
GDP	Gross Domestic Product	UNSDGs	United Nations Sustainable Development Goals
GWF	Global Women’s Forum	WEF	World Economic Forum
HSEQ	Health, Safety, Environment and Quality	VAT	Value Added Tax



Glossary

Clients	Buyer of capabilities or solutions from DP World.
Contract logistics	Offering in which DP World works with clients and principals to integrate logistics functions including warehousing, distribution, and synchronisation management into their end-to-end supply chain.
Customers	Customers include clients and principals.
FTSE4Good	FTSE4Good is a series of stock market indices managed by FTSE Russell, assessing companies' environmental, social, and governance (ESG) practices. These indices evaluate companies based on criteria such as environmental responsibility, social engagement, and governance practices. Companies meeting these standards are included in the indices, providing investors with a benchmark for socially responsible investment. Inclusion in FTSE4Good indices signifies a company's commitment to sustainable and ethical practices, enhancing its appeal to socially conscious investors. Overall, FTSE4Good aims to promote responsible investment and encourage companies to adopt and maintain high ESG standards.
4PL (fourth-party logistics) services	Offering in which DP World manages multiple supply chain functions on behalf of its customers. Typically, a contract logistics relationship that is at the height of its maturity.
GDP uplift	Increase in GDP as a result of the multiplier effect; calculated as GDP increase (or income/salary) multiplied by the inverse of the marginal propensity to spend and, if applicable, multiplied by a domestic spend multiplier.



Partners	Third parties such as subcontractors, with which DP World partners to form an ecosystem, to serve clients and principals.
Paterson Band system	The Paterson Band system is a method used by some organisations to classify and evaluate different job roles within the company. Jobs are grouped into bands or grades based on factors such as skill level, responsibility, and complexity. Each band typically corresponds to a specific salary range or level of seniority within the organisation.
Principals	Brand owners, manufacturers or commercial sellers from which DP World purchases stock and sells through “Route to Market Solutions.”
Road freight	Offering in which DP World manages the transport of goods on behalf of clients and principals.



Assumptions

In building the socio-economic model, the following assumptions were made:

- 1. GDP Multiplier:** The spend multiplier has been calculated using the marginal propensity to consume of approximately 63.18%^{vi} which yields a multiplier of 2.72. The domestic spend proxy used is 73%^{vii}.
- 2. Socio-economic value of injuries:** The socio-economic value of an injury has been estimated by using the National Council on Compensation Insurance's (NCCI) Workers Compensation Statistical Plan ^{viii} database and using the average cost across all cases on Worker's compensation. The value was reported in USD and a purchase power parity of 7^{ix} was used to get the ZAR amount. The estimated socio-economic cost of an average work-related injury is estimated to be R 315 070.
- 3. Socio-economic value of a fatal accident:** The value was estimated by taking the reported, by the Road Traffic Management Corporation^x, cost of all road-related fatalities in South Africa and dividing it over the number of fatalities that occurred on the country's road. The estimated socio-economic value of a fatal accident is estimated to be R 10.2 million.
- 4. Household size:** Lives impacted have been calculated by considering the average household size of an employee in South Africa which is 3.4^{xi}.
- 5. Direct and indirect jobs supported:** The number of direct and indirect jobs supported has been quantified using average salaries calculated from publicly available data^{xii}.
- 6. Interest savings on loan:** Interest rate on loans is assumed to be 11%^{xiii}, which is reflective of the prime interest rate during F2023.
- 7. Environmental harm:** The impact of greenhouse gases on the environment is quantified using the cost of carbon which is estimated at \$ 190/tonne^{xiv}, as reported by the US Environmental Protection Agency during 2023.

8. Cost savings for patients at Unjani Clinics: Savings are quantified using a combination of cost and time savings. For patients in urban areas, it is assumed that 20% would use a private clinic or hospital (at R 544 per consultation^{xv}) in the absence of Unjani Clinics (at R 300 per consultation). It is also assumed that patients will save time because of shorter waiting times at clinics (3 hours less) and reduced travelling time for those living in rural areas (5 hours less).

9. Lives impacted through the use of the Wellness Clinics: Each time a patient is tested positive for HIV, it is assumed to impact the lives of future sexual partners as awareness of the HIV status would hopefully encourage increased caution and reduce transmission. It is also assumed that the distribution of condoms will prevent the spread of disease, and impact lives of those using condoms, and their partners, in a positive way. It is assumed that an individual will be sexually active 54 times a year.

10. Lives saved: School learners' lives saved are a result of the Be Safe Be Smart campaign, promoting road safety awareness amongst school children. The number of learner fatalities have been estimated through number of child fatalities, and the percentage of child fatalities that are pedestrian related. Around 73%^{xvi} of all children attend school, which is used to estimate the number of child pedestrian fatalities. Expressing this number against the total number of learners in South Africa, one can estimate the number of lives potentially saved given the number of learners reached through the initiative.

11. Exchange Rates:

- a. F2022: \$1 = ZAR 17.32
- b. F2023: \$1 = ZAR 18.44

Sources

Accessed in April 2024

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- iii World Economic Forum and Accenture; Unlocking Digital Value to Society
- iv World Bank, World Bank
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- vi Global Economy; Household consumption, percent of GDP
- vii World Bank; World Development Indicators
- viii NCCI; NSC Injury Facts
- ix Purchase power parity; CEIC data
- x Road Traffic Management Corporation statistic; Child Safe
- xi Department of Statistics South Africa; Stats SA
- xii South African Government; SA Government
- xiii FNB; Historical Prime Rates
- xiv US Environmental Protection Agency; EPA Report on the Social Cost of Greenhouse Gases: Estimates Incorporating Recent Scientific Advances
- xv Cost of being sick; Just Money
- xvi Percentage of children attending school in SA; Daily Maverick



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Key Contributors



Peter Sinclair
Managing Director
p.sinclair@accenture.com



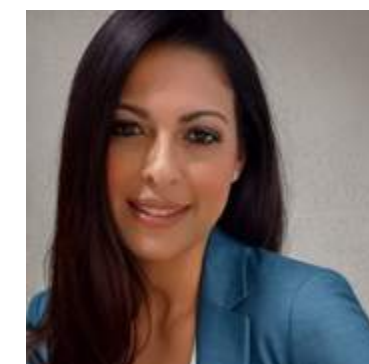
Marcel Jakubec



Danita Da Costa



Vaibhav Rathi



Alveena Rajkumar



Jean Stols



Shayna van Vuren

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