THE RESILIENCE TEST

Industry perspectives on Dubai's maritime resilience, adaptability and competitiveness



DNV | Menon Economics

Research commissioned by DP World and conducted by DNV and Menon Economics

DP WORLD

FOREWORD

PORTS ARE JUDGED BY HOW THEY PERFORM ON ORDINARY DAYS. TRADE HUBS ARE JUDGED BY HOW THEY PERFORM ON EXTRAORDINARY ONES.

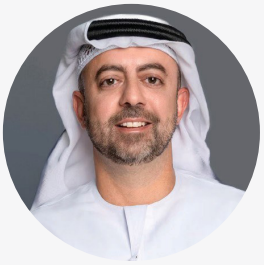
In February 2026, restrictions on shipping through the Strait of Hormuz put Dubai's maritime resilience to the test. Established routes were disrupted, supply chains came under pressure and businesses had to find new ways to keep trade moving. For Dubai, a city built on maritime trade, the question was if the ecosystem would hold.

To answer that question, DP World commissioned DNV and Menon Economics to speak with senior executives across Dubai's maritime sector. They asked about the impact on their operations, how companies reacted, what has recovered and what still needs attention. This paper presents their findings.

The picture that emerges is encouraging. Core maritime services continued as companies found alternative routes and operating models. Confidence in Dubai as a base for maritime business remained resilient, despite the fact that shipyards, cargo owners exposed to Hormuz trade and some logistics businesses faced significant operational pressure.

For DP World, the experience has reinforced a practical lesson: the resilience of a port depends on the connections behind it. The reach and depth of the network connecting Jebel Ali to the UAE and neighbouring markets provided the flexibility for cargo to be rerouted at short notice.

We are publishing these findings because the lessons extend well beyond the Gulf. Disruption is becoming a constant feature of global trade, whether it comes from geopolitics, climate, cyber incidents or pandemics. The hubs that lead in the years ahead will be those that can change the physical path of cargo while maintaining the customer journey. Dubai has shown it can do that. The task now is to turn proven resilience into lasting competitive advantage.



AHMAD YOUSEF AL-HASSAN
CEO & Managing Director, DP World GCC

EXECUTIVE SUMMARY

The 2026 disruption around the Strait of Hormuz put one of the world's most important maritime trade corridors under extraordinary pressure. Against this backdrop, DP World commissioned DNV and Menon Economics to examine how Dubai's maritime industry responded.

Based on in-depth interviews with senior industry stakeholders in September and October 2026, the research assesses how the sector performed across four dimensions: response, impact, recovery and attractiveness.

It found that Dubai's maritime ecosystem remained operational and adaptive, supported by visible government leadership, direct engagement with industry, established business-continuity arrangements and the flexibility of the wider UAE logistics network.

HEADLINE FINDINGS

OVERALL ASSESSMENT STRONG



OPERATIONS CONTINUED.

Core maritime activities continued throughout the disruption, with vessels, cargo and essential services remaining operational. Business continuity arrangements were activated quickly and worked.



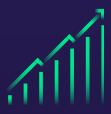
CARGO STAYED CONNECTED.

Regional gateways and bonded inland corridors allowed cargo to be rerouted outside the Strait and reconnected with Jebel Ali's wider customs, free zone and logistics ecosystem.



VISIBLE LEADERSHIP MATTERED.

Stakeholders valued visible leadership, direct access to senior officials and practical support for business continuity.



ADAPTATION IS DRIVING RECOVERY.

More than half of the participants reported that, at the time of the interview, Gulf activity had already returned to pre-disruption levels. Alternative gateways, rerouting, continuity planning and commercial flexibility were the main enablers.



BUSINESSES ADAPTED FAST.

Companies adjusted routes and operating models quickly, using alternative gateways, contingency planning and operational adjustments.



THE CORE PROPOSITION HELD.

Almost all participants see no significant impact on Dubai's ability to attract maritime talent, and no participating company plans to relocate.



WHAT PARTICIPANTS TOLD US

No.1
Public–private engagement was what participants valued most in the government response

NONE
Of the participating companies plan to relocate because of the disruption

A CLEAR MAJORITY
See no significant impact on Dubai as a place to operate and grow a maritime business

ALMOST ALL
See no significant impact on Dubai's appeal to maritime talent

Source: DNV and Menon Economics stakeholder interviews, September–October 2026. Shares of participating organisations.

CONTEXT AND METHODOLOGY

A RAPIDLY CHANGING TRADE ENVIRONMENT

Restrictions on shipping through the Strait of Hormuz created an exceptional stress test for Gulf maritime networks. The research study explored how Dubai-based maritime businesses experienced that test, what helped them adapt and where they believe the operating environment can improve.

THE DISRUPTION

The Strait of Hormuz is the only sea passage between the Gulf and the open ocean. It is also the sea approach to the region's largest container ports, Jebel Ali Port among them.

At the low point of the disruption, the number of ships crossing the Strait fell by more than 90%[1]. The effects travelled quickly. By July, war-risk insurance for a Hormuz transit cost 7.5–10% of a vessel's hull value[2], compared with around 0.25% before – up to a forty-fold increase. Shipping lines diverted services and introduced emergency freight surcharges upwards of $3,000 for certain container categories[3].

Jebel Ali itself stayed fully operational and the wider economy also kept trading: UAE non-oil foreign trade neared AED 3 trillion in nine months, up 10% year on year. At the time of publication in November 2026, traffic through the Strait remains far below pre-disruption levels.

>90%

Fall in the number of ships crossing the Strait at the low point of the disruption

40×

Up to a forty-fold rise in war-risk cover for a Hormuz transit: 7.5–10% of hull value by July, against around 0.25% before

AED 3TN

Record UAE non-oil foreign trade in the first nine months of 2026, up 10% year on year

1 https://unctad.org/news/hormuz-disruption-deepens-global-economic-strain-across-trade-prices-and-finance
2 https://www.spglobal.com/energy/en/news-research/latest-news/shipping/072226-middle-east-shipping-insurance-costs-rise-on-hormuz-risks-marsh
3 https://www.ft.com/content/0c2adc44-5dcf-4273-943e-9899a1ce44ff
4 https://www.wam.ae/en/article/c35hy7w-mohammed-bin-rashid-uae-non-oil-foreign-trade



A WORLD THAT KEEPS CHANGING

The disruption in the Gulf is part of a wider pattern in the global trading environment. In recent years, businesses have faced the COVID-19 pandemic, the conflict in Ukraine and disruption to Black Sea shipping, attacks on vessels in the Red Sea, drought-related restrictions at the Panama Canal, rising trade barriers and growing geopolitical tensions.

Businesses are responding by prioritising flexibility and alternative routes. In DP World's Chief Supply Chain Officer (CSCO) Pulse Report 2026[5], a Global Trade Observatory survey of 103 chief supply chain officers, 84% said resilience and optionality have overtaken cost reduction as the main driver of supply chain strategy and 86% said access to alternative and multimodal trade routes is becoming a competitive advantage.

For a maritime hub, competitiveness is increasingly a question of both efficiency in established conditions and adaptability when those conditions change.



84%

of chief supply chain officers say resilience and optionality have overtaken cost reduction as the main driver of supply chain strategy



86%

say access to alternative and multimodal trade routes is becoming a competitive advantage

Source: DP World CSCO Pulse Report 2026

RESEARCH METHODOLOGY

The study is built on in-depth interviews, conducted in September and October 2026, with senior executives and decision-makers at international maritime businesses and organisations in Dubai, including shipowners and managers, operators, logistics providers, cargo owners, finance and legal service providers, start-ups and foreign maritime administrations.

This qualitative study captures the experiences and views of participating organisations at the time of interview.

Interviews followed a common guide built around four dimensions. The chapters in this paper follow the interview framework, moving from the immediate response to business impact, recovery and long-term competitiveness.

	DIMENSION	WHAT THE STUDY ASKED
1	RESPONSE	How effective has the government been in supporting the maritime industry during the disruption?
2	IMPACT	Is your business operating as usual, recovering or still facing significant obstacles?
3	RECOVERY	When do you expect your Gulf business to return fully to pre-disruption levels and what will determine the speed of recovery?
4	ATTRACTIVENESS	What impact will the disruption have on Dubai's attractiveness to people, existing and new maritime companies and investors?

5 https://www.dpworld.com/en/news/from-cost-to-choice-supply-chain-chiefs-redesign-networks-to-navigate-uncertainty

01 CHAPTER RESPONSE

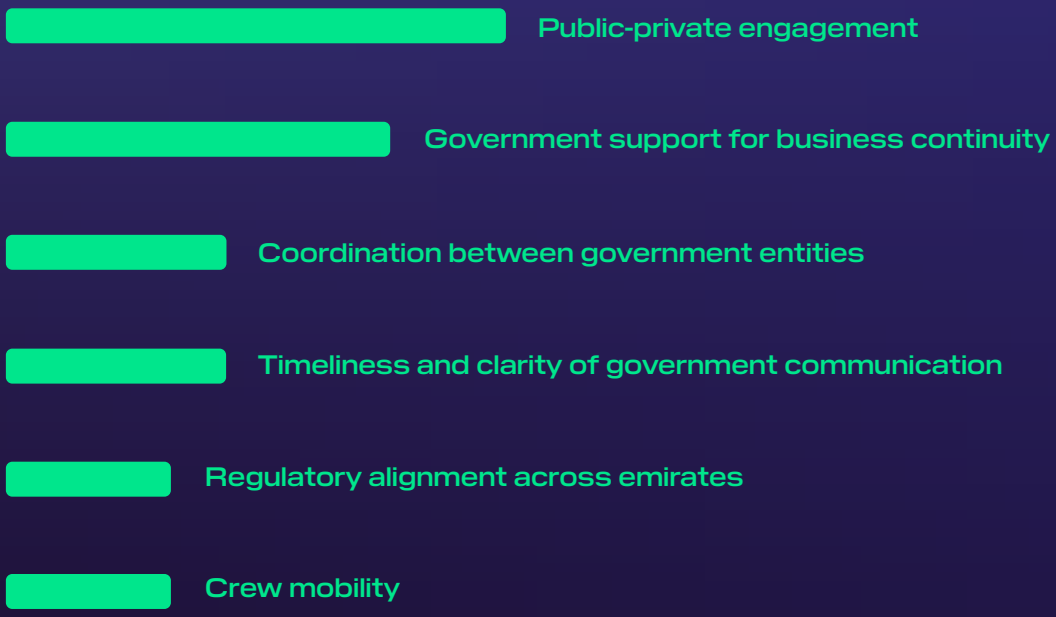
RESPONSE: EFFECTIVE AND SUPPORTIVE LEADERSHIP

Stakeholders broadly valued the response of the Dubai government, particularly visible leadership, direct access to senior decision-makers and support for business continuity.

WHAT THE RESEARCH FOUND

A majority of participating companies rated the government response as effective, with visible leadership and direct engagement helping maintain business confidence. Public–private engagement and support for business continuity were the aspects participants valued most.

WHAT PARTICIPANTS VALUED MOST IN THE GOVERNMENT RESPONSE



Ranked by how often each was raised.

Source: DNV and Menon Economics stakeholder interviews, September–October 2026.

WHAT WORKED WELL

During the disruption, maritime companies were making fast, high-stakes decisions with incomplete information: whether to reroute vessels, how to move crews, where to land cargo and how to reassure customers. In those conditions, clear direction, accessible decision-makers and practical help with operational problems shaped how confident businesses felt about continuing to operate.

Stakeholders identified three foundations that kept Dubai's maritime ecosystem working through the disruption.

01 VISIBLE LEADERSHIP REINFORCED STAKEHOLDER CONFIDENCE

Visible government leadership helped reduce uncertainty and maintain business confidence throughout the disruption. Senior officials provided clear direction at a time when companies were committing to rapid decisions. Equally important was access, with companies describing being able to raise urgent issues directly with senior officials and have them addressed.

> "The government was supportive and pragmatic. **Visible leadership and clear direction gave businesses confidence** that maritime and economic activity would continue."
>
> **SHIP MANAGER**

> "When one of our vessels was involved in an incident, the authorities called us directly. That two-way relationship has been built over the past decade, and **coordination between emirates is much stronger than it used to be.**"
>
> **SHIP REGISTRY**

02 MARITIME OPERATIONS REMAINED FUNCTIONAL

Ports remained open and cargo kept moving throughout the disruption, even as vessel calls and sea-based volumes fell. Companies activated business-continuity plans and essential services such as vessel support and spare parts continued without significant interruption. Alternative overland corridors and access to the UAE's east coast ports allowed cargo to be diverted while preserving Jebel Ali's customs clearance and established trade processes.

> "Business continuity plans were activated effectively, with **no significant disruption to vessel operations,** spare parts or other essential services."
>
> **SHIP MANAGER**

> "No vessels were stranded. Required transits through the Strait continued with government support where needed. We briefly slowed taking on new vessels, but **we are now back to expanding at full pace.**"
>
> **SHIP MANAGER**



03 NETWORK FLEXIBILITY KEPT TRADE MOVING

Alternative gateways outside the Strait of Hormuz supported cargo rerouting, vessel diversion and business continuity during the disruption. For executives, the lesson was that the UAE's connected network allowed trade to continue flowing.

This capability matches what businesses say they need globally. In DP World's Global Trade Observatory, 27% of executives cited avoiding geopolitical chokepoints as a key reason for changing how their goods move.

Demand for this kind of capability is on the rise. In DP World's CSCO Pulse Report, the share of chief supply chain officers naming integrated inland logistics among their top three capabilities for growth doubles from 10% today to 20% when they look three years ahead.

"The crisis demonstrated that **the UAE's maritime strength lies in its network flexibility,** enabling trade to continue even when traditional routes were disrupted."

SHIP MANAGER

"Container-shipping resilience **depends as much on inland logistics capability as on maritime capacity.**"

LOGISTICS PROVIDER

27%

of executives cite avoiding geopolitical chokepoints as a key reason for changing how their goods move

10% → 20%

of chief supply chain officers name integrated inland logistics as a top-three growth capability, today and three years ahead

Sources: DP World Global Trade Observatory; DP World CSCO Pulse Report 2026.



IN PRACTICE

JEBEL ALI: KEEPING TRADE MOVING OVERLAND

How DP World adapted its end-to-end network to keep cargo moving.



800,000+
TEUs moved across the GCC by DP World's road and rail network, March–October 2026

700
Trucks added to DP World's GCC fleet in July 2026

3,000+
Truck movements per day

2.5M TEU
Of planned container capacity outside the Strait at Al Rugaylat and Dibba

ALTERNATIVE GATEWAYS

As shipping lines diverted services, DP World worked closely with government and industry partners to establish fast-track bonded corridors from Jebel Ali to Fujairah and Khorfakkan. Cargo landing outside the strait could still be cleared, stored and distributed through Jebel Ali so customers could rely on the customs, commercial and free zone capabilities in Dubai.

SCALE

Between March and October 2026, DP World's road and rail network moved more than 800,000 TEUs across the GCC. Jebel Ali's rail terminal, linked to the UAE's national rail network, was also operationalised, adding capacity for 800,000 TEUs a year.

REGIONAL REACH

The approach was extended across the region, with land bridges from Sohar in Oman and Red Sea routing through Jeddah Islamic Port's South Container Terminal. In July, DP World added 700 trucks to its fleet, expanding its network fleet capacity to upwards of 3,000 truck movements a day.

PLANNED CAPACITY OUTSIDE THE STRAIT

In July 2026, DP World and Fujairah Ports Authority agreed in principle to develop two new terminals at Al Rugaylat and Dibba [7] under a proposed 50-year concession. The development would add up to 2.5 million TEUs of container capacity outside the Strait, connected to Jebel Ali and Jafza. Moody's called the move credit positive[8].

6 https://www.dpworld.com/en/news/releases/uae/dp-world-strengthens-gcc-logistics-network-with-700-new-trucks

7 https://www.reuters.com/world/middle-east/dp-world-build-two-new-terminals-uaes-eastern-coast-reducing-hormuz-reliance-2026-07-22/

8 https://www.khaleejtimes.com/business/dp-worlds-fujairah-expansion-seen-boosting-uae-trade-resilience-moodys

02 CHAPTER
IMPACT

IMPACT: DIFFERENT PRESSURES, DIFFERENT OUTCOMES

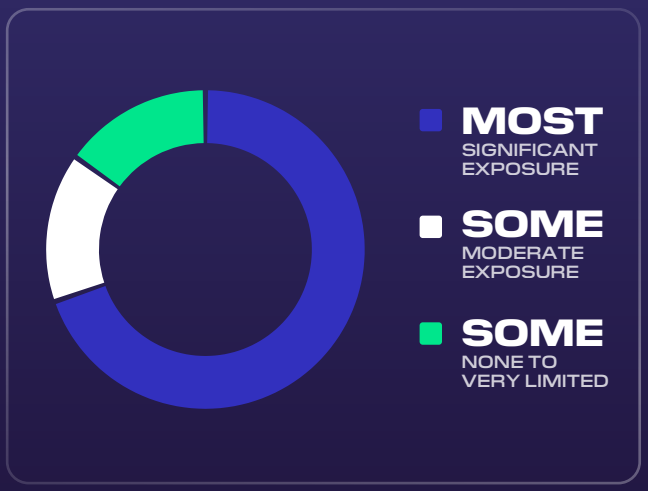
The disruption affected companies unevenly. Most were significantly exposed, but exposure did not automatically result in a negative commercial outcome. Operating model, customer mix, supply-chain dependency and the ability to reroute shaped the result for each subsector.

WHAT THE RESEARCH FOUND

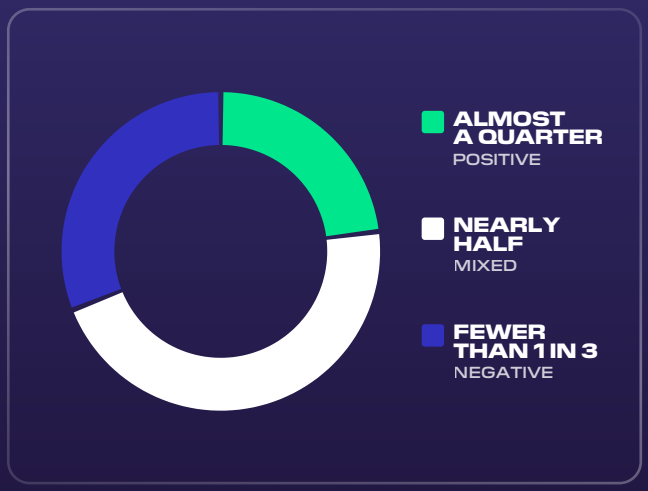
Around seven in ten participating companies reported significant exposure to the disruption. Yet fewer than one in three described the overall effect on their business as negative. Nearly half described the outcome as mixed, while close to a quarter experienced a positive effect. The most frequently cited pressure points were customer demand and confidence, port access and operations, ship operations and insurance cost.

This distinction is important. Significant exposure describes how directly a company encountered the disruption, but it does not describe the final commercial outcome. Some businesses were able to adapt quickly or benefited from changing market conditions. Others were constrained by fixed-price contracts, dependence on imported materials or direct exposure to Hormuz-linked trade.

EXPOSURE OF PARTICIPATING COMPANIES' ACTIVITIES TO THE DISRUPTION



OVERALL IMPACT OF THE DISRUPTION ON PARTICIPATING COMPANIES



Source: DNV and Menon Economics stakeholder interviews, September–October 2026. Shares of participating organisations.

HOW IMPACTS DIFFERED BY SUBSECTOR

FAVOURABLE MARKET EFFECT

Shipowners and ship managers: Higher vessel values and stronger charter markets.

Alternative UAE gateways: Increased demand as cargo was routed through east coast ports.

Selected maritime legal services: More force majeure advice, claims and contract reviews or renegotiation.

Cargo owners not tied to Hormuz trade: Strong selling prices with trade volumes broadly unaffected.

MIXED OPERATIONAL EFFECT

P&I insurers: Increased risk exposure, advisory demand and claims-management activity, rather than direct operational disruption.

Logistics providers: Rerouting preserved cargo flows, but congestion, capacity constraints and trucking shortages increased delays and intermodal costs.

FEELING PRESSURE

Shipyards and repair yards: Lost or delayed contracts, supply-chain disruption, higher material and logistics costs and pressure on fixed-price contracts.

Cargo owners tied to Hormuz trade: Higher insurance costs, increased freight and chartering costs and greater market volatility.

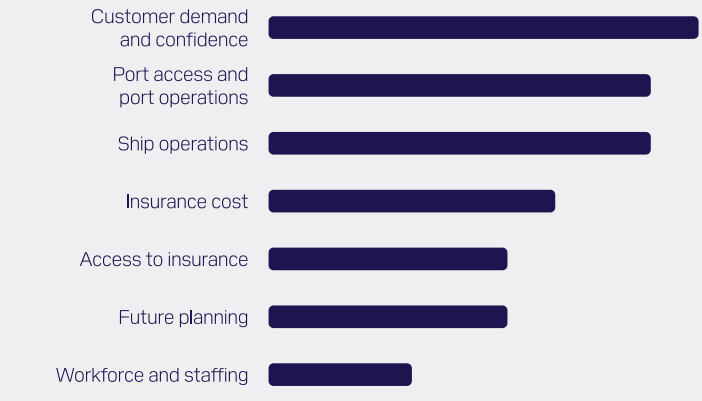
Ports in Dubai: Reduced vessel calls and cargo volumes as shipping lines diverted services.

> “**For our deep-sea business, it was largely business as usual.** Ships continued operating and our shore teams continued supporting them.”
>
> **SHIPOWNER**

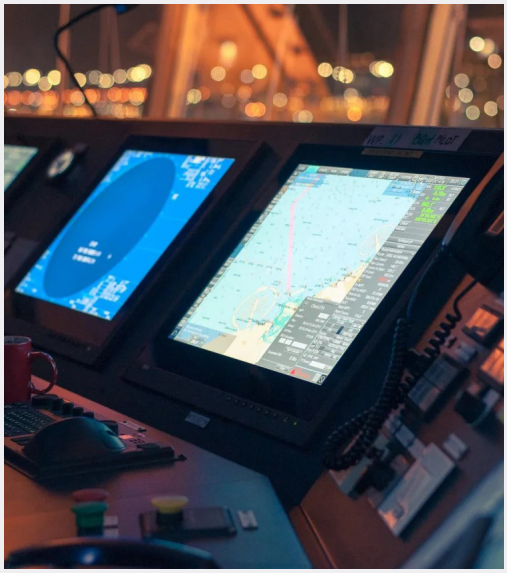
> “**Demand did not disappear.** Customers were still looking for capacity and reliable export solutions.”
>
> **LOGISTICS PROVIDER**

> “**We remained operational** and alternative supplies were available. The bigger effects were higher insurance and freight costs, disruption to customers and much greater market volatility.”
>
> **CARGO OWNER**

AREAS WHERE PARTICIPATING COMPANIES FELT THE GREATEST IMPACT



Ranked by how often each was raised.



Source: DNV and Menon Economics stakeholder interviews, September–October 2026.

03 CHAPTER RECOVERY

RECOVERY: ADAPTATION IS DRIVING RECOVERY

Most companies reported normal or near-normal activity, supported by route diversification, network reconfiguration and established business-continuity plans. For those still recovering, the challenge has shifted from immediate continuity to the cost and uncertainty of operating in a disrupted market.

WHAT THE RESEARCH FOUND

More than half of participating companies said their Gulf business had already returned to pre-disruption levels, supported by alternative routes and operational adaptation. Others expected recovery to take more than a year or found the timing difficult to predict. The picture was therefore divided between businesses that had already normalised and those facing a longer or less certain path.

Ship management, shipowners, ship registry, maritime technology and selected legal services reported operating as usual, with no layoffs reported. Container lines, energy companies and cargo owners recovered through operational adaptation. Shipyards remained under pressure.

WHEN DO YOU EXPECT YOUR BUSINESS ACTIVITY IN THE GULF TO RETURN FULLY TO PRE-DISRUPTION LEVELS?



- **MORE THAN HALF** ALREADY RECOVERED
- **AROUND A THIRD** UNCERTAIN OR DIFFICULT TO PREDICT
- **A SMALLER GROUP** MORE THAN 12 MONTHS

WHERE EACH SUBSECTOR STANDS

OPERATING AS USUAL
Ship managers, shipowners, the ship registry, maritime technology providers and selected maritime legal firms reported largely normal activity. The study did not report layoffs among these organisations.

RECOVERED THROUGH ADAPTATION
Container lines, energy companies and cargo owners.

STILL RECOVERING
Shipyards.

Source: DNV and Menon Economics stakeholder interviews, September–October 2026. Shares of participating organisations.



WHAT SUPPORTED RECOVERY

- Alternative corridors through UAE gateways and route diversification.
- Cargo rerouting, logistics redesign and trading flexibility.
- Business-continuity planning and diversified crewing.
- Higher vessel values and stronger charter markets for selected shipping businesses.

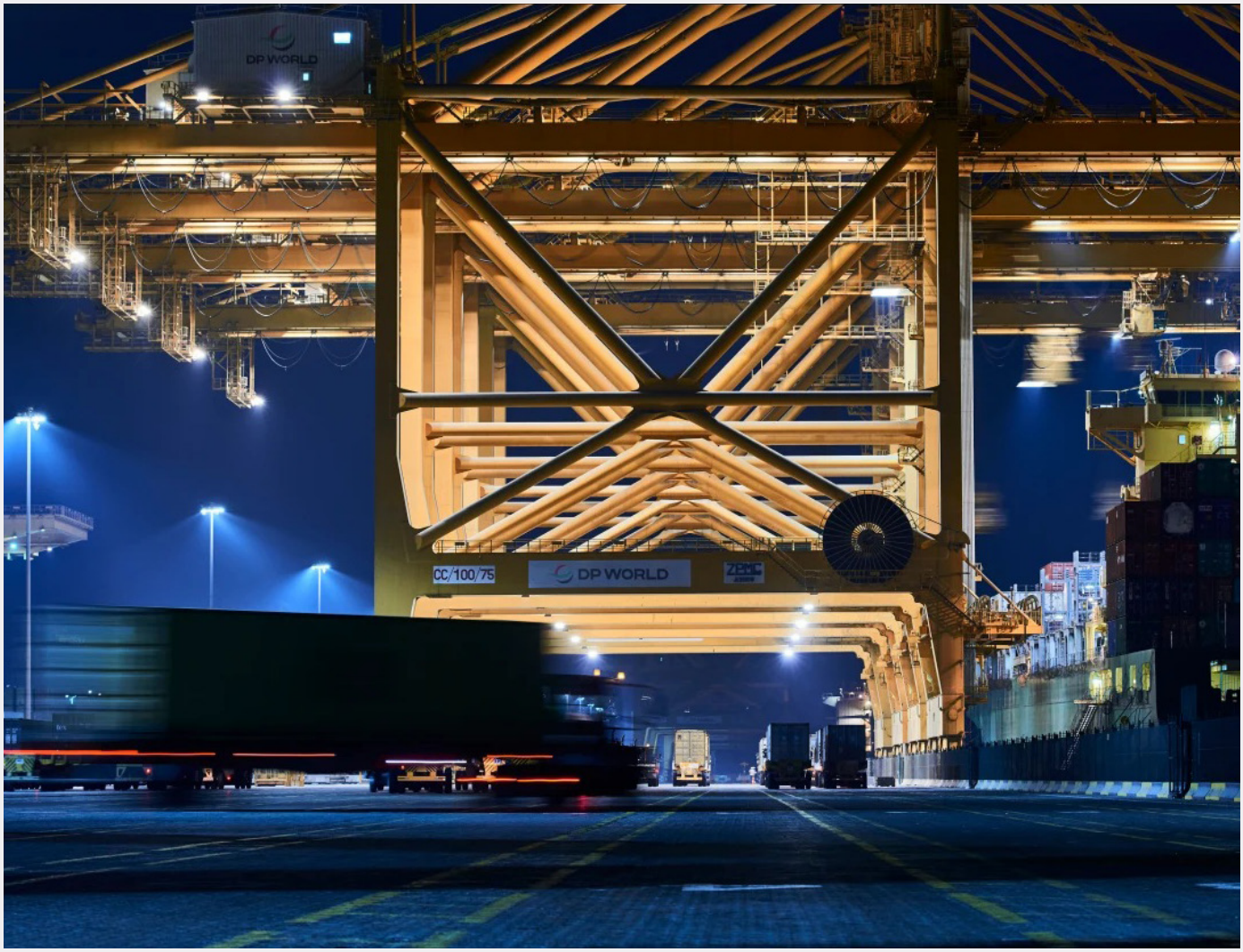
> **Alternative gateways kept cargo moving,** but a port on its own is not enough. You need the customs processes, trucks, road and rail connections behind it to make it work."
>
> **LOGISTICS PROVIDER**

> Most of our clients are outside the region, so **the disruption had little direct impact.**"
>
> **MARITIME TECHNOLOGY PROVIDER**

WHAT IS SLOWING RECOVERY

- Elevated freight and insurance costs.
- Higher logistics costs.
- Supply-chain disruption and dependence on imported materials.
- Delayed customer investment decisions.

> Material deliveries that once took three weeks stretched to **as long as eight weeks.**"
>
> **SHIPYARD**



04 CHAPTER
ATTRACTIVENESS

ATTRACTIVENESS: LONG-TERM INVESTOR CONFIDENCE

The disruption has not changed the reasons maritime businesses and professionals choose Dubai. Talent confidence remained strong, existing businesses stayed anchored and no participating company reported plans to relocate. The more nuanced finding concerns new capital, where stakeholders identified opportunities to strengthen the proposition for new investors.

WHAT THE RESEARCH FOUND

Executives were asked how the disruption will affect Dubai's attractiveness on three criteria: as a place to work and develop a maritime career, as a place to operate and grow a maritime business and as a place to invest capital.

HOW PARTICIPATING COMPANIES BELIEVE THE DISRUPTION WILL AFFECT DUBAI'S ATTRACTIVENESS



Source: DNV and Menon Economics stakeholder interviews, September–October 2026. Shares of participating organisations.



THREE MEASURES OF ATTRACTIVENESS



PEOPLE & TALENT

STRONG

Almost all participants said the disruption had no significant impact on Dubai's attractiveness to maritime talent, with the emirate remaining a preferred base for international recruitment, career development and lifestyle.

"**We have not faced any difficulties attracting talent.** People still want to come to Dubai."

SHIP MANAGER AND OWNER

"**No employees left the UAE because of the disruption.** In fact, we had expatriate employees joining us during that period."

SHIP MANAGER



EXISTING BUSINESSES

STRONG

A clear majority said Dubai's attractiveness as a place to operate and grow a maritime business remained strong. None of the companies interviewed plan to relocate because of the disruption. Companies remain committed to Dubai and most continued investing, hiring or expanding.

Despite temporary rerouting through alternative gateways, **cargo flows, warehousing operations and customer supply chains remained anchored to Jebel Ali.**"

LOGISTICS PROVIDER

"**We are continuing to expand in the UAE.** We are attracting new clients, and we don't see this temporary disruption changing the UAE's long-term role in the region."

SHIP MANAGER



NEW MARITIME COMPANIES & INVESTORS

ATTRACTIVE, WITH SCOPE TO STRENGTHEN

Participants continued to view Dubai as an attractive maritime base. When discussing new investment, they highlighted access to finance, tax treatment, administrative processes and geopolitical conditions as considerations for prospective investors.

If you asked us whether we choose Dubai today, the answer would be **yes, 100%.**"

SHIP MANAGER

KEY TAKEAWAY

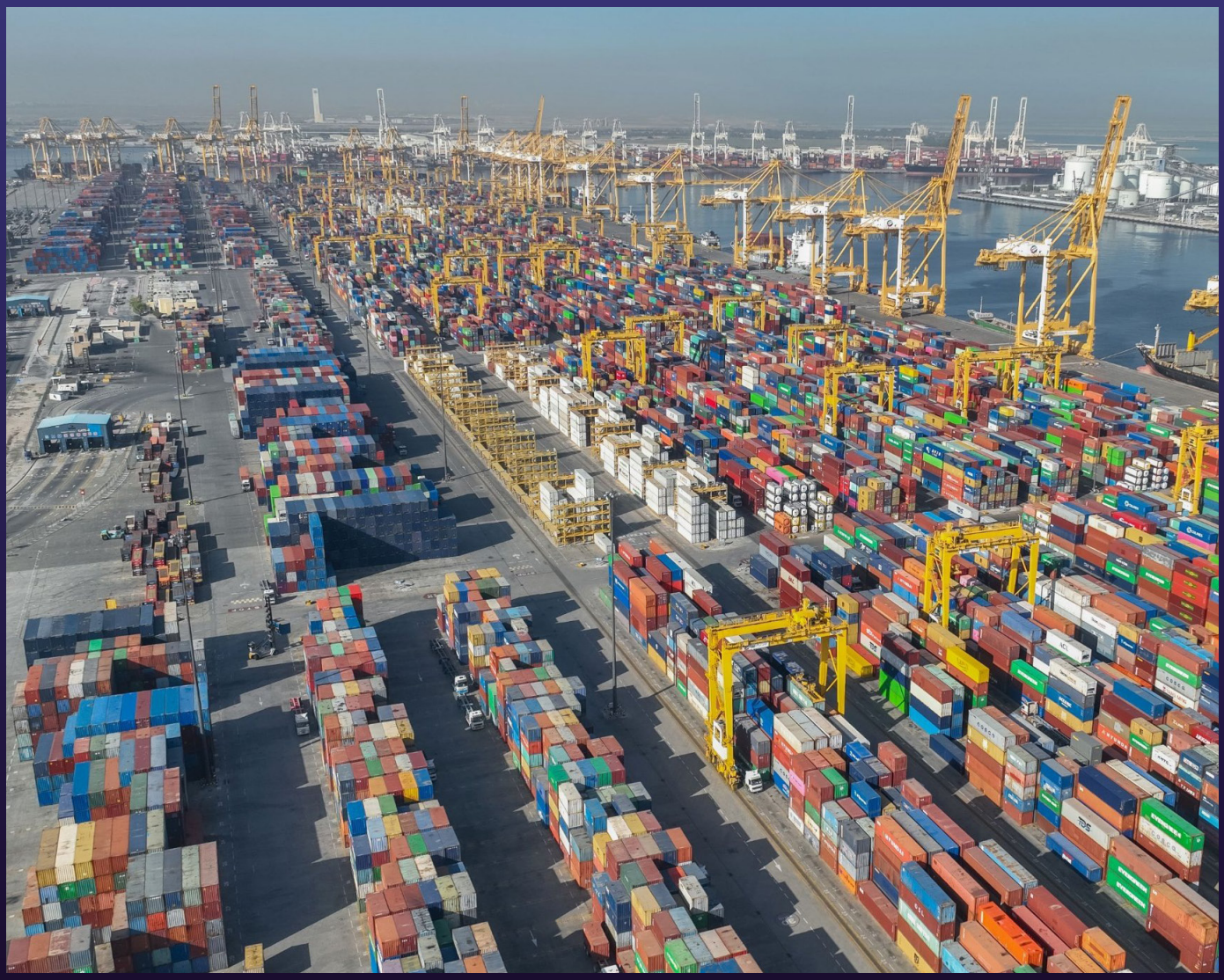
The disruption had limited impact on talent and existing business confidence. The opportunity lies in strengthening the proposition for new investors.

05 CHAPTER
OPPORTUNITY

OPPORTUNITY: BUILDING ON DUBAI'S RESILIENCE

The interviews highlighted strengths in Dubai's maritime ecosystem and the value participants placed on cooperation between government and industry. The experience also identified opportunities to build on these strengths and support Dubai's long-term competitiveness.

> "**You cannot eliminate geopolitical risk.** The focus is on the things you can control: taxation, regulation, visas and making the overall business environment as competitive as possible."
>
> **CARGO OWNER**



AREAS FOR CONTINUED COLLABORATION AND DEVELOPMENT

BUILDING ON THE UAE'S CONNECTED TRADE NETWORK

The UAE's network of ports, roads, logistics facilities and inland corridors proved an important source of resilience. Participants saw value in continuing close coordination and alignment on procedures for cargo movements, trucking, vessel clearance and crew mobility across ports, emirates and transport modes.

ATTRACTING NEW MARITIME BUSINESS AND CAPITAL

With talent and existing businesses firmly anchored in Dubai, participants saw an opportunity to further strengthen the conditions that attract new maritime companies and capital. Opportunities raised include strengthening maritime-specific financing and efficient company set-up processes, as well as ensuring the wider business environment keeps pace with the needs of international maritime companies.

BUILDING ON CLOSE ENGAGEMENT

Direct access to senior officials was one of the most valued aspects of the response. Participants saw an opportunity to build on this through regular government–industry dialogue, supporting early identification of emerging issues and coordinated responses when needed.

> "**Resilience is about being able to make decisions and recover quickly.** Having people on the ground with the authority to make those decisions is critical."
>
> **SHIP REGISTRY**



CONCLUSION

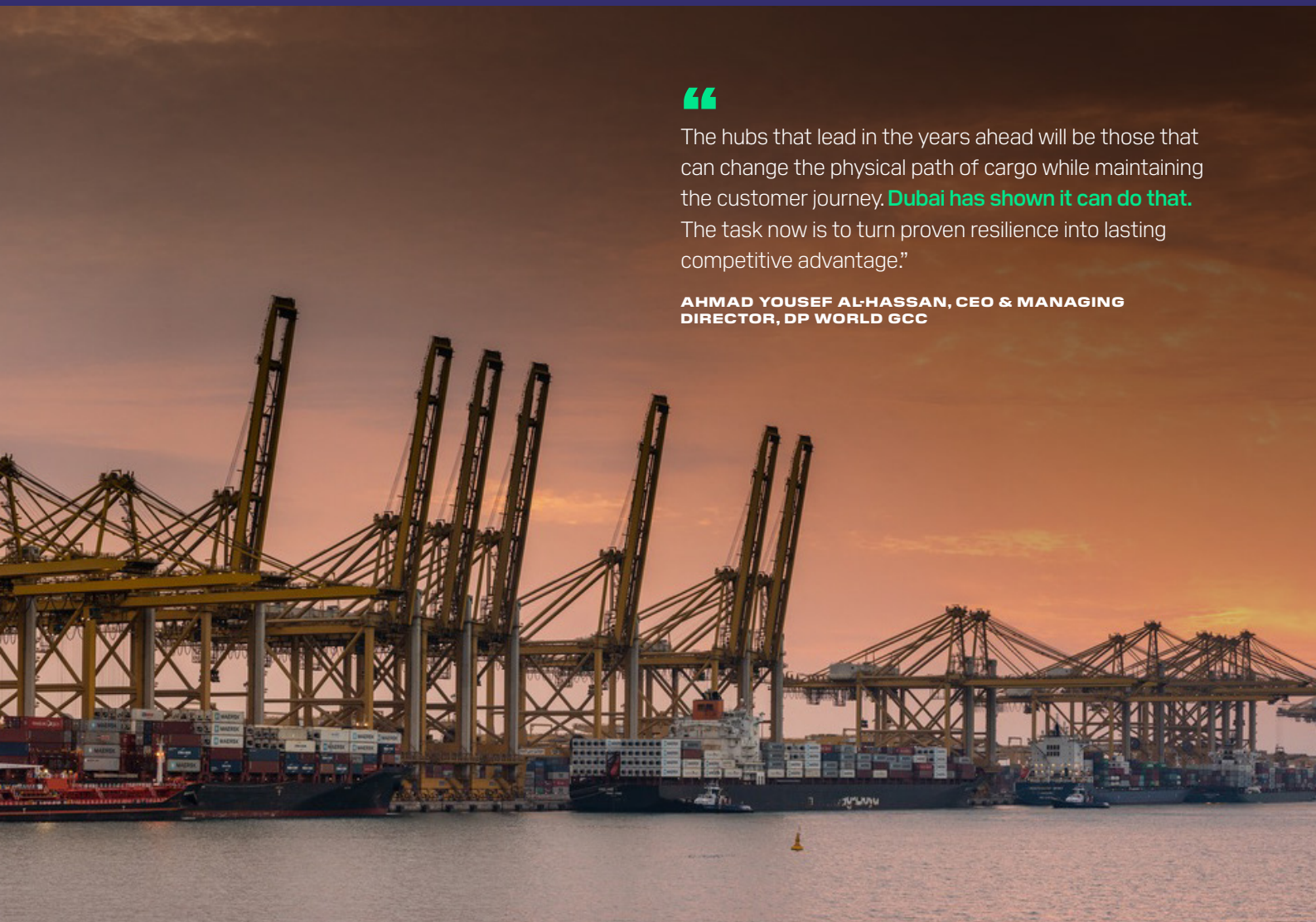
READINESS FOR A CHANGING WORLD

The disruption around the Strait of Hormuz has been a genuine test of Dubai's maritime ecosystem and it is not yet over. Leadership was visible, companies could access decision-makers, continuity plans were activated and the wider UAE network gave businesses options when traditional routes were constrained.

The research also shows that resilience is not immunity. Some businesses benefited from changing market conditions, many experienced mixed effects and a smaller group continues to face pressure. Those differences are central to the value of the study. They show which forms of flexibility mattered, which subsectors were most exposed and where the operating environment can be strengthened.

The lessons point in one direction. Maritime hubs will increasingly compete not only on scale and efficiency, but on how quickly they can adapt: how easily cargo can be rerouted, how rapidly crews can move, how confidently businesses can reach decision-makers and how readily investors can commit capital. Dubai is already strong on many of these measures.

Dubai's experience shows what an interconnected, adaptable maritime ecosystem can deliver under pressure. Ports stayed open, cargo kept moving, decision-makers stayed within reach and no participating company plans to relocate. That record is one of Dubai's strongest assets, and a firm foundation for the next chapter of its growth as a global maritime centre.



> "The hubs that lead in the years ahead will be those that can change the physical path of cargo while maintaining the customer journey. **Dubai has shown it can do that.** The task now is to turn proven resilience into lasting competitive advantage."

AHMAD YOUSEF AL-HASSAN, CEO & MANAGING DIRECTOR, DP WORLD GCC

ABOUT DP WORLD

DP World is reshaping the future of global trade to improve lives everywhere. Operating across six continents with a team of over 125,000 employees, we combine global infrastructure and local expertise to deliver seamless supply chain solutions. From Ports and Terminals to Marine Services, Logistics and Technology, we leverage innovation to create better ways to trade, minimising disruptions from the factory floor to the customer's door.

WE MAKE TRADE FLOW

This paper reports research commissioned by DP World and conducted by DNV and Menon Economics.
Findings reflect the views of participating organisations at the time of interview.

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