

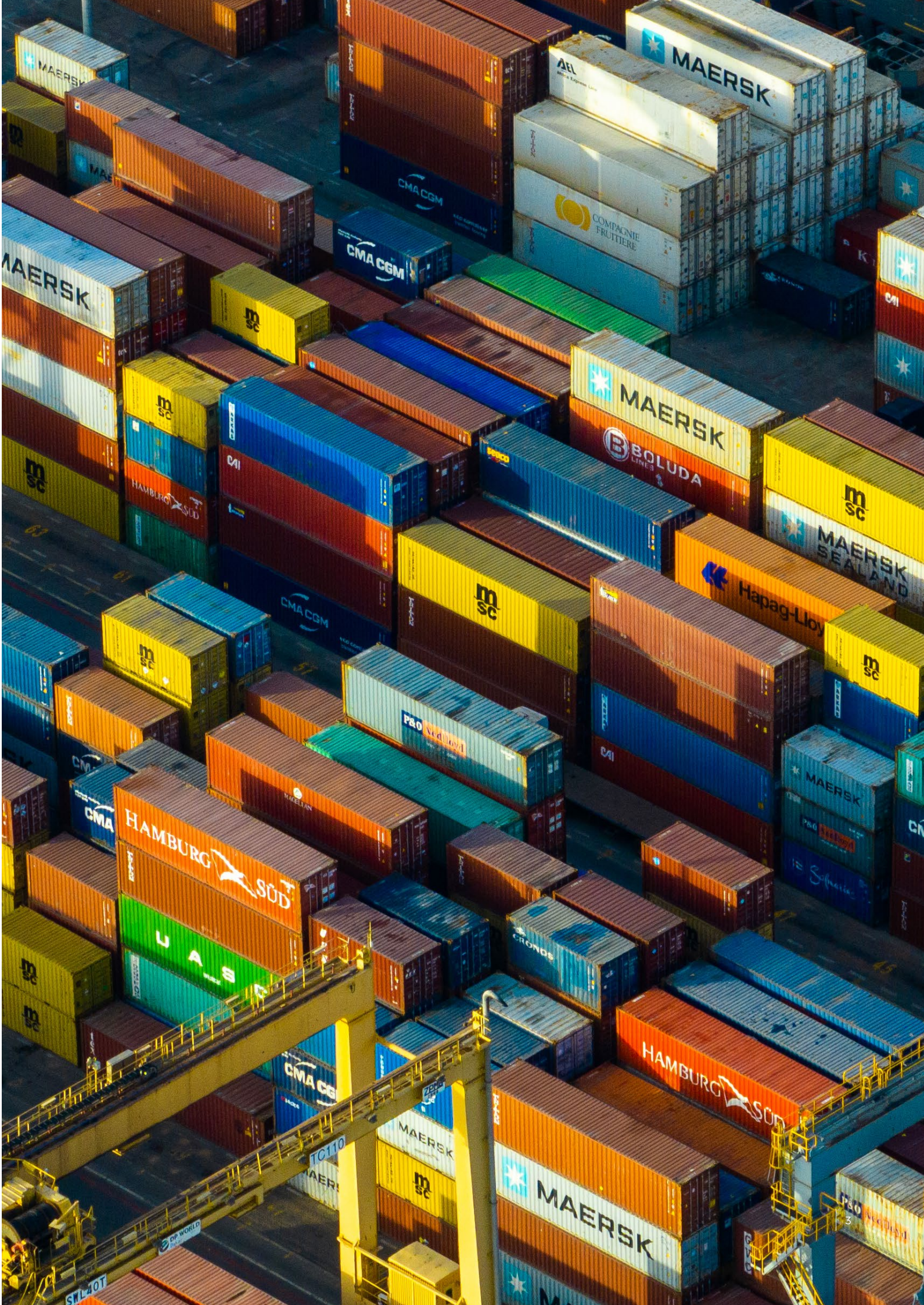


DP WORLD'S SOCIOECONOMIC IMPACT IN SENEGAL

2022-2024

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ABBREVIATIONS

BCI	Barefoot College International
BII	British International Investment
CPPI	Container Port Performance Index
ESG	environmental, social, and governance
FMCG	fast-moving consumer goods
GEEIS	Gender Equality European and International Standard
GDP	gross domestic product
GVA	gross value added
GHG	greenhouse gas
HSE	health, safety, environment and energy
ICD	inland container depot
LTIFR	lost time injury frequency rate
NGO	non-governmental organisation
PAD	Port Autonome de Dakar
PLC	programmable logic controller
QC	quay crane
RIFR	recordable injury frequency rate
RTG	rubber-tyred gantry
LISCA	Senegalese League Against Cancer
SME	small and medium enterprise
SSA	Sub-Saharan Africa
tCO ₂ e	tonnes of carbon dioxide equivalent
TEU	twenty-foot equivalent unit

FOREWORD

MEASURING IMPACT, DELIVERING VALUE: DP WORLD'S COMMITMENT TO SENEGAL AND WEST AFRICA

At DP World, delivering sustainable impact across the value chain is a core priority. This commitment guides our approach to transparency and accountability across our operations in sub-Saharan Africa, where we have built one of the region's most extensive and integrated ports, logistics, and market access footprints. Today, we operate in 48 countries, employ 32,000 people, and generated USD 3.4 billion in revenue in 2024.

This report on DP World's business value and socioeconomic contribution in Senegal and key neighbouring markets reflects our ambition to operate as a responsible business and foster inclusive, long-term growth. By prioritising people, the environment, and communities, we demonstrate how sustainability and value creation converge to position us for lasting success. Independently prepared by Oxford Economics Africa, the report provides clear, data-driven evidence of how our container terminal operations at the Port of Dakar advance Senegal's development trajectory and strengthen the nation's role as West Africa's gateway for trade.

DP World has a long-standing record of tracking Environmental, Social and Governance performance indicators across our global operations. Our commitment to rigorous impact measurement has included independently prepared Socio-Economic Impact Assessments in South Africa and Nigeria for FY22 and FY23, which together revealed a combined socioeconomic contribution of USD 13 billion. These assessments highlighted our tangible role in job creation, access to services, and local economic development.

The findings in Senegal underscore the scale and significance of our contribution. Between 2022 and 2024, DP World Dakar supported an average direct and indirect value contribution of XOF 700 billion (USD 1.1 billion) to GDP - equivalent to 3.8% of Senegal's national output. Over three years, this reached a cumulative XOF 2.1 trillion (USD 3.4 billion). Our operations also supported approximately 170,000 direct and indirect jobs annually, representing 3.1% of national employment.

These figures illustrate that our impact extends far beyond the movement of containerised cargo. We generate meaningful benefits for our employees, suppliers, customers, partners, communities, and the environment. As a critical link in regional and global supply chains, DP World Dakar enhances market access, strengthens business continuity, and improves the ease of doing business not only for Senegal but for the broader West African region.

Our operational excellence has been well established since 2008, when we were granted a 25-year concession to manage and operate the Port of Dakar Container Terminal. Since then, we have significantly upgraded the facility, which is now recognised as West

Africa's highest-performing container terminal. Located at the intersection of three major trade routes—North America–Africa, Europe–Africa, and Europe–South America – it's a strategic port of call for vessels on southbound routes from Europe.

Our commitment to Senegal's growth is further reinforced through our USD 1.2 billion investment in the Port of Ndayane - the largest foreign direct investment in the country and DP World's largest port investment in Africa to date. Currently under construction, this state-of-the-art deep-water port will serve as a regional hub, offering competitive, high-quality services and smart, innovative end-to-end logistics and trade solutions.

To strengthen our offering, DP World is expanding its market presence through new services, including Market Access and Freight Forwarding. These solutions enhance trade opportunities across West Africa by providing streamlined, cost-effective logistics that accelerate imports and exports throughout the region.

As we celebrate these achievements, we remain focused on continuous improvement in environmental stewardship and community engagement. The launch of this report reflects not only the depth of DP World's impact in Senegal and neighbouring markets, but also our unwavering commitment to transparency, accountability, and sustainable value creation. It also highlights the strength of our partnerships with governments, customers, suppliers, employees, and communities.

Ultimately, this is how sustainability and value creation come together at DP World - and how we continue to fulfil our responsibility to be a force for good in Senegal, across West Africa, and beyond.



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

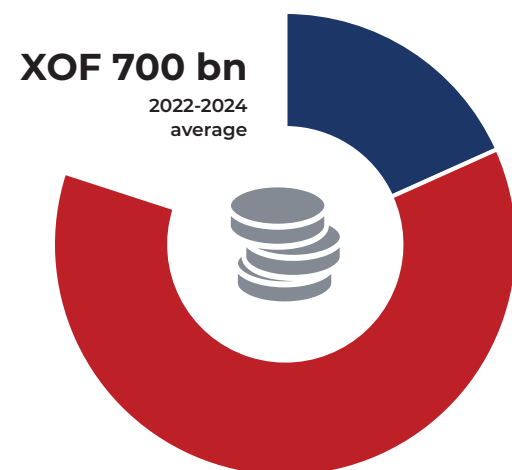
DP WORLD DAKAR'S IMPACT IN SENEGAL & NEIGHBOURING MARKETS, 2022-2024

DP WORLD DAKAR HAS A SUBSTANTIAL SOCIOECONOMIC IMPACT IN SENEGAL AND BEYOND:

● Core impact of DP World's operations including upstream supply chain and wage-spending ● Downstream catalytic impact through trade facilitation

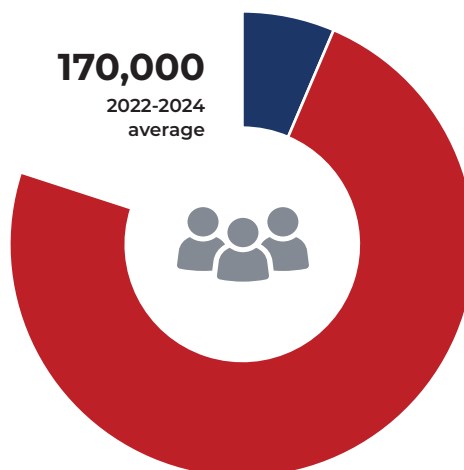
CONTRIBUTION TO GDP

3.8% of Senegal's GDP



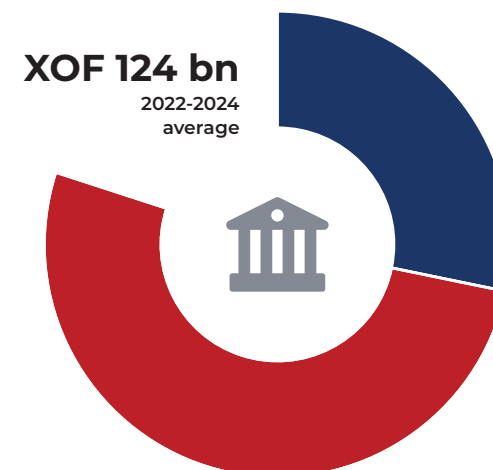
JOB'S SUPPORTED

3.1% of Senegal's employment



TAX REVENUES SUPPORTED

3.5% of Senegal's tax revenues



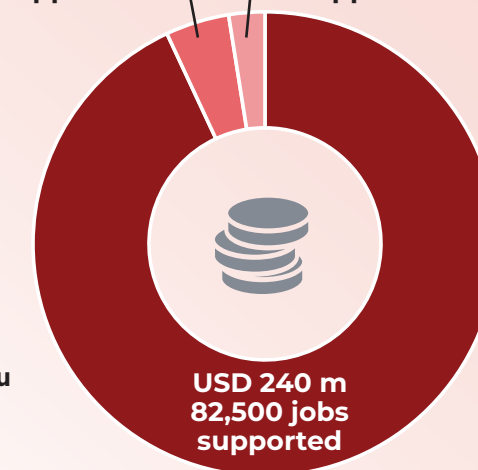
NEIGHBOURING MARKETS

USD 11 m
3,100 jobs supported

USD 6 m
2,300 jobs supported

Average annual downstream catalytic trade contribution to GDP and jobs supported in neighbouring markets.

● Mali
● The Gambia
● Guinea-Bissau



THIS VALUE CREATION AND OTHER INITIATIVES BENEFIT DP WORLD'S STAKEHOLDERS IN SENEGAL:



PEOPLE

728
Permanent employees in 2024

22% females
In senior management roles in 2024, up from 13% in 2022

30,800 hours
Total training to support employee development

0 fatalities
Since 2008

Quality jobs, skills and safe workplaces



CUSTOMERS

846,500 TEU
7% annual increase in container volumes since 2022

5.1 m
Customer administration hours saved by digital invoicing in 2024

XOF 660 bn
Average contribution to GDP through port operations and trade facilitation

156,500
Average jobs supported via trade facilitation, equivalent to 3% of total employment

Faster and smarter trade, enabling business competitiveness and growth



SUPPLIERS

84%
Average local procurement, boosting local business development

XOF 19 bn
Average contribution to GDP through local procurement

5,400
Average jobs supported through local procurement

Boosting business development through local procurement



PARTNERS

XOF 124 bn
Average tax revenues supported through corporate, labour, production and consumption taxes

3.5%
Average annual tax supported equivalent to 3.5% of national tax revenues

Value for Partners
Collaboration with Senegalese Customs on integrated systems strategically repositions regional competitiveness of the Port of Dakar

Building lasting partnerships for shared prosperity and innovation



COMMUNITIES

XOF 22 bn
Average contribution to GDP through wage spending

7,800
Average jobs supported through wage spending

XOF 831 m
Total spent on community upliftment initiatives since 2022

35,200
Beneficiaries of community upliftment initiatives since 2022

397,000
Dependents benefit from jobs supported by DP World Dakar

Investing to build resilient communities



ENVIRONMENT

15%
Annual reduction in CO₂e emissions since 2022

11%
Reduction in electricity use from 2023 to 2024

39,000 litres
Fuel savings achieved between 2023 and 2024

348 tonnes
Reduction in waste generation since 2022

Reducing emissions, conserving resources, and protecting natural habitats for future generations

EXECUTIVE SUMMARY

This socioeconomic impact assessment evaluates the economic, social, and environmental contributions of DP World's operations at the container terminal of the Port of Dakar between 2022 and 2024. The study highlights how DP World Dakar fosters shared value through trade facilitation, infrastructure investment, innovation, and responsible business practices. Ultimately, the analysis provides evidence-based insights into how DP World's activities produce tangible benefits for its people, customers, suppliers, partners, communities, and the environment.

We integrated quantitative analysis with qualitative assessment to evaluate and capture DP World Dakar's full socioeconomic footprint. Using input-output modelling, we estimated the economic impacts by measuring DP World Dakar's core impact through direct, indirect (supplier), and induced (wage-spend) channels, as well as its catalytic trade impact. DP World Dakar's catalytic trade impact stems from the additional economic activity generated through wholesalers, distributors, and logistics providers by facilitating inbound and outbound trade. These economic impacts are measured in terms of gross value added (GVA) contributions to the country's gross domestic product (GDP), employment, and tax revenues. We evaluated social and environmental impacts through company data and stakeholder engagement.

Hereafter, we use "DP World" to refer to DP World's operations in Senegal through DP World Dakar. We use "DP World Group" to refer to the global entity.

IMPACT AT A GLANCE

Our analysis shows that DP World's operations create significant value across the Senegalese economy and beyond. Through its supplier linkages, employee wage spending, and trade facilitation, DP World stimulates substantial economic activity, growth, and development in the communities of Senegal and neighbouring markets.

On average, DP World supported a XOF 700 billion (USD 1.1 billion) GVA contribution to GDP,¹ equivalent to 3.8% of Senegal's national GDP between 2022 and 2024. Cumulatively over the three years, this amounted to XOF 2.1 trillion (USD 3.4 billion).

Furthermore, the total economic activity supported by DP World (through its core and catalytic trade impacts) sustained an average of 170,000 jobs annually, equivalent to 3.1% of national employment over the same period.

Through this total economic activity, we estimate an average contribution of XOF 124 billion (USD 203 million) in tax revenues, equivalent to 3.5% of national tax revenues over the three years. The largest share of DP World's GVA, tax, and employment impact stems from the trade that it facilitates for the country. These impacts create shared value for DP World's people, customers, suppliers, partners, and the communities of Senegal, while its operations also support environmental sustainability. The following sections unpack these outcomes in more detail.

PEOPLE

DP World creates considerable value for its people through providing quality employment, fair compensation, and a strong emphasis on wellbeing and development. Its operations at the container terminal generate direct employment opportunities with competitive salaries and benefits, contributing to household income security and improving living standards.

On average, 99% of direct employees are Senegalese. Over the study period, DP World's direct employment increased from 506 to 728 people as it transitioned temporary roles into permanent positions, reflecting the company's dedication to job security.

Salaries at DP World are significantly higher than the national average, underlining DP World's commitment to fair pay and high-quality employment.

The company continuously invests in workforce training to strengthen technical expertise, leadership capabilities, and long-term employability. This is complemented by a strong emphasis on employee wellbeing and occupational health and safety to ensure a secure, healthy, and productive working environment. Between 2022 and 2024, the company delivered 30,800 training hours, representing an annual average of 14 training hours per employee.

Dedicated initiatives to promote gender inclusion further strengthen DP World's social impact, supporting greater participation and advancement of women across operational and leadership roles. While the workforce remains predominantly male and concentrated in frontline roles, women's representation is higher in non-frontline and leadership positions. In 2024, women held 20% of positions above frontline level, up from 18% in 2022, demonstrating progress in gender diversity.

CUSTOMERS

DP World delivers measurable value to its customers (shipping lines, cargo owners, and logistics providers) by improving efficiency, reliability, and competitiveness across trade and logistics networks. Through digital innovation and integrated support services, the company facilitates streamlined cargo movement, reducing time and costs in global supply chains.

XOF 700 bn

Average annual total GVA contribution to GDP (USD 1.1 bn)



170,000

Average annual number of jobs supported in Senegal



728

Direct employees in 2024



846,500

Containers handled in 2024



Between 2022 and 2024, the number of containers² handled by DP World grew from approximately 738,500 to 846,500.

The growing cargo volumes over the reference period supported DP World's direct economic impact, which increased by an average annual rate of 15%, from XOF 101 billion (USD 162 million) in 2022 to XOF 129 billion (USD 213 million) in 2024.

As a vital link in regional and global trade, DP World enhances market access, business continuity, and the ease of doing business in Senegal and beyond. Facilitating the flow of goods that are exported and imported between Senegal and the world, DP World supports the transport, storage, wholesale, and retail activities associated with those goods. Over the reference period, the number of containers carrying import and export products grew by average annual rates of 6% and 1%, respectively.

We estimate that DP World supported an average of XOF 540 billion (USD 880 million) GVA contribution to GDP and 156,500 jobs between 2022 and 2024 through its catalytic trade impact channel in Senegal.

DP World also facilitates trade for neighbouring markets, including Mali, Guinea-Bissau, and The Gambia. Mali is DP World's largest neighbouring market, with containers for the country comprising 18% of port container volumes. Both import containers destined for Mali and export containers handled for Mali increased substantially between 2022 and 2024.

We estimate that between 2022 and 2024, DP World supported an average of USD 240 million in GVA contribution to Mali's GDP through the trade it facilitated. In turn, this supported 82,500 jobs in the country and contributed an average of USD 50 million in tax revenues for Mali, over the same period.

The Gambia and Guinea-Bissau represent smaller markets for DP World, accounting for under 3% of trade volumes passing through the container terminal. Nevertheless, for these countries, the port serves as a vital access point to global markets.

We estimate that DP World supported an average GVA contribution of USD 11 million to The Gambia's economy and USD 6 million to Guinea-Bissau's economy between 2022 and 2024. The economic activity supported through trade sustained an average of 3,100 jobs in The Gambia and 2,300 jobs in Guinea-Bissau over the same period. It also generated an average of USD 1 million in tax revenues for each country.

XOF 129 bn

Direct GVA impact in 2024 (USD 213 m)



XOF 540 bn

Average catalytic trade impact GVA contribution, supporting 156,500 jobs (USD 880 m)



SUPPLIERS

DP World supports local economic growth by procuring primarily from local suppliers – approximately 84% of total operational and investment procurement. By upholding transparent procurement standards, fostering supplier capability-building, and advocating responsible business practices, DP World strengthens and enhances the competitiveness of local industries.

DP World's estimated GVA contribution from purchasing goods and services for operational purposes rose from XOF 14 billion (USD 23 million) in 2022 to XOF 17 billion (USD 28 million) in 2024. Over the three years, investment spend at the container terminal of the Port of Dakar contributed an additional XOF 8 billion (USD 13 million). On average, DP World's operational and investment procurement expenditure annually sustained 2,400 jobs and 3,000 jobs, respectively, in Senegal.

PARTNERS

DP World forges partnerships with government institutions, industry bodies, and the private sector. Collaboration, joint investments, and shared expertise enhance Senegal's trade and logistics efficiency and competitiveness. Furthermore, DP World collaborates closely with policy and development stakeholders to shape a resilient, transparent, and future-ready logistics environment supportive of long-term economic growth and innovation. Through its own operations and by facilitating trade, **DP World supported an average contribution to tax revenues of XOF 124 billion (USD 203 million) between 2022 and 2024.** This is equivalent to 3.5% of national tax revenues. Beyond supporting tax revenues, additional benefits to government institutions include payment of concession fees and shareholder dividends. Over the period, the Government also received dividends and concession fees of XOF 86 billion (USD 141 million) from DP World Dakar.

COMMUNITIES

DP World invests in social upliftment projects that provide lasting benefits to surrounding communities. These projects focus on healthcare, skills development, educational support, and food security.

Notable efforts include the annual Pink October and Blue November campaigns with the Senegalese League Against Cancer, blood donation drives in collaboration with the National Blood Transfusion Centre, and the award-winning Solar Mamas programme, implemented with Barefoot College International. Annually, DP World and the DP World Foundation distribute food parcels to families and people in need during Ramadan. Since 2022, DP World and the DP World Foundation have donated XOF 831 million (USD 1.3 million) to community upliftment initiatives, benefiting 35,200 individuals in Senegal.

84%

Local procurement supported an average of 5,400 jobs between 2022 and 2024



35,200

Cumulative beneficiaries of community projects between 2022 and 2024



DP World's impact on the community goes beyond its upliftment initiatives. The salaries earned by DP World's employees, and those of suppliers' employees, support local businesses when employees buy goods and services for their households.

This uplifts local communities by stimulating economic activity and creating jobs. **We estimate that the GVA supported by wage-spending increased from XOF 20 billion (USD 32 million) to XOF 24 billion (USD 40 million) between 2022 and 2024.** On average, this supported 7,800 jobs annually during the review period.

ENVIRONMENT

DP World is dedicated to reducing its environmental impact in Senegal through sustainable operations, energy efficiency, and biodiversity protection. **The greenhouse gas (GHG) emissions footprint of DP World decreased from 38,000 tCO₂e in 2022 to 27,300 tCO₂e in 2024.**

Despite increases in electricity and fuel consumption in 2023, by 2024, DP World's total electricity usage had dropped by 11% and diesel consumption had decreased by almost 39,000 litres, demonstrating a commitment to sustainable container terminal operations. Throughout the review period, DP World made significant improvements in waste management, reducing waste by 68%, from 511 tonnes in 2022 to 163 tonnes in 2024.

By reducing its own environmental footprint while improving port efficiencies, DP World also has a positive impact on its customers' supply chain environmental footprint.

THE NEXT HORIZON

DP World's commitment to economic growth and development in Senegal is evident in its long-term investment: the USD 1.2 billion deepwater Port of Ndayane, currently under construction. Alongside the port, an economic zone will be developed, offering greater opportunities to promote trade in Senegal and West Africa through increased capacity, operational modernisation, technology upgrades, and improved digital services. By offering new services in the market, namely Market Access and Freight Forwarding, DP World is strengthening its end-to-end solutions for customers.

DP World's investment in infrastructure and services in Senegal will enhance trade opportunities in West Africa by offering streamlined logistics solutions that enable faster, more cost-effective imports and exports across the region.

Over the review period, DP World supported significant contributions to GDP, employment, and tax revenues, while uplifting its communities and reducing its environmental footprint. These impacts demonstrate DP World's commitment to its stakeholders in Senegal to create shared value through sustainable operations. Through considerable investments to realise its growth plans, DP World is likely to create even greater long-term socioeconomic value in Senegal and West Africa in future.

15%

Average annual reduction
in GHG emissions
between 2022 and 2024

CO₂e

USD 1.2 bn

Investment to
develop the Port
of Ndayane



1. INTRODUCTION

1.1 PURPOSE OF THE REPORT

This report, prepared by Oxford Economics Africa, examines how DP World Dakar³ contributes to Senegal's development through its operations at the Port of Dakar's container terminal. The report covers the company's economic footprint, such as the services it provides to customers, the goods and services it procures from suppliers, and the shared value it creates for its partners. The report also discusses the social impact of DP World's operations on employees and the broader community. Additionally, the report examines the economic impact of the trade the company facilitates and its environmental footprint.

DP World's container terminal in Dakar is not only a key port of trade for Senegal, but also for neighbouring markets. As such, the analysis also examines the economic impact that DP World has on the economies of Mali, The Gambia, and Guinea-Bissau by facilitating trade for these countries.

Lastly, this report outlines DP World's growth plans in Senegal. It showcases the company's commitment to its people, customers, suppliers, partners, communities, and the environment through long-term investment, thereby advancing trade and inclusive growth in Senegal and West Africa.

1.2 DP WORLD GROUP

As of October 2025, DP World Group employs more than 125,000 people in 79 countries across six continents. The company operates in several capabilities or verticals, namely Ports & Terminals, Economic Zones, Marine Services, Logistics (including Market Access), and Technology, which are being integrated to strengthen operational efficiency and create end-to-end supply chain solutions. This approach further aims to support the development of a more connected and resilient global trade network by:

- **Offering an integrated global trade portfolio** covering ports, terminals, logistics, and digital solutions to support the entire cargo journey.
- **Ensuring consistency, coverage, and control** across modern supply chains through operations in 79 countries and over 500 business units.
- **Enhancing responsiveness and agility** during disruptions through connected infrastructure and integrated operations.
- **Reducing friction and bottlenecks** to enable quicker decisions and smoother operations, even in challenging environments.
- **Providing tailored solutions** adapted to each sector's specific products, markets, and compliance requirements.
- **Leverage industry** experience in sectors such as automotive, retail, energy, and chemicals to build smarter, more resilient supply chains.

1.3 DP WORLD GROUP IN SUB-SAHARAN AFRICA

The DP World Group has established one of the most extensive and integrated logistics footprints in sub-Saharan Africa (SSA), with operations spanning 48 countries across the region. With a total handling capacity of 2.5 million twenty-foot equivalent units (TEUs) across its port terminals, the company plays a leading role in enabling smoother trade flows and strengthening Africa's connectivity to global markets. Its operational scale also includes over 203,200 warehouses and a fleet of more than 6,300 vehicles, ensuring efficient movement of cargo across borders and within domestic markets.

Across the SSA region, the DP World Group delivers end-to-end logistics solutions that support businesses of all sizes. Its service offering covers Parks & Economic Zones, Freight Management, Contract Logistics, Market Access, and Ports & Terminals, creating an integrated ecosystem that facilitates both inter- and intra-African trade. With 31,500 employees in SSA, the company serves as a key driver of job creation, supply chain efficiency, and economic transformation.

The DP World Group's commercial reach is backed by 515,000 points of sale across the region, reflecting its strong on-the-ground presence and customer engagement. In terms of financial performance, the SSA region generated USD 3.4 billion in revenue in 2024, underscoring its strategic importance for the Group. The top five markets by revenue are South Africa, Nigeria, Namibia, Senegal, and Mozambique, each serving as vital hubs for trade, logistics, and industrial activity.

125,000
DP World Group
employees



48
Countries
of operation
in SSA



Fig. 1. DP World Group’s presence in sub-Saharan Africa



Source: DP World Group

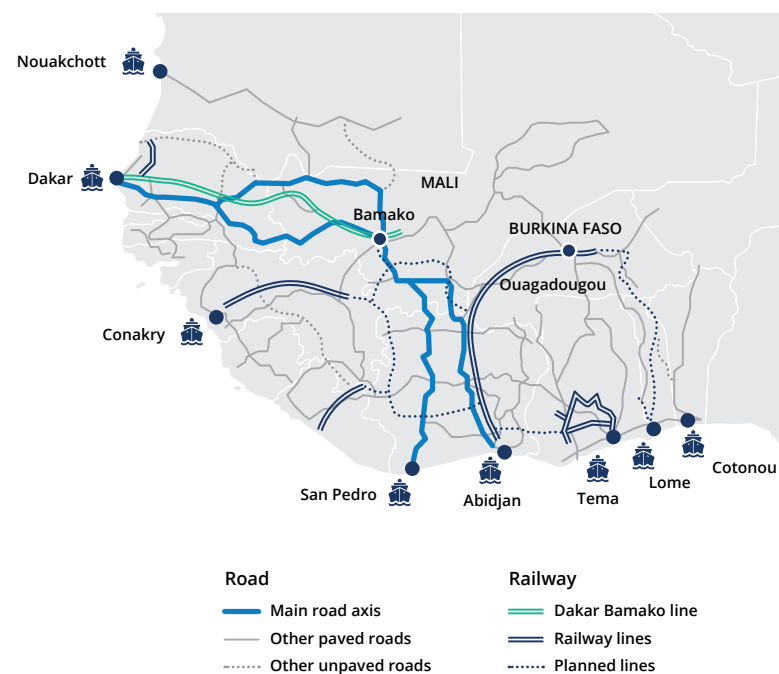
1.4 DP WORLD GROUP IN SENEGAL

In 2008, DP World was granted a 25-year concession to manage the container terminal at the Port of Dakar, Senegal's only container terminal. Since then, DP World has invested USD 340 million to modernise and develop the infrastructure. As a result of the ongoing efficiency improvements, **the container terminal of the Port of Dakar was ranked the best-performing port in SSA in 2024, according to the World Bank and S&P Global Market Intelligence's Container Port Performance Index (CPPI).**⁴

With a capacity of 1 million TEUs, the container terminal at the Port of Dakar handles 94% of Senegal's container throughput. Since the start of DP World's concession, import and export container volumes have more than tripled from 265,000 to 846,500 TEUs in 2024.

The Port of Dakar is strategically located at the junction of three key trade routes, connecting Africa to North America and Europe and linking Europe to South America. Furthermore, its extensive road and rail network connections make it the ideal gateway to African countries such as Mali, Guinea-Bissau, Mauritania and The Gambia.

Fig. 2. Senegal's strategic location as a gateway to West African trade



Source: DP World

Note: The Dakar-Bamako railway is not currently operational.

DP World in Senegal provides end-to-end logistics and supply chain solutions, including cargo handling, berthing windows, clearing & forwarding, packing house & cold storage, long- and short-haul freight transportation, and first- and last-mile haulage.

In 2024, DP World Group bolstered its West Africa solutions by opening the Market Access office in Dakar. This service caters to fast-moving consumer goods (FMCG) brand owners, enabling them to leverage DP World Group's world-class logistics network for market entry and product distribution in the region. DP World Group also initiated the establishment of the Freight Forwarding service in 2024, which will further strengthen the company's end-to-end customer service in the region, supporting customers in moving their shipments seamlessly.

Under the Senegal 2050 Vision Logistics Masterplan, Senegal aims to establish itself as a leading regional logistics hub and rank among Africa's top five ports by volume, driven primarily by transit and trans-shipment traffic.⁵ To support Senegal's long-term trade and economic growth aspirations as outlined in the Senegal 2050 plan, DP World is developing the Port of Ndayane at a site approximately 50 km south of Dakar. This port will have a container terminal with a capacity of 1.2 million TEUs. The development will also include other infrastructure to support Senegal in becoming a hub for West African trade.

1.5 DP WORLD'S SUSTAINABILITY AND VALUE CREATION CONVERGE

DP World's sustainability strategy, "Our World, Our Future", captures its vision to operate as a responsible business and foster inclusive growth, prioritising people, the environment, and communities.

DP World's sustainability strategy is built on four pillars:

- **Planet:** Protect and sustain the planet by tackling climate change, protecting biodiversity, conserving water (both fresh water and oceans), reducing waste, and advancing sustainable finance solutions.
- **People:** Create a safe working environment by upholding health and safety standards and fostering an inclusive and diverse workforce while respecting the labour and human rights of employees and contractors.
- **Community:** Build resilient communities, empower stakeholders, and create shared value through partnerships and local engagement.
- **Conduct:** Uphold the highest standards of ethical conduct, promote transparency, and strengthen accountability through effective governance and risk management.

New services
launched in 2024
enhance end-to-end
solutions offering



DP World creates value
through investment,
collaboration,
sustainability, innovation,
and customer-centricity



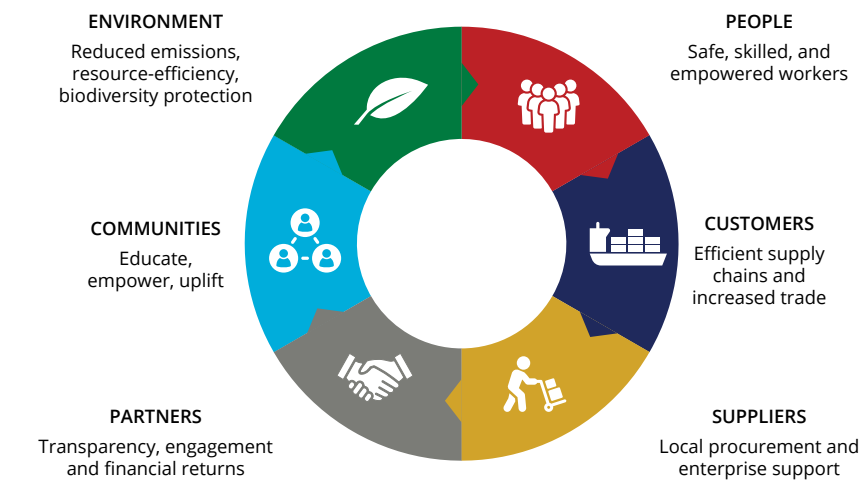
Similarly, through the Group Health, Safety, Environment and Energy (HSE) Policy, DP World is committed to building a Zero Harm culture by ensuring its people and contractors have a safe and healthy work environment, that assets and the environment are protected, and that communities are respected. Closely collaborating with partners and stakeholders is central to this commitment.

Building on these frameworks, DP World creates shared socioeconomic value by engaging meaningfully with employees, customers, suppliers, investors, governments, industry bodies, and the communities it serves. Through sustained investment, collaboration, innovation, sustainability, and customer-centricity, the company translates its strategic commitments into tangible outcomes – driving commercial success while fostering inclusive growth, social wellbeing, and environmental resilience across all markets.

It is through this strategic framework that the results of the socioeconomic impact assessment are presented, providing a structured lens to showcase the value DP World generates across its diverse stakeholder groups. By aligning the impact assessment with the principles outlined in DP World Group's sustainability strategy, the report highlights how the company's responsible business priorities and legacy initiatives translate into tangible social, economic, and environmental outcomes for employees, communities, customers, suppliers, investors, and the broader environment.



Fig. 3. DP World's value proposition across stakeholder groups



Source: Oxford Economics Africa

A) PEOPLE

DP World provides safe, stable, and fairly compensated employment while investing in skills development and inclusive career pathways. Through a strong focus on diversity and inclusion, DP World strengthens workforce stability, supports long-term human capital development, and builds a resilient local talent base capable of sustaining current operations and the future transition to the Port of Ndayane.

B) CUSTOMERS

DP World enables efficient and resilient global supply chains by reducing trade barriers and logistics costs for its customers, which include shipping lines, cargo owners, and logistics providers. Through its container terminal operations at the Port of Dakar, DP World facilitates broader market access for brand owners, not only in Senegal but also in neighbouring markets, stimulating economic diversification and competitiveness to the benefit of consumers. DP World continually innovates in collaboration with its partners to deliver greater value for customers and drive industry-wide change.

C) SUPPLIERS

DP World integrates local suppliers into its value chain to transfer knowledge, build capacity and supply chain resilience, and foster inclusive economic participation. This, in turn, also supports job creation. By upholding responsible procurement standards prescribed in its vendor Code of Conduct, DP World elevates environmental and social standards throughout the supply chain.

Building skills,
strengthening
partnerships, and
elevating suppliers
to drive long-
term economic
opportunity



D) PARTNERS

For investors and lenders, DP World delivers stable, sustainable returns underpinned by responsible business practices, transparent governance, and alignment with global environmental, social, and governance (ESG) standards.

For governments, DP World supports tax revenues and infrastructure investment, thereby furthering public services and national development goals. In Senegal, DP World's operations additionally support government institutions through concession fees and dividend payments. Moreover, by aligning with climate targets and sustainable growth strategies, DP World acts as a trusted partner in advancing economic resilience and trade across Africa.

Furthermore, DP World collaborates with key stakeholders across the logistics industry to drive innovation and deliver more sustainable operational solutions.

E) COMMUNITIES

DP World invests in fostering positive social change in the communities in which it operates, supporting inclusive local development and sustainable economic growth. Guided by the legacy pillars of its sustainability strategy, the company delivers targeted community initiatives across education, skills development, health, women's economic empowerment, and youth inclusion. Through long-term partnerships and programmes tailored to local needs, DP World works to build resilient communities and broaden access to enduring socioeconomic opportunities.

F) ENVIRONMENT

DP World is committed to using natural resources efficiently, reducing emissions, protecting biodiversity, and investing in circular solutions to safeguard natural and social capital for future generations. Through innovation to drive continual efficiency improvements which optimise logistics services, DP World also reduces the environmental footprint along customers' supply chains (scope 3 emissions).

The chapters that follow explore how DP World generates tangible social, economic, and environmental benefits through its operations at the Port of Dakar, highlighting the impact on its people, customers, suppliers, communities, partners, and the environment in which it operates.

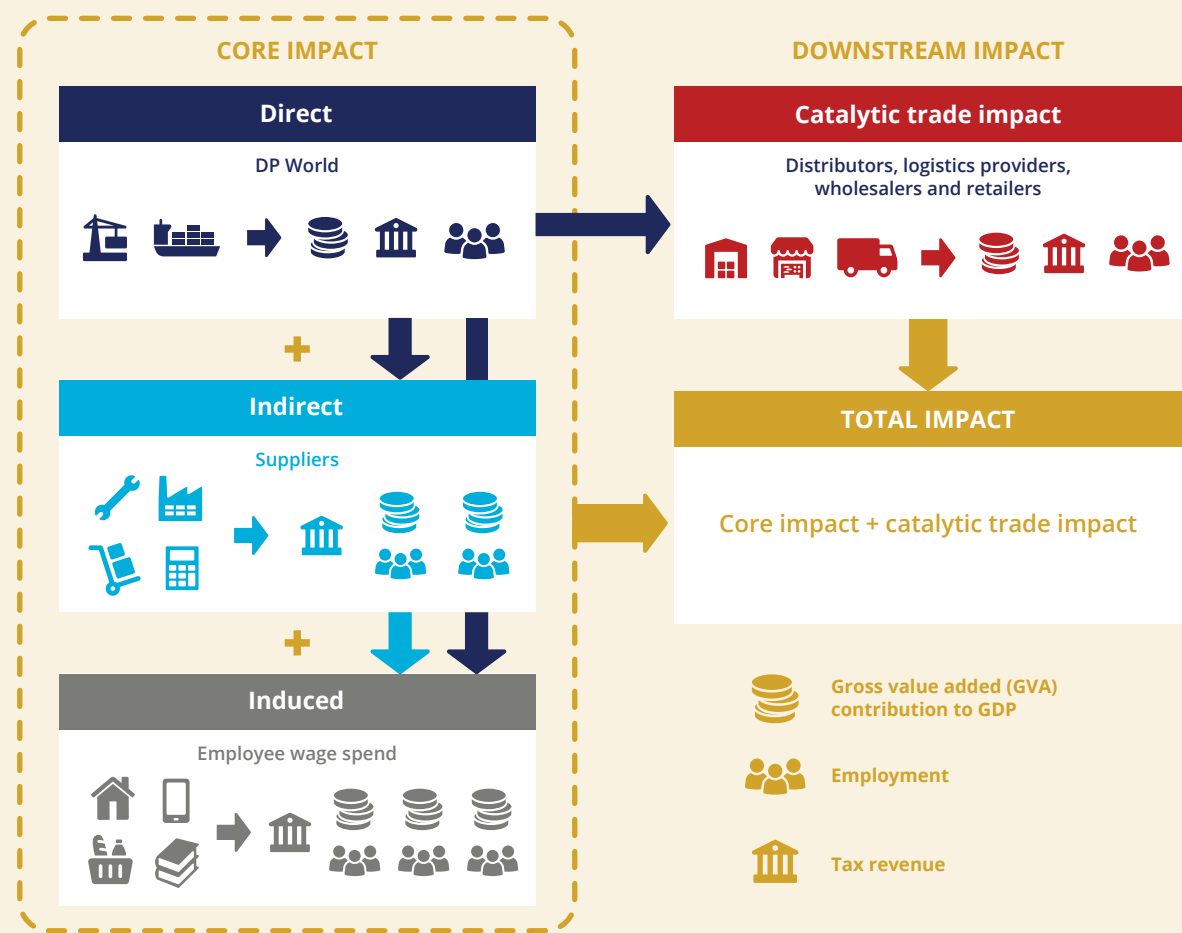
Partnering across the value chain to boost logistics growth and support communities



METHODOLOGICAL OUTLINE*

Oxford Economics Africa used a standard economic impact analysis approach to assess DP World's economic impact on Senegal and three neighbouring markets through its container terminal operations at the Port of Dakar. This entails estimating the core impact of DP World's operations and its downstream catalytic trade impact, that stems from the trade it facilitates.

Fig. 4. DP World's impact channels



Source: Oxford Economics Africa

DP World's core economic impact is estimated across three channels:

- The **direct impact** relates to the economic contribution made by DP World's operations at the Port of Dakar. It encompasses the economic activity, employment, and tax contributions supported by the company itself.
- The **indirect impact** describes the output, jobs, and tax payments supported by Senegalese firms that supply goods and services to DP World. This channel of impact also includes the economic activity, employment, and tax contributions supported along the supply chains of these suppliers in Senegal.
- The **induced impact** comprises the broader benefits that arise when employees of DP World and those employed through its supply chains spend their wages in their local consumer economies. These employees typically spend most of their income at retail and leisure outlets close to where they live. These impacts extend across the rest of the Senegalese economy through these outlets' own supply chains.

Downstream of its operations, and through its customers' value chains, DP World facilitates considerable activity in the distribution and logistics sectors through inbound and outbound trade. Goods are transported to warehouses, temporarily stored by wholesalers, sorted, repacked and/or further upgraded by downstream businesses in some cases, and then sold through various channels to final consumers. At each stage, companies in the country earn revenue and thereby make their own GVA contribution to GDP, while employing people and paying taxes to the government. Furthermore, these companies also generate additional activity in terms of GVA, employment, and taxes through indirect and induced channels. We refer to this additional value creation as the **downstream catalytic trade impact**.

We quantify the downstream catalytic trade impact using our knowledge of the economy's structure to estimate the trade and transport margins earned at each stage of the value chain. Trade facilitated through the container terminal at the Port of Dakar is not only to and from Senegal, as traders from other countries also use the port. Therefore, we also quantify the impact of trade on the economies of Mali, The Gambia, and Guinea-Bissau.

We present a quantification of the company's core and catalytic trade economic impact in Senegal, based on three key metrics:

- **Gross value added (GVA):** This measures the contribution to GDP of each company, industry, or sector in the economy. It is the sum of employee compensation and earnings before interest, taxes, depreciation, and amortisation (EBITDA). At the same time, it is also a measure of net output, most easily thought of as the value of goods or services produced, less the value of inputs used in that output's production. Added up across all firms in an economy, and after adjustments for taxes and subsidies, gross value added is equal to GDP.
- **Employment:** the number of people employed, measured on a headcount basis. This is to facilitate comparison with employment data for the relevant sectors from official sources.
- **Tax revenue:** the amount of tax revenue flowing to the relevant national government. This includes income and corporate taxes, social contributions of directly employed staff, and VAT on sales.

Our results are presented in both XOF and USD. We used the following average annual exchange rate:

- 2022: XOF 624 / USD
- 2023: XOF 607 / USD
- 2024: XOF 606 / USD

Our methodology is further detailed in the Annexure.

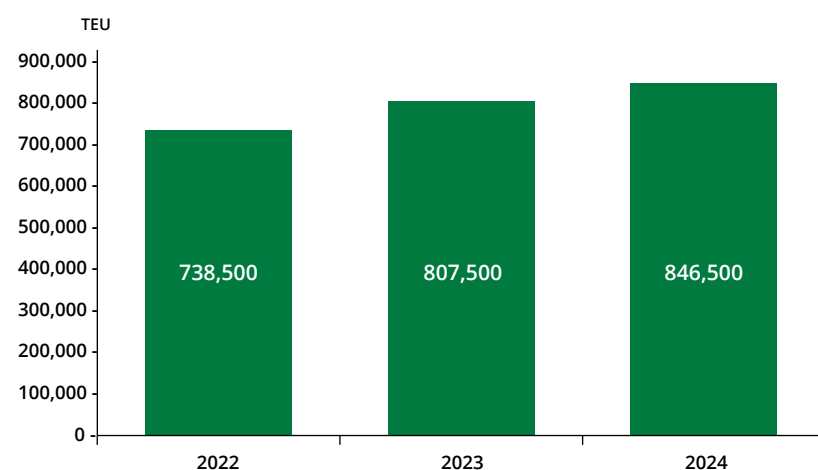
* The analysis presented is based on data available as of October 2025.

2. DP WORLD'S IMPACT AT A GLANCE

This section provides a high-level overview of the main socioeconomic and environmental impacts generated by DP World's operations at the Port of Dakar between 2022 and 2024. It highlights the company's GVA contribution to GDP, tax revenues, and employment. In addition, it presents key indicators that illustrate DP World's efforts to reduce its environmental footprint while maintaining efficient and resilient port operations.

The growing number of containers handled at the container terminal has driven DP World's socioeconomic and environmental impacts between 2022 and 2024. Gains in efficiency – both in container handling and trade transaction processing – have supported this increase in volumes.

Fig. 5. Container volumes handled by DP World, 2022–2024



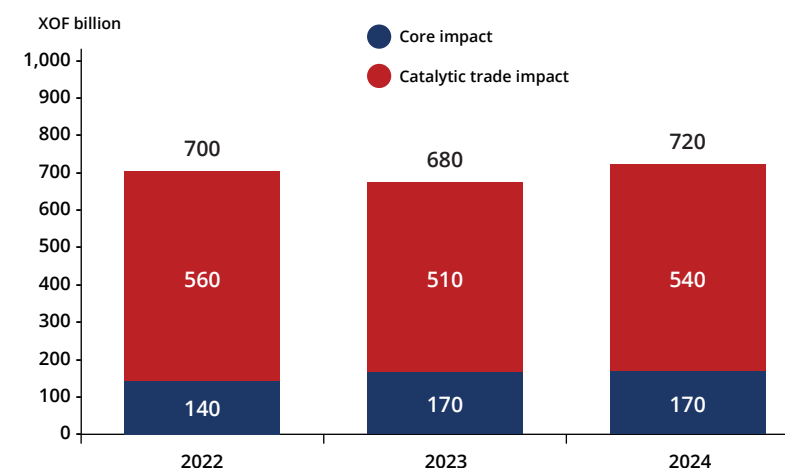
Source: DP World

2.1 GVA CONTRIBUTION TO GDP

DP World's economic footprint is disaggregated into its core impact and its downstream catalytic trade impact. The core impact represents DP World's direct impact (operations at the container terminal), as well as the indirect (supplier) and induced (wage-spend) impact. Meanwhile, the catalytic trade impact is the economic activity supported by the trade it facilitates.

Between 2022 and 2024, DP World's total economic impact increased from XOF 700 billion (USD 1.1 billion) to XOF 720 billion (USD 1.2 billion). On average, DP World's GVA contribution is equivalent to 3.8% of Senegal's GDP. The company's largest contribution to the Senegalese economy is through the trade it facilitates, by providing efficient services that meet its customers' needs.

Fig. 6. DP World's total economic impact in Senegal, 2022–2024



Sources: Oxford Economics Africa, DP World

DP World's downstream catalytic trade impact declined marginally in local currency terms from XOF 560 billion (USD 900 million) in 2022 to XOF 540 billion (USD 900 million) in 2024. This decline is attributed to global external developments which resulted in lower trade prices and values despite an increase in trade volumes. The appreciation of the local currency against the US dollar exacerbates this decline when expressed in XOF terms. These external drivers are unrelated to DP World's activities at the port. In fact, the efficiency improvements brought about by DP World Dakar and the resulting increase in container volumes serve to negate any adverse downstream impact during periods when trade values decline such as during 2023. The Port of Dakar's container throughput increased by over 210% between 2008 and 2024, reflecting a sustained expansion of trade via the container terminal and pointing to a greater long-term catalytic trade impact, despite year-to-year fluctuations in value-based metrics such as GVA.

Furthermore, given the rise in container volumes, DP World's core GVA contribution to GDP increased from XOF 140 billion (USD 230 million) to XOF 170 billion (USD 280 million) over the review period.

2.2 EMPLOYMENT AND SOCIAL IMPACT

By operating the container terminal at the Port of Dakar, **DP World supported an average of 170,000 jobs annually over the review period.** This is equivalent to 3.1% of total Senegalese employment.

Employment supported through the catalytic trade impact channel is derived from the level of economic activity associated with traded goods. Over the reference period, the value of traded goods declined, and the national productivity (output generated per worker) increased. As a result, the estimated number of jobs supported in 2024 is slightly lower than 2022, even as container volumes rose. However, the significant increase in trade volumes supported by DP World since 2008 reflect rising employment contributions via the downstream catalytic trade impact channel, even though annual employment estimates remain sensitive to changes in labour productivity.

3.8%

On average, the GVA contribution is equivalent to 3.8% of Senegal's GDP

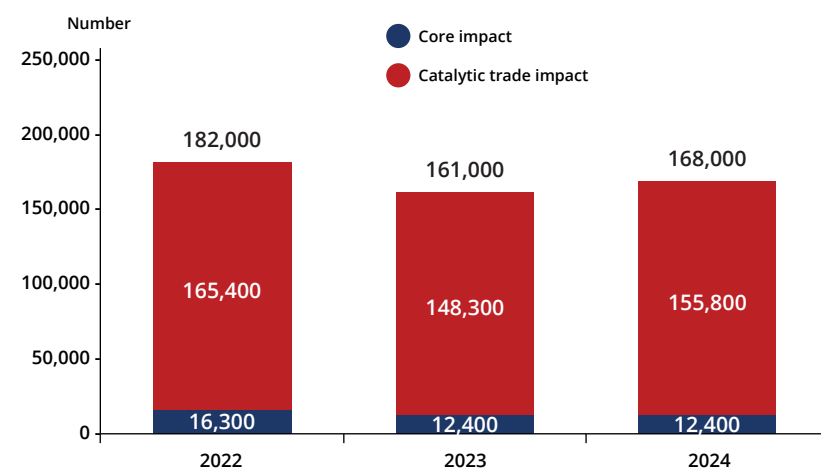


XOF 170 bn

DP World's core GVA impact in 2024 (USD 280 m)



Fig. 7. DP World's total employment impact in Senegal, 2022-2024

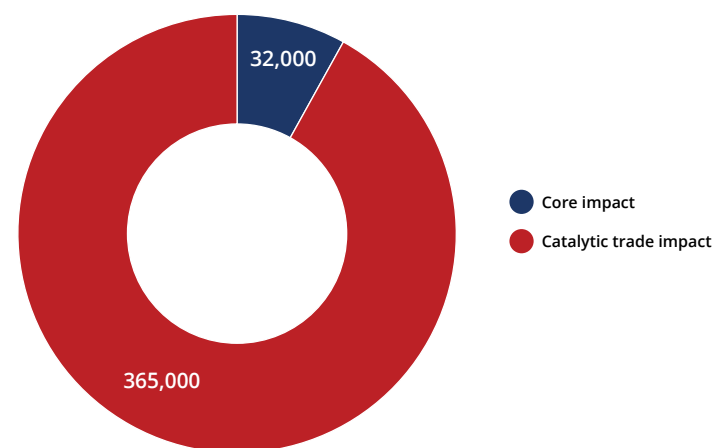


Sources: Oxford Economics Africa, DP World

Note: Totals may not sum due to rounding.

The total number of core impact jobs (direct, indirect, and induced) supported by DP World through port activities at its existing operations in Dakar reduced from 16,300 to 12,400 jobs over the review period. This is due to DP World's shift in capital investment from the Port of Dakar to the major Port of Ndayane development, which reduced capital procurement spend associated with the current container terminal and associated jobs. The procurement related to the Port of Ndayane supported an estimated 200 jobs in 2022, which increased to 1,800 jobs in 2024. These jobs are in addition to the jobs supported through DP World Dakar's core impact at the existing container terminal.

Fig. 8. Average number of dependents supported by DP World's total employment impact, 2022-2024



Source: Oxford Economics Africa

3.1%
The average total employment (170,000) supported is equivalent to 3.1% of national employment



On average, DP World's core impacts supported 13,700 jobs in Senegal between 2022 and 2024. These workers also support their families and other dependents. We estimate that 32,000 dependents benefit from the employment supported by DP World through its direct, indirect, and induced impact channels. By considering the further jobs supported by the catalytic trade impact, the total average number of dependents increases to 397,000.

Importantly, DP World's core impact also supports women and youth employment. Enabled by a number of targeted programmes implemented in line with DP World's diversity and inclusion objectives, the number of women directly employed by DP World has steadily increased since 2022, especially at the senior executive level. In 2024, women made up 8% of the total DP World workforce; at levels above frontline workers, this share increased to 20%.

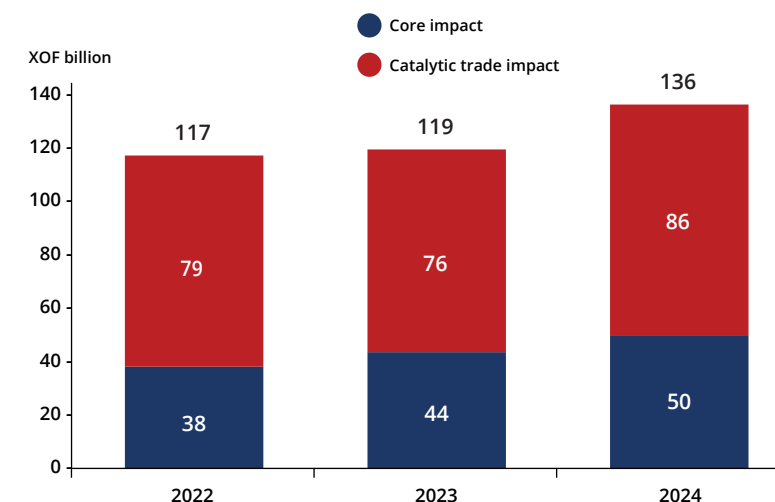
At the senior management level, women held 22% of positions that year. As part of DP World's core impact, an average of 6,000 jobs for women were supported over the review period through the company's procurement and by employees spending their wages in the economy.

DP World employed six people under the age of 25 in 2024, up from just one in 2023. Through its procurement and by employees' wage spend, 2,600 job opportunities for the youth were supported in 2024.

2.3 TAX REVENUES

Across all the core impact channels and the catalytic trade impact, DP World **supported XOF 117 billion (USD 187 million) in tax revenues for the government of Senegal in 2022, rising to XOF 136 billion (USD 225 million) in 2024.** On average, the tax revenue supported is equivalent to 3.5% of total tax revenues in the country.

Fig. 9. DP World's total tax revenue impact in Senegal, 2022-2024



Sources: Oxford Economics Africa, DP World

22%
of senior management positions were held by women in 2024



3.5%
DP World's total tax revenues supported is equivalent to 3.5% of national tax revenues



ENVIRONMENTAL IMPACT SNAPSHOT



31,700
tCO₂e
(Scope 1, 2 & 3)

EMISSIONS

Total CO₂e emissions declined from 51.5 to 32.3 kg/TEU between 2022 and 2024, which is an average annual improvement of 8%.



13,100
MWh

ELECTRICITY USAGE

During the review period, electricity usage peaked at 16.9 kWh/TEU in 2023, declining by 8% to 15.5 kWh/TEU in 2024.



16.2
Million
litres

WATER USAGE

Water usage increased marginally from 21.2 to 21.5 l/TEU between 2022 and 2024.



2.5
Million
litres

FUEL USAGE

Fuel consumption rose from 2.8 to 3.6 l/TEU between 2022 and 2023 due to increased equipment usage. A notable drop of 39,000 litres was reported in 2024, equating to 3.2 l/TEU.



272
tonnes

WASTE GENERATION

Waste generated dropped substantially from 0.7 to 0.2 kg/TEU between 2022 and 2024. Over this period, waste reduced by 348 tonnes.

Source: DP World

Note: values shown are the average over 2022-2024



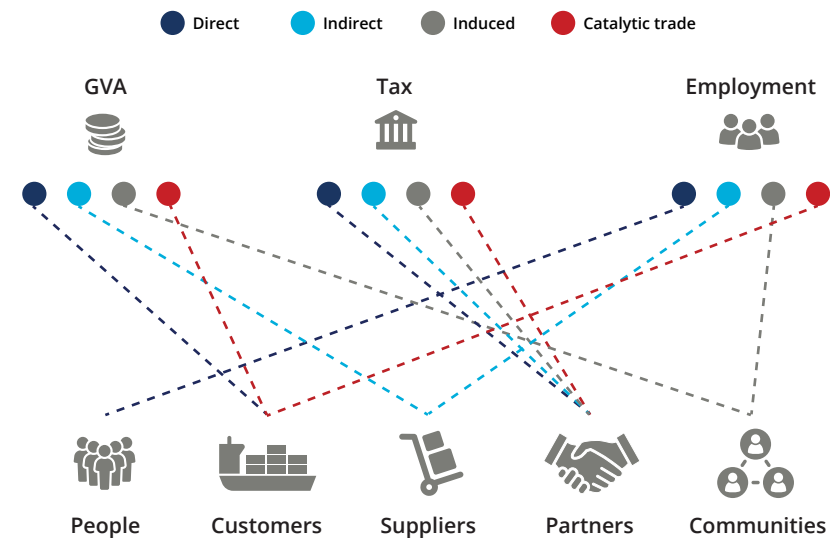
2.4 DISAGGREGATED IMPACT PER STAKEHOLDER GROUP

The remainder of this report will discuss these impacts in the context of DP World's key stakeholder groups. It will also consider additional areas where the company supports both value creation and positive outcomes for its people, customers, suppliers, partners, communities and the environment in which they operate.

The impacts described above are disaggregated according to DP World's stakeholder groups:

- **People** – DP World's employees.
- **Customers** – The GVA contribution to GDP from DP World's direct operations (core impact), as well as the GVA contribution to GDP and employment impact from the trade that it facilitates (downstream catalytic trade impact).
- **Suppliers** – The indirect GVA contribution to GDP and employment stemming from DP World's procurement of goods and services from Senegalese enterprises.
- **Communities** – The induced GVA contribution to GDP and employment stemming from employees (DP World and suppliers) spending their wages in the consumer economy.
- **Partners** – Tax revenues supported through DP World's core operations (direct, indirect, and induced) and from the trade that it facilitates. Additional benefits accruing to government institutions include concession fees and shareholder dividends. These flows are separate from the taxes revenues supported.

Fig. 10. Linking impact channels to stakeholder groups



Source: Oxford Economics Africa

3. DP WORLD'S PEOPLE

DP World regards its people as critical to its success, and implements programmes focused on health & safety, ethics, job security, wellbeing, development, and diversity & inclusion. Key DP World Group policies that underscore the company's commitment to its people include:

- Group HSE Policy
- Group Human Rights Policy
- Group Security Policy
- Global Inclusion & Diversity Policy
- DP World Gender Equality Statement
- DP World Modern Slavery and Human Trafficking Statement
- Anti-corruption Policy
- Whistleblowing Policy
- Declaration of Basic Principles for the Protection of Human Rights and the Environment
- Group Fraud Policy
- Global Talent Management and Development Policy
- Global Code of Ethics
- Global People Security Standards Policy
- Global Recruitment Policy.

This section details DP World's direct job creation, salaries & benefits, training, and other priority areas to create value for its people.

3.1 SALARIES & BENEFITS

DP World's permanent employment at the container terminal grew steadily from 506 in 2022 to 728 in 2024. Since 2022, DP World has transitioned 201 temporary staff into permanent roles, improving job security for its workers. **On average, 99% of employees are Senegalese.**

Over the review period, total salary payments for permanent employees amounted to XOF 18 billion (USD 30 million). The average salary at DP World is higher than the national average wage,⁶ which significantly improves living standards and stimulates local economic activity through increased consumption. This demonstrates DP World's contribution to fair and competitive remuneration.

99%
of employees
are Senegalese



XOF 18 bn

Total salary payments to
permanent employees
between 2022 and
2024 (USD 30 m)



During the reference period, DP World also paid its employees for overtime, awarded bonuses, and offered further benefits where applicable, such as car and mobile phone allowances.

Additionally, DP World contributed to health insurance and pension plans for its employees. These social benefits are benchmarked against other businesses to ensure that DP World offers a competitive remuneration package. **Collectively, these benefits amounted to XOF 3.3 billion (USD 5.3 million) in 2022 and increased to XOF 4.1 billion (USD 6.8 million) in 2024.**

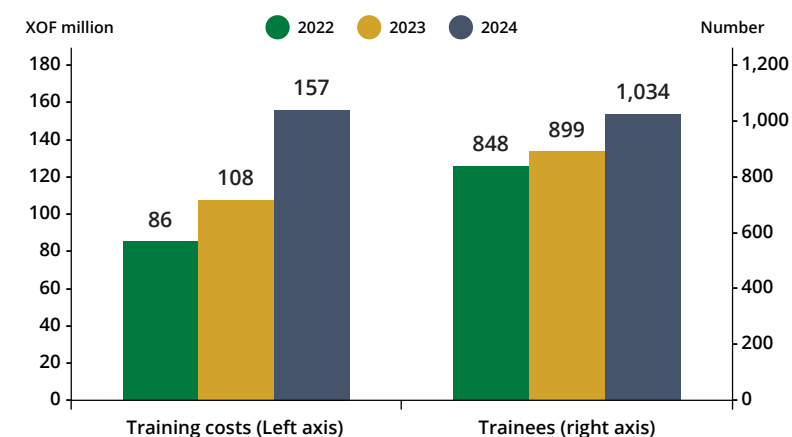
3.2 TRAINING

Training is an essential component of DP World's approach to supporting employee career development, skills enhancement, and productivity gains. Over the review period, DP World used both in-person training and online platforms, such as DP World Hub and LinkedIn Learning, to support upskilling and career development. Moreover, it worked towards implementing a new training platform, OneLearn.

DP World also pursues partnerships to enhance training initiatives. For example, it partnered with the Japanese International Cooperation Agency (JICA) to fund the training of an engineer in Morocco.

Since 2022, DP World has invested XOF 352 million (USD 576,500) in training its workers. The number of training hours increased by 11% per year from 11,500 in 2022 to 14,200 in 2024, totalling 30,800 hours invested in employee development over the three years. Training included mandatory induction (859 hours), health & safety training (11,747 hours), leadership development (5,716 hours), and technical training (12,445 hours). On average, each employee spent 14 hours in training, spread across multiple sessions.

Fig. 11. Number of trainees and amount spent on training, 2022-2024



Source: DP World

30,800

Hours invested
in employee
development
between 2022
and 2024



3.3 HEALTH & SAFETY

DP World demonstrates its commitment to employee safety by proactively working to reduce and eliminate workplace health and safety hazards, guided by the Group HSE Policy.

Since DP World began operating the container terminal at the Port of Dakar in 2008, there have been zero employee fatalities, while the last serious injury was reported in 2016.

The company closely tracks leading and lagging health and safety indicators to monitor performance, identify higher-risk areas for mitigation, and strengthen a safe working environment. Ongoing efforts are made to encourage the reporting of near misses, since this empowers DP World to identify and proactively reduce or eliminate workplace hazards before they lead to incidents.

Fig. 12. Employee health and safety performance snapshot

Indicator	2022	2023	2024
Lost time injuries	0	1	1
Recordable injuries	0	1	2
Lost time injury frequency rate (LTIFR) per 1 million hours worked	0	0.4	0.3
Recordable injury frequency rate (RIFR) per 1 million hours worked	0	0.4	0.6
Fatalities and serious injuries	0	0	0

Source: DP World

Not only does DP World have mandatory health and safety training for employees to prevent incidents, but it also equips them to respond effectively where incidents occur. For example, in 2023, 80 employees received first aid training, which increased to 150 in 2024. DP World also continually trains its medical team to respond to occupational health and safety emergencies and provides adequate equipment to manage medical emergencies.

Other specialised training and drills, such as working at heights and firefighting, are also conducted. Moreover, DP World embeds safety into the workplace environment, with measures such as prominent safety signage, ongoing facility maintenance, and toolbox talks to reduce risks.

0

Fatalities since DP World started operating at the Port of Dakar in 2008



ISO 45001:2018

Certification ensures DP World's health and safety compliance



CASE STUDY

EMBEDDING A SAFETY CULTURE AT DP WORLD

A safety culture extends beyond compliance; it encompasses a mindset, attitude, and behaviours that prioritise safety. By creating a strong safety culture, DP World protects its employees and contractors from harm. A strong safety culture also enhances productivity through proper planning, reduces downtime, and minimises the costs associated with incidents. Moreover, it enhances DP World's employee value proposition and its reputation as a responsible partner in the logistics value chain. This raises the health and safety standards in the industry.

DP World has transitioned from a reactive to a proactive approach by enhancing the health and safety culture at the container terminal through six focus areas, namely **leadership, safety training, safety rules & procedures, safety communication, safety guidelines & tools, and recognition of HSE achievements.**

The commitment from top management, combined with fostering active employee involvement in safety processes, is the foundation for supporting a strong safety culture at the container terminal. By establishing dedicated health and safety roles and responsibilities, clear guidance is provided to all teams, which enhances transparency in DP World's safety culture. Employees are empowered to participate in developing the company's safety culture through safety committees, risk assessments, incident investigations and corrective action plans.

To embody its proactive stance and demonstrate visible leadership in building a safety culture, managers from various departments perform 'Gemba walks'. These walks involve visiting the actual work sites to observe the processes firsthand. The goals of Gemba walks include improving safety awareness, empowering individuals to take ownership of safety, and supporting ongoing learning and improvement.

Gemba walks engage frontline workers and improve management's understanding of safety challenges. They inform safety protocols and procedures through direct observations. During the review period, DP World's management team completed 688 Gemba walks, enabling them to address health and safety concerns, proactively prevent incidents, and strengthen the health and safety culture. To integrate inclusivity into its safety culture, DP World instituted the 'Pink Gemba Walk', the first of its kind at DP World Group, offering insights from a woman's perspective.

688

Gemba walks between 2022 and 2024



3.4 WELLBEING

Employee wellbeing is a sustainability priority for the DP World Group. Consequently, DP World Dakar has taken a comprehensive approach to employee wellbeing across three pillars: physical, mental, and financial.

An on-site clinic, daily pre-shift warmups for operations and engineering teams, and sports tournaments support employees' health and physical wellbeing. DP World's investment in upgrading the canteen area improved seating capacity and enhanced meal quality.

Mental health is prioritised through the wellness centre's psychological support and coaching services, while flexible working hours help improve work-life balance for administrative and support staff. To enhance safety and mitigate the potential impact of fatigue-induced incidents, shifts were reduced from 12 to eight hours.

Additionally, the DP World Group introduced the Wellbees Employee Wellbeing Programme application, which provides an interface for all Group employees to engage in personalised programmes for their wellbeing priorities. The company also collaborates with the National Social Security Fund (CNSS) to host workshops on mental health & burnout prevention, as well as on financial education.

3.5 INCLUSION & DIVERSITY

3.5.1 GENDER

DP World is committed to supporting gender, youth, disability, cultural, and religious inclusivity and diversity in the workplace through several programmes and initiatives.

Women represented 8% of DP World's workforce in 2024, exceeding the transport sector's average of 3%,⁷ highlighting DP World's efforts to enhance the gender balance in the industry. Reflecting this commitment, DP World is certified under the Gender Equality European and International Standard (GEEIS), an international benchmark for gender equality and inclusive practices. DP World is also the first company in Senegal to sign the United Nations Women Empowerment Principles, positioning itself as a national leader to advance women's inclusivity in the workplace.

8%

Share of employees
who are female in 2024



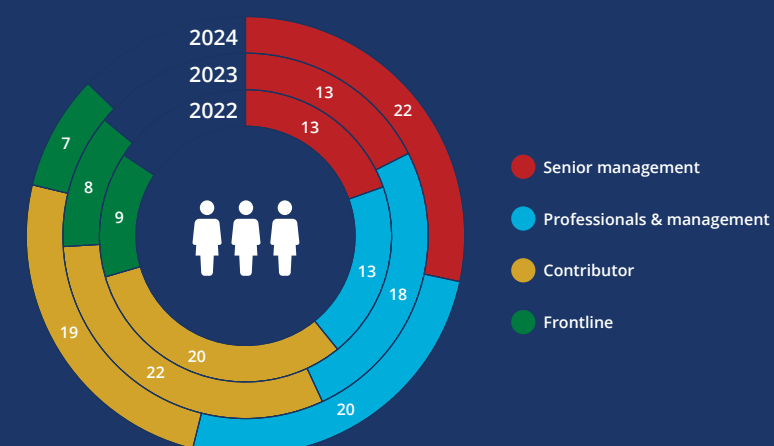
CASE STUDY

PRIORITISING GENDER INCLUSIVITY AT DP WORLD

DP World Group's Global Inclusion & Diversity Policy, launched in 2022, supports greater workforce diversity in what is typically considered a male-dominated industry. Through initiatives such as the Women Business Network, launched in 2023, and the SSA Women's Forum, DP World aims to connect female professionals to create opportunities for networking, collaboration, and mentorship across the Group.

Female employees at DP World Dakar are also empowered through programmes such as "MentorHer" and "SheLeads Africa", designed to develop future female leaders. These programmes support the career progression of female employees and have contributed to a larger share of females in management and senior management roles at DP World.

Fig. 13. Female representation by role (%), 2022-2024



Source: DP World

Active participation in the Women's Networking Group and in events that celebrate women's contributions to the business, such as the D-Day Luncheon, further empowers women at DP World. Moreover, celebrating achievements such as the first female crane operator at the Port of Dakar in 2022 underscores the manner in which DP World is contributing to diversifying employment opportunities.

22%

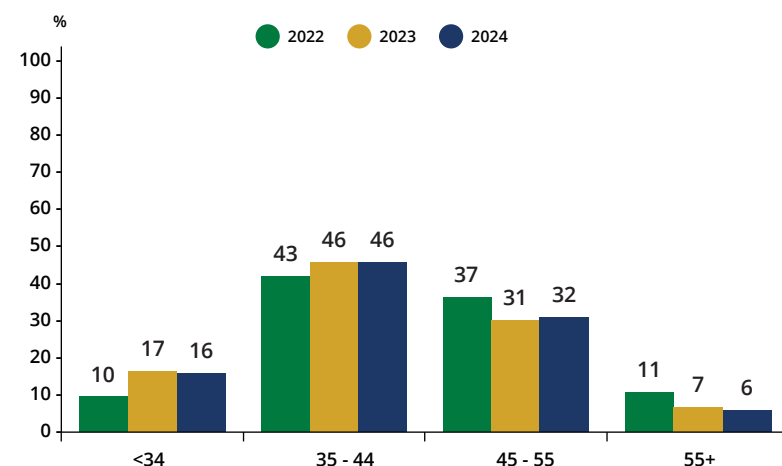
of senior management
positions were held by
women in 2024



3.5.2 YOUTH

Senegalese youth (those younger than 35) are less likely to be employed than older adults, especially women. Recent data indicates that the employment rate for youth in the country is approximately 30%, compared with 56% for individuals aged 35 and older.⁸ Youth employed by DP World over the review period increased from 10% to 16%, contributing to broader youth and skills development in Senegal.

Fig. 14. Distribution of employees by age, 2022–2024



Source: DP World

The GROW programme is DP World Group's graduate programme that aims to promote the professional growth of high-potential graduates. The purpose of the programme is to prepare a pipeline of talent for future leadership and technical roles in the company, while also accelerating youth employability. The programme spans a range of disciplines, including engineering, IT, finance, health, safety & environment, and operations.

Since 2022, 13 young professionals have joined the two-year programme in Senegal, and 10 have been retained in permanent positions post-completion of the programme. DP World also collaborates with local universities to facilitate internships that support youth inclusion in logistics and engineering roles. Over the reference period, 321 interns gained valuable experience at DP World, of whom 17% were integrated into temporary roles and 2% into permanent roles after completing their internships.

13
Young
professionals
supported
through GROW
programme
since 2022



KEY PEOPLE BENEFITS

VALUE CREATION FOR DP WORLD'S PEOPLE

DP World creates long-term value for its people by cultivating a safe, inclusive, growth-orientated workplace. Competitive salaries and benefits, training opportunities, and a culture of wellbeing, safety, and inclusion enable employees to reach their potential while supporting their families.

These outcomes are reflected through:

- 99% Senegalese employees
- 728 direct employees in 2024, as temporary staff transitioned into permanent roles
- average salaries significantly higher than the national average
- XOF 4.1 billion (USD 6.8 million) employee benefits paid in 2024, up from XOF 3.3 billion (USD 5.3 million) in 2022
- 30,800 hours in employee training and development since 2022
- zero fatalities since 2008
- no serious injuries since 2016
- a growing number of women in professional and management roles.

DP World's value creation for its people aligns with the following six SDGs:





4. DP WORLD’S CUSTOMERS

DP World creates value for its customers by providing reliable, efficient, and innovative logistics solutions that support trade growth and market competitiveness. Not only does this advance the company’s profitability, but it also contributes to more competitive supply chains.

In this section, the value that DP World creates for its customers, primarily shipping lines, cargo owners, and logistics providers, is captured through its direct GVA contribution to GDP, but also through the catalytic trade GVA impact channel.

4.1 CUSTOMER SUPPORT

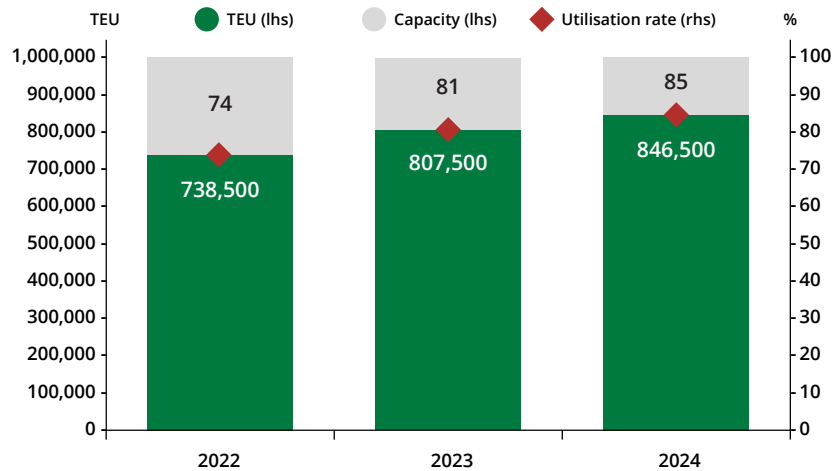
DP World engages with its customers to understand their needs, investing in solutions to improve their supply chain efficiency and ensure that their cargo moves seamlessly through the port. This ranges from offering bespoke solutions to investing in systems and technology to enhance support and having dedicated support teams. DP World’s compliance with international regulatory frameworks, supply chain security protocols, and sustainability and security standards provides customers with a reliable and responsible logistics partner for moving their goods between Senegal and the rest of the world.

In general, container volumes have risen substantially over the review period. Improved efficiency and digitalisation enable DP World to better support its customers in moving their cargo, thereby catalysing trade in Senegal and neighbouring markets. **Over the reference period, container volumes increased by an average of 7% annually, reaching 846,500 TEUs by 2024 and resulting in a port utilisation rate of 85%.**

7%

Average annual increase in container volumes since 2022

Fig. 15. TEUs and utilisation rate, 2022-2024



Source: DP World

CASE STUDY

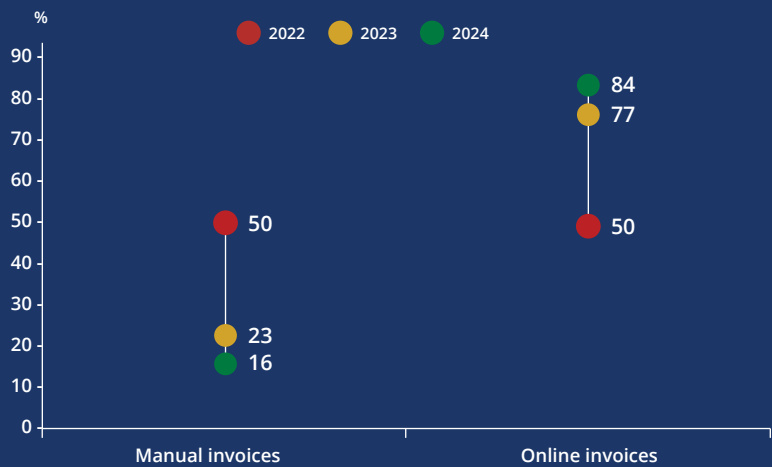
DIGITAL TRANSFORMATION INITIATIVES
ARE SUPPORTING PORT OPERATIONS AND
IMPROVING EFFICIENCIES

Investing in digital solutions improved the container terminal's efficiencies and, ultimately, DP World's product offering. Since 2020, DP World has implemented several digital transformation initiatives: digital invoicing, automated gates, a vehicle booking system, a cargoes rostering system (POEMS), a remote tally management system, a single window platform with Port Autonome de Dakar (PAD), the automation of customer release orders, transit and export processes, and a call centre for real-time client, shipping agent, and transporter support.

Between 2022 and 2024, digital invoicing nearly doubled from 44% to 81%. The digital invoicing system is enabled through a user-friendly centralised platform that automates invoice creation, validation, and management, including digital payments and appointment scheduling for collection and delivery, thereby enhancing customer engagement with DP World.

These digital systems improve access to DP World's services for small and medium enterprises (SMEs) and large businesses alike, creating more opportunities for enhanced containerised trade through the Port of Dakar. Furthermore, through the registration processes associated with using DP World's digital services, trade is becoming more formalised. The digital systems implemented led to an exponential increase in shipping line delivery orders, from 20 in 2022 to 4,753 in 2024. Similarly, customs release orders grew more than fourfold from 39,508 (pre-integration with customs systems) to 178,428 in 2024.

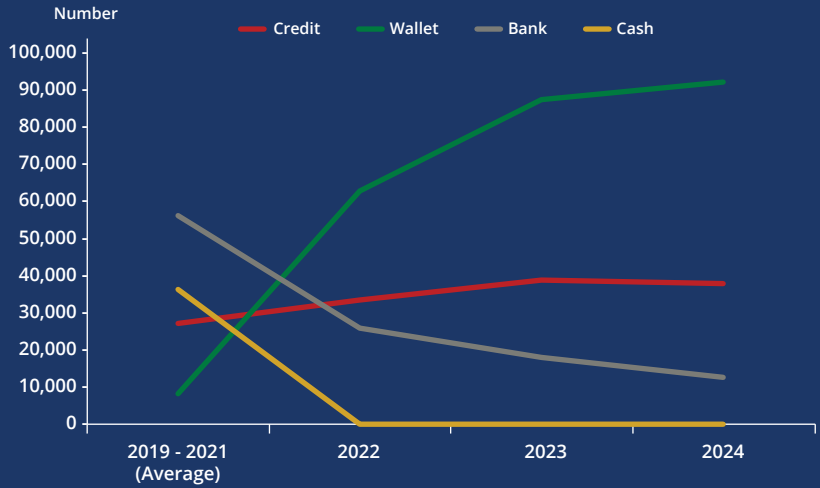
Fig. 16. Share of digital invoicing, 2022-2024



Source: DP World

The digital payment system ensures billing accuracy, reduces manual data entry errors, and facilitates secure transmission of billing information among port stakeholders, clients, and customs systems. Cash payments have been eliminated as customers choose digital alternatives.

Fig. 17. Payment methods, 2022-2024



Source: DP World

The digital initiatives implemented by DP World support port operations by providing better oversight of cargo handling, enhancing resource planning and coordination, and promoting security and traceability of cargo. Furthermore, moving from manual to automated digital processes has enhanced transparency in operations and minimised the likelihood of irregularities, benefiting all stakeholders.

One of the key customer benefits of digitalising port services is the time saved moving cargo through the port. Time previously spent on administration can now be used more productively elsewhere in the economy. If Senegalese traders saved approximately two* days per container using DP World's digital services, these services saved an estimated 2.8 million hours in 2022, rising to 5.1 million hours in 2024, as the uptake of digital services by customers accelerated. These time savings can be utilised more productively elsewhere in the economy. Based on national labour productivity trends, we estimate the value of these time savings at XOF 4 billion (USD 7 million) in 2022, increasing to XOF 9 billion (USD 14 million) in 2024.

Future planned investments in artificial intelligence tools to support stack yard operations and remote monitoring will further enhance the efficiency benefits associated with digitalisation.

* Source: Interviews conducted with DP World.

81%

Digital invoicing
grew from 44%
to 81% between
2022 and 2024



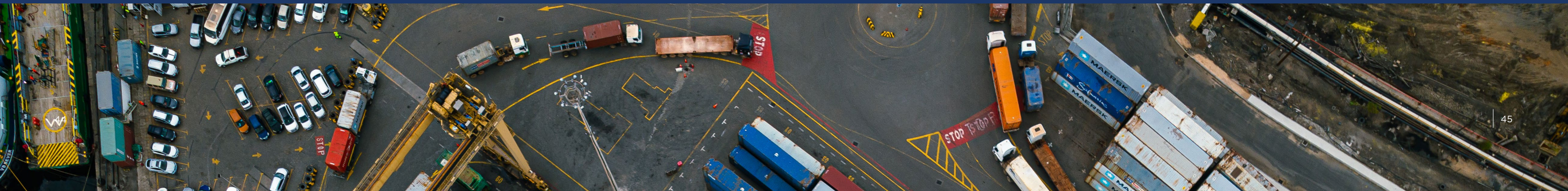
178,428

Customs release orders
in 2024, up from
39,508 before customs
system integration



5.1 m

Estimated customer
hours saved by using
digital services
in 2024, equivalent
to XOF 9 bn
(USD 14 m)



4.2 ECONOMIC IMPACT FROM OPERATIONS

Senegal and the neighbouring markets are mostly import markets.

In 2024, 81% of containers handled at the terminal was imports.

The rise in container volumes handled at the Port of Dakar's container terminal was largely driven by increased imports between 2022 and 2024. The strengthening local currency in 2023 and 2024 supported lower inflation, leading to increased consumer demand for goods.

Fig. 18. Container terminal operations performance snapshot, 2022–2024

	2022	2023	2024
Total container throughput (TEU)	738,500	807,500	846,500
Total gateway containers (TEU)			
Imports	347,100	396,100	392,400
Exports	88,300	88,000	90,200
Berth productivity (moves per hour)	61	46	55
Crane productivity (moves per hour)	27	21	25
Dwell time (days)	9	13	11
Empty dwell time (days)	4.8	7	3.2
Number of trucks (daily average)	1,057	1,124	1,210
Truck turnaround time (minutes)	51	108	82
Yard utilisation rate (%)	56	81	70
Number of vessels	620	620	644

Source: DP World

Due to the rise in container volumes in 2023, congestion became a key risk at the container terminal. As container volumes grew, the interactions across key indicators became more pronounced. Crane productivity generally directly drives berth productivity, which in turn determines vessel dwell time. Longer vessel stays increase yard utilisation, creating congestion that slows truck turnaround times and feeds back into the reduced crane efficiency. The accumulation of empty containers further strained the yard capacity. The combined effect was a cascading slowdown across the terminal.

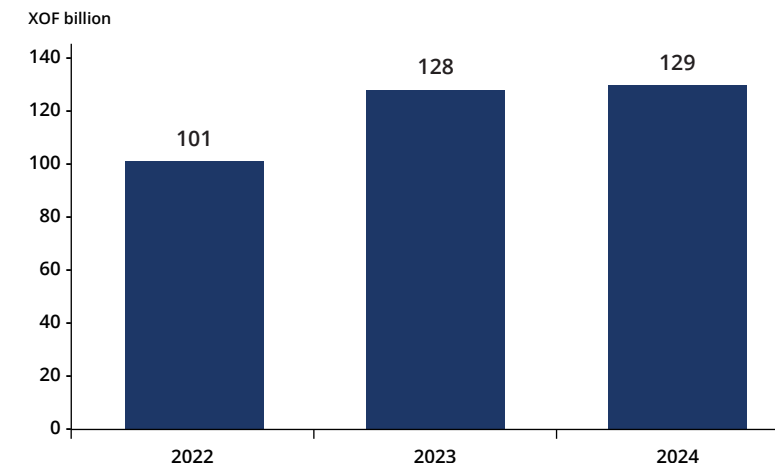
81%
of containers
handled were
imports in
2024



However, these trends were partially reversed in 2024. By collaborating with its customers and other partners, DP World implemented effective solutions to reduce congestion and improve performance, even as container volumes handled increased during the year. DP World's digital transformation was key to this effort, as improved communication with customers and better integration with customs helped ensure that containers could move quickly through the port. Other initiatives, such as developing an inland container depot (ICD) in Dougar, better yard planning, and improving container handling strategies, also helped reduce yard utilisation.

By efficiently facilitating trade, DP World's operations directly contributed XOF 101 billion (USD 162 million) to the Senegalese economy in 2022 through its profits and salaries paid to its employees. **Given the steady increase in container volumes, the company's direct operational GVA impact rose to XOF 129 billion (USD 213 million) in 2024.** Stated differently, for every thousand containers handled in 2024, DP World directly contributed XOF 153 million (USD 252,100) to the GDP of Senegal in 2024.

Fig. 19. DP World's direct operational GVA impact, 2022–2024



Sources: Oxford Economics Africa, DP World

4.3 DOWNSTREAM CATALYTIC TRADE ECONOMIC IMPACT

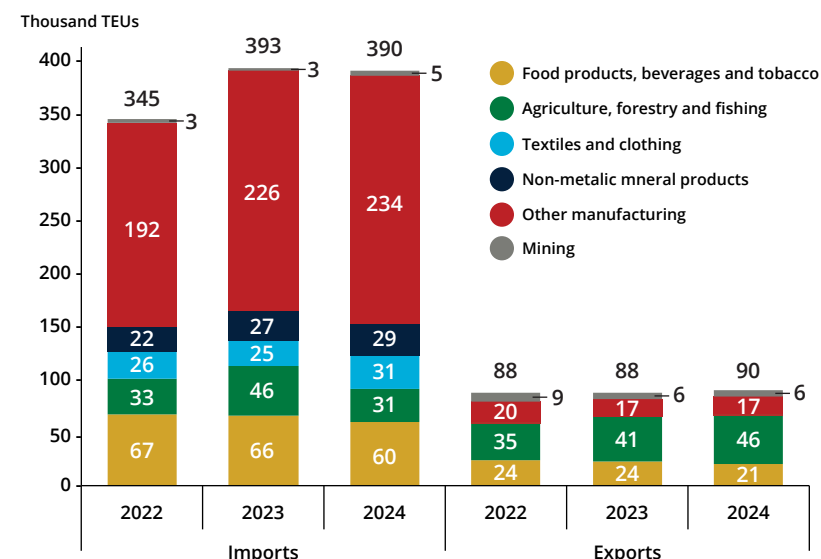
By facilitating the import and export of containerised goods, DP World serves as an important link in transporting goods between producers and consumers. DP World's activities at the container terminal thus support the operations of wholesalers, retailers, and logistics providers along the value chain. These enterprises generate further economic activity and employment, not only in Senegal but also in neighbouring markets served by DP World.

XOF 153 m

Direct GVA
contribution per 1,000
containers in 2024
(USD 252,100)



Fig. 20. Number of import and export containers by sector, 2022–2024



Food is the single largest import item by number of containers. Prominent food imports include milk products, vegetable oils, and meat, while agriculture imports include rice, onions, bananas, and other fresh fruit & vegetables. An array of manufactured products is also imported, such as clothing, plastics and other general merchandise, building materials, and chemicals.

Cold chain products, such as meat and certain agricultural products, are transported in refrigerated containers. Maintaining precise temperature control, ensuring a stable electricity supply at the container terminal, and avoiding unnecessary cargo collection delays are therefore essential to prevent spoilage. By making additional reefer container sockets available and by digitalising its processes, DP World has advanced its services for customers who import and export temperature-controlled, time-sensitive produce over the reference period.

Exports of agricultural products have increased over the reference years, from approximately 34,600 TEUs to 45,500 TEUs, an average annual increase of 15%. Key exports include cashew nuts, peanuts, cotton, and fresh fruit. DP World plays a key role in enhancing Senegal's and the neighbouring markets' export potential by supporting more efficient logistics. Not only can enhanced exports support employment creation, but it can also play a key role in boosting economic growth and reducing the current account deficit of Senegal and that of the neighbouring markets.

15%

Average annual increase in containerised agricultural exports

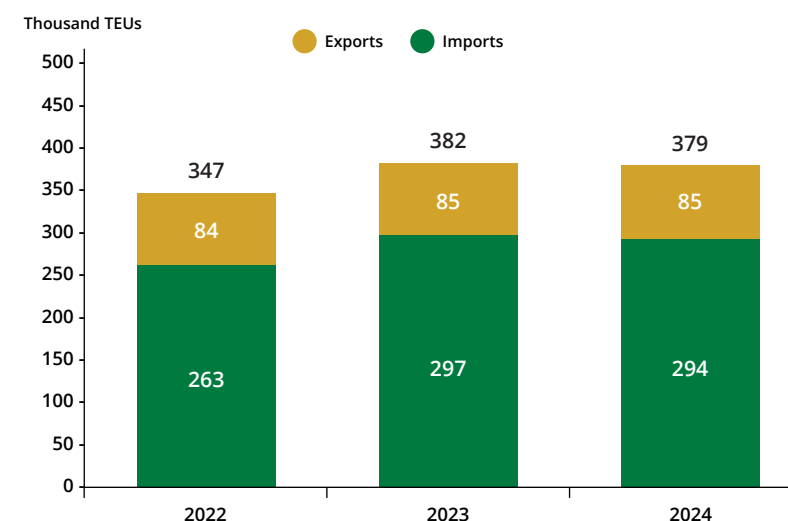


4.3.1 IMPACT IN SENEGAL

In 2022, Senegalese imported and exported containers totalled approximately 347,200 TEUs, of which 76% were imports. Import containers handled by DP World increased by 6% to nearly 297,000 TEUs in 2023, then declined slightly to 294,000 TEUs in 2024. The increase in import containers handled since 2022 can primarily be attributed to an increase in general merchandise and rice imports for Senegalese markets.

The number of Senegalese exported containers increased from approximately 84,000 to 85,000 between 2022 and 2024, driven by a rise in salt, fruit, and mineral exports from Senegal.

Fig. 21. Import and export containers handled for Senegal, 2022–2024



By facilitating the flow of goods between Senegal and the rest of the world, DP World supported an average GVA contribution to GDP of XOF 540 billion (USD 880 million) from transport, storage, wholesale, and retail activities associated with those goods between 2022 and 2024. This means that on average, for every 1,000 containers moved through DP World's container terminal for Senegalese traders, XOF 1.5 billion (USD 2.4 million) GVA is supported through the catalytic trade impact channel. This encompasses the GVA contribution of those who transport and sell traded goods, their suppliers, and the wages their employees spend in the economy.

294,000

Import TEUs handled for Senegalese traders in 2024

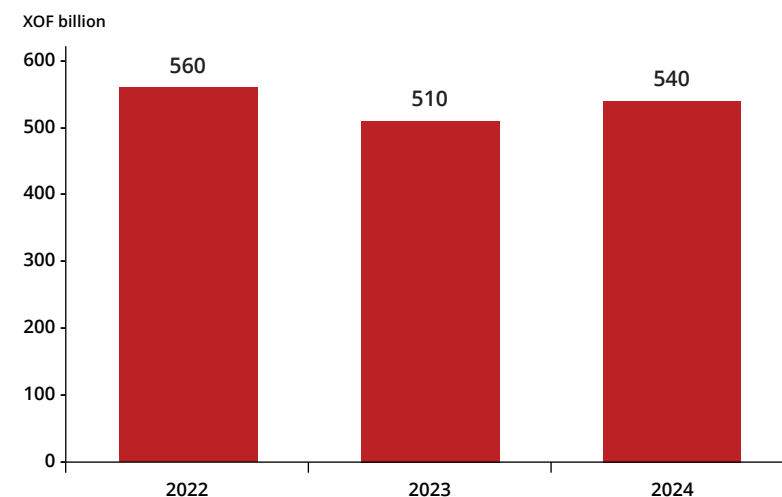


XOF 1.5 bn

Average catalytic trade GVA contribution per 1,000 containers (USD 2.4 m)



Fig. 22. Catalytic trade GVA impact in Senegal, 2022–2024

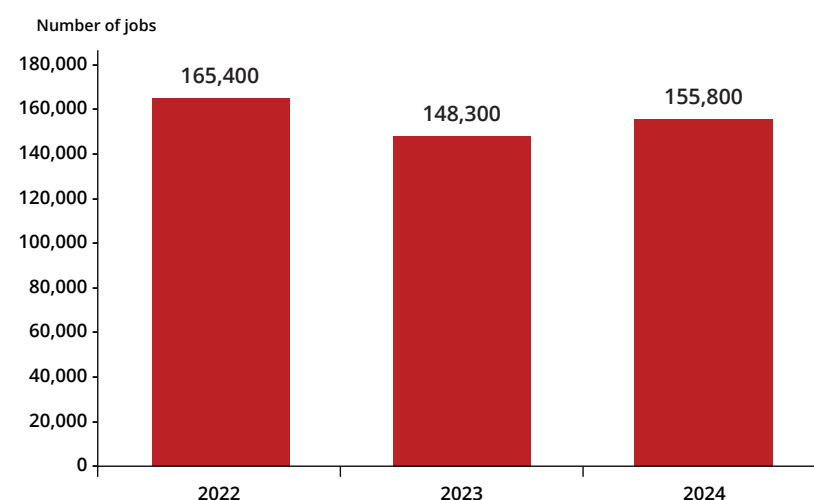


Sources: Oxford Economics Africa, DP World

Although container volumes increased over the period, the total value of traded goods declined. This decline is attributed to global external developments which resulted in lower trade prices and values despite an increase in trade volumes. The appreciation of the local currency against the US dollar exacerbates this decline when expressed in XOF terms. These external drivers are unrelated to DP World's activities at the port. In fact, the efficiency improvements brought about by DP World Dakar and the resulting increase in container volumes serve to negate any adverse downstream impact during periods when trade values decline such as during 2023.

In terms of employment supported, the trade of goods flowing through DP World's container terminal supported an average of 156,500 jobs annually in Senegal over the reference period.

Fig. 23. Catalytic trade employment impact in Senegal, 2022–2024



Sources: Oxford Economics Africa, DP World

156,500
Jobs supported on
average in Senegal by
facilitating trade

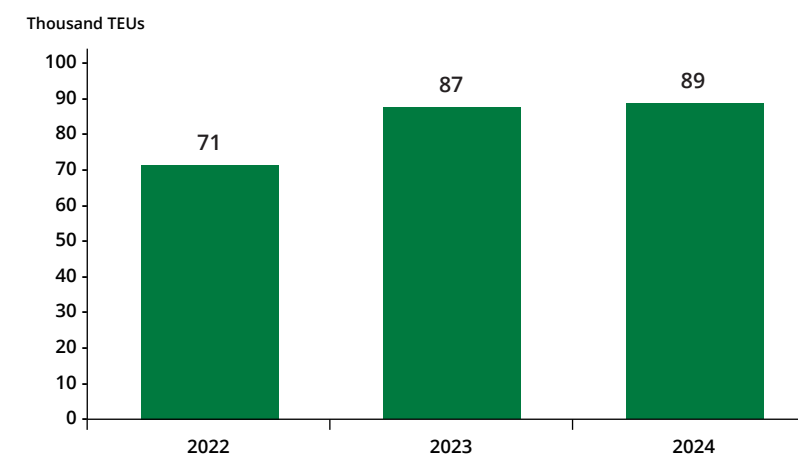


4.3.2 NEIGHBOURING MARKETS

DP World's container terminal facilitates trade for Mali, The Gambia, and Guinea-Bissau, among several other countries, adding value and supporting job creation in their economies. **Approximately 20% of the containers passing through the container terminal over the review period were for these markets**, with containers handled for Mali comprising 18%.

Although trade in these markets can be volatile due to domestic conditions, DP World recognises that port operations are a key link in global trade and that additional support may be required to facilitate trade flows. For example, Mali is the largest neighbouring market (by trade volume) served, and the company engages with the Mali Chamber of Commerce, to enable the efficient movement of containers for this market through the port.

Fig. 24. Total containers handled for Mali, 2022–2024



Source: DP World

Import and export containers handled for Malian traders increased by an average annual rate of 12%, from 71,200 in 2022 to 88,700 in 2024. This growth stems from higher general merchandise and rice imports, as well as increased exports of acacia gum, cashew nuts, and other general merchandise.

Import and export containers handled for The Gambia and Guinea-Bissau declined over the reference period. In 2022, these markets accounted for 3.4% of the import and export containers handled by DP World. By 2024, they accounted for 2.6%.

The economic impact, in terms of GVA, tax revenues and employment supported in Mali, The Gambia, and Guinea-Bissau are outlined below.

20%

Share of container
volumes handled for
neighbouring markets



12%

Average annual growth
in container volumes
handled for Mali between
2022 and 2024



CASE STUDY

BESPOKE SOLUTIONS SUPPORTING GUINEA-BISSAU CASHEW NUT EXPORTERS

Raw cashew nuts are Guinea-Bissau's main export, generating 94% of its export earnings in 2024. Cashew nut exports are thus a key source of income for the country, not only for farmers and exporters, but also for the government through tax revenues. However, Guinea-Bissau's inadequate transport and logistics infrastructure make exporting cashew nuts costly and time-consuming.

DP World facilitates cashew nut exports from Guinea-Bissau by leveraging its modern infrastructure and logistics expertise to support exporters. A key component of this support is DP World's active involvement throughout the supply chain: besides serving as the container terminal operator, the company liaises with cashew nut traders and shipping lines, monitors cargo from origin to loading, and ensures efficient and quality weighing and packing at the container terminal. In particular, DP World assists farmers by offering bulk stuffing services, which supports shorter transit times and lowers costs, ultimately improving access to global markets. As a result of DP World's support, the transit time of cashew nuts from Guinea-Bissau to their final destination reduced to two to three weeks.

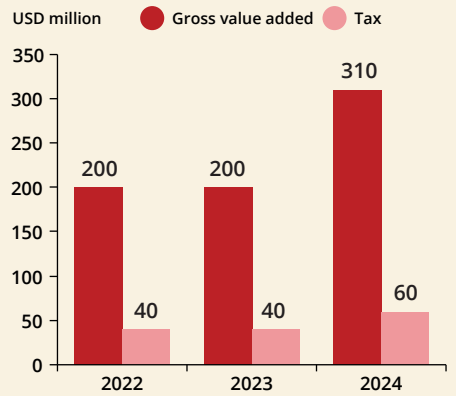
By providing these integrated services, DP World reduces the difficulties local producers face, enabling them to export their cashew nuts in a cost-effective and timely manner. Between 2022 and 2024, DP World facilitated the export of approximately 23,500 tonnes of cashew nuts for Guinea-Bissau traders.

23,500 t
Cashews were exported through the container terminal between 2022 and 2024

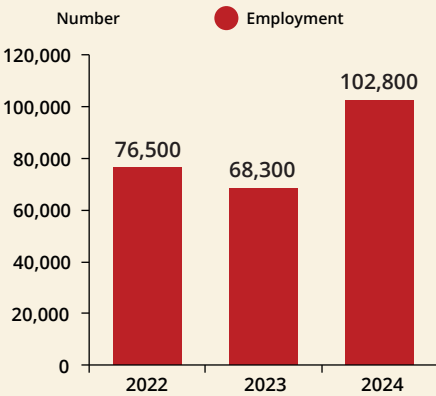


NEIGHBOURING MARKET CATALYTIC TRADE IMPACT SNAPSHOT

GVA & TAX REVENUES SUPPORTED



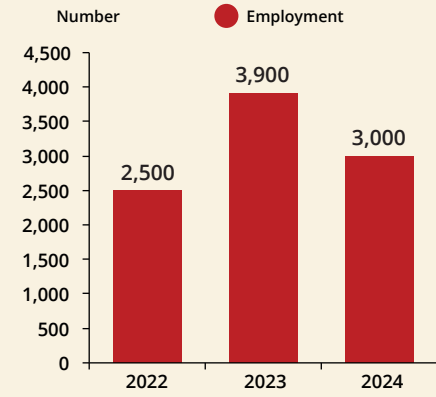
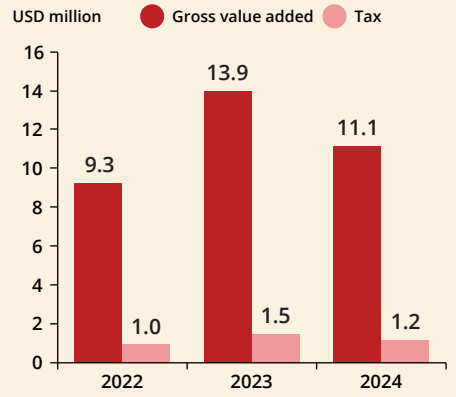
EMPLOYMENT SUPPORTED



MALI

247,300
Cumulative TEUs

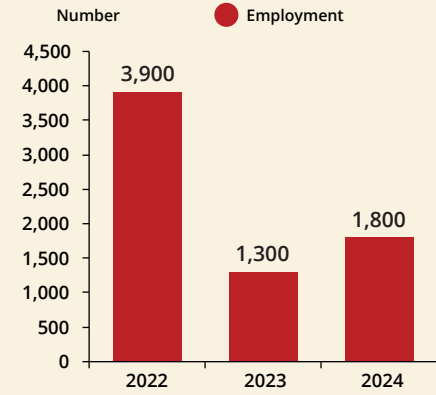
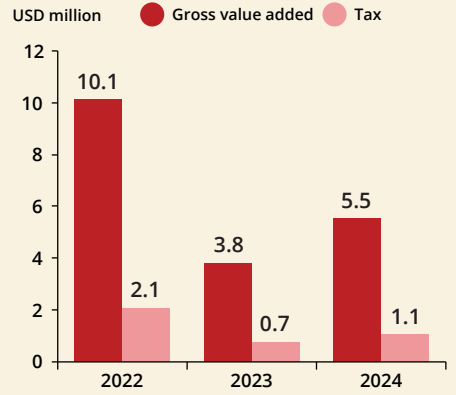
18%
Share of container terminal volumes



THE GAMBIA

32,500
Cumulative TEUs

2%
Share of container terminal volumes



GUINEA-BISSAU

7,200
Cumulative TEUs

0.5%
Share of container terminal volumes

Sources: Oxford Economics Africa, DP World

KEY CUSTOMER BENEFITS

VALUE CREATION FOR DP WORLD'S CUSTOMERS

Value is created for customers through efficient, reliable, and sustainable trade solutions. By enhancing port performance and service quality, DP World facilitates smoother trade flows, reduces logistics costs and transit times, and supports customers' broader sustainability goals.

These outcomes are demonstrated through:

- 7% annual growth in container volumes between 2022 and 2024.
- Investment in digital solutions: digital invoicing increased from 44% to 81% over the review period, saving an estimated 5.1 million customer administration hours in 2024, which is valued at an estimated XOF 9 billion (USD 14 million).
- Growing direct GVA contribution to Senegal's GDP, from XOF 101 billion (USD 162 million) in 2022 to XOF 129 billion (USD 213 million) in 2024.
- Sustained trade facilitation supporting an average GVA contribution of XOF 540 billion (USD 880 million) and 156,500 jobs in Senegal between 2022 and 2024.
- Supporting economic activity, jobs and tax revenues in neighbouring markets.

DP World's value creation for its customers aligns with the following three SDGs:

8

DECENT WORK AND ECONOMIC GROWTH

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

16

PEACE, JUSTICE AND STRONG INSTITUTIONS



5. DP WORLD'S SUPPLIERS

DP World engages with its suppliers and subcontractors to ensure inclusive, sustainable, and efficient supply chains. This is underpinned by DP World Group policies:

- Vendor Code of Conduct
- Anti-corruption Policy
- Global Code of Ethics
- Group Sustainability Policy
- Group HSE Policy
- Modern Slavery and Human Trafficking Statement.

This section details how DP World collaborates with its suppliers to create shared value and examines the impact of its procurement activities on Senegal's economy in terms of GVA and employment.

5.1 SUPPORT SERVICES & ENGAGEMENT

Aligned with Group policies, DP World's contractor management programme ensures that contractors meet the required standards to operate safely at the Port of Dakar's container terminal. The necessary training, monitoring, and evaluating performance against HSE requirements are also conducted. By adhering to DP World's operational standards, contractors' employees are kept safe and unnecessary operational disruptions caused by accidents are avoided, ensuring efficient operations. Furthermore, by aligning with DP World's operating standards, local suppliers are better equipped to access wider procurement opportunities.

DP World's commitment to sustainability and its compliance with global policies are integrated into its procurement activities through due diligence processes and contract management. The company employs a dedicated procurement platform and offers workshops to help prospective suppliers understand its use, thereby ensuring they meet DP World's requirements, comply with the company's policies and can access future procurement opportunities.

Beyond supplier readiness, DP World engages with suppliers to find innovative solutions for its procurement needs, particularly to promote the sustainability of operations by reducing emissions and waste. For example, by working with suppliers, reuse solutions could be found for cables that had reached end-of-life at the container terminal but are repurposed as inputs for bridge construction elsewhere. Similarly, together with suppliers, DP World developed sustainable end-of-life solutions for tyres, spares, batteries, and other tools.

Suppliers play a key role in supporting sustainable operations

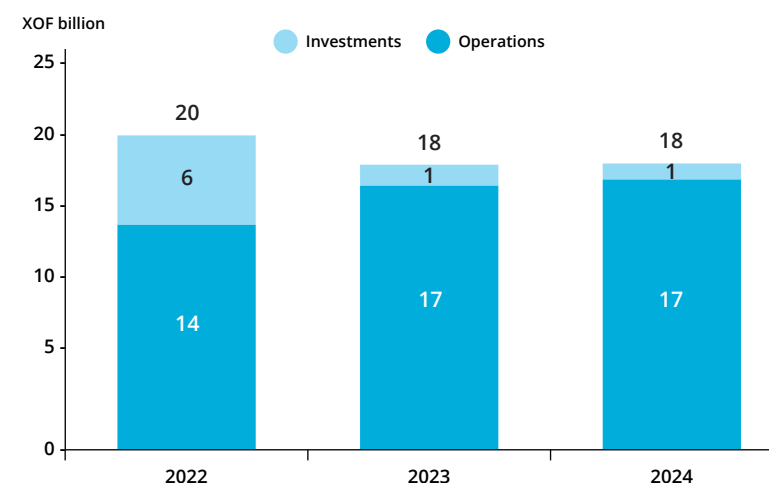


5.2 LOCAL ECONOMIC VALUE THROUGH PROCUREMENT

DP World's procurement to support its operations, as well as the capital investments at the container terminal of the Port of Dakar, indirectly support additional economic activity and job creation in Senegal. On average, during the review period, 84% of suppliers and service providers were Senegalese businesses.⁹

In 2022, DP World's direct operational spending with local enterprises, including concession fees paid to PAD, amounted to XOF 19 billion (USD 31 million), which increased to XOF 24 billion (USD 40 million) in 2024. On the other hand, its capital expenditures at the Port of Dakar decreased from XOF 13 billion (USD 20 million) in 2022 to XOF 3 billion (USD 5 million) in 2024 as the investment focus shifted to the new Port of Ndayane project (see Section 9). The operational and investment purchases stimulate economic activity and generate profits across the supply chain.¹⁰ This contribution is reflected through the indirect GVA impact. **Fig. 25** illustrates the GVA generated by DP World's procurement between 2022 and 2024, highlighting the net economic value created in the Senegalese economy.

Fig. 25. DP World's indirect GVA impact, 2022-2024



Sources: Oxford Economics Africa, DP World

DP World's spending on goods and services for operational and investment purposes indirectly contributed XOF 20 billion (USD 32 million) to the economy in 2022, decreasing to XOF 18 billion (USD 30 million) in 2024 as capital expenditure shifted to the Port of Ndayane project. That is, for every 1,000 containers handled at the container terminal, DP World supported an indirect GVA contribution of XOF 25 million (USD 41,500) through its local supplier spend. The sectors that benefit the most from DP World's operational and investment procurement include warehousing & transport support, manufacturing, administrative & support services, wholesale & retail trade, and professional services.

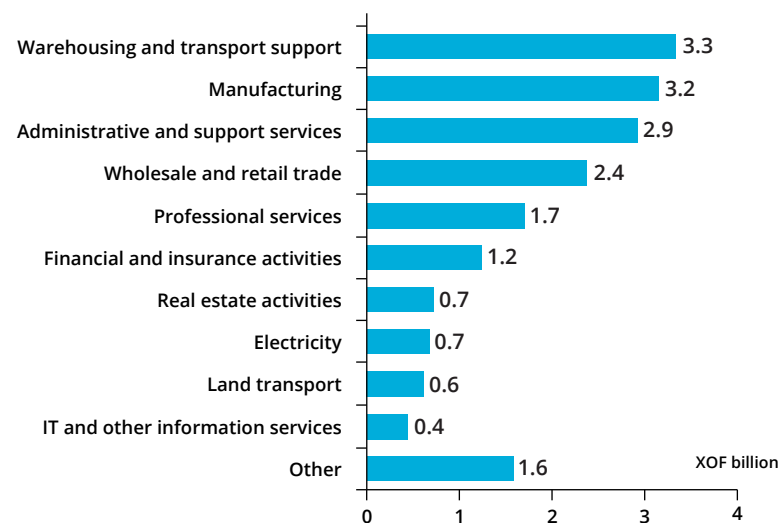
⁹ This includes businesses operating in Senegal that import goods to supply the local market.

¹⁰ DP World's procurement spend supports supplier wages and profits, which make up indirect GVA; because only part of procurement spend becomes value added, indirect GVA is lower than total procurement spend.

84%
of suppliers are
Senegalese



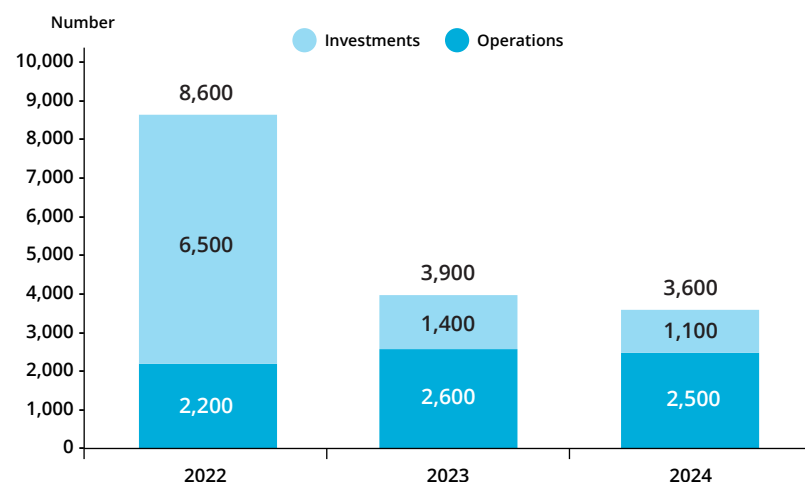
Fig. 26. Average sector distribution of indirect GVA impact, 2022–2024



Sources: Oxford Economics Africa, DP World

On average, by procuring goods and services for its day-to-day operations from local suppliers, DP World supported 2,400 jobs annually in Senegal. The number of jobs supported by capital investments declined from 6,500 to 1,100 jobs between 2022 and 2024, due to a shift in focus to the new Port of Ndayane project, which is excluded from the analysis.

Fig. 27. DP World's indirect employment impact, 2022–2024



Sources: Oxford Economics Africa, DP World Note: Totals may not sum due to rounding.

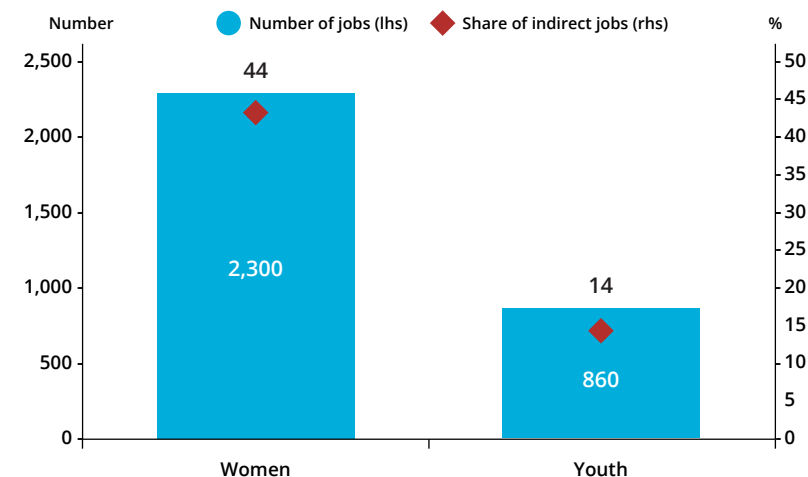
Furthermore, through its procurement, DP World supports employment opportunities for women and the youth. Considering the operational and investment spend over the reference period, an average of 2,300 jobs for women (44% share of indirect jobs) and 860 jobs for people younger than 25 (14% share) were supported.

2,400

Average jobs supported annually through operational procurement



Fig. 28. Average annual DP World supplier spend impact on the employment of women and youth, 2022–2024



Sources: Oxford Economics Africa, DP World

2,300

Average number of jobs supported for women through total procurement between 2022 and 2024



KEY SUPPLIER BENEFITS

VALUE CREATION FOR DP WORLD'S SUPPLIERS

DP World's procurement approach supports local suppliers and strengthens regional value chains. By sourcing goods and services locally, the company helps local businesses grow and builds a resilient local economy. These outcomes are demonstrated through:

- Supporting contractors to adopt DP World's HSE standards to ensure the safety of workers.
- On average, 84% of procurement was with Senegalese suppliers over the reference period.
- Local procurement for day-to-day operations supported a GVA contribution of XOF 14 billion in 2022, increasing to XOF 17 billion in 2024, while supporting an average of 2,400 jobs annually.
- Capital investment supported a total of XOF 8 billion (USD 13 million) and an average of 3,000 jobs between 2022 and 2024.
- Approximately 2,300 job opportunities for women and 860 job opportunities for youth were supported through DP World's total procurement, on average, between 2022 and 2024.

DP World's value creation for its suppliers aligns with three SDGs:





6. DP WORLD’S PARTNERS

At the core of DP World’s approach to sustainable development and creating shared value for all stakeholders is its collaborative relationships with shareholders, government, regulators, and industry bodies. Key policies of DP World Group that underscore the company’s commitment to its partners include:

- Anti-corruption Policy
- Whistleblowing Policy
- Group Fraud Policy
- Global Code of Ethics
- Code of Conduct.

This section details the value generated for the Senegalese government through tax revenues. It also describes how DP World engages with institutional partners to promote trade in Senegal and neighbouring markets.

6.1 INDUSTRY

DP World adheres to international best practices through key certifications, such as ISO standards, the International Ship and Port Facility Security (ISPS) Code, and the Customs-Trade Partnership Against Terrorism (C-TPAT). Relevant ISO certifications include the following:

- ISO 45001:2018 Occupational health and safety management systems
- ISO 14001:2015 Environmental management systems
- SO 28000:2022 Security management system.

These certifications demonstrate DP World’s commitment to compliance, risk management, and continuous improvement, assuring customers and stakeholders of safe, secure, and reliable operations.

6.2 STRATEGIC STAKEHOLDERS AND ENGAGEMENTS

DP World plays a vital role in Senegal’s trade facilitation and its economic impact, underscoring the importance of smooth, regulatory-compliant trade. The company has forged strong institutional ties with government departments to improve the trade environment and ensure seamless cargo movement through the port, enhancing efficiency and cost-effectiveness for customers. These public-private partnerships were crucial in launching and ensuring the success of the digital transformation during the review period.

The collaboration with Senegalese Customs has led to fully integrated and automated data exchanges between systems, with fast, transparent and user-friendly modules for import, export and transit traffic flows.

Global certifications ensure high standards in safety, quality, and security



The digital innovations implemented by DP World have served as a backbone for the Dakar Port Single Window platform that represents a major tool for the strategic repositioning and regional competitiveness of the Port of Dakar.

In a constantly changing regulatory environment, DP World proactively engages with relevant institutions to ensure compliance and support the development of regulations that enable safe and transparent trade in Senegal.

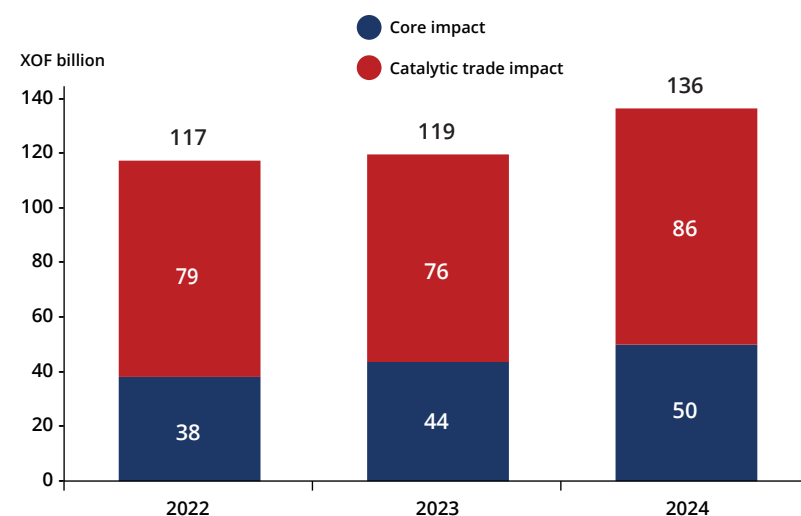
6.3 SHAREHOLDERS

DP World creates value for its financial partners through dividend payments. In 2022, PAD increased its share to 40% while British International Investment (BII) acquired a minority share in DP World Dakar, highlighting the value being created for DP World's financial partners through its operations. Over the three years, dividends and concession fees paid to government shareholders amounted to XOF 86 billion (USD 141 million).

6.4 CONTRIBUTION TO TAX REVENUES

In addition to dividend payments, and concession fees paid to government, DP World supports substantial tax revenues through its operations and by facilitating trade in Senegal. **DP World supported an average contribution to tax revenues of XOF 124 billion (USD 203 million) between 2022 and 2024.** The supported tax revenues include corporate, labour, production, and consumption taxes. Most of the tax revenues are generated through the trade facilitation channel. The tax revenues supported by DP World are equivalent to 3.5% of national tax revenues.

Fig. 29. DP World's impact on tax revenues, 2022-2024



Sources: Oxford Economics Africa, DP World

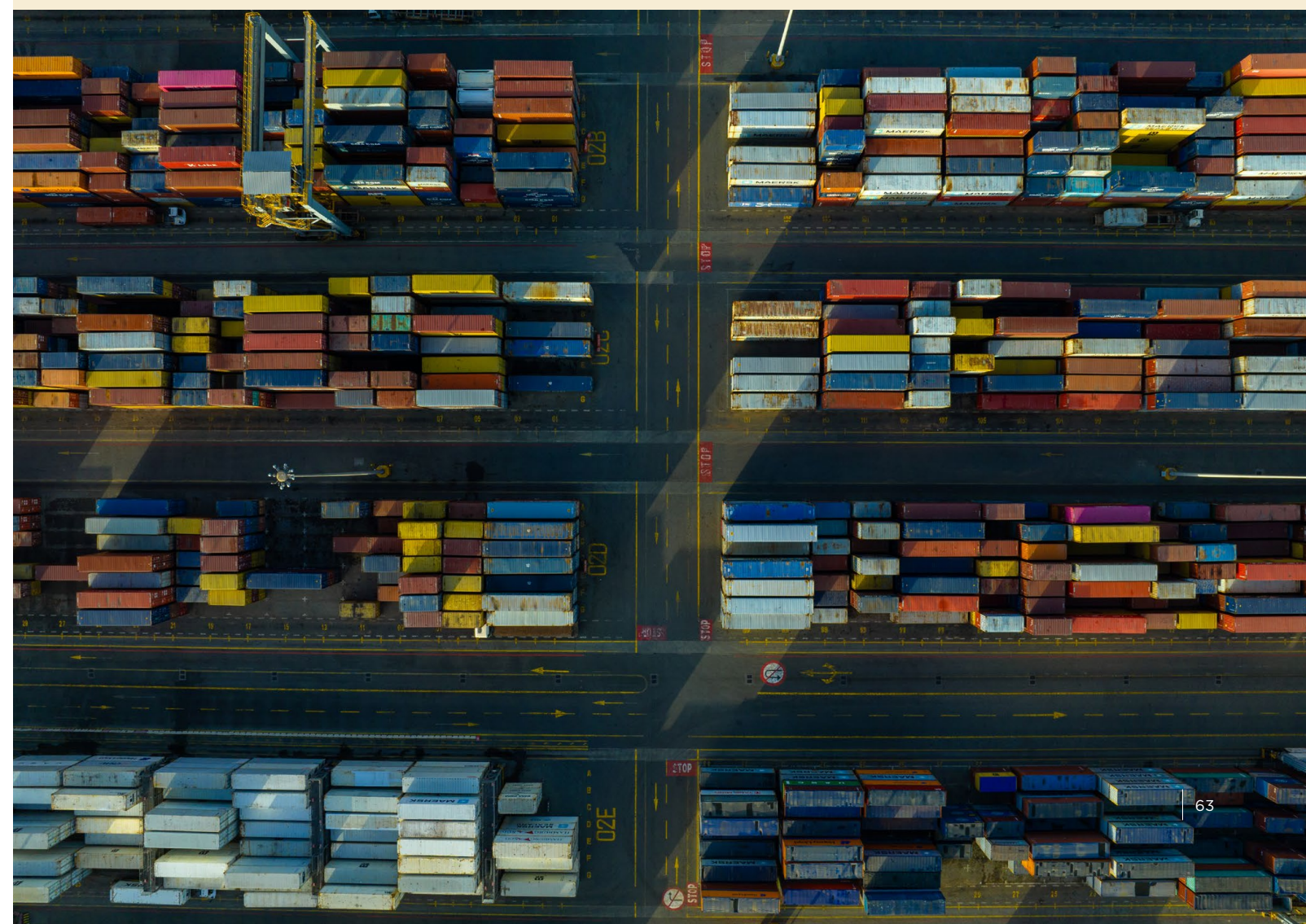
KEY PARTNER BENEFITS

VALUE CREATION FOR DP WORLD'S PARTNERS

Through strategic partnerships and collaboration with government agencies, investors, and development institutions, DP World drives shared value and helps create a more conducive trade environment. Its operations contribute significantly to national revenue through taxes, enabling broader sectoral development. These outcomes are demonstrated through:

- Annual dividend payments to financial partners.
- Engagements with industry partners, which enhance the local trade environment.
- Contributing an average of XOF 124 billion (USD 203 million) to tax revenues between 2022 and 2024.

DP World's value creation for its industry partners aligns with three SDGs:



XOF 124 bn

Average tax
revenues
supported
(USD 203 m)





7. DP WORLD'S COMMUNITIES

As a global organisation, DP World Group aims to deliver improved social outcomes and positive impacts in the communities in which it operates. Its community engagement strategy supports key areas such as health, education, water, and emergency relief. DP World implements community investment programmes focused on strategic projects that align with its social goals and SDGs ambitions, while also considering gender inclusivity.

DP World is committed to supporting local communities through initiatives in healthcare, skills development focused on promoting the economic inclusion of women, education, and food security. These efforts aim to create social value and shared benefits across Senegal. DP World Group policies reinforce this undertaking:

- Group Sustainability Policy
- Group Human Rights Policy
- Group External Stakeholder Engagement Policy
- Group Sustainability Partnerships Policy
- Modern Slavery and Human Trafficking Statement.

This section outlines the broader economic impact on communities in Senegal and the shared value stimulated through DP World's support, engagement initiatives, and wage spending.

7.1 COMMUNITY UPLIFTMENT

Senegal's socioeconomic context highlights several development challenges that underscore the need for community upliftment initiatives. With a Human Development Index (HDI)¹¹ score of 0.53, **Senegal ranks 169th out of 193 countries, placing it in the category of low human development.** This ranking accentuates constraints in education, health, and overall living standards that affect the wellbeing and opportunities available to a large portion of the population.¹²

DP World supports
health, skills
development,
education, and
food security



¹¹ The HDI is a composite index between 0 and 1 that measures the achievement in health, education, and living standards, with an HDI closer to 1 signifying higher levels of development. The indicators used to develop the HDI include life expectancy at birth, expected years of schooling, mean years of schooling, and the gross national income (GNI) per capita. The latest data available is 2023.

¹² United Nations Development Programme (UNDP), 2025. [Human Development Index, Human Development Reports](#)

Complementing this, the Multidimensional Poverty Index (MPI)¹³ gives deeper insight into the extent and nature of deprivation across the country. **In 2023, approximately 8 million people, or 45% of the population, were classified as multidimensionally poor,** facing simultaneous shortages in essential areas such as nutrition, schooling, sanitation, housing conditions, and access to basic services.

Gender-related disparities further compound these challenges. Senegal's score of 0.49 on the United Nations Development Programme's (UNDP) Gender Inequality Index (GII) places it 127th out of 170 countries, reflecting significant gaps in female empowerment and inclusion.¹⁴ Low completion rates of secondary schooling among girls and limited participation of women in the labour force remain key areas of concern. These barriers hinder women's economic opportunities and social advancement, thereby impeding the country's overall development potential.

Together, these indicators illustrate the complex and multidimensional nature of poverty and inequality in Senegal. They also highlight why DP World's upliftment initiatives play a crucial role in addressing basic needs and fostering long-term social resilience and community wellbeing.

Across the country, the company helps unlock the potential of local communities through community projects prioritising healthcare, skills and educational development, food security, and gender inclusivity.

DP World supports such projects as a member of the Senegalese CSR Network. This organisation helps businesses with training, networking, and identifying projects that promote sustainable community initiatives with lasting benefits. The company, as a signatory of the Senegalese CSR Network Diversity Charter, supports disability inclusion through long-term partnerships with NGOs and local associations such as the Centre Verbo-Tonal de Dakar, the Children Association with Intellectual Disability (ASEDEME), Humanity & Inclusion (HI), Special Olympics, which empower children and adults with physical and intellectual disabilities in the country.

45%
of the population
is classified as
multidimensionally poor



7.1.1 HEALTHCARE

DP World is committed to building a sustainable future in all the countries where it operates. As thriving communities also rely on good health and wellbeing, DP World has been supporting healthcare initiatives in Senegal for over 10 years, working alongside the government, local health institutions, NGOs, and associations. The most prominent initiative is the annual Pink October Campaign in partnership with the Senegalese League Against Cancer (LISCA), now in its ninth consecutive year. This multifaceted campaign aims to promote awareness of and screening for breast and cervical cancer. Through a Cervical Cancer Prevention Programme launched in 2017 and aimed at touring all the health districts in Senegal, the campaign also includes training midwives and health agents in visual inspection with acetic acid (VIA) and thermo-ablation treatment. The programme also provides health centres with devices and materials needed to treat precancerous lesions.

In 2022,¹⁵ cervical cancer was the most frequently diagnosed cancer among Senegalese women, with 2,064 new cases (27.3% of cancer cases), followed by breast cancer, with 1,838 new cases (24.3% of cancer cases). These cancers are also among the leading causes of cancer deaths among women in the country.¹⁶

Breast and cervical cancer screening rates in Senegal are low: only 16.8% of women aged 15-49 report having been screened for breast cancer, and 9.5% report cervical cancer screening.¹⁷ Improved access to screenings enhances early detection and is associated with better patient outcomes, highlighting the importance of Pink October. From 2022 to 2024, 9,500 women were screened in Dakar, Kédougou, Kolda, Thiès, Touba, Ziguinchor, Tivaouane and Sédhiou, which has some of the lowest screening rates in the country (7.6% for breast cancer and 4.8% for cervical cancer).¹⁸

DP World also stands as a pioneer in the private sector in the fight against prostate cancer in Senegal. Prostate cancer is the primary cancer among men in Senegal, with an incidence rate of 27.1 per 100,000 and a mortality rate of 15.4. In 2022, approximately 900 new cases were reported and nearly 500 deaths.¹⁹

Still in partnership with LISCA, the company took a proactive role in funding awareness by celebrating Blue November with a campaign initiated in 2023, aiming to create awareness of prostate cancer and emphasise the importance of early detection and community education.

9,500
Women screened
during the 2022-
2024 Pink October
campaigns



¹³ The MPI considers nutrition, child mortality, years of schooling, school attendance, cooking fuel usage, sanitation access, drinking water access, electricity usage, housing availability and asset ownership to measure multidimensional poverty. The MPI ranges from 0 to 1, with higher values indicating higher levels of poverty.

¹⁴ The GII is a composite metric that measures gender inequality across three dimensions, namely reproductive health, empowerment, and labour market. A lower GII value indicates low inequality between males and females, and vice-versa. (UNDP, 2025. [Gender Inequality Index \(GII\)](#))

¹⁵ Most recent data available. ¹⁶ Ferlay, et al. 2024. Global Cancer Observatory: Cancer Today. Senegal fact sheet

¹⁷ ANSD [Senegal], and ICF, 2024. Senegal: 2023 Continuous Demographic and Health Survey (CDH)

¹⁸ *ibid.* ¹⁹ *ibid.*

In 2024, the campaign featured a walkathon that attracted over 1,000 participants to help break the silence around prostate cancer, and at least 5,000 informational flyers were handed out.

DP World also partners with the National Blood Transfusion Centre to draw attention to the need for blood donation and to host blood donation days. In 2024, more than a hundred volunteers donated blood to support this cause.

“[LISCA] is now a leader in fighting cancer, thanks to DP World” – LISCA representative



7.1.2 SKILLS DEVELOPMENT

DP World’s sustainability strategy goes beyond its environmental footprint; the company aims to promote sustainability by making a lasting impact on people and society. DP World works alongside communities, expanding their access to education, building literacy, digital literacy, and opening pathways to opportunity for the next generation. Through its award-winning Solar Mamas initiative, in partnership with the non-governmental organisation (NGO) Barefoot College International (BCI), DP World empowers women in rural Senegal and provides clean energy solutions for their communities. The programme addresses several of the SDGs, namely poverty eradication, gender equality, and renewable energy.

Since its inception in 2021, the initiative has trained 19 illiterate and semi-literate women, known as the Solar Mamas. The training occurred in two separate cohorts of 10 and 9 women. The women are selected by their communities to take up residence and receive full-time training for four to five months at the BCI training centre in Toubab Dialao. After completing the training, the women who had little or no previous traditional education can install, maintain, and repair solar-power infrastructure in their communities in the Matam and Kédougou regions of the country. The training covers digital and financial literacy, health & reproductive rights, civil & human rights, sustainability, microenterprise formation, and entrepreneurship.

From 2022 to 2024, DP World contributed XOF 519 million (USD 833,000) to the Solar Mamas initiative. This involved covering tuition fees and providing equipment to electrify more than 1,300 homes in both regions, along with the tools and materials needed to establish a solar energy enterprise. Solar Mamas also electrified a youth centre, a health centre, and five mosques in the Kédougou region.

In rural Senegal, 56.6% of people had access to electricity in 2023; however, only 6.6% primarily relied on clean fuels or technologies for their household energy needs.²⁰ This low level of access to electricity for rural households emphasises the importance of projects such as the Solar Mamas. As a result of the initiative, approximately 14,000 people now have access to clean energy. Access to energy for rural households enhances safety and security. It also creates opportunities for entrepreneurs and better lighting for learners to study.

DP World’s Solar Mamas initiative significantly contributes to long-term, affordable, and clean energy. Through the project, households in the targeted communities save money via a solar committee, ensuring that equipment, especially batteries, can be replaced over time.

19

Women trained as solar engineers



14,000

People now have access to a sustainable source of energy



²⁰ National Agency for Statistics and Demography (ANSD) [Senegal], and ICF, 2024. *Senegal: 2023 Continuous Demographic and Health Survey (CDHS)* (latest available data).

Moreover, it enables the Solar Mamas to earn a stipend for their solar engineering expertise and ensures that the programme can be maintained over the long term.

Solar Mamas was named the Community Involvement Programme of the Year at Environmental Finance's Sustainable Company Awards 2024, in recognition of the initiative's deep impact on the communities it serves.

"It's a transformative experience. It takes a very special organisation [DP World] to do this type of work - BCI representative



7.1.3 EDUCATIONAL SUPPORT

DP World also supported other initiatives aimed at strengthening education provision. In 2022, the company supported The Maiden Factor Foundation's awareness and fundraising campaign to improve girls' access to education. The all-female crew of the Maiden Factor was welcomed to the Port of Dakar for a 12-day stopover that was part of a three-year journey around the world to empower young girls through education. DP World supported Maiden Factor in engaging with girls, charities, and other organisations committed to the education of girls across science, technology, engineering and mathematics (STEM) subjects.

With its long-standing commitment to education, DP World also promoted initiatives like "Excellence Day" to support local authorities in recognising their top students, and providing them with school kits, bookstore vouchers, and computers. In partnership with the DP World Foundation,²¹ whose mission is to ensure that every child, regardless of their background, has equal access to high-quality education, DP World donated 1,000 stationery kits to underprivileged schoolchildren in the municipalities of Ndayane, Yenne, and Diass in 2024.

7.1.4 FOOD SECURITY

Food security remains a concern in Senegal, where 29.1% of the population faces moderate or severe food insecurity, and 5.1% are undernourished.²² DP World distributes food kits to those in need during Ramadan. Over 43,500 people benefited from DP World's food donations between 2022 and 2024.

Large consignments of food products are annually provided to 13 local Koranic boarding schools, known as "Daaras" and distributed across various locations in Senegal, including Saint-Louis, Thiès, Dakar, Touba, Bambey, and Louga. Over the reference years, nearly 24,000 pupils have benefited from the staple food distribution. Since 2023, DP World, through the DP World Foundation, has extended its support to underprivileged communities with food supply boxes containing a variety of food items such as rice, sugar, dates, milk, oil, cereals and other items. This collaboration with the DP World Foundation helps reach more beneficiaries, such as families in need, vulnerable children and associations of physically disabled persons.

1,000

Stationery kits donated to underprivileged pupils in 2024



24,000

Pupils have benefited from distributed food kits since 2022



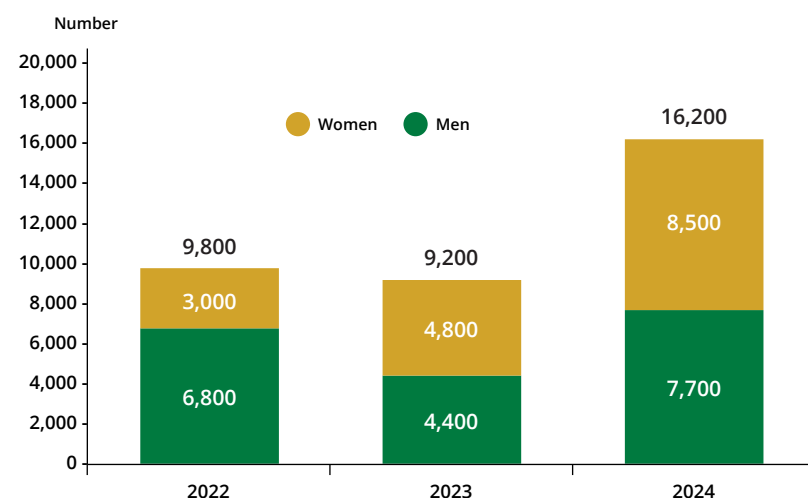
²¹ The DP World Foundation is the philanthropic arm of the DP World Group.

²² FAOSTAT, 2025. [Suite of Food Security Indicators](#)

7.1.5 TOTAL CONTRIBUTION TO COMMUNITY UPLIFTMENT

DP World and DP World Foundation contributed approximately XOF 831 million (USD 1.3 million) to community projects in Senegal between 2022 and 2024. Through these initiatives, the company supported a total of 35,200 beneficiaries.

Fig. 30. Number of community beneficiaries, 2022–2024



Source: DP World

A key focus area is promoting gender inclusivity across all spheres of DP World's operations, including in its community support initiatives. By 2024, 52.3% of community project beneficiaries were women, up from 30.8% in 2022.

DP World's commitment to communities extends beyond monetary contributions; employees also volunteer their time. Over the reference period, more than 230 volunteers contributed 2,853 hours cumulatively between 2022 and 2024, valued at XOF 25.3 million (USD 41,600).

7.2 VALUE CREATION FOR COMMUNITIES

When DP World's employees and supplier employees spend their wages with local businesses, it stimulates additional economic activity and supports employment in surrounding communities.

Through this wage-spending impact channel, DP World supported an average GVA contribution to GDP of XOF 22 billion (USD 36 million) from 2022 to 2024. In other words, for every 1,000 containers handled by DP World, the company supports an average GVA contribution to Senegal's GDP of XOF 28 million (USD 45,700) through salary payments.

XOF 831 m

Spent on community projects in Senegal between 2022 and 2024 (USD 1.3 m)



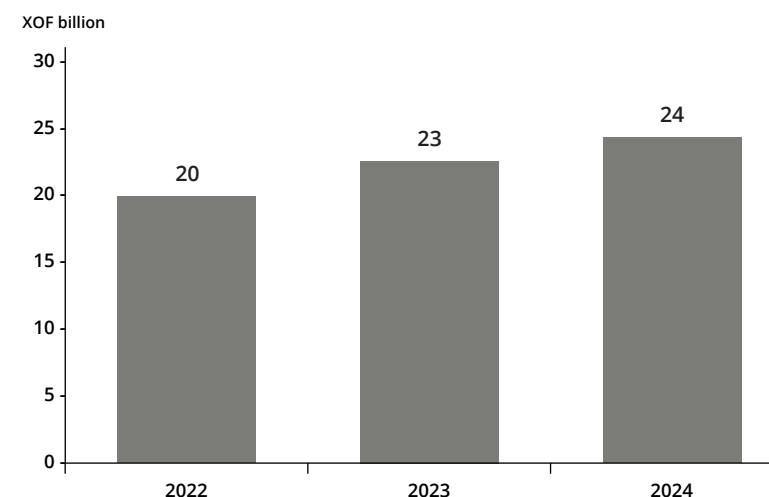
XOF 28 m

Average wage-spending GVA contribution per 1,000 containers (USD 45,700)



An increase in DP World's permanent employees, along with rising salaries and local procurement growth, contributed to a rise in GVA impact on communities through this wage-spending channel over the reference period.

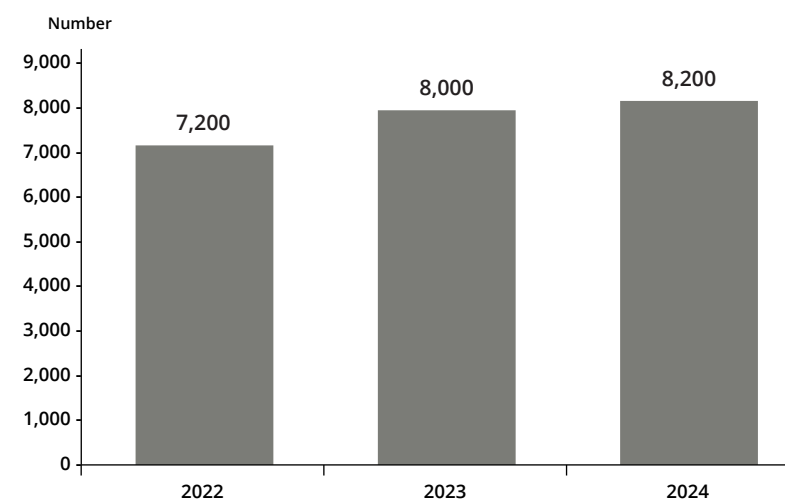
Fig. 31. DP World's wage-spending GVA impact, 2022–2024



Sources: Oxford Economics Africa, DP World

Between 2022 and 2024, wage spending stimulated wider economic activity in surrounding communities, supporting an average of 7,800 jobs, including 3,700 jobs held by women and 2,600 jobs by youth. This demonstrates that income generated through DP World's operations extends beyond direct employment, contributing to livelihoods and local economic development.

Fig. 32. DP World's wage-spending employment impact, 2022–2024



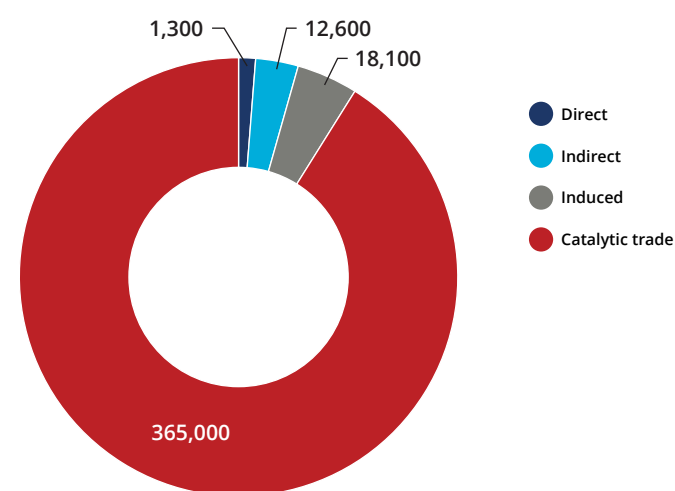
Sources: Oxford Economics Africa, DP World

7,800

Average jobs supported by economic activity stimulated by wage spending



Fig. 33. Average number of dependents supported by DP World's total employment impact, 2022-2024



Source: Oxford Economics Africa

Furthermore, by sustaining jobs in the Senegalese economy through its core and catalytic trade impact channels, DP World enables workers to support their families and other dependents with the income they earn. We estimate that the total average number of dependents supported through total employment is 397,000 people.²³

397,000

Dependents benefit from jobs supported by DP World



KEY COMMUNITY BENEFITS

VALUE CREATION FOR DP WORLD'S COMMUNITIES

DP World invests in communities through initiatives that enhance health, education, inclusion, and food security. These efforts help uplift living standards, create opportunities for women, and support local economic development. More indirectly, when employees of DP World and those of its suppliers spend their salaries at local businesses, this generates additional economic activity in communities, thereby supporting further employment.

Key figures from 2022 to 2024 that demonstrate these outcomes:

- XOF 831 million (USD 1.3 million) total contribution to community projects.
- 35,200 beneficiaries supported by all initiatives.
- 14,000 people in unelectrified villages can access solar energy.
- Average wage-spending (employees and suppliers' employees) GVA impact of XOF 22 billion (USD 36 million).
- An average of 7,800 jobs supported annually through the wage-spending impact channel.
- 397,000 dependents sustained through total employment supported by DP World, on average.

DP World's value creation for communities aligns with the following six SDGs:



8. DP WORLD'S ENVIRONMENT

DP World is committed to reducing its environmental impact in Senegal through sustainable operations, resource and energy efficiency, and biodiversity protection. Key policies at DP World Group that underscore the company's commitment to the environment include:

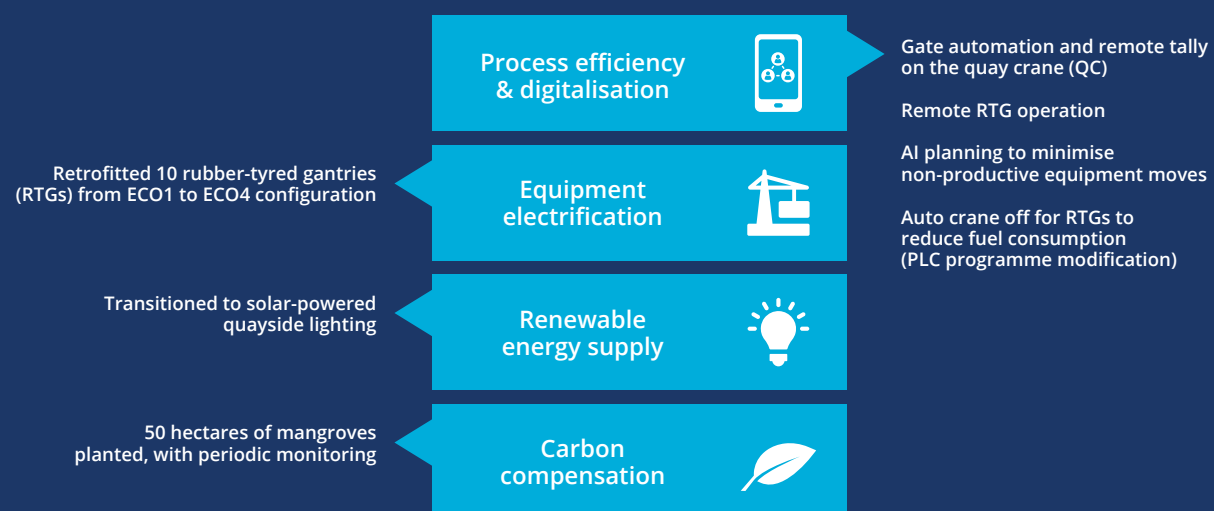
- Group Sustainability Policy
- Group HSE Policy
- Decarbonisation Strategy
- Ocean Strategy
- Blue Carbon Ecosystem Strategy
- Freshwater Strategy
- Biodiversity Statement
- Just Transition Statement.

CASE STUDY

EFFICIENT OPERATIONS SUPPORT DECARBONISATION

Environmental improvements at the container terminal not only enhance operational efficiency but also create value for customers, as DP World's operations form a key link in their supply chains and influence their carbon footprint.

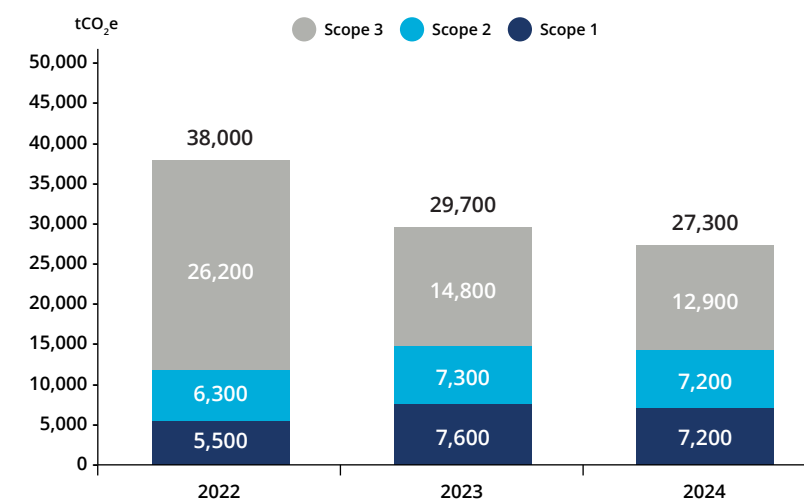
DP World's 5-year Decarbonisation Strategy is at the heart of its efforts to achieve more sustainable operations. The strategy rests on five pillars, namely equipment electrification, process efficiency and digitalisation, renewable energy supply, low carbon fuels, and carbon compensation. In alignment with the strategy, DP World has completed several projects during the review period:



8.1 ENVIRONMENTAL FOOTPRINT

DP World monitors its environmental footprint across energy, waste, and water. Through its HSE plan, and in alignment with the Group HSE Policy, DP World aims to reduce its emissions,²⁴ natural resource use (fuel and water), and waste generation. By lowering its own environmental footprint and improving efficiencies, DP World supports a more environmentally sustainable logistics value chain.

Fig. 34. GHG emissions in Senegal, 2022-2024



Source: DP World

ISO 14001:2015

Certification ensures environmental management compliance and continuous improvement



Fig. 35. Environmental footprint snapshot

Indicator	Unit of measure	2022	2023	2024
Electricity consumption	kWh/TEU	15.5	16.9	15.5
Diesel consumption	ℓ/TEU	2.8	3.6	3.2
Water consumption	ℓ/TEU	21.2	18.4	21.5
Waste generation	kg/TEU	0.7	0.1	0.2
Scope 1 & 2 CO ₂ e per modTEU	kgCO ₂ -e/modTEU ²⁵	16.0	18.9	17.0

Source: DP World

²⁴ GHG impacts are split into 'scopes', and defined as follows: **Scope 1** impacts refer to the emissions generated by DP World's container terminal operations. **Scope 2** impacts reflect the emissions caused by the generation of electricity that is supplied to the container terminal. **Scope 3** impacts capture the emissions of DP World's wider supply chain that supplies it with goods and services. GHG Protocol. [Standards & Guidance](#)

²⁵ Kilograms of carbon dioxide equivalent per modified TEU is the emission intensity ratio for DP World's Ports & Terminals business. KgCO₂-e/modTEU is the sum of both scope 1 and 2 emissions normalised against modified TEU for business-to-business comparative measurement.

DP World's total GHG emissions in Senegal decreased from 38,000 tCO₂e in 2022 to 27,300 tCO₂e in 2024. Most of DP World's emissions are categorised as Scope 3, meaning those associated with its supply chain. Over the reference period, Scope 3 accounted for DP World's greatest reduction in GHG emissions, attributable to lower capital expenditure at the container terminal in 2023 and 2024 as investment was redirected to the new Port of Ndayane project.

Increases were reported in electricity and diesel consumption metrics in 2023, while water consumption and waste generation reduced. The significant increase in container volumes in 2023 led to higher equipment utilisation, while port terminal congestion resulted in longer equipment idle times and increased inefficient movements, raising fuel usage. Energy consumption declined in 2024 due to fewer long-standing reefer containers and operational efficiency gains. This resulted in DP World's total electricity usage declining by 11%, while diesel consumption fell by nearly 39,000 litres in 2024.

During the review period, DP World has made significant improvements in lowering its waste generation, with waste declining by 68% from 511 tonnes in 2022 to 163 tonnes in 2024. This was achieved through employee awareness campaigns to promote limiting waste generation, improving waste separation and eliminating single-use plastics from the canteen.

8.2 SUSTAINABILITY INITIATIVES

To advance sustainable operations, DP World implements initiatives to raise environmental awareness and promote sustainability within the container terminal and communities. A key focus for DP World Group is to promote sustainable water use, as emphasised in the internal Water Conservation and Management Strategy, launched in 2024. This strategy prioritises reducing water consumption and wastewater discharges. Some of the interventions implemented during the review period to drive continuous improvement in environmental performance include:

- Engaged employees and contractors in periodic water conservation, biodiversity protection, and recycling awareness sessions, inviting specialists and community members to discuss improvement suggestions.
- Upgraded the waste storage area to improve the separation of waste streams, enabling better recycling.
- Implemented the DP World Terminal Plastic Free Programme which eliminated single-use plastic items at the container terminal, such as bags, cutlery, and water bottles. As an alternative, water dispensers, glass bottles and drinking glasses were provided.
- Acquired a specialised spill response trailer designed to contain spills and leaks rapidly, support emergency response and environmental cleanup, and enable the safe collection and disposal of waste.

15%

Average annual reduction in total GHG emissions between 2022 and 2024



DP World Group has adopted a source-to-sea approach to promote effective water stewardship along the entire water cycle. One of DP World's key projects that shows its commitment to ocean conservation and environmental protection is its mangrove reforestation project. In partnership with the Association for the Promotion of Local Initiatives (APIL), approximately XOF 10 million (USD 15,000) was spent replanting 50 hectares of Rhizophora mangroves in the Saloum Delta. This biodiversity-sensitive area holds Ramsar and UNESCO World Heritage status and is protected by the Senegalese government. It plays a vital role in sustaining the livelihood of surrounding communities, which depend primarily on fishing and fish processing for income.

The programme entailed prospecting and geo-referencing potential reforestation sites, collecting and replanting propagules, and conducting ongoing monitoring and evaluation. Local communities supported the initiative by assisting with collecting propagules for replanting.

XOF 10 m

Spent to replant mangroves in the Saloum Delta (USD 15,000)



KEY ENVIRONMENTAL BENEFITS

VALUE CREATION FOR DP WORLD'S ENVIRONMENT

DP World supported environmental value creation by reducing its environmental footprint and promoting nature positive practises. This was achieved through energy savings, emissions reduction, and responsible waste and water management, thereby strengthening DP World's long-term environmental resilience.

These outcomes are demonstrated through:

- 15% annual reduction in CO₂e emissions from 2022 to 2024
- 11% decrease in total electricity usage between 2023 and 2024
- 39,000 litres of fuel saved between 2023 and 2024
- 348 tonnes of generated waste reduced since 2022
- 50 hectares of mangroves replanted in the Saloum Delta.

DP World's value creation for the environment aligns with the following four SDGs:



9. DP WORLD'S FUTURE VALUE CREATION

9.1 PORT OF NDAYANE AND SPECIAL ECONOMIC ZONE

Due to space and capacity constraints at the container terminal of the Port of Dakar, DP World Dakar, in partnership with BII, has signed an agreement with the government of Senegal to construct the deep-water Port of Ndayane. Phase 1 of this USD 1.2 billion project includes the construction of the container terminal and associated landside and marine infrastructure. The construction activities include dredging a five-kilometre access channel, a turning basin, and an 840-metre quay; land reclamation; and constructing a 1.3-kilometre breakwater, an access road, a pre-gate and common-user area, port authority buildings, and infrastructure and equipment capable of accommodating the world's largest container ships. The port will have the capacity to handle 1.2 million TEUs annually, offering economies of scale. Maritime works for the new port commenced in December 2024.

The state-of-the-art, high-capacity container terminal in the new is expected to be operational by the third quarter of 2028. Moreover, it is one of the largest foreign direct investment (FDI) projects in Senegal. In addition to the container terminal, DP World will, in a later phase, develop an adjacent economic and industrial zone. This zone is expected to establish an integrated multimodal logistics offering, strengthening Senegal's strategic location as a logistics hub within West Africa.

USD 1.2 bn

Planned development costs of the Port of Ndayane



The Port of Ndayane will enhance supply chain efficiency in Senegal and the broader region, as operations won't be limited by space constraints. Furthermore, the new port will enable larger vessels to dock, improving access to major international shipping routes, especially between South America and Europe. It will also reduce transit times and lead to significant cost savings for customers. Senegal's strategic location, combined with the capacity of the Port of Ndayane, will offer improved, cost-effective access to neighbouring markets, fostering West African trade.

The Port of Ndayane is being developed in alignment with the International Finance Corporation (IFC) Performance Standards and World Bank Group Environmental, Health, and Safety Guidelines. These internationally accepted good practices have guided the project development team in avoiding, mitigating, and managing environmental and social risks to ensure that the construction phase and the future port are managed sustainably.

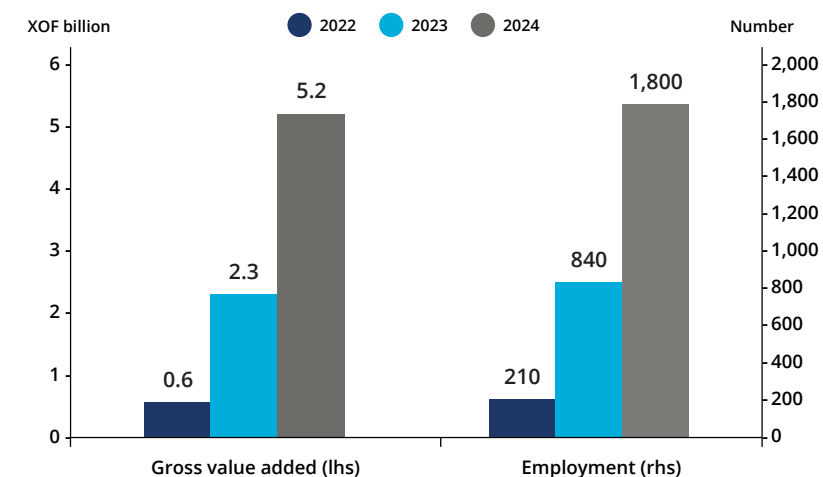
Between 2022 and 2024, DP World has invested XOF 13 billion (USD 22 million) into the construction of the Port of Ndayane. By procuring goods and services from Senegalese enterprises for construction activities, DP World supported a GVA contribution of XOF 8 billion (USD 13 million) to GDP over the three years. The employment supported by this procurement increased from 200 to 1,800 jobs between 2022 and 2024.

XOF 8 bn

GVA contribution through procurement since 2022 (USD 13 m)



Fig. 36. Economic impact of DP World's investment in the Port of Ndayane, 2022–2024



Sources: Oxford Economics Africa, DP World

DP World encourages its contractors to recruit from neighbouring villages where possible, to ensure that people from surrounding communities benefit from job opportunities arising from the project.

Rendering of completed Phase 1 of the Port of Ndayane.
Source: DP World

With a minimal share of the development budget spent in the review period, the economic impact of constructing the Port of Ndayane will increase substantially during the remainder of the construction phase.

DP World recognises the importance of respecting the community and environment around the Port of Ndayane development. Therefore, the company has engaged extensively with the local authorities of Diass, Popenguine-Ndayane, and Yenne on local needs and the identification of sustainability projects that could be supported. This also extends to close collaboration with fishing communities to ensure safety and marine protection during construction.

In 2024, DP World sponsored XOF 10 million (USD 16,600) for the Ndayane Excellence Day, an event hosted by the Ndayane municipality to recognise well-performing learners. At the event, school kits, computers, and bookstore vouchers were distributed to support 203 learners with enhanced access to education support.

In line with international standards, DP World committed to a programme of habitat restoration and offsetting to mitigate the potential environmental impacts of developing the Port of Ndayane. To protect the surrounding environment, DP World also invested in a beach cleanup and turtle protection project with the Dakar American University of Science and Technology. This initiative supports the existing turtle sanctuary, trains rangers, monitors nests, and promotes community awareness.

203

Learners supported during Ndayane Excellence Day



9.2 MARKET ACCESS

In December 2024, DP World Group launched its Market Access business to bolster the company's end-to-end product range in West Africa. Leveraging its logistics expertise and networks, Market Access allows its customers, especially those in FMCGs, to reach consumers efficiently. This fosters shared value among stakeholders, giving consumers access to a wider range of reputable, cost-competitive products.

Market Access holds significant opportunities to increase trade in the region, as it lowers market-entry risks and logistics costs for its principals, especially when combined with operations from the industrial zone being developed alongside the Port of Ndayane.

9.3 FREIGHT FORWARDING

The Freight Forwarding service will expand DP World Group's offerings as a fourth-party logistics provider in West Africa. Through freight forwarding, DP World Group will continue to strengthen the regional logistics value chain. Moreover, DP World Group can achieve economies of scale for its customers, lower trade risks, improve transit times, and reduce transport costs.

Consolidation services provided by Freight Forwarding will also support small-scale traders in the region to address costs and logistics barriers to international trade. This facilitates trade for small businesses, supporting inclusive growth in Senegal and West Africa.

9.4 POTENTIAL BENEFITS IN THE FUTURE

DP World Group's investments in Senegal, focusing on physical infrastructure and services, including Freight Forwarding and Market Access, will strengthen the country's logistics value chain and boost trade opportunities across West Africa. The investments will expand direct employment opportunities, as well as indirect and induced opportunities through procurement and salary payments. Although the operations at the Port of Ndayane will substantially increase DP World's direct GVA impact in the country, the main economic benefit will stem from trade facilitated through the port. BII forecasts that by 2035, the trade facilitated by the port will be equivalent to 18% of GDP and 36% of national trade. Furthermore, BII estimates that 2.3 million jobs in Senegal could be supported through trade facilitation by 2035.²⁶ These employment opportunities will contribute significantly to local economic development, community upliftment, and fostering women's empowerment.

New developments to enhance growth, job creation, and tax revenues



²⁶ British International Investment. [Port of Dakar: Charting a stronger course for African trade with the rest of the world](#)

FUTURE BENEFITS

VALUE CREATION INTO THE FUTURE

DP World’s ongoing and planned infrastructure developments, alongside the expansion of integrated logistics and value-added services, are expected to amplify the socioeconomic benefits already generated through current operations. The enhanced capacity, efficiency, and connectivity of the Port of Ndayane will not only strengthen Senegal as a regional trade hub but also generate further opportunities for employment, local enterprise growth, and government revenue. As DP World continues to innovate and invest in customer-focused solutions, its operations will remain a catalyst for sustainable economic transformation and inclusive development across the value chain.

DP World’s future plans align with several SDGs, including:

5

GENDER
EQUALITY

7

AFFORDABLE AND
CLEAN ENERGY

8

DECENT WORK AND
ECONOMIC GROWTH

9

INDUSTRY, INNOVATION
AND INFRASTRUCTURE

17

PARTNERSHIPS
FOR THE GOALS



10. CONCLUSION

This report illustrates DP World's pivotal role in driving inclusive and sustainable growth in Senegal and neighbouring markets through its operations at the Port of Dakar. The findings show how the company's impact extends beyond moving cargo through the port to delivering tangible benefits for its people, suppliers, customers, partners, communities, and the environment:

PEOPLE

DP World supports high-quality employment and skills development, providing stable livelihoods and opportunities for professional growth. Over the three years of analysis, DP World's direct employment grew from 506 to 728 people, as temporary staff transitioned into permanent roles. Through training, safety, and wellbeing initiatives, the company empowers its workforce and strengthens local capacity, building a skilled talent pool that supports Senegal's logistics and trade sectors. Over the three years of assessment, 5,716 hours were dedicated to leadership training and 12,445 hours to technical training, showcasing DP World's commitment to developing its people. On average, each employee spent 14 hours in training, across multiple sessions, over the reference years.

CUSTOMERS

Enhanced trade efficiency, reliability, and digital innovation reduce transit times and costs for customers. Furthermore, DP World's standards encourage customers to upgrade their systems, ensuring seamless trade flow and generating wider benefits through enhanced business efficiency and competitiveness.

Between 2022 and 2024, DP World's direct GVA contribution to GDP rose from XOF 101 billion (USD 162 million) to XOF 129 billion (USD 213 million). By facilitating trade, DP World supports the value chains of logistics providers, wholesalers, and retailers, who also generate profits, procure goods and services, and employ workers. On average, we estimate that the GVA contribution supported by facilitating trade amounted to XOF 540 billion (USD 880 million) and supported 156,500 jobs between 2022 and 2024.

SUPPLIERS

By prioritising local procurement, DP World fosters local business growth and amplifies the indirect economic benefits of container terminal operations. Over the three years of assessment, 84% of procurement for operational and investment goods and services was with Senegalese enterprises. We estimate that by spending with local suppliers for daily operations at the Port of Dakar, the company's indirect GVA impact grew from XOF 14 billion (USD 23 million) in 2022 to XOF 17 billion (USD 28 million) in 2024.

People supported through stable livelihoods and professional growth opportunities



Efficient operations support GDP and jobs in Senegal and neighbouring markets



On average, DP World supported 2,400 jobs annually through its procurement activities to support its daily operations. Procurement for investment purposes at the container terminal contributed an additional XOF 1 billion (USD 2 million) in 2024, supporting a further 1,100 jobs that year.

PARTNERS

Collaborations with government institutions, industry bodies, and investors strengthen national trade competitiveness and infrastructure resilience. Through its core activities and by facilitating trade, DP World is supporting substantial tax revenues in Senegal, with government institutions also benefiting from dividend payments and concession fees. On average, DP World supported XOF 124 billion (USD 203 million) in tax revenues annually between 2022 and 2024. The tax revenues supported are equivalent to 3.5% of national tax revenues.

COMMUNITIES

Through targeted initiatives in education, women's empowerment, and local development, DP World invests in the long-term wellbeing of the communities surrounding the port. These programmes create social inclusion, strengthen local economies, and contribute to lasting human development. Over the review period, DP World spent XOF 831 million (USD 1.3 million) on its community upliftment initiatives, supporting 35,200 beneficiaries. DP World's impact on communities extends beyond its direct upliftment initiatives. When its employees and those of its suppliers spend their salaries, it sustains additional economic activity and supports employment. We estimate that DP World's induced impact increased from XOF 20 billion (USD 32 million) in 2022 to XOF 24 billion (USD 40 million) in 2024. An average of 7,800 jobs were supported through the wage-spending impact channel.

ENVIRONMENT

Environmentally sustainable operations also contribute to customers' Scope 3 emissions reductions, reinforcing DP World's role as a strategic enabler of sustainable global supply chains. DP World's emissions (scope 1, 2 and 3) have declined by 15% annually since 2022. A noteworthy 68% reduction in waste generation was also reported over the period.

These outcomes reflect DP World's commitment to inclusive, responsible, and forward-looking growth, creating shared socioeconomic and environmental value for all stakeholders.

Operations and trade facilitation supports tax revenues in Senegal



Wage spending supports local businesses and household wellbeing



DP WORLD'S OPERATIONS AT THE CONTAINER TERMINAL OF THE PORT OF DAKAR ALIGN WITH 15 SDGs, NAMELY:

1NO
POVERTY

2ZERO
HUNGER

3GOOD HEALTH
AND WELL-BEING

4QUALITY
EDUCATION

5GENDER
EQUALITY

7AFFORDABLE AND
CLEAN ENERGY

8DECENT WORK AND
ECONOMIC GROWTH

9INDUSTRY, INNOVATION
AND INFRASTRUCTURE

10REDUCED
INEQUALITIES

12RESPONSIBLE
CONSUMPTION
AND PRODUCTION

13CLIMATE
ACTION

14LIFE
BELOW WATER

15LIFE
ON LAND

16PEACE, JUSTICE
AND STRONG
INSTITUTIONS

17PARTNERSHIPS
FOR THE GOALS



APPENDIX: METHODOLOGY

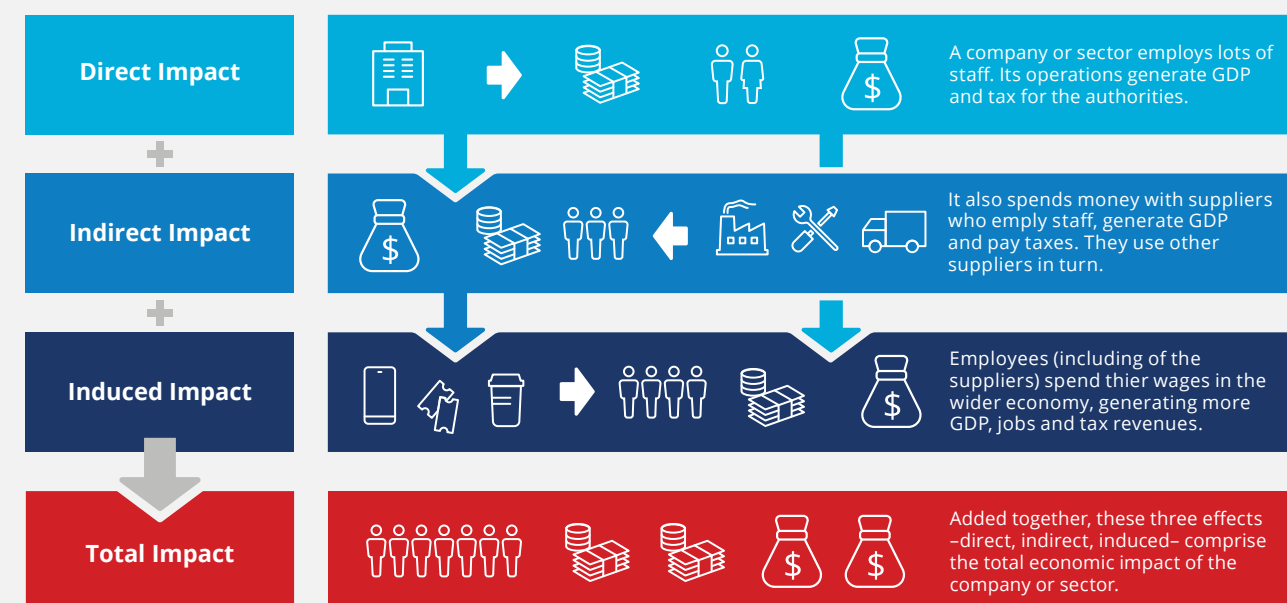
A1: MEASURING ECONOMIC IMPACT

To quantify DP World's economic footprint, the study considers its operations in at the container terminal, as well as the economic activity stemming from the trade that it facilitates (see Annexure A2 for catalytic trade impact methodology). The study utilised a well-established economic impact assessment methodology that focuses on the three channels in which the company's activities stimulate economic activity. These three impact channels form DP World's core economic footprint:

- The **direct impact** relates to the economic contribution made by DP World's container terminal operations at the Port of Dakar. It encompasses the economic activity, employment, and tax contribution supported by the company itself.
- The **indirect impact** describes the output, jobs, and tax payments supported by local firms that supply goods and services to DP World. This channel of impact also includes the economic activity supported along the supply chains of these suppliers within Senegal, attributable to DP World's intermediate demands.
- The **induced impact** comprises the broader benefits that arise when employees of DP World and those employed through its supply chains spend their wages in the local economy. These employees spend a portion of their income in their local consumer economy, typically at the retail and leisure outlets close to where they live. These impacts ripple across the rest of the Senegalese economy through the supply chains of these outlets.

The companies in DP World's downstream value chain that are involved in transporting, distributing, and selling imported and exported goods (i.e. the catalytic trade impact channel), also generate economic activity through the direct, indirect, and induced impact channels. These impact channels are illustrated below:

Fig. 37. Overview of economic impact methodology channels



Source: Oxford Economics Africa

DP World's overall contribution to the economy is the sum of all three channels of economic impact. The results are presented on a gross rather than a net basis.²⁷

The economic impacts measured in this study are quantified using three metrics. These are:

- **Gross value-added:** this measures the contribution to the economy of each company, industry, or sector in the economy. It is the sum of compensation of employees and earnings before interest, taxes, depreciation, and amortisation (EBITDA). At the same time, it is also a measure of net output, most easily thought of as the value of goods or services produced, less the value of inputs used in that output's production. Added up across all firms in an economy, and after adjustments for taxes and subsidies, gross value added is equal to GDP.
- **Employment:** this is measured on a headcount rather than a full-time equivalent basis. This is to facilitate comparison with official sources' employment data for the relevant sectors.
- **Tax revenues:** the amount of tax revenue flowing to the national government. This includes income and corporate taxes, social contributions of directly employed staff, and value-added taxes (VAT) on sales.

Data on the direct impact of DP World – including its contribution to GDP, jobs created, and taxes paid by the business and its employees – were provided by the company.

To estimate the broader impact on Senegal, Oxford Economics Africa used a technique called input-output modelling. The core database for this modelling is an input-output (I-O) table.

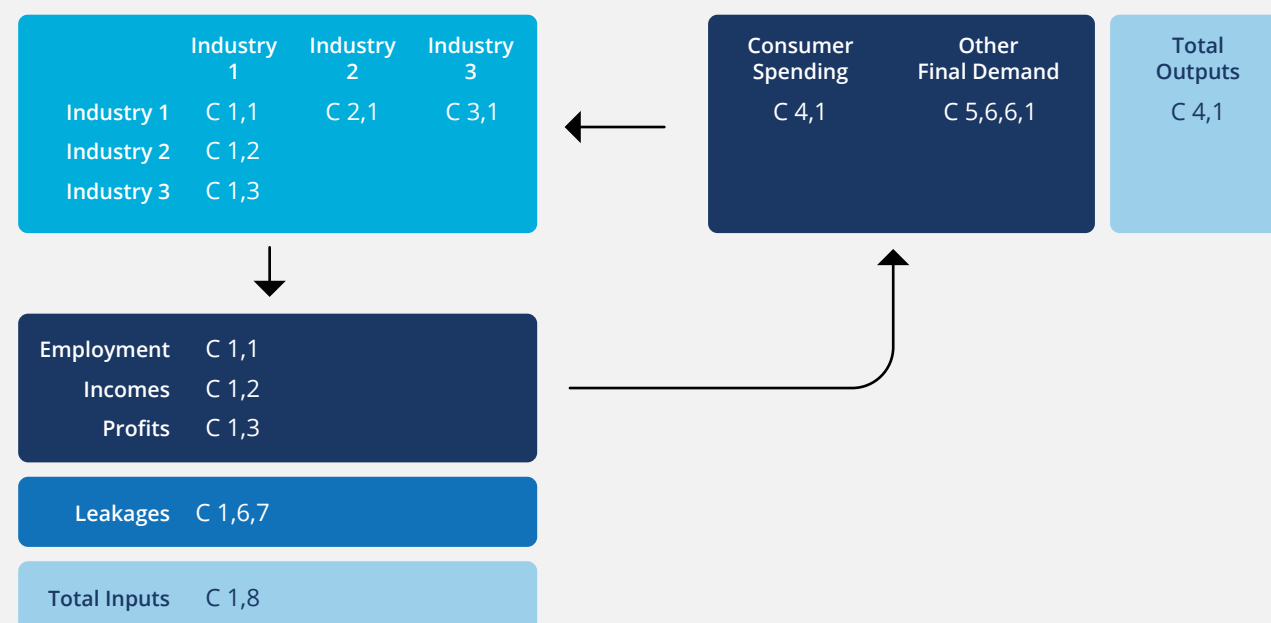
I-O tables are designed to give a snapshot of an economy at a particular time, showing the major spending flows. These include “final demand” (consumer spending, government spending, and exports to the rest of the world); intermediate spending (what each sector buys from every other sector—the supply chain); how much of that spending stays within the economy; and the distribution of income between employment income and other income (mainly profits).

I-O tables are, therefore, particularly useful when estimating indirect and induced economic impacts.

The idea behind the I-O table is that the economy can be divided into a number of producing industries and that the output of each industry is either used as an input into another industry or in final consumption. In essence, the I-O table shows who buys what from whom in the economy.

²⁷ A study of the gross impact necessarily ignores the alternative potential use of the resources that DP World employs. A net study defines the impact created by DP World in excess of what would have been created if the resources were used in their second-most effective use. Calculating net figures relies on many bold assumptions about the counterfactual scenario and is thus open to criticism, which could detract from the overall message of the research.

Fig. 38. Stylistic representation of an input-output table



Source: Oxford Economics Africa

Reading horizontally illustrates the distribution of each industry's output, split between intermediate demand from other industries (used as an input to production) and final demand (consumer spending, exports, and other government consumption). Therefore, Industry 2 in Fig. 38 purchases an amount, C2,1, from Industry 1 as an input to its production process. Thus, reading down vertically indicates what each industry purchases from other industries in the national economy by way of inputs, which, when combined with imports from abroad (leakages), employment costs, operating surplus, and any additional taxes or subsidies to production, give total inputs, which will equal total outputs. In the simple model illustrated in Fig. 38, C8,1 will equal C1,8.

Oxford Economics created a bespoke impact model for Senegal, Mali, and The Gambia. Senegal's economy is split into 45 sectors, while Mali's and The Gambia's are split into 36 industries, as defined under the ISIC Revision 4 classification. We used Mali's impact model as a proxy for Guinea-Bissau.

Oxford Economics Africa utilised this model—along with supply chain spending data provided by DP World – to estimate DP World's indirect and induced impacts in terms of gross value added, jobs, and tax revenue supported in Senegal.

The industry multipliers used in the model are developed using the internationally recognised Leontief²⁸ system. Under the Leontief system, industry multipliers are calculated through a series of manipulations of the I-O table/matrix.

²⁸ Leontief, W. 1986. Input-Output Economics. Oxford University Press, New York.

A2: ESTIMATING THE DOWNSTREAM CATALYTIC TRADE IMPACT

The impact of international trade facilitated through the container terminal at the Port of Dakar was calculated based on cargo volume data provided by DP World. The value of the cargo volumes was estimated using import and export data obtained from ITC Trade Map for 2022, 2023, and 2024. Distribution and wholesale margins were obtained from the OECD Supply-Use table for 2022. These margins are applied to the gross value of goods that are imported and exported through the Port of Dakar, which forms our estimate for the direct impact on the logistics and wholesale providers. The distribution of the indirect and induced impacts is estimated using Oxford Economics' input-output (I-O) model for Senegal and the neighbouring markets of Mali, Guinea-Bissau and The Gambia. For this report, the direct, indirect, and induced impact of facilitating trade is presented as the total catalytic trade impact.

A3: GENERAL ASSUMPTIONS

Exchange rate

We used the following average annual exchange rate:

- 2022: XOF 624 / USD
- 2023: XOF 607 / USD
- 2024: XOF 606 / USD

Estimating the value of customers' time savings

The number of hours likely saved due to the digitalisation of the payment and customs release system was based on interviews with DP World's operations team. The data on the share of customers using digital invoices was provided by DP World. To estimate the monetary value of the saved time, we used the average productivity (GDP per labour hour) in Senegal for each year of the study:

- 2022: XOF 1,584 (USD 2.5) / hour
- 2023: XOF 1,651 (USD 2.7) / hour
- 2024: XOF 1,681 (USD 2.8) / hour

The average labour productivity is calculated from Oxford Economics' in-house macroeconomic database's annual GDP and total employment numbers in Senegal for the reference years.

Dependents

The number of dependents of the employment supported by DP World is estimated based on the ratio of non-working people per employed person in Senegal for each of the years included in the study. We estimate this ratio from population and employment data from Oxford Economics' in-house macroeconomic database:

- 2022: 2.4 non-working persons/ employed persons
- 2023: 2.3 non-working persons/ employed persons
- 2024: 2.3 non-working persons/ employed persons

The analysis outlined in this methodology is based on data available as of October 2025.

ABOUT OXFORD ECONOMICS AFRICA

Oxford Economics Africa specialises in political and macroeconomic research in Africa.

We investigate and interpret the economic and sovereign risk, and political and macroeconomic conditions, of 54 African countries to caution against pitfalls and guide investors towards opportunities.

Oxford Economics Africa has a strong reputation for independence and quality and has a highly qualified team of economists, econometricians, quantitative analysts, political analysts, and editors, who are all experts in their field and have decades of experience in covering Africa.

Previously known as NKC African Economics, the firm was launched towards the end of 2002 to address the dearth of rigorous, independent Africa research and analyses needed to help drive effective investment decisions.

In 2015, we became part of the Oxford Economics group to better combine Oxford Economics' global base and unparalleled technical expertise in modelling with our Africa-specific skills and insight. In September 2021, NKC African Economics decided to fully align its brand with its majority shareholder and became known as Oxford Economics Africa.

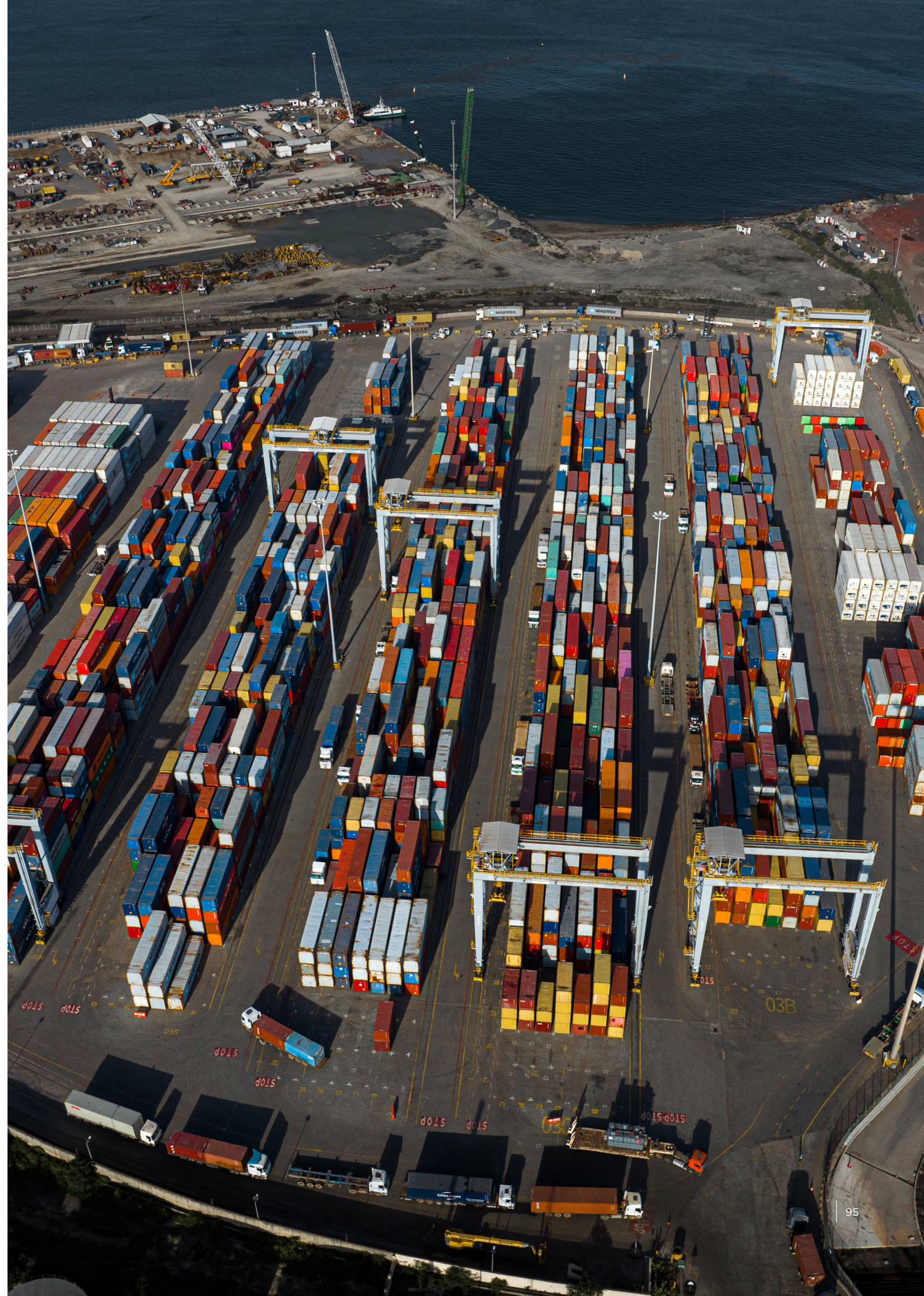
December 2025

This report is confidential to DP World and may not be published or distributed without their prior written permission.

The modelling and results presented here are based on information provided by third parties, upon which Oxford Economics Africa has relied in producing its report and forecasts in good faith. Any subsequent revision or update of those data will affect the assessments and projections shown.

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