



DP WORLD

GROUP SUSTAINABILITY: DEVELOPMENT IMPACT CATALOGUE 2025



Trade is one of the most powerful forces for progress in the world. It drives growth, supports livelihoods, and opens access to goods, markets and opportunity. At DP World, we make global trade flow by combining smart logistics with a global network of ports, terminals and inland infrastructure. In doing so, we enable trade to deliver broader impact: for economies, for customers, and for the communities we serve.

This collection of case studies brings that impact to life. From scaling the cashew industry in West Africa to cutting freight emissions in the UK, modernising East African ports, and advancing logistics in Dubai – each story shows how infrastructure investment can unlock long-term value and more inclusive growth.

As the first company globally to adopt and publish a [Sustainable Development Impact Disclosure](#), we measure our success not just in commercial terms, but in the outcomes our work delivers – environmentally, economically, and socially.

Because when trade works better, it benefits everyone. It supports jobs, strengthens supply chains, lowers costs and environmental impact, helping to drive more sustainable global trade. That's why we're rethinking how trade moves – so it can deliver more, for more people, in more places.

Ayla Bajwa

Senior Vice President, Sustainability, DP World

FACTORY FLOOR TO CUSTOMER DOOR

GLOBAL TRADE IS EVOLVING

Global supply chains have become more complex than ever before.

Faced with a changing landscape for global trade, we have grown – with our customers benefitting from greater scale and increased market reach and industrial mobility.



GROWTH

We're extending our reach into key markets, opening new routes and solutions wherever they're needed.



RESILIENCE

We're building intra-regional solutions that leverage multi-modal logistics offerings.



COMMUNITY & ENVIRONMENT

We factor in climate, nature, biodiversity and community impact to deliver inclusive outcomes.

Our unmatched end-to-end supply chain solutions simplify and connect, keeping goods moving from factory floor to customer door.

OUR GLOBAL NETWORK



560+
Business units



75+
Countries



115,000+
Employees



102M+ TEU
Global Capacity (Handling 9.2% of World Container Port throughput in 2023)



\$41.6BN
Capital Employed

DEVELOPMENT IMPACT

We untap trade opportunities by improving infrastructure, diversifying logistics services and making goods more affordable to a greater number of people.



PARKS & ECONOMIC ZONES

Frictionless, integrated trade with multimodal connectivity and economic benefits.



CONTRACT LOGISTICS

Fully customisable and industry-specific contract logistics services to solve business needs.



PORTS & TERMINALS

Fully customisable and industry-specific logistics, market access and freight forwarding services to solve business needs.



MARINE SERVICES

Extending the trade journey to reach global communities.



MARKET ACCESS

Unlocking access to markets and consumers through strategic and operational support.

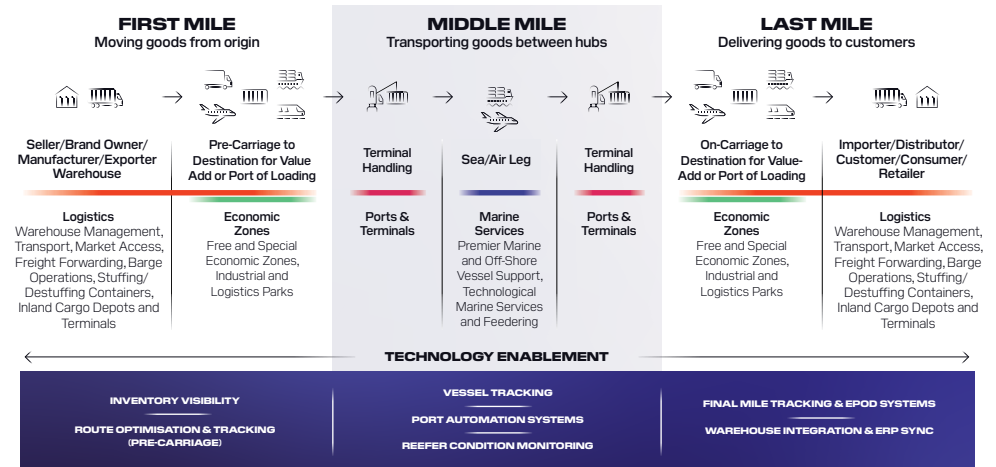


FREIGHT FORWARDING

Flexible, transparent and industry-leading freight forwarding solutions fuelled by global expertise and infrastructure.

INTEGRATED SUPPLY CHAIN SOLUTIONS

Delivering efficiency, access and resilience at every stage of the journey.



CREATING OPPORTUNITIES FOR CUSTOMERS AND COMMUNITIES

CUSTOMERS

Increased Revenue & Profitability

Increased sales and profits in new markets drive customer growth.

Access To New Talent & Skills

Broader talent pools and competitive costs benefit customer operations.

Access To New Potential Customer Base

Expanding market access brings goods to new customer bases.

Public-Private Collaboration

Collaborative infrastructure projects ensure top-quality ports, roads, and energy solutions.

Sustainability

Improved technology and CSR initiatives reduce environmental impact and support local initiatives.

Safety & Security

Strict safety standards minimise incidents and ensure product integrity, creating a secure and resilient supply chain.

Technology & Innovation

Advanced technology enhances supply chain efficiency, resilience, and reduces environmental impact for sustainable operations.

With customers looking for growth opportunities in key markets, our commitment to meeting our customers' changing needs and positively contributing to the communities around us go hand-in-hand.

Global trade is a powerful force for good – growing both global and national economies and creating opportunities for sustainable development.

COMMUNITIES

Economic Growth & Poverty Reduction

Increased business activity supports local income growth and reduces poverty.

Job Creation & Skills Development

Improved employment opportunities support local job creation and skill development.

Access To Goods & Services

Communities benefit from a wider range of available goods and services.

Infrastructure & Social Development

Enhanced transportation, utilities, and economic infrastructure support community development.

Environmental Protection & Social Risk Management

Local initiatives benefit from social risk management and environmental protections, limiting degradation.

Workplace & Community Safety

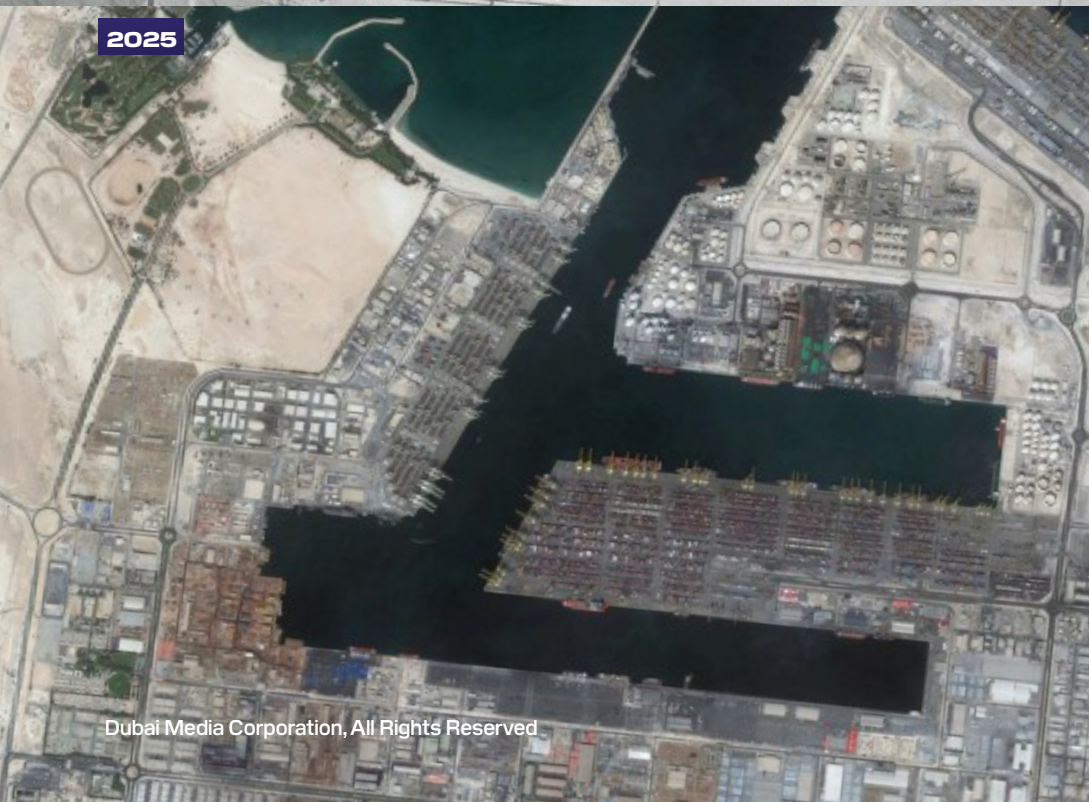
Our zero-harm culture safeguards local workers and promotes a safer community environment.

Economic Growth & Environmental Sustainability

Investments in sustainable technology support local economic growth and strengthen environmental health, fostering a resilient community.



1985



2025

JAFZA: A BLUEPRINT FOR ECONOMIC GROWTH



When Dubai set out in 1980 to create a new kind of free zone in Jebel Ali, the goal was simple but ambitious: attract global business, boost trade, and grow port volumes. The result, five years later, was Jafza: a project that has grown into one of the world's most successful trade hubs.

From the beginning, Jafza gave international companies something they couldn't get elsewhere: 100% ownership, zero taxes, no customs duties, and easy access to fast-growing markets. It didn't take long to catch on. By the end of its first year, Jafza had signed on its first customers. Today, it hosts nearly 11,000 businesses, including more than 100 Fortune 500 firms.

Its location helps too. Sitting alongside Jebel Ali Port – the largest in the Middle East – Jafza offers market access to over 3.5 billion people across the GCC, Africa, Asia, and Europe. Businesses can move goods by sea, road, air, and soon rail, through one interconnected network. In 2023, Jafza alone was responsible for 60% of all free zone trade in Dubai. That access has made Jafza a key contributor to Dubai's industrial output and a major driver of the city's D33 Economic Agenda. Along with Jebel Ali Port, it contributed nearly 36% to Dubai's GDP in 2023.

What's kept Jafza ahead, though, is its focus on making it easier for companies to grow. Incentives are tailored to customer needs. Facilities scale with demand. Industry clusters support businesses with shared needs. And digital tools cut down on paperwork, streamlining everything from customs to compliance. More recently, Jafza has been working to help tenants lower their environmental footprint too.

The zone now supports over 160,000 jobs and plays a central role in Dubai's economy. It's a powerful magnet for capital: Jafza tenants brought in AED 5.6 billion in FDI inflows in 2023, representing 74% of Dubai's FDI in key sectors like manufacturing, trade, and transport. Its success has become a model for other regions. In Sokhna, Egypt and Berbera, Somaliland, the Jafza approach is being applied to unlock local opportunity.

Recognised as the world's top free zone by FDI Intelligence, Jafza is a working example of how infrastructure, policy and long-term thinking can power growth.



Jafza has always been proactive in helping to build our success, as they see their success comes from the success of their partners.

Established food & beverage brand and one of Jafza's earliest tenants





CRACKING WEST AFRICA'S CASHEW OPPORTUNITY



Since the turn of the millennium, cashews have gone from a roadside snack to a global commodity. Production has doubled to 3.9 billion tons, and West Africa has become the world's leading producer. With demand set to grow, cashews represent an economic lifeline – and an engine for sustainable, inclusive growth.

The secret to writing the next chapter in West Africa lies in how the nuts move to market. This is crucial for economies like Guinea Bissau, where they account for 90% of export revenue but where inefficient ports and delays have long been an Achilles heel. Historically, vessels could wait more than 20 days, driving up costs and damaging product quality. This was the reality before DP World's intervention at the Port of Dakar.

Lying at Africa's westernmost point, Senegal's capital is a natural gateway for West African exports. With direct sea routes to Europe, the Middle East and the Far East, it has an unrivalled strategic position for serving cashew-consuming countries as well as processing centres in India and Vietnam.

In response to this opportunity, we connected Bissau with Dakar with a bulk feeder solution. Smaller ships now sail cashews from Guinea-Bissau to Dakar for rapid containerisation and global shipment. Cashew transit times from Bissau to destination have shrunk to 2 – 3 weeks, while digital platforms offer real-time tracking and streamline customs, enabling exporters to manage shipments with ease.

The benefits go beyond efficiency. Our investments are creating lasting social and economic change. With increased trade have come new jobs, livelihoods and economic opportunities. This is helping to revitalise southern Senegal and neighbouring Guinea-Bissau – crucial for reducing conflict in the region.

The momentum is set to continue. With a \$1.2 billion deep-water port under construction at Ndayane – DP World's largest investment in Africa to date – Senegal is positioned to grow further as a key regional logistics hub. For West Africa, the message is clear: reliable, fast trade is no longer a dream – it's the new standard.



Cashew exports create new jobs and economic activities in the southern region, reversing impacts from past conflicts.

Fulgence Codjo Deguenonvo
Director, Government & Institutions
Relations, DP World Dakar



HOW DP WORLD SOUTHAMPTON REPLACED 100,000 TRUCK JOURNEYS WITH RAIL



MODAL SHIFT PROGRAMME, SOUTHAMPTON

Cutting Scope 3 emissions is tough. They account for up to 80% of a cargo owner's carbon footprint but lie outside of their direct control. Often, solutions come at a cost premium while inland freight by road - a fast but carbon-heavy mode - continues as the most viable option.

In some countries, road is the only option. In many others, it is not. Like in the UK, which has an extensive but underutilised rail network - only 9% of UK freight is carried by train, compared to 70% by road. DP World Southampton, which already moves around 20% of UK international container flows and is on track to move over 50% in 2025, saw an opportunity to shift the balance.

The solution? Create a financial incentive. In September 2023, we launched the UK's first Modal Shift Programme to encourage more customers to move cargo by rail by rewarding the lower carbon option. We added a £10 fee per container on all import laden containers but offered an incentive

of up to £70 for customers who chose to route by rail. For longer journeys over 140 miles, the full fee would be refunded.

It worked. Rail's share of inland transport from Southampton jumped from 21% to over 30% in a single year. That has translated to 100,000 fewer truck journeys, 25,000 tonnes of CO₂ saved, and 8 million fewer HGV miles on UK roads. Most importantly: customers can easily marry sustainability with commerciality.

The impact reaches beyond carbon. Quieter streets. Cleaner air. Lower costs. More resilient supply chains. And growing investment in rail freight infrastructure.

Now we're building on this momentum. From electric trucking and low-carbon fuels to advanced data tools for freight optimisation, we're investing in the next wave of sustainable transport solutions. And as we scale these efforts beyond the UK, the Modal Shift Program is a blueprint for low-carbon trade at scale.



This isn't about futuristic tech, it's about using the rail infrastructure we already have, and putting it to work.

John Trenchard, Vice President
Commercial and Supply Chain at DP World, Ports and Terminals



MODERNISING DAR ES SALAAM FOR THE FUTURE OF EAST AFRICAN TRADE



The Port of Dar es Salaam is East Africa's gateway to the world - but for years, it struggled from port delays due to various bottlenecks. Container ships waited over two weeks to dock, while general cargo could sit idle for months. For landlocked neighbours Uganda, Rwanda, Burundi, Malawi, and Zambia, this meant higher costs and working capital from unreliable supply chains.

That changed in 2024, when DP World took over operations. With a renewed focus on efficiency and transparency, container and Roll-on-Roll off ships now berth on arrival, and key cargo like wheat, fertiliser and sulphur for the mines in land locked countries, moves within days. Crucially, shipping lines discontinued the application of \$1,000/ container congestion surcharges, saving an estimated \$600 million in logistics costs for the Tanzanian economy.

Digital tools are replacing paper trails, helping customers track cargo and speed up clearance. Processes have been standardised to restore confidence in the port's reliability. And behind the scenes, DP World is training local talent in international best practices and safety standards, helping to embed long-term value. Today, 95% of the workforce is Tanzanian.

The early results are promising. In 2024, Dar es Salaam port handled 7% more container volume, breaking the one million TEU glass ceiling. New direct shipping services are cutting transit times, while government revenue from port duties is climbing.

This is just the beginning. As DP World continues to invest in infrastructure and talent, Dar es Salaam is emerging as a modern, dependable hub for East African trade – and a powerful engine for regional growth.



We're not just
moving goods faster.
We're building a port
ecosystem that east
Africans can rely on.

Martin Jacob,
Chief Executive Officer, DP World
Tanzania





LEADING THE HUMANITARIAN SUPPLY CHAIN TO A MORE SUSTAINABLE FUTURE



In the world of humanitarian response, timing may be everything, but impact is how success is ultimately measured. As a key supplier of medical goods to crisis zones around the world, Imres* knows that delivering fast cannot be decoupled from delivering effectively, and increasingly, sustainably.

That's why, in 2024, Imres took an industry-first step: launching a detailed Life Cycle Assessment (LCA) to measure the full environmental footprint of its most-sold products - from manufacture to disposal. Working with Deloitte, the team analysed 32 products across seven categories, including essential medicines, diagnostic tools and medical consumables.

The assessment revealed that over 70% of emissions are typically borne during the production of pharmaceuticals, well before products leave the factory floor. Through the exercise our teams at Imres learnt that some items, such as salbutamol inhalers, carry a heavy footprint due to the sheer volume manufactured, while others, like oral rehydration salts, generate higher emissions per unit than expected. Packaging and transport added further weight, especially in complex or high-volume goods.

Through this exercise, an industry-wide learning seemingly emerged: managing emissions associated with the production of critical medical goods requires collective effort, across the value

chain and amongst its independent agents.

In response, Imres has since launched a new supplier engagement strategy, starting conversations with its manufacturers to explore more sustainable materials, lower-emission transport opportunities and smarter packaging solutions. Reception to this engagement exercise has been encouraging, with suppliers of oral liquid paracetamol already trialling secondary packaging changes. We hope that by facilitating space for such small nudges, we can help generate consensus on the need for a broader industry shift that could have big impact at scale.

This work builds on Imres' growing Greener Choice Product range, which now includes 32 products including bamboo bandages and reusable menstrual products. These are more affordable, durable items that reduce waste, save on repeat shipments, and most importantly save more lives.

While the road ahead is long, the direction is clear. Imres is proving that even in the most complex global supply chains, data can drive change. Sustainability is not a luxury; it's a necessity in the places that need it most – and Imres is leading the industry forward.

*Imres is a DP World subsidiary at the heart of the global humanitarian supply chain



Our Life Cycle Assessment gave us the necessary evidence to engage with suppliers and customers to build a better future together

René Bootsgezel
Sustainability Manager, Imres





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