DP WORLD

HOW DP WORLD'S DAKAR CONTAINER TERMINAL (DCT) DRIVES GROWTH FOR ECONOMIES AND COMMUNITIES

THE DP WORLD EFFECT

METHODOLOGY

How DP World's Dakar Container Terminal (DCT) drives growth for economies and communities



CORE OPERATIONAL IMPACT

Economic activity generated by DP World's own operations, including its terminal, workforce, and local upstream supply chain.



DOWNSTREAM LOGISTICS IMPACT

Economic activity supported by logistics, transport, and distribution sectors handling goods traded through the Port of Dakar.

DP WORLD

TOTAL IMPACT

The combined economic activity generated by DP World's operations and supported by logistics, transport, and distribution sectors enabled by trade through the Port of Dakar.

LONG-RUN MARITIME CONNECTIVITY IMPACT

Long-term increases in Senegal's productivity and exports driven by improved port infrastructure and stronger global maritime connections.

THE SOCIOECONOMIC IMPACT OF DP WORLD'S DAKAR PORT

$1.2 BN GDP

supported in Senegal (2024) – from DP World's total operational and downstream logistics impact

168,000 JOBS

supported in Senegal (2024) – from DP World's total operational and downstream logistics impact

$225M

contribution to Senegalese authorities (2024) – through taxes and payments supported by DP World's total operational and downstream logistics impact

98,600

female jobs supported (2024) – from DP World's total operational and downstream logistics impact

$3.5BN

increase in goods exports by 2035 – driven by improved port infrastructure at DCT and global connectivity

2.7%

increase in productivity by 2035 – driven by improved port infrastructure at DCT and global connectivity

Dakar Container Terminal (DCT) is the only container terminal in Senegal's capital, Dakar. Whilst Senegal is one of West Africa's fastest-growing economies, almost 90% of individuals are still in informal employment[1] and the national poverty rate is high.

Within this landscape, DP World's total operational and downstream logistics impact supported an estimated $1.2 billion contribution to Senegal's GDP in 2024, equivalent to approximately 3.7% of national GDP. This activity supported 168,000 jobs nationwide—around 3.0% of national employment, and stimulated $225 million in revenues collected by Senegalese government authorities, representing approximately 3.5% of national tax revenues.[2] These figures provide a benchmark for understanding how one terminal contributes to both economic activity and livelihoods.

Senegal's economy faces persistent structural constraints, many of which are concentrated in Dakar, the country's capital and main economic hub. Informal employment remains widespread. The ILO estimates the informal economy encompasses approximately 97% of all economic units and employs about 96% of the workforce.[3] Labour force participation by women is particularly low at just 37% in 2024, compared with 64% for men. This is exacerbated by the gap in adult literacy rates. Only 42% of adult females in Senegal are literate, 20 percentage points lower than the male literacy rate of 62%--representing a much larger discrepancy compared to other Sub-Saharan Africa and lower middle income countries.[4]

The lack of formal employment opportunities means people are trapped in poverty. The UN estimates that more than 1 in 6 individuals in Senegal live below the poverty line of $3.00 per day, with low educational attainment identified as a key driver of poverty, alongside poor health outcomes and living standards.[5]

This report explores these dynamics by first touching on the socioeconomic realities facing Dakar's communities, then assessing DCT's economic, employment and connectivity contributions through independent analysis by Oxford Economics. It offers a view of how trade infrastructure, when paired with attention to local priorities, can be part of broader change.

It's an idea that sits at the heart of what we refer to as the DP World Effect: when trade thinks beyond infrastructure to transform industries, it can unleash new opportunities for communities and drive economic impact.



EXECUTIVE SUMMARY

OVERVIEW OF DAKAR

GROWTH AND OPPORTUNITY

The economic, social and environmental landscape of Dakar is characterised by strong growth alongside persistent development challenges. As Senegal's political and economic centre, Dakar generates more than half of national GDP, and accounts for 87% of national tax revenues, and concentrates 80% of modern businesses and jobs.[6] Yet this concentration of activity has not eliminated vulnerability. Rapid urbanisation, a widespread informal economy, rising exposure to climate risks, and uneven access to services continues to shape everyday living conditions for many households.



Accounts for
87%
of national tax revenues.

Concentrates
80%
of modern businesses and jobs [6]

URBAN GROWTH, INFORMALITY AND INCLUSION

Dakar's rapid expansion has attracted people and capital, but the pace of growth has also placed sustained pressure on housing, infrastructure and basic services. Although the Dakar region covers only a small share of Senegal's land area, it hosts over a quarter of the national population, resulting in high population density. A significant share of urban development has occurred through spontaneous and precarious housing, estimated to account for 30-40% of occupied urban areas, reflecting unmet demand for affordable and planned housing.[6]

Labour market conditions reinforce these pressures. Informal employment dominates Dakar's economy, with around three-quarters of workers engaged in informal livelihoods, including street vending, domestic work, transport services, and waste picking.[7] While these activities provide income, they often lack stability, social protection and progression opportunities. In this context, access to formal employment, skills development and basic social services is critical for translating economic growth into lasting welfare gains.

YOUTH, GENDER AND ACCESS TO OPPORTUNITY

Youth employment remains a central inclusion challenge. Despite economic growth and multiple programmes, young people continue to face high levels of unemployment, underemployment and informality, while women are disproportionately represented in low-paid insecure work. The key question for Dakar's growth model, particularly for trade-linked activity, is whether new jobs are accessible to these groups through training, apprenticeships and formalisation pathways, rather than remaining out of reach for those without existing advantages.[7]



OVERVIEW OF DAKAR

CLIMATE RISK, ENVIRONMENTAL STRESS AND RESILIENCE



Environmental vulnerability is an important feature of Dakar's development context. Dakar's location on a low-lying peninsula makes it particularly exposed to coastal erosion, flooding, and storm surges – risks that are amplified by rapid urbanisation, informal settlement patterns, and limited coastal management. For nearly two decades, parts of the Dakar region have experienced recurrent and severe flooding, disrupting livelihoods, damaging housing and placing additional strain on public services.[8]

These environmental pressures intersect directly with social outcomes. Informal housing and employment increase exposure to climate shocks, while constrained public revenues, linked in part to high informality, limit the state's capacity to invest in adaptation, housing, and infrastructure at scale.[9]

DAKAR: WHERE GROWTH AND VULNERABILITY INTERSECT

Dakar reflects the duality of Senegal's development trajectory. Port, logistics and ancillary activity have brought investment, connectivity and employment, strengthening Dakar's role as a regional trade gateway. At the same time, informality, youth employment challenges, housing shortages, and climate exposure remain everyday reality for many residents.

The following sections examine how Dakar Container Terminal (DCT) operates within this complex environment, assessing its role not only as a driver of trade and economic activity, but also a potential contributor to more resilient, inclusive and sustainable economic development.

OVERVIEW OF DAKAR CONTAINER TERMINAL

A PORT FOR SENEGAL'S CAPITAL AND WEST AFRICA

The Port of Dakar provides customers with end-to-end logistics and supply chain solutions across cargo handling, window berthing, and long- and short-haul freight transportation and arrangement.

The Port of Dakar offers:

A quay length of **710M**	**SIX** Quay cranes	A combined yard area of **25,000M²**	Capacity to cope with **900,000 TEU** annually



For exporters and importers, this combination of deep-sea access, rail connectivity and warehousing is reinforced by efficient port operations, which shortens vessel turnaround times and supports faster container handling. This translates into more frequent sailings, shorter lead times and more options for routing cargo. For Dakar and surrounding areas, it has created an everyday ecosystem of port work, trucking, rail services, maintenance, administration and support services, with goods and people efficiently moving through the landscape.

ECONOMIC CONTRIBUTION

DCT'S OPERATIONAL IMPACT IN DAKAR

In Dakar alone, DCT's core operational impact[10] contributed $244 million to Senegal's GDP and supported 4,490 jobs. On a per-worker basis, each DCT employee is associated with around $293,000 in gross value added, compared to roughly $11,000 per worker in the region's broader transport and storage sector. Higher-productivity jobs and sustained contributions to government authorities help strengthen resources for both government and households.[11]

In 2024, DCT's total core operational and catalytic downstream logistics impact:

$1.2 BN

Contributed $1.2 billion to Senegal's GDP.

$225 MN

Stimulated $225 million in revenues collected by Senegalese government authorities.

This contribution is composed of:

$213 M

Direct GDP – $213 million, generated by DCT's own operations at the Port of Dakar, with 728 employees.

$30 M

Indirect GDP – $30 million, from activity in DCT's supply chain.

$40 M

Induced GDP – $40 million, from the spending of wages earned by DCT and supplier employees.

$900 M

Catalytic downstream logistics impact - $900 million from activity generated by logistics, transport, and distribution providers handling goods imported and exported through the Port of Dakar.

JOBS AND LIVELIHOODS

In total, DCT's total core operational and catalytic downstream logistics impact supported approximately 168,000 jobs across Senegal in 2024:

728
direct jobs at the terminal.

Around
3,570
jobs in its supply chain (indirect).

Around
8,160
jobs supported by wage spending (induced).

Around
155,800
jobs supported by logistics, transport, and distribution providers handling goods imported and exported through the Port of Dakar.

These roles span:

TRANSPORT AND STORAGE: including trucking and third-party logistics.

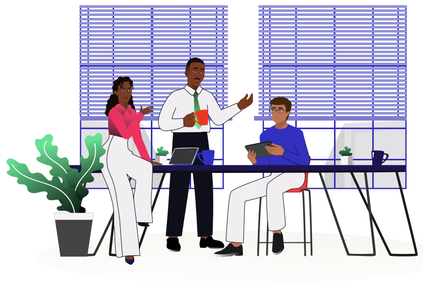
Real estate.

Repair and maintenance.

Utilities provision.

For Dakar and its surrounding areas, this translates into more households with at least one income tied to port-related activity, on the quayside as well as in offices, workshops, depots and small businesses.

PEOPLE & SKILLS



97%
Economic units.

96%
Employs of the workforce.

Across Senegal, informal employment is high. The informal economy encompasses about 97% of all economic units and employs about 96% of the workforce.[11] Informal employment is typically characterised by low wages, no job security, poor working conductions, no social benefits, vulnerability to exploitation, limited skill development, low productivity and reduced government revenue. This set up creates a cycle trapping workers in poverty and reduces the effectiveness of public services.

FORMAL EMPLOYMENT OPPORTUNITIES

Investing
$280,000
for the development of all employees

14,205
hours of extensive training in upskilling its employees in Dakar.

One group that tends to suffer in finding good, formal employment opportunities is youth. The Port of Dakar provides formal employment opportunities to its 728 direct employees, who benefit from its in-house training programmes DP World is committed to fostering the development of all employees, investing $280,000 to deliver 14,205 hours of extensive training in upskilling its employees in Dakar.

Across its operational and downstream logistics impact, DP World supported the employment of:[12]

90,100
Senegalese nationals (including 99% of direct employees).

98,600
women.

20,500
youths aged below 25.

Sustained formal job opportunities are essential if workers want to break out of the cycle of poverty and enable Senegal to have the capacity to provide social services.

OPENING ROUTES FOR BUSINESS

DCT's function is not just to move containers but to connect Dakar and its surrounding areas to domestic and overseas markets.

Using UNCTAD's Liner Shipping Connectivity Index (LSCI) as a proxy for maritime integration, Oxford Economics modelled how DP World's presence at Dakar affects Senegal's export capacity and productivity. Their analysis suggests that DP World's operations at Dakar are associated with:



BY 2035, THIS COULD CORRESPOND TO:

Around **$3.5 BILLION** in additional goods exports.

Around **$1.4 BILLION** in additional GDP.

MORE SERVICES AND SHIP CALLS, AND A BROADER SET OF DIRECT ROUTES, CAN MEAN:

- The option to choose routes with fewer trans-shipments and lower risk.
- Greater reliability in meeting overseas delivery schedules.
- Realistic opportunities for medium-sized manufacturers and traders to scale exports.

For local producers, reliable and diversified connectivity from Dakar can turn competitive exports into a dependable business channel.

DP World is also investing in the new deep-water Port of Ndayane, a world-class infrastructure project that will significantly expand Senegal's port capacity and maritime connectivity once operational. By accommodating larger vessels, increasing capacity, and strengthening Senegal's position as a regional logistics hub, the Ndayane port is expected to further enhance the country's long-run productivity and export potential beyond the impacts captured in this analysis.

EDUCATION & OPPORTUNITY

INVESTING IN THE NEXT GENERATION

COLLABORATION WITH BAREFOOT COLLEGE INTERNATIONAL

DP World has partnered with Barefoot College International (BCI) since 2021, an international NGO that works with marginalised rural women in more than 90 countries worldwide. The funding has enabled BCI to train rural women in West Africa to become solar engineers, educators, and micro-entrepreneurs, creating opportunities for women with little or no traditional education background. Indeed, the partnership has already enabled 19 women to be trained as solar engineers and helped 14,000 people access a sustainable source of energy.

On completion of the training, the women are able to install, maintain, and repair solar powered infrastructure in their local communities; set up profitable micro-enterprises and train new women from their communities to do the same. This partnership has earned DP World the award of 'Community Involvement Programme of the year, EMEA', which was awarded by Environmental Finance in 2024.

GROW PROGRAM

DP World launched its first GROW Program in 2020 with young high-potential graduates. The GROW Program is part of DP World's commitment to facilitate the growth of national talent in communities where it operates, such as Dakar. The initiative targets skilled youth from technical fields such as Operations, QHSSE , Finance, Commercial, and IT. The programme aims to accelerate the development of young graduates by providing advanced training and on the job experience. This will help increase their future employment prospects and enable DP World to build a talent-pool of future leaders across the business. Since 2022, 13 young professionals have joined the two-year programme in Senegal, alongside 321 interns gaining valuable experience inside DP World itself, of which almost one in five went on to take up further roles within the company.



HEALTH AND WELLBEING

Those living in Dakar benefit from almost triple the ratio of doctors and nurses (per 1,000 population) compared to the rest of Senegal. However, this rate of 1.1 health workers per 1,000 population is still less than half the World Health Organisation's minimum recommendation of 2.3 doctors or nurses per 1,000 population.
DP World Dakar supports several health initiatives in Senegal, including the Pink October Campaign. In partnership with the Senegalese League Against Cancer (LISCA), this multifaceted campaign aims to promote awareness and screening for breast and cervical cancer.

In 2022, cervical cancer was the most frequently diagnosed cancer among Senegalese women, with 2,064 new cases, followed by breast cancer, with 1,838 new cases. Screening rates for these cancers in Senegal are low. The Pink October Campaign screened 9,500 women between 2022 and 2024.

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. DP World's Blue November campaign, initiated in 2023 aims to create awareness of prostate cancer, and emphasise the importance of early detection. In 2024, the campaign featured a walkathon drawing more than 1,000 participants, with more than 5,000 flyers distributed to create awareness.



PEOPLE & SKILLS

To support Senegal's long-term trade ambitions, DP World is developing the Port of Ndayane, a new deep-water port located approximately 50km south of Dakar. Designed to expand the country's trade capacity and enable future growth, the project represents a major evolution of Senegal's logistics infrastructure and its role in regional trade.

Once operational, the port will increase capacity, accommodate larger vessels, and improve access to global shipping routes. Alongside a future economic and industrial zone, it will help create a more integrated, efficient and competitive trade ecosystem across Senegal and West Africa.



$1.2 B

INVESTMENT

Largest foreign direct investment in Senegal and DP World's largest port investment in Africa to date

1.2 M

TEU CAPACITY

New deep-water terminal designed to handle the world's largest container ships

$13 M

GDP CONTRIBUTION

Economic activity supported through construction procurement (2022-2024)

Up to **1,800**

JOBS SUPPORTED

Employment linked to construction and local supply chains in 2024

CONCLUSION

LOOKING AHEAD:
TRADE'S EFFECT IN DAKAR

The analysis in this report shows how a single container terminal is woven into Dakar's story. DCT adds millions to Dakar's GDP each year, supports thousands of jobs in and around the region, which are highly productive and provide employment for young people and women. It strengthens Senegal's shipping connectivity in ways that are projected to lift exports and productivity over time, and it supports education programmes that give young people and community members a better chance to learn and progress.

These contributions change the texture of daily life in and around Dakar. This is the DP World Effect in action: the cumulative impact of inclusive trade handled with care for people as well as cargo, whether a port job keeps a daughter in school or helps ensure social security.



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