



الأكاديمية العربية للعلوم والنقل البحري

Arab Academy for Science, Technology & Maritime Transport

International Maritime Transport & Logistics Conference
A Sustainable Development Perspective for Mega Projects

Conference Hall at Radisson Blu Hotel – Alexandria – Egypt
29 - 31 March 2015



Identification and Assessment of Top Global Terminal Operators' Sustainability Practices and Reporting

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Outline

Top global
terminal operators

Market share &
market coverage

Sustainability dimensions

Sustainability
measures

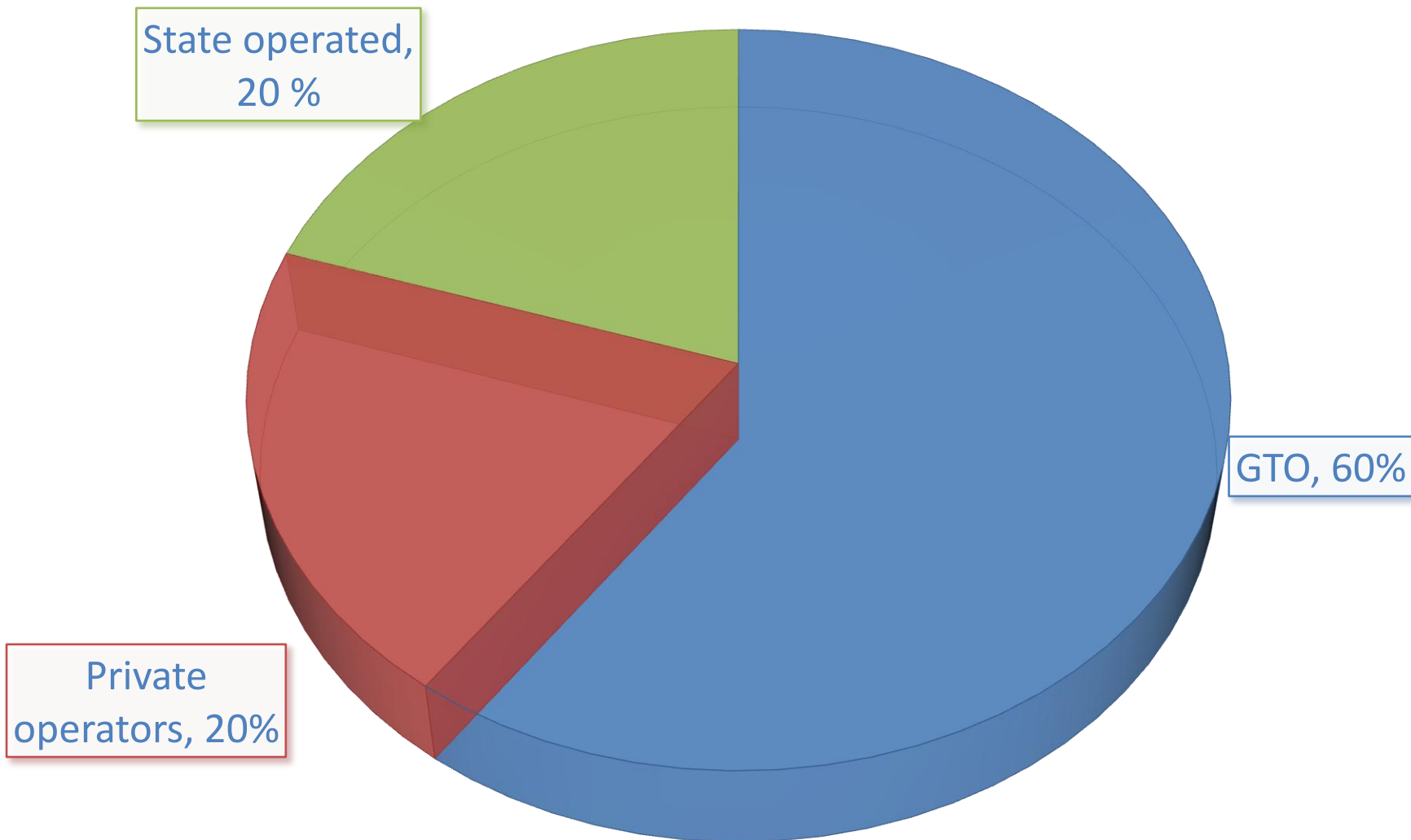
Sustainability reporting

Indices

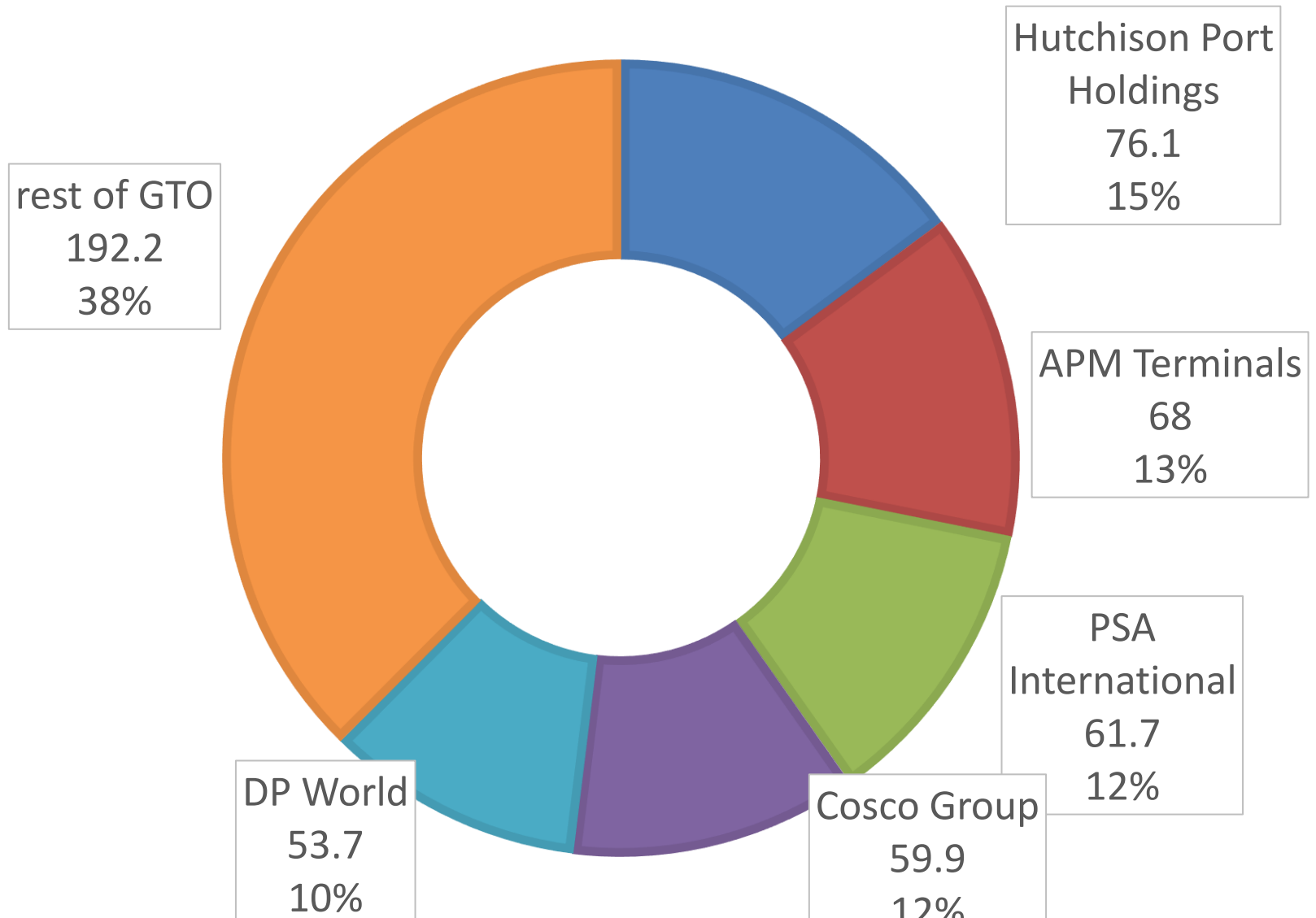
Findings

Recommendations

GTO SHARE OF WORLD CAPACITY

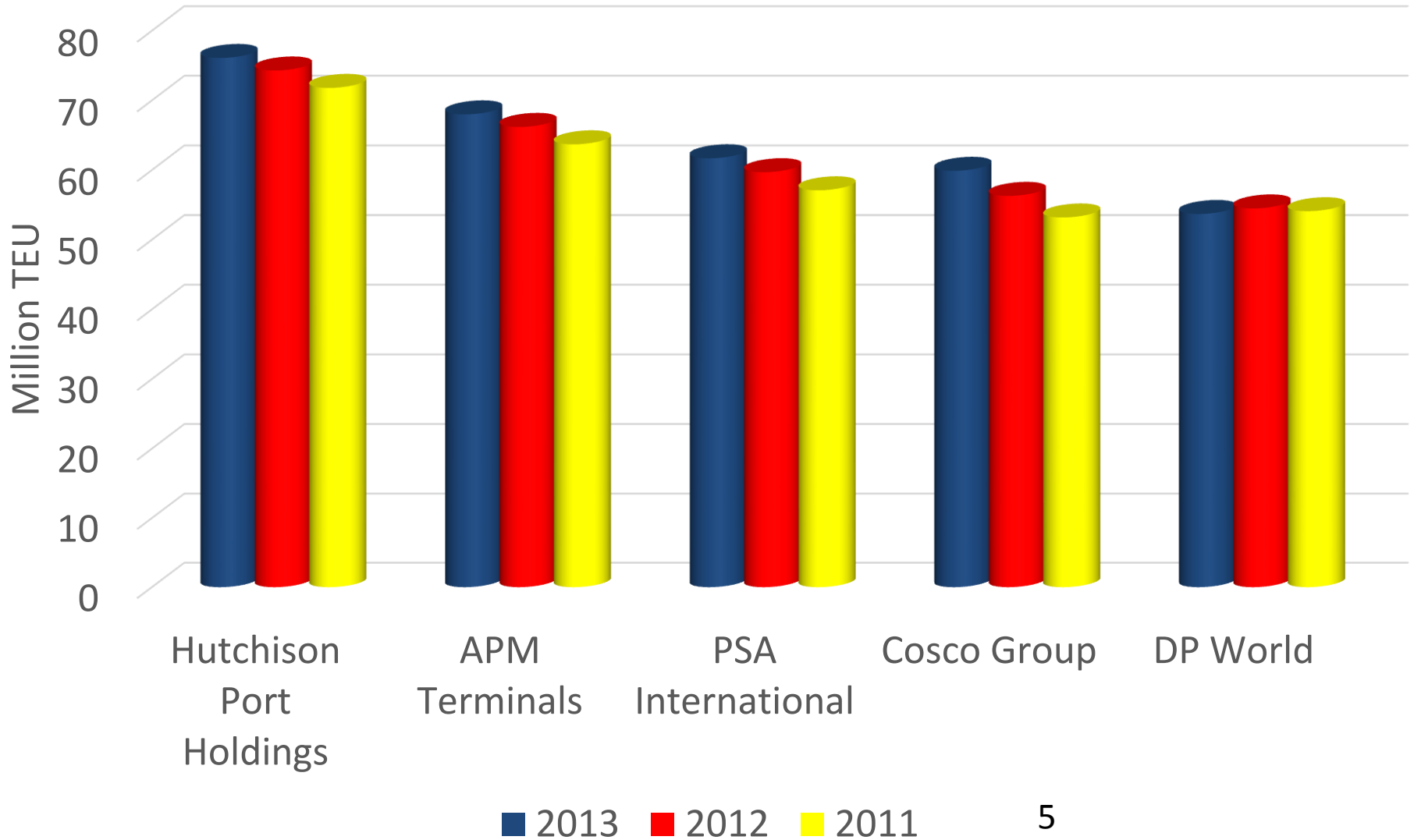


SHARE OF MILLION TEUS HANDLED BY GTO



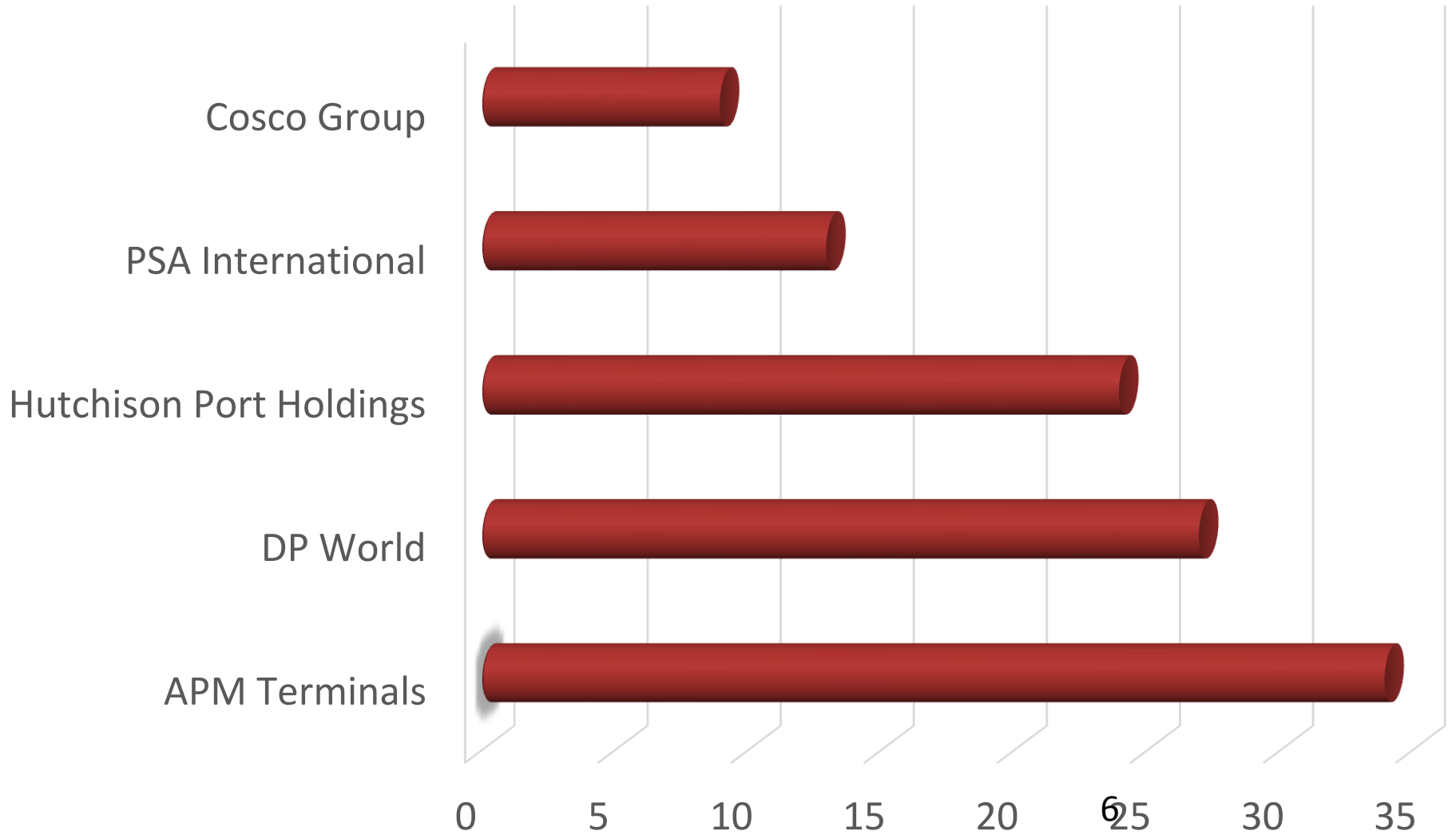
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Million TEUs handled by Top GTO



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No. of countries of top GTO

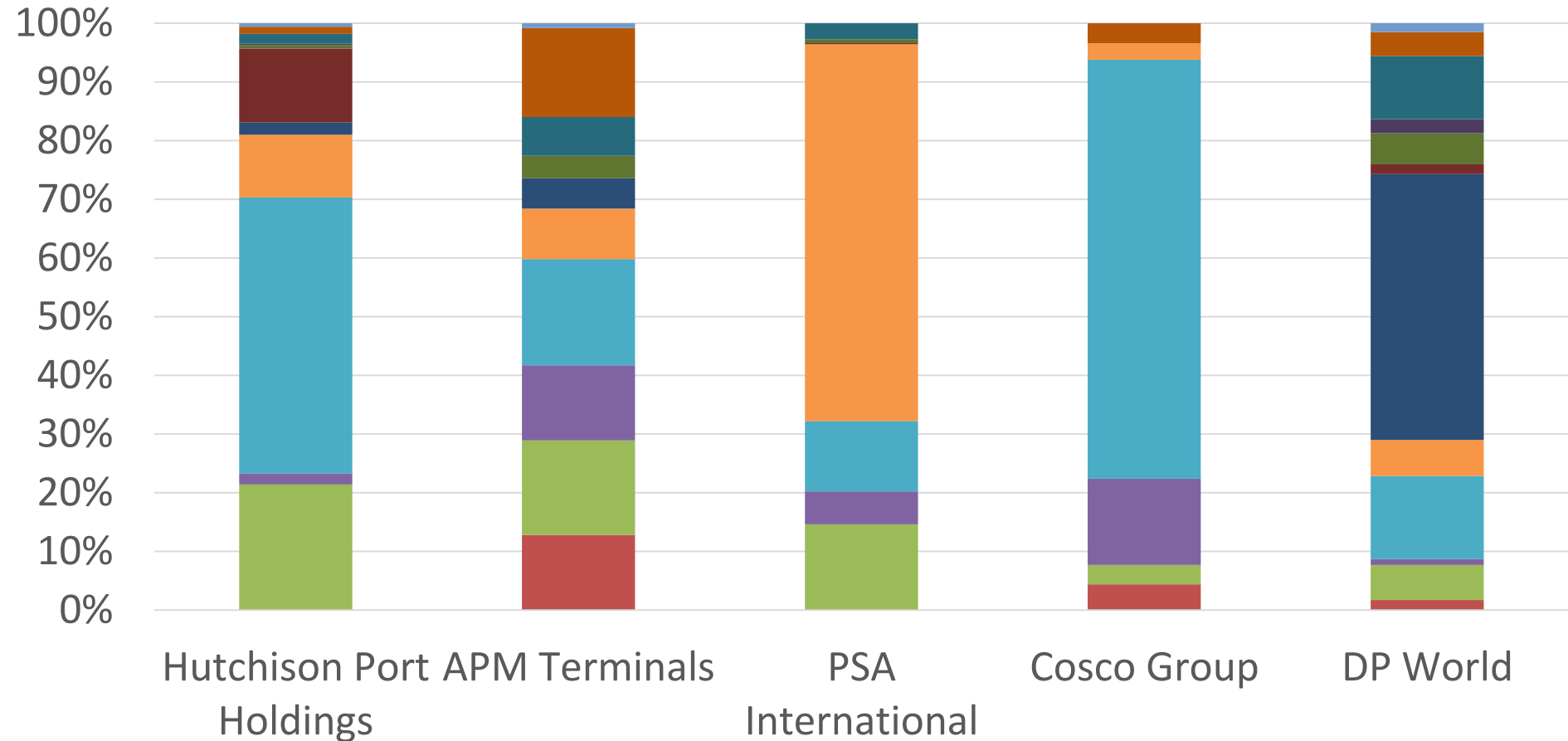


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Regional portfolio of top GTO

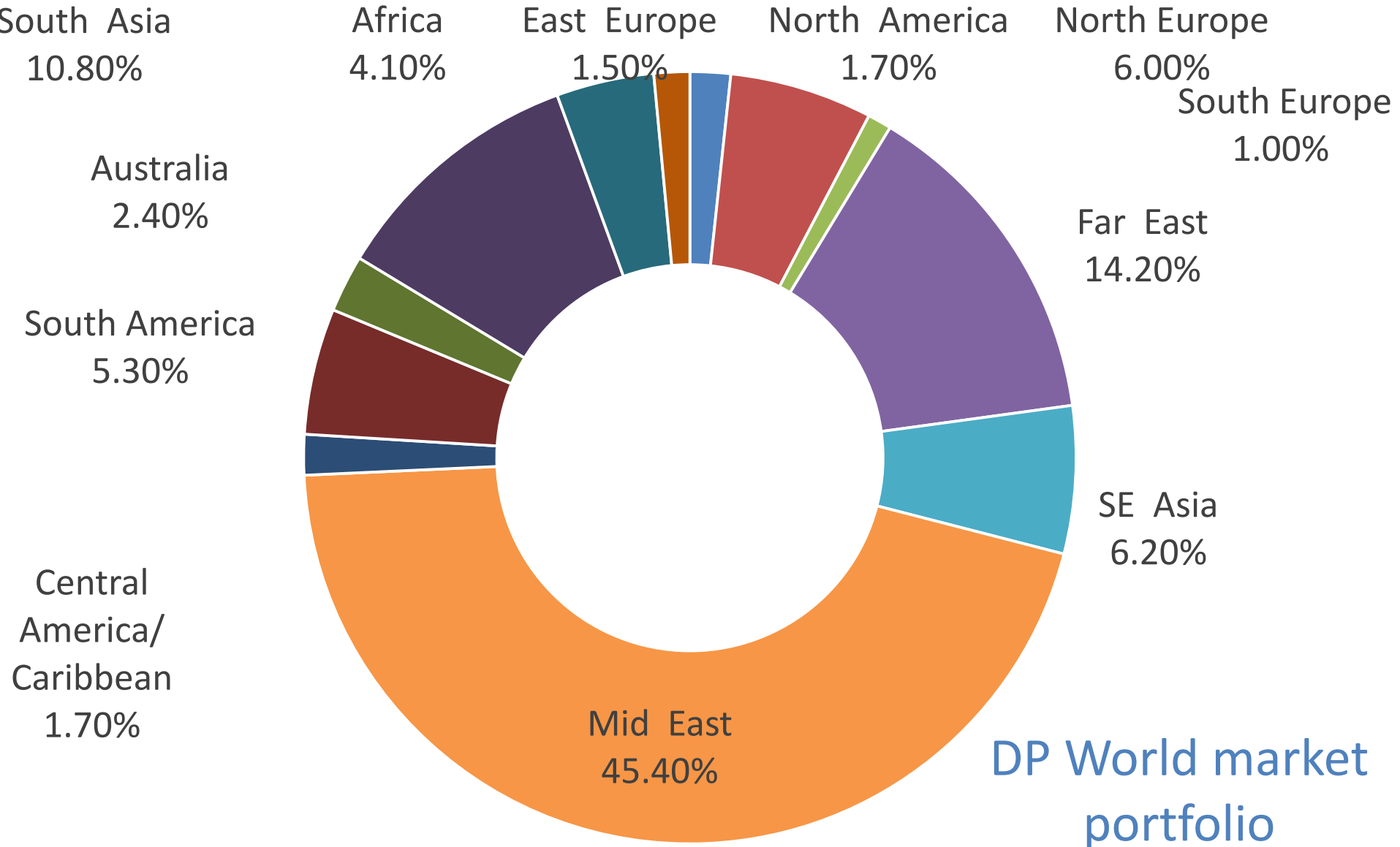


- North America
- Far East
- Central America/ Caribbean
- South Asia
- North Europe
- SE Asia
- South America
- Africa
- South Europe
- Mid East
- Australia
- East Europe

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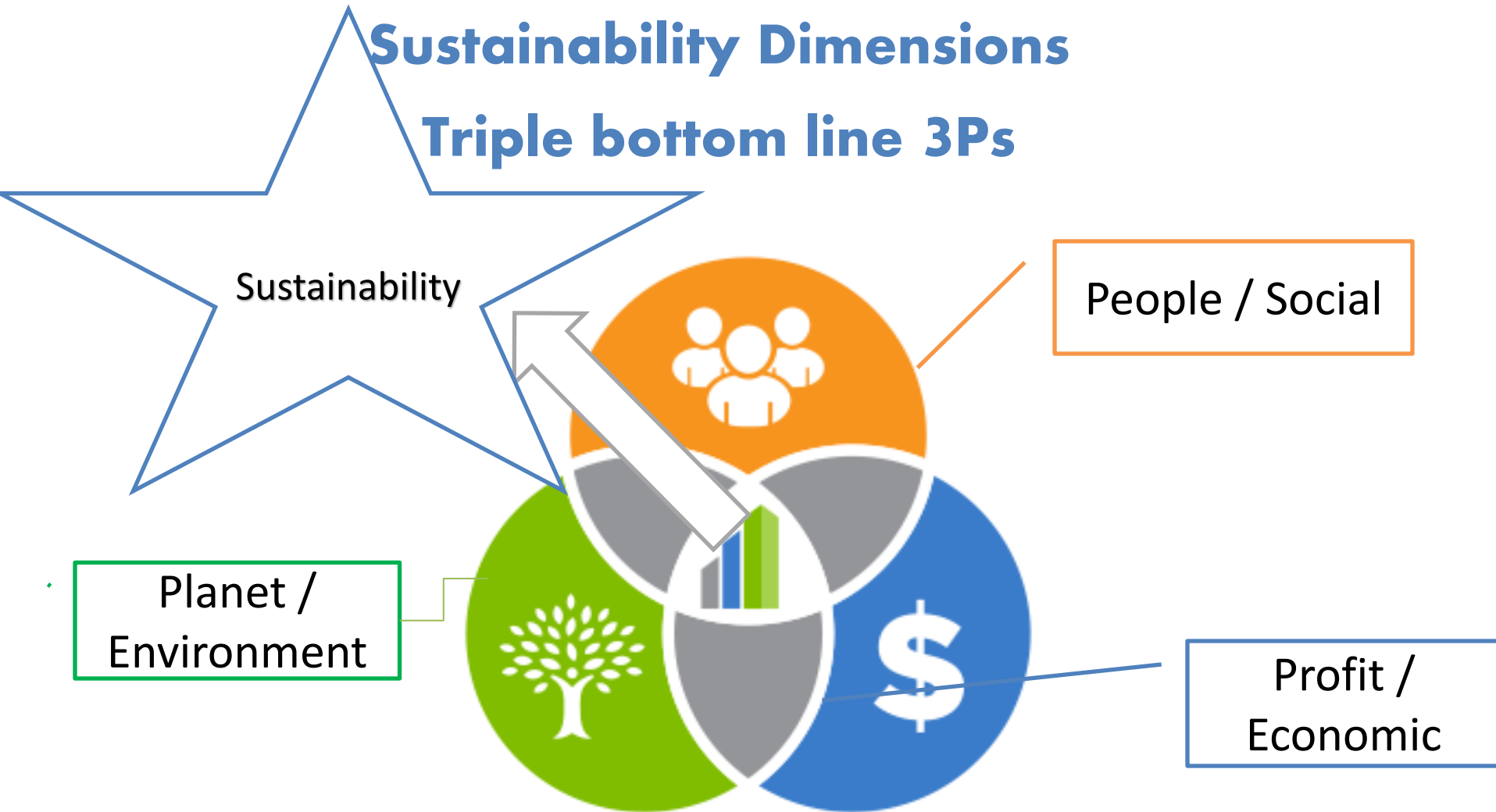
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Sustainability Dimensions

Triple bottom line 3Ps



Sustainability Measures Environmental Dimension



Resource Use

Emissions into Air, Water, Ground

Biodiversity/
Habitat Management

Waste and Hazardous Waste

Environmental issues related to the goods movement supply chain; Traffic, Noise, Light/Glare, Aesthetics, Public Health Impacts

Sustainability Measures

Economic Dimension



Sustainability Measures Social Dimension

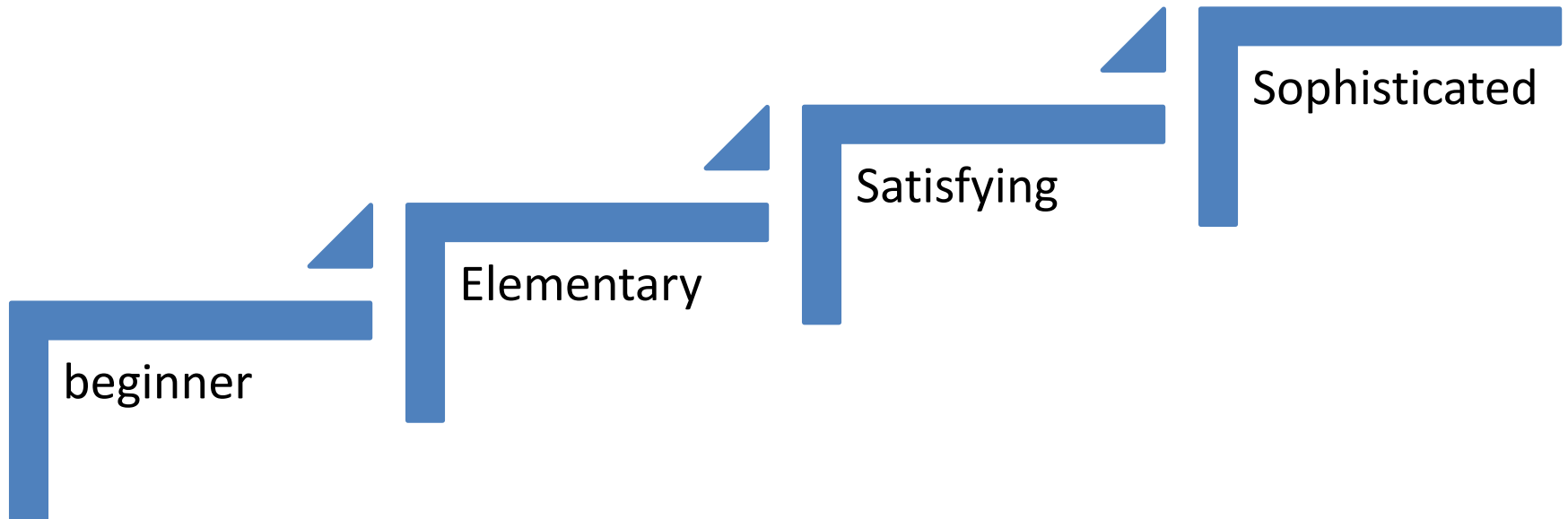
External

- Ethical Behavior/No Corruption/ Human Rights
- Community Engagement
- Employment
- Corporate Citizenship

Internal

- Corporate Governance
- Human Capital Development
- Motivation and Incentive
- Health & Safety; Emergency/Disaster Management

Sustainability Practices Maturity level



Sustainability Reporting

GRI



A practice of measuring, disclosing and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development.

Sustainability Reporting

GTO	Reporting
HPH	Sustainability report
AP Moller	Sustainability report
PSA	Annual report, Communication
Cosco	Annual report, Communication
DP World	Annual report, Australia sustainability report, Communication

Sustainability Reporting principles

Materiality

Stakeholders

Sustainability
context

Balance

Comparability

Accuracy

Timeliness

Clarity

Boundaries

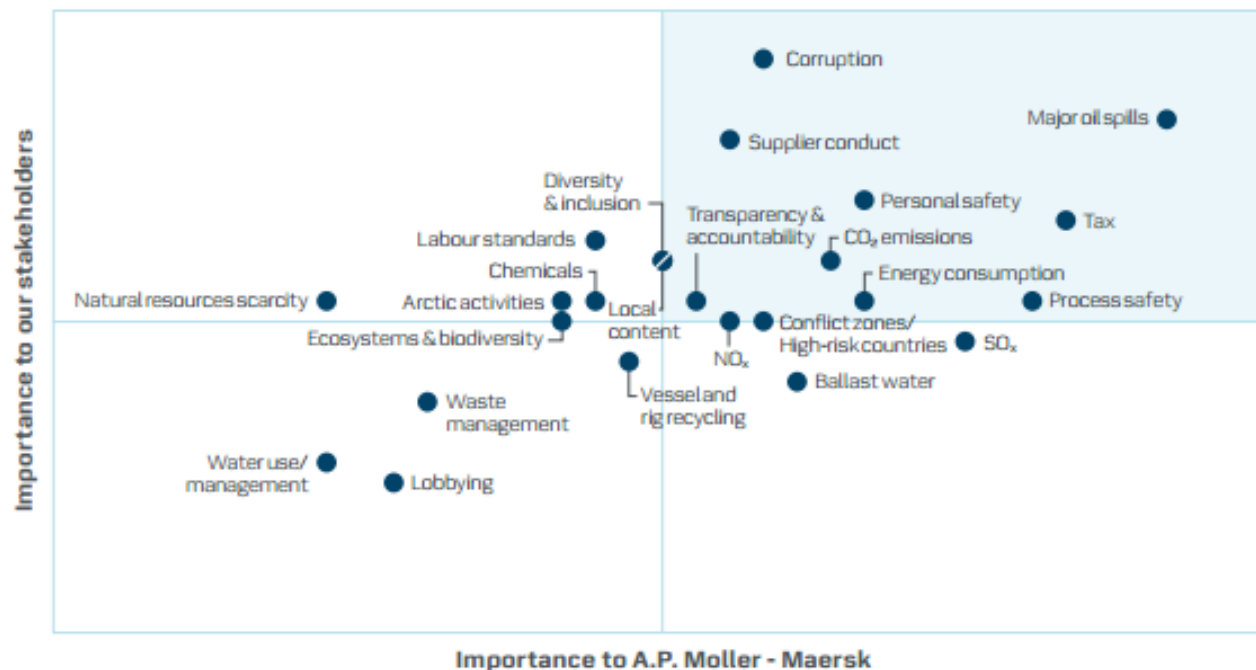


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Group materiality matrix



What we focus and report on

Our materiality matrix maps the most significant issues that will affect the long-term success of our business against the importance to our stakeholders.

In this report we put emphasis on the issues placed in the top right square. We do, however, also cover some of the other issues in the matrix due to, for example, our Global Compact commitment or regulations.

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Stakeholders worldwide offered input to the new strategy

In 2013, we consulted 38 of our stakeholders including investors, regulatory bodies, NGOs, academic experts and key opinion leaders by means of interviews and workshops conducted in Asia, Africa, Brazil, Europe and North America. We asked these groups what they expect of the Group in terms of sustainability performance. The input fed into the development of the Group's new sustainability strategy.

The main conclusion is that the Group is seen to be performing well on sustainability, but we are expected to raise the bar further, because of our leading position and size, particularly in container shipping and terminals.



“Maersk could expedite global conversations about carbon in shipping, which are quite slow at the moment. Maersk could help drive a solution, i.e. how to assign or attribute emissions. This would have significant medium to long-term impact.”
Asian stakeholder

→ The voice of stakeholders

Areas in which the Group is seen to be doing well (in line with the industry or better)

- Overall sustainability performance in some of the sectors in which we operate.
- Anti-corruption.
- Environmental performance in container shipping.
- Human rights and labour standards.

Areas in which stakeholders expect improvement

- More communication and engagement needed, not least in the local context, particularly in port and extraction areas.
- At a global level A.P. Moller - Maersk could be more vocal on industry-critical issues and issues of wider significance. e.g.



What to include in the report?

- Senior decision maker statement
- Description of key impacts, risks & opportunities
- Organizational profile
- Scale of the reporting organization
- Significant changes during the reporting period regarding size, structure & ownership
- Report parameters
- Report scope and boundary
- Identifying stakeholders
- Governance

- Disclosure of management approach for each indicator category

Management Approach

Strategy & profile

- Environmental
- Economic
- Social

Performance Indicators

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Annual report		
Management Approach		<p>The DP World balanced scorecard framework defines strategic pillars to be implemented across the Company and strategic priorities which are measured against KPIs.</p> <ol style="list-style-type: none">1. Strategy Implementation:2. Corporate Governance3. Communication4. Corporate Responsibility

Social

- **launched a number of e-learning initiatives and workshops to support the continued learning and development of their people.**
- **556 people from team received operations specific training delivered by DP World Institute.**
- **37%reduction in their lost time injury frequency rate since 2009.**
- **52% of their people have been with the Company for over five years**

Performance Indicators	Environment	<ul style="list-style-type: none">• 15% reduction of Kg CO2 e/Mod TEU(per Modified TEU) since 2009.• 17% reduction in Mega Joules of Energy used per Total Terminal Move since 2009.• Team at Jebel Ali (UAE) have taken steps to reduce fresh water consumption that have resulted in the annual water saving of almost 64 million litres and the installation of water recycling plants, saving approximately 75% of water consumption.

- DP World has worldwide recognition for its sustainability practices and disclosure
- DJSI world and DJSI emerging markets
- Rated at the top of the S&P Hawkama ESG Index for Pan Arab region.
- It is the first GTO to embark on the disclosure of carbon emission project 2010.

- DP World has adopted sustainability scorecard which entails 4 main pillars:
- Community,
- Environment,
- Market Place,
- People & Safety.
- Sustainability Advisory committee sets development plan and policy.
- Sustainability champions team

Awards

- Port of the year Supply Chain & Transport Award (SCATA) - 2014
- Dubai Awards for Sustainable Transport (DAST) (3rd Consecutive year) (RTA) – 2014.
- CSR Award, Sea trade Middle East & Indian Subcontinent Awards 2013
- Golden Peacock Award India for Corporate Social Responsibility for 2012
- SCATA 2011 CSR Award
- CSR Lloyd's List Global Awards 2011

Recommendations

- Cooperation among the leading global terminal operators to standardize ways of measuring.
- Stakeholders increased awareness of sustainability issues.
- Engagement between GTO & their stakeholders.
- Governmental bodies should monitor & evaluate sustainability practices of private sector.
- Stock exchange investors look at sustainability indices.
- Consumers become more aware of their choices.
- GTO comply with international reporting guidelines and requirements.
- More focus on local subsidiaries sustainability practices is needed.
- Employees need a change in organizational culture to embrace sustainability in their daily lives.
- Technical experts are required to provide assistance and support for top management.
- Further research is recommended to evaluate the sustainability dimensions .

- Take a look at the annual report & corporate sustainability report of any organization you are dealing with.
- It is you who want the change and it is you who need to change.

