UK REVIEW 2018





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A welcome from Chris Lewis, UK CEO, DP World



In 2017, I started my welcome note for this publication by pointing out that Brexit and Donald Trump had dominated the year's news bulletins.

One year on, and there is no escaping Mr Trump and the UK's departure from the European

Union in the news. And there are few indications that either of these will drop from the headlines over the course of 2019.

Many of our customers and port users continue to harbour concerns on the latter of those two; about the impact of our future relationship with the European Union and the affect it will have on the logistics industry's ability to deliver goods. Many are craving some certainty. We've therefore sought to unpack Brexit on pages eight and nine – demonstrating that there is infrastructure in place and solutions to explore.

Amid continued geopolitical uncertainty, 2018 also brought an enthralling and, for England, remarkably successful World Cup, a year that started with the 'Beast From The East' before the arrival of a fine summer and – of course – another Royal wedding!

Major events and the weather have a big impact on supply chains, as you can explore with our Head of Park Commercial, Craig Moore, on pages 20 and 21. Being a key cog in UK supply chains, I'm pleased to see that weather and geopolitics have had a minimal impact on our port operations this year.

I'm proud that DP World in the UK places customers at the heart of everything it does; at both London Gateway and Southampton, we're constantly working to refine, develop and improve our products to the benefit of our customers, their customers – and broadly speaking – for UK PLC.

And this is against the backdrop of increased market share for our UK terminals. The ports now handle a combined total of 39 weekly services, linking them to more than 70 different countries around the globe.

DP World London Gateway's volumes grew by 35 per cent in 2017 and we have seen similar growth in 2018. In October, as its fifth anniversary approached, the port handled its one millionth TEU of the year, the first time it has done so in a calendar year. And the terminal remains among the top five fastest growing ports in the world, with productivity consistently increasing.

We're delighted that MSC and Maersk Line have entrusted us to handle more of their cargo and look forward to serving their customers on the 2M AE7/Condor service.

DP World Southampton has maintained high levels of productivity and investment this year which will only serve to increase its offering. Two new quay cranes, delivered throughout the first half of the year and brought into action during July, have already been set to work on the largest ships to ever call at the Port of Southampton.

And during a tricky period for the UK's deep-sea container terminals, it was good to see that our two-port strategy offered operational advantages to several lines.

On the Logistics Park at DP World London Gateway, development continues. In November, SH Pratt Group opened its new, 108,555 sq ft temperature-controlled facility, Halo. While in September, CMA CGM broke ground on its own coldstore warehouse.

Interest remains high in other plots and new developments, with several negotiations at advanced stages. We are also set to start work on a 231,000 sq ft facility in the new year.

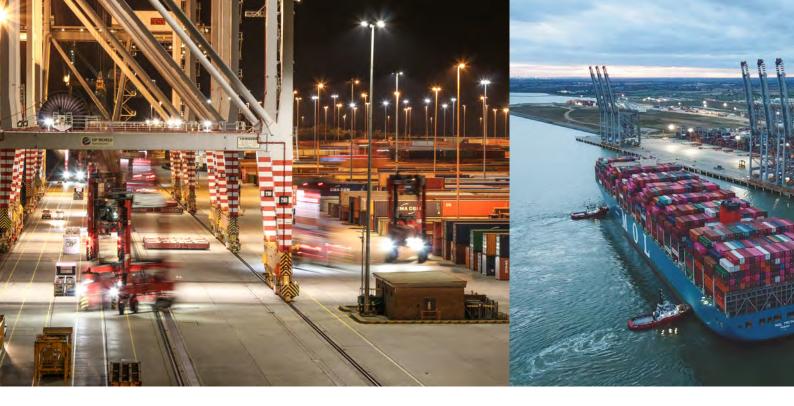
On a personal note, many of you reading this will be aware that in 2019, after over 35 years working in the UK ports industry and as I reach the age of 65, I have decided to retire from my role as DP World's UK CEO. I plan to spend more time with my family — and with my cars!

I have worked with some fantastic people over the years and I would like to take this opportunity to thank you all for your support and friendship. This industry is very challenging and never boring, but I have always enjoyed the humour!

I have seen lots of change over the years; in equipment, technology and of course massive consolidation of shipping lines. We live in a world of constant change but as an industry, we always take on these challenges and move forward.

DP World has an extremely strong team in the UK and I am confident that with the new CEO – who will be appointed in due course – it will continue to work closely with you to ensure high levels of customer service.

To all reading this, I hope you enjoy our review of 2018. But more importantly, I wish you a happy, safe, fulfilling and prosperous 2019.



Two ports, one award-winning operator

It's been another busy year at DP World's UK terminals — with awards, new appointments, continued investment and new records!

DP World in the UK wins Port Operator of the Year

DP World won Port Operator of the Year at the Lloyds Loading List Global Freight Awards.

The accolade, voted for by port users, recognised the trade enabling port operator's UK business units, London Gateway and Southampton, which have enjoyed another year of high productivity and growth.

Linton Nightingale, Deputy Editor of Lloyds List Containers, joined comedian, Romesh Ranganathan, to present the award to DP World's UK Chief Operating Officer, Nick Loader.

He commented: "This has been a real team effort, with everyone at both London Gateway and Southampton playing a big part. We pride ourselves on being responsive, available and proactive when it comes to working with our customers and, indeed, their customers, to ensure trade can flow with minimal delay through our UK business units."

"There have been some great examples this year of the UK team finding solutions to challenges and innovating to improve supply chain visibility – which in turn increases efficiency and productivity. I'm proud of everyone working across the two terminals. Now it's time to build on this success."

Changes to the UK commercial structure



Aart Hille-Ris Lambers was installed as UK Commercial Director as part of a new UK commercial structure, which became effective on November 1.

Having been Head of Port Commercial at DP World Southampton since 2001, he will now be responsible for developing DP World's UK business offering including the implementation of new logistics solutions.



Meanwhile, James Leeson was appointed Head of Commercial for both of DP World's UK ports with responsibility for business development and account



Get in touch to find out how we can help you to move cargo in and out of the UK most efficiently.

Email Igcommunications@dpworld.com



Glenn Gibbard, owner of Glenn Gibbard Transport — one of the companies taking part in the smarter deliveries scheme, said: "Our business model fitted 'smart stacking' and has allowed us to undertake additional shunts, additional business resulting in additional revenue. We could not consider running our business without 'smart stacking' and by sharing information through the supply chain allows us to pro-actively plan our logistics and meet our customer commitments reliably and consistently."

management of shipping lines, logistics providers, hauliers, rail operators and cargo owners using.



Craig Moore was appointed Head of Commercial for DP World London Gateway Logistics Park, with responsibility for developing supply chain solutions including warehousing and logistics services in

the London Gateway Logistics Park. Craig will work closely with Oliver Treneman who leads the Logistics Park real estate development.

Working smarter to deliver faster

DP World London Gateway has worked with several hauliers this year to reduce truck turnaround times by 12 minutes.

This has been made possible by working more closely with port users – and in particular, certain hauliers who are collecting large quantities of the same product.

By being alerted in advance to specific groups of containers by importers, before they are discharged from a vessel, DP World London Gateway has been able to stack these containers in smaller groups, together and ready them for a more efficient and flexible collection. This – combined with full, daily visibility on which containers are where – has increased reliability, reduced unnecessary crane moves and ensured faster delivery and additional vehicle booking slots.

Since May, the turnaround time for hauliers working with the port in this smarter way is down by an average of 12 minutes per double transaction, which over the course of a month and year is quantifiable to everyone.



Transparent real-time information

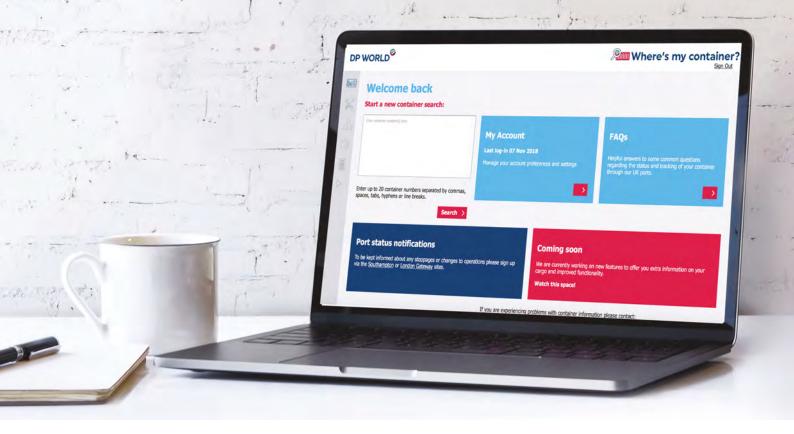
At DP World Southampton customers can always see how the port is performing.

Live port performance statistics are available on its website through its 'Daily Report Status' feature. Customers can track the terminal's truck turnaround time, the number of boxes in the stack, the vessels alongside and due at the terminal and the number of vehicles currently waiting to get on slot.

Take a look for yourself today at: dpworldsouthampton.com

With this real time information and DP World's 'Where's my container?' and 'Where's my ship?' tools, cargo owners can make better informed decisions about their supply chain. Some customers have been able to reduce their in-land distribution windows by up to two days.

DP World London Gateway is working to display similar information on its website in 2019.



Better supply chain visibility

DP World is making more changes and improvements to its 'Where's my container?' tool so shippers can have even more visibility of their cargo.

Big data, the Internet of Things (IoT) and Blockchain; everyone's talking about these concepts but does technology really have to be that ground-breaking or revolutionary to make a difference?

Usually simpler products or services are the most effective.

When DP World launched its 'Where's my container?' tool, it was with the simple aim of giving its customers more visibility and transparency.

No complicated gimmicks or fancy apps, just a straightforward website where users can plug in their container numbers and find out its status in the port supply chain.

This simple act of sharing data and being more visible for customers and shippers gives businesses vital intelligence and data that allows them to make better informed decisions about their supply chain. Saving them time and money.

The next generation

Like all good software products, 'Where's my container?' is having a bit of a makeover and upgrade. There is now a single portal where customers can access information about

a container's status at either DP World London Gateway or Southampton in one central place.

Over the coming months, there will be more exciting changes and improvements.

New features include notification by SMS or email when the container is ready to book for collection coupled with historical information that keeps a record of a container's journey.

Make sure you are one of the first to try these new features when they are released next year by registering for an account today at

wheresmycontainer.co.uk

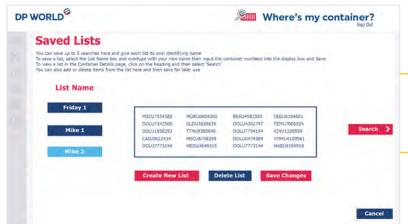
What's next?

We don't just want to stop at the ports. DP World is talking to its supply chain partners to see how more data can be shared that will allow customers shipping through Southampton or London Gateway to have an even wider view of their cargo, beyond the dock gate.

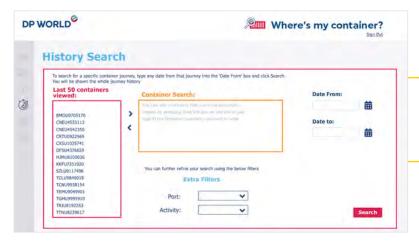
Here's a sneak peek.... which will be released in 2019



Set alerts to receive notifications either by SMS or email about the statuses of an import, export or transhipment container. You can set up a template that can be applied to some or all of your containers and/or you can set up a special set of alerts on individual containers.



Save different lists of containers to your account, giving you the ability to manage multiple lists for different customers.



Review the history of any container that you've looked at over the last six months.



Look up the history details for an exact record of a container that has moved through our supply chain; with date and times plus whether an alert was sent to you.



Unpacking Brexit

DP World's UK logistics facilities already have the customs clearance, inspection facilities and infrastructure in place to keep trade flowing.

As a ports and logistics provider, DP World is right at the heart of global trade and both London Gateway and Southampton are ready for Brexit. The systems, processes and infrastructure are already in place to handle customs clearance—regardless of a deal or no deal—to enable customers to continue to move cargo through the UK terminals or store goods on the Logistics Park.

Fit-for-purpose inspection facilities

More than 90% of the cargo that DP World's UK terminals currently handle is non-European.

Almost all of these countries have 'third country status' when it comes to trading with the UK. This means that goods arriving from those countries are subject to customs checks.

Through the software and technology that currently exists, DP World and the authorities are able to clear over 90% of the cargo arriving on a ship within about an hour of the vessel arriving in port. The remainder is subject to a number of methods of inspection – from simple seal checks, to full turnouts.

Deep-sea ports like DP World's London Gateway and Southampton have forged close ties with the inspection

authorities to enable customs checks to be carried out as fast as possible. Using a port community system, provided by DP World's subsidiary company CNS (Community Network Services), users of the ports can push information digitally, alerting other port stakeholders which containers are required for inspection, containers are cleared for collection and more.

It's a system that works; it keeps consumers safe by ensuring products meet the required standards, but it's executed in the most efficient way through streamlined electronic systems.

Containers are ideal for customs clearance

Although many businesses are faced with the uncertainty of whether to change how goods are sourced and whether their supply chains are going to need to adapt or change, container terminals like Southampton and London Gateway are in the ideal place to assist.

Containerised cargo is better suited to customs processes. Containers can be held and stored pending customs clearance unlike driver accompanied Ro-Ro (roll-on-roll-off) traffic.

Want to find out more about how DP World's UK infrastructure can support changes that may be brought about by Brexit? Contact Aart, Craig or James via Igcommunications@dpworld.com

Containers are designed to be stored efficiently and easily while the cargo is waiting customs clearance or other checks.

Shippers are now seeing the potential to switch from Ro-Ro cargo to containers and DP World has the capacity for handling additional containerised cargo.

Brexit-ready warehousing

With more than eight million sq ft of developable space for storage, distribution and manufacturing at DP World London Gateway, providing flexible warehousing is another way DP World can assist UK PLC.

As many UK companies increase their inventories as a contingency for a hard Brexit, there are now concerns about the lack of warehousing capacity in the UK.

At DP World London Gateway, planning permission for warehousing can be granted in less than 28 days, thanks to a Local Development Order drawn up in conjunction with the local authority. An onsite team can manage, deliver and build warehousing quickly to any customers' specification.

Is there a rail way?

The question, in effect, is can more move between the UK and Europe through the Channel Tunnel?

The UK's deep-sea ports have capacity to handle additional trains; and with one train capable of removing some 80 trucks from the road, rail could be one way to bypass border delays – with the cargo on a train being customs cleared in much the same way as on a ship.

At DP World London Gateway, the port has one of the UK's longest rail terminals, served by three rail-mounted gantry cranes. It has also proven its capability for handling international trains, being the first UK terminal to handle an export rail service to China. All of the rail facilities are fed by the port's community network system and have a reliability rate in excess of 98%.

With this supporting infrastructure, designed to facilitate speedy customs clearance and efficient inland deliveries, the potential for more rail freight could be realised.

Did you know?

DP World London Gateway is the UK's number one port for fresh/frozen deep-sea produce? The port handles large numbers of 'reefer' (temperature-controlled) containers arriving from Central and South America, Africa, the Mediterranean, Australia and more.

The customs clearance process explained

At DP World's UK terminals over 90% of the containers get cleared automatically between 10 minutes and one hour after the first box of a vessel has been discharged.

This is possible because the ocean carrier has filed a manifest with all its discharge containers with HMRC several days prior to arrival. This happens in DP World's Port CNS Compass.

The clearance agents can go into this system to 'claim' their containers and to ensure they provide all required information including the customs declaration.

HMRC can then decide which containers need further checking and which containers are free to go.

Containers which need further checking are put on 'hold' and importers can't make a truck appointment to pick these containers up until HMRC (and other government bodies like Trading Standards or Port Health) have removed their hold.

DP World has inspection facilities for HMRC, Port Health (often refrigerated cargo) and other government bodies within our UK container terminals and these are used to inspect the contents of containers where this is deemed necessary.

On discharge of the first box from a vessel all containers without holds are automatically cleared and available for collection by road or rail.

Our inspection facilities

DP World London Gateway, has a 200,000 sq ft inspection complex segregated into sections with dedicated refrigerated and freezer chambers and has the space to handle more volume.

DP World Southampton has a 10,535 sq ft facility and offers the same services. It will also be upgrading its customs and border inspection post over the next couple of years when it builds a new purpose built facility.



New services enhancing world trade

DP World London Gateway and Southampton have welcomed new services to their ports, giving shippers even more choice.

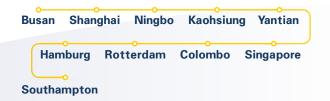
DP World in the UK is a prime facilitator of world trade, harnessing its bespoke two port (London Gateway and Southampton) solution along with its Logistics Park at DP World London Gateway to provide customers with unmatched deep water access and future proofed technology. Its infrastructure continues to allow the world's largest vessels to call, with new services being added all the time. 2018 was no exception, with significant new services calling at its ports.



New Asia Europe Express service calls at Southampton

In March, HMM (Hyundai Merchant Marine) announced that it was launching a new AEX (Asia-Europe Express) service, choosing DP World Southampton as its port of call. This new service offers an alternative Asia service for UK shippers outside of the 2M Alliance.

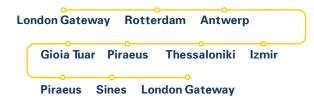
HMM operate ten 4,600 TEU vessels on the service. The port rotation for the service is:



New Eastern Mediterranean service calls at London Gateway

MSC's Aegean service, that loops between Northern Europe and the Eastern Mediterranean, now also calls at DP World London Gateway. Weekly calls will be made by 4,500/5,000 TEU capacity vessels

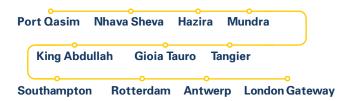
The port rotation for this service is:



New UK call at London Gateway for Europe, Pakistan, India service

A collaboration between MSC, CMA CGM and Hapag-Lloyd - linking Europe with India and the Middle East - this service now calls at both DP World's UK ports. Already calling at Southampton, the service now calls at London Gateway, instead of Felixstowe, to load boxes for its return journey. The service utilises vessels ranging between 8,500 TEU and 9,500 TEU.

The port rotation for the service calls at:







New Asia Europe Service calls at London Gateway

The AE7/Condor service, operated by MSC and Maersk Line, started calling at DP World London Gateway on November 27, with Hamburg Sud and HMM taking slots on service.

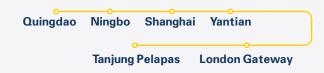
Vessels on this loop carry cargo between the Chinese mainland, Hong Kong, North Africa and Northern Europe and have capacity ranging between 17,500 and 19,500 TEU.



Brian Godsafe, Managing Director UK & Ireland, Maersk Line, said: "In order to serve the transportation needs of our customers in the best possible way and optimise our offering in the UK, we have decided to change to port rotation of the AE7 service, as part of Asia-Europe network.

"We expect that with this change, our customers will experience a reduced number of schedule changes and unexpected disruptions, all while enjoying the usual service level provided by Maersk."

The port rotation for the service calls at:





'Halo' temperature controlled warehouse to reduce food miles

SH Pratt Group has opened a bespoke temperature controlled warehouse - home to its new business, Halo - at DP World London Gateway's Logistics Park in a bid to reduce food miles and increase freshness in perishable and chilled supply chains.

The warehouse's location, less than one mile from DP World's London Gateway port, 28 miles from central London and with easy access to all major road networks, will add value to products coming across the quay, saving time and money. As well as getting goods to customers fresher and faster.

SH Pratt Group officially opened the facility, which handles a large variety of temperature controlled, chilled and frozen products, in November having commenced occupation in June to undertake a three-month bespoke fit out.

The 108,555 square foot facility at DP World London Gateway's Logistics Park was completed in less than 24 weeks, under budget and within just eight months of the planning application first being submitted.



Robert Wells, Chairman, SH Pratt Group said:

"This is a state-of-the-art, fully accredited, fully-focused facility, which coupled with the Group's sister company, Kinship Logistics, and its ideal location at DP World London Gateway Logistics Park, will be able to pass on tangible savings to customers and also reduce demurrage by offering a rapid turnaround."

DP World London Gateway uses more than... 1800 'reefer' points,

a weather-resilient, automated container stacking system, custom-built inspection facilities and a service for shunting containers between the port and its neighbouring Logistics Park

UPS is up and running

Earlier this year, UPS opened a 32,000 square metre package sorting and delivery facility at DP World London Gateway. At £120 million, the new London Hub is one of UPS's largest single infrastructure investments outside of the United States in the company's history.

The building acts as a UK package processing hub and distribution centre for the local area as well as a gateway to UPS's global logistics network.



The market-centric location at DP World London Gateway, right on the doorstep of London and the South East and on the same site as the country's fastest growing deep-sea port, can only add value to its supply chains — through reductions in cost, time and carbon footprint.



Take a look inside UPS' London Hub at:



Here's some facts about the UPS hub:



Employs more than

500 workers



Spans the space of approximately

5 football pitches



Using automated technology, packages are sorted with

minimal human intervention



Capacity to process up to

28,000 packages per hour



Home to a conveyor belt system measuring more than

4 miles



The London hub will improve transit times to

key destinations in Europe

Truck drivers can now roll up and relax

A truck park operated by fleet vehicle management company, Hireco, has opened at DP World London Gateway offering short and long term parking for to up 170 vehicles.

It is free for the first hour and a restaurant, toilets, showers and Wifi are amongst the amenities to be installed over the next few months.



James Smith, Managing Director, Hireco said:

"We are pleased to have opened our new truck parking facility at DP World London Gateway."





New quay cranes at DP World Southampton

DP World Southampton is now home to two of the UK's tallest cranes.

The brand new quay cranes, which are almost as tall as the London Eye, are part of an investment to ensure that the port can continue to handle the UK's vital import and export trade with the rest of the world.

The two 129.8 metre high, 1500 tonne electric cranes also generate their own electricity when the container boxes they lift off the vessels descend onto the quay. This helps power the cranes, with any surplus electricity being sent back to the port's electricity grid.

The quay cranes arrived at the port earlier this year in large Meccano-like sections. A team of expert engineers them assembled, raised and safety tested them on site.



Nick Loader, UK Chief Operating Officer, DP World, said: "With bigger vessels

discharging and loading more boxes on each call, we need to invest in our infrastructure and equipment if we want to remain competitive. These quay cranes have a 24 container-wide outreach which gives us greater flexibility to handle higher stows."



We have some great footage of the cranes being moved and links to lots of videos online







Shipping line to develop Logistics Park facility

Work has started on CMA CGM Group's state-of-the-art cold store facility at DP World London Gateway, with operations at the build-to-suit development due to begin in September 2019. Construction work is being carried out by Readie and project managed by DP World before the facility is handed over to CMA CGM for a bespoke three month fit-out.

The unique cold store will offer the Group's customers a wide range of added value services such as product quality controls, packing, sorting, labelling, palletisation or bagging. Customs clearance, shunting (transfer from the quay to the warehouse) and delivery transportation (last-mile delivery) will also be on offer.

The development showcases DP World London Gateway's ability to work with its customers to deliver time and cost savings, as well as reduce waste and carbon use, through its one-stop-shop logistics solution, increasing product speed-to-market and reducing haulier mileage.

Did you know?

Units up to **1.2million** square foot can be delivered in just nine months.





Alexis Michel, CMA CGM Group Senior Vice President Inland Activities, said:

"This is also a significant step up in our partnership with DP World, showing that ports, shipping lines, logistics companies and industrial zones can work collaboratively to deliver value for cargo owners shipping into and out of the UK."

Solent Stevedore's opens new empty container yard

Award-winning stevedoring company, Solent Stevedores, offers a broad range of next-generation empty container handling and storage services based at DP World London Gateway.

The launch of its new five-acre off-dock yard, located on Berth seven, represents further investment in the continued expansion of the port and its neighbouring Logistics Park.

Associated container services will be offered by Solent Stevedores from the site.



Fiona Robson, Managing Director, Solent Stevedores said: "Located on London's doorstep, with first-class road, rail and sea transport links, the new London Gateway site means we can offer our users an enhanced service that enables them to significantly streamline their operations."



New technology cuts emissions

DP World in the UK invests in newer and greener equipment.

DP World London Gateway has started trialling the world's first fully electric shuttle carriers. Meanwhile DP World Southampton has invested in 12 hybrid straddles which will be in operation by spring 2019.

DP World London Gateway is currently piloting the port industry's first fast charging shuttle carrier solution as part of a joint initiative with Kalmar (part of Cartogec). The shuttle is powered completely by electricity; an eco-efficient alternative to traditional fuels that will significantly reduce the port's carbon footprint.



Watch a video of the new shuttle in action at:



DP World Southampton has invested in 12 hybrid straddle that use 20% less fuel and reduce its emissions by using regenerating technology to charge modern Lithium-ion batteries.

By constantly renewing and upgrading its fleet, DP World Southampton will have reduced its NOx emissions by over 50% by 2020

DP World is committed to making supply chains more sustainable. Just one of the ways it does this is by acting wherever it can to reduce carbon emissions, protecting our planet for future generations. These actions also reduce costs, contribute to more efficient service delivery and make savings for its customers.

You can find out more about how we act sustainably at: **dpworldsouthhampton.com or londongateway.com**

Leaving our 'Planet Mark'

Halo handling facility achieves Planet Mark accreditation.

SH Pratt's 'Halo' temperature controlled handling facility, located at DP World London Gateway Logistics Park, has received Planet Mark™ accreditation having ensured a 16% reduction in carbon emissions during build.

Carbon reductions were achieved through making use of sand dredged from the River Thames during pre-construction of the port to raise the ground level by 2 metres, by using steel instead of concrete for ground beams and by installing flooring made from 20-44% recycled content.





Speaking about the project, Robert Wells, Chairman SH Pratt Group, commented: "Our choice of location at DP World London Gateway, will itself reduce the number of trucks on the road and thus carbon emissions, as the location combines warehouse space right beside an integrated deep sea container port; within 28 miles of central London and adjacent to all main access roads..."



Planet Mark Award for 'our Fmma'

Emma Cowper, Sustainability Manager at DP World London Gateway, was awarded Sustainability Influencer of the Year at the inaugural Planet Mark Awards (Thursday October 11). The accolade goes to an individual that has made an outstanding contribution towards raising awareness of sustainability.

Port cuts carbon by 10.5%

A Planet Mark™ report earlier this year also found that the port reduced its carbon emissions by 10.5% per TEU (twenty-foot equivalent unit container) from 2016 to 2017. In part, this reduction has come about through trialling a fully electric shuttle carrier and prioritising use of hybrid shuttle carriers to reduce the amount of red diesel used.



Naming celebration for 'Afif'

UK Shipping Minister, Nusrat Ghani, officially named Hapag-Lloyd AG's new vessel that will facilitate trade between the UK and the Far East.

The ceremony took place at the DP World London Gateway, the UK's fastest growing container port.

The ceremony saw Ms. Ghani smash a sacrificial bottle of champagne against the bow of the ship, after wishing the new vessel - which can hold 15,000 twenty-foot containers - good luck and Godspeed as it transits the oceans transporting

billions of pounds worth of cargo between Britain and international markets.

DP World London Gateway offers access for the next generation of container vessels, such as the Afif, with unmatched deep-water access and future-proofed technology in a premier location, just a short distance from Central London.



Afif is 385.5m long

and LNG (liquid nitrogen gas) ready, offering the potential for significant reductions in emissions. This supports Hapag-Lloyd AG's environmental principles for a mixed fuel future.









Anthony J. Firmin, Chief Operating Officer and Member of the Executive Board of Hapag-Lloyd AG said: "This is the first time in 20 years that Hapag-Lloyd has named one of its vessels in Great Britain. Two decades on, we are extremely proud to be naming another new vessel... celebrating the UK's position as a global trading partner and working with partners like DP World to enable and facilitate trade between the UK and all international markets."



Nusrat Ghani, Transport Minister, said: "It's an honour to name Afif, Hapag-Lloyd's latest container ship, as it will have a vital role in the growth of the UK economy by moving our exports and imports."



and 'honesty' and the name of a city in central Saudi Arabia, in the Najd region, situated halfway between Riyadh and Mecca.

What's in a name?

Minister Ghani christened the vessel

'Afif', which is Arabic for 'purity'

Hapag-Lloyd





Agility is the answer to consumer-driven demand - but how can we achieve it?

Who'd have thought it? A period of sunny weather synonymous with the Mediterranean Coast that lasted through the summer and now as winter approaches, we could of course endure apocalyptic-like snow at any moment!

Weather should be predictable. But that's the problem - it seems nowadays the only thing we can be sure of, is we can't be sure of anything. And there's no better reflection of that than UK weather; which in turn serves only to proliferate the uncertain marketplace retailers are currently facing.

Today, retail is under pressure from disruptive online brands in an ongoing, often painful period of evolution. Meeting consumer demands quickly, whether driven by weather or even national football success (and who would've predicted that?), is central to success.

Brands that fail to recognise this new reality run the risk of losing their place on the high street. We only need to look to this year's

House of Fraser news to see that the ability to adapt in both short and long term is absolutely vital.

And this is where a flexible, well positioned supply chain can help bring about greater agility and adaptability, ensuring that shopshelves are stocked in line with demand, whatever the weather.

Maximising every opportunity is key

Success now depends on maximising every opportunity to secure competitive advantage. This used to mean optimising business models to capitalise on regular peaks like Christmas and the January sales. However, as online has become more important, traditional retail business calendars have become less reliable.

This trend has seen the emergence of new shopping peaks like

Black Friday, while also driving unique and often unpredictable opportunities. In May, for example, the Office for National Statistics reported sales up 3.9% on May 2017 – a 13 month high that the latest British Retail Consortium survey attributed to both the Royal Wedding and unseasonably warm weather.

Respond to consumer driven demand

These new peaks are consumer driven and, in most cases, legacy back office infrastructure retailers have in place is not setup to cope. Longstanding supply chain operations are often rigid and inefficient, making it difficult to adapt and to change. Reacting to real-time events is particularly difficult.

Let's take the first bout of good weather we had this year; the hottest May Bank Holiday weekend since records began. Thousands of last-minute sun-seekers flocked to UK seaside resorts. Retailers that benefited most were those that responded quickest to ensure they had sufficient stock of products that beach-goers typically demand – despite it being early in the summer season. It's easier for independent traders, of course. But facets of the supply chain, such as inventory management and fulfilment can help bigger retailers stock up at short notice too.

Place more importance on effective inventory management

This ability to dial up and dial down fulfilment doesn't just help increase sales of items associated with summer fun, it can be applied to many different product lines. But doing so consistently and quickly enough to respond to consumer trends requires retailers to drive more effective management of inventory across the supply chain.

One approach to this is considering the use of shared-user warehousing facilities, allowing storage capacity to scale up and down, as and when it's needed. The logistics sector is beginning to recognise that modern warehousing solutions need to handle a range of products, from fresh perishable goods requiring refrigeration to clothing hanging on rails. This then requires the ability to cater different brands simultaneously, serving product demand often delivered via multiple business platforms.

This isn't to say direct competitors, like Tesco and Sainsbury's, would end up sharing one building. But there is scope for retailers and their respective logistics providers to pool resources. For instance, just last year Tesco and Dixons Carphone agreed a concession deal whereby Currys PC World outlets would feature in some of the supermarket's larger stores.

Take an Airbnb approach

This innovative new warehousing model can be thought of as an Airbnb equivalent for the sector. Brands requiring overflow for

seasonal or unexpected inventory requirements can purchase space from warehouse operators on a pay-as-you-go short-term basis. And by using facilities near to the main ports where retail imports arrive, there's a great opportunity to reduce unnecessary miles that products travel between unloading, sorting and eventually, to customers.

With lorry driver numbers in decline, finding ways to reduce road mileage will be essential in coming years. More importantly, it will be central to minimising supply chain turnaround time — crucial if brands are to respond to unpredictable demand peaks driven by consumer demand. It can also reduce other overheads and a brand's carbon footprint.

Collaborate more closely

As omnichannel commerce becomes more common, it increasingly results in non-linear customer fulfilment challenges that traditional retailers have tended to struggle with. With store and numbers in decline, reinventing the backend to provide greater agility will be key. It requires closer collaboration between the retail and logistics sectors, with more flexible ways of working.

Weather and other events, like sporting successes, are sometimes hard to predict, which is why agile supply chains can help retailers capitalise on consumer demand.

Sometimes it requires closer intra-departmental working too. Breaking down silos and planning longer term has potential to unlock significant savings while enhancing an organisation's ability to react to unforeseen events.

So, that's a little food for thought as we transition into your winter woollies...

Working and innovating with supply chain partners can facilitate far greater agility and adaptability, to meet demand for products — whatever the weather



By Craig Moore, Head of Supply Chain, DP World London Gateway

Find out more:

www.londongateway.com or contact Craig directly: craigmoore@dpworld.com

Are port-centric solutions the answer for moving manufactured meat

As the cost of clean meat comes down, the focus could turn to the logistics of it - and port-centric solutions could be a suitably green answer...

Lab-grown Logistics

The human diet is changing ... and fast! Whether it's for health reasons, environmental reasons or for more likes on Instagram, the food that populates our plates is coming from an increasingly diverse array of sources and technologies.

One foodstuff that's making its way onto menus and into the headlines is lab-grown meat. In 2013, lab-grown meat cost over £235,000 per serving, making it an extremely expensive alternative to livestock meat. Yet, as with most technological innovations, achieving scale in production lead to the cost reducing at a rapid rate. By 2015, the cost per serving had fallen to £8.50, leading to speculation that so-called 'clean-meat' could be commercially available by the end of this year.



Clean meat = clean eating?

The technology that makes lab-grown meat possible, known as cellular agriculture, is spreading globally and is enticing and attracting businesses from Silicon Valley startups, to agricultural giants. This, combined with vegan and imitation meat products capturing ever larger shares of the market, shows the huge potential for 'clean meat' to grow alongside clean eating habits and healthy lifestyles.



Production impact

While still dearer than your average beef burger, the process of creating lab-grown meat forgoes many of the negative impacts of the meat industry, ranging from methane emissions, deforestation and biodiversity loss due to grazing and animal welfare concerns. The impact of meat production, of course, goes beyond production. Logistically, the supply chains for poultry and meat products are incredibly long and complex, requiring temperature-controlled refrigeration and other specialist requirements that incur extra costs and multiple risks for operators.

To find out more contact Regional Commercial Director, Dirk Van Den Bosch. Email: dirk.vandenbosch@dpworld.com

From farm to fork

There are a huge number of touch points for meat across the supply chain, from farm to fork. Yet, if we are to fully investigate the footprint of meat, the supply chain actually extends further back to include a full life cycle analysis. Broadly speaking, we can divide the process into several distinct categories: farm operations, feedlot operations and packing, processing and retail operations. All of this combines to give beef a carbon footprint of 22 kg Carbon Dioxide equivalent per kg of live weight. In addition to this, meat also has an effect in terms of cost incurred, with each touchpoint and additional mile travelled adding to the financial exposure of supply chain operators.



Meat growing demand

The UN's Food and Agricultural Organisation (FAO) projects that meat production in 2025 will be 16% higher than 2015 levels to meet growing demand. Rising incomes are positively correlated with rising meat consumption, and as economies like China continue to grow, so does their appetite for meat.



A port centric approach

Lab-grown meat offers a new paradigm for which both ports and the planet can benefit. At DP World, we have been long emphasising the benefits of a port centric approach to logistics, and the 'clean meat' revolution falls neatly into this concept. All the benefits of this dawning era in manufacturing can only be attained if companies reassess and consolidate their supply chains. A lesser need for traditional warehouse space, increased capital mobility and the ability to manufacture on demand, creates multiple incentives for firms to bring their manufacturing base closer tokey logistics hubs, such as ports.

Time sensitive

Port centricity, of course, offers reduced delivery times. The quicker you can get your goods to the port, the quicker they will be dispatched to the next stage in the supply chain, be it directly to the customer or a retail facility. Shorter lead times on each good makes the supply chain more responsive to the ever-growing demand for faster, cheaper delivery. In addition to this, by basing your productive base next to your logistics hub, you compress the manufacturing side of the supply chain by removing several steps or touch points, which therefore reduces cost.



Attractive agreement

The growing global demand for meat, combined with advances in cellular agriculture and additive manufacturing, make port-centric logistics operations incredibly attractive to this emerging and exponential industry. If the world is to reign in its carbon emissions to achieve the reductions outlined in the Paris Agreement, then humanity needs to find - and scale up - clean sources of both food and energy. Renewable energy and lab-grown meat can perhaps fulfil these lofty promises, but they both need logistical network to get them to the end-user. Port operators need to partake in some future gazing and adjust their operations accordingly. There is both an economic and social imperative to do so, which - at DP World - we take very seriously. In the case of lab-grown meat, there might even be a tasty imperative.



Protecting our marine environment

DP World's businesses in the UK are getting involved in projects to help clean our waterways and make the marine environment healthier.

As a company that depends on waterways and the sea, DP World understands more than most the importance and value of our oceans and marine environment. That's why it was the first company in our industry to join the World Ocean Council, a cross-sector private sector alliance committed to corporate ocean responsibility.

It's also why, as a UK business, it gets involved in projects that will help to protect and improve the local marine environments. Such as starting the journey of reducing single use plastics at both our London Gateway and Southampton sites.

Restoring oysters to the Solent

One such project in Southampton is the Solent Oyster Restoration project. Led by the Blue Marine Foundation (Blue), it's aim is to reintroduce native oysters to the Solent.

Oysters are 'ecosystem engineers' and having oyster beds enhances inshore shallow biodiversity, providing nurseries for fish and other marine life while also increasing the health of the ecosystem. Oysters also remove impurities such as nitrogen to help clean the waterways. In short, if there are native oysters in the water it is a sign of a healthy and thriving marine environment.



Over the next five years, Blue will be using a variety of techniques to restore the native oyster to the Solent. DP World has bought a container which is positioned on Southampton's quay in which the BLUE project team can keep their equipment close to the water.

Cleaning up our waterways

On the Thames, DP World London Gateway and the Port of London Authority (PLA) are proposing a partnership to trial the PLA's already successful passive debris collectors (PDC) further downstream near London Gateway. In the waters up river, the PDCs remove up to 300 tonnes of debris from the Thames every year, much of which is now plastic.

The trial, further downstream, would involve a larger PDC which is able to withstand the stronger tides and higher waves in the area around London Gateway and Gravesend, to intercept and collect floating litter on both the ebb and flood tide.

DP World Southampton will also be working with the Hampshire and Isle of Wight Wildlife Trust to trial the introduction of sea bins. The sea bin is a smaller floating rubbish bin that is located in the water at marinas, docks and yacht clubs. It moves up and down with the tide collecting all floating rubbish. Water is sucked in from the surface and passes through a catch bag inside the sea bin. The water is then pumped back into the marina leaving litter and debris trapped in the catch bag to be disposed of properly.

First Step:

To start the single use plastics-free journey, every member of staff at DP World Southampton and DP World London Gateway has been given a reusable cup and water bottle. New plumbed-in water fountains and upgraded drinks machines, at Southampton, means that both businesses no longer use plastic cups, water bottles or water dispensers. This is just one of the first steps. To find out more about how DP World is driving sustainability in the supply chain, read our blog...



DP World London Gateway wins an ICE engineering excellence award

DP World London Gateway's Salt Fleet Flats, an intertidal mudflat on the south bank of the River Thames, has been recognised at the Institution of Civil Engineers (SE England) Engineering Excellence Awards 2018. It was awarded both the Award for Sustainability and Resilience and the Brassey Award (Kent and East Sussex) for Engineering Excellence.

The mudflat was created on grazing land by reducing the ground level, using the material arising to create a new flood defence embankment and breaching the existing flood wall. The 700m-long breach is the largest in the UK. The site provides a new intertidal habitat for overwintering wading birds. Last winter, significant numbers of rare birds were recorded at the site including dunlin, avocet, grey plovers, pintails, wigeon and shelduck.



Jonathan Baggs, Director of ICE South East England, said: "The Salt Fleet Flat project is a great example of how the built and natural environment can complement each other. The reuse of materials showed how projects can reduce carbon and waste whilst benefiting wildlife and people at the same time."



Working to inspire the next generation

DP World Southampton and DP World London Gateway partner with local schools.

DP World Southampton and DP World London Gateway have partner with local schools to deliver an educational programme targeted at children aged 8-14 years, designed to inspire them to work in the diverse shipping, maritime and transport logistics industry.

Together with top education specialists and support from teachers, DP World has developed eight educational modules covering a range of subjects including Maths, English and Science to teach and engage young people about our trade in a fun and educational way.

The individual modules are an hour in length and fit with current curriculum topics, for example, 'Maritime Maths'. The sixth weekly session is a tour of the port to see how it works.

Martin Fielden, IT Infrastructure Manager at DP World Southampton, has been involved in the project since it started in 2016. "I got involved in the project to invest in young people", Martin, who is also a school governor and a Scout leader in his spare time, explained.

"I like this project as it takes what children are learning as part of their school curriculum and shows them how it translates to the business world. They see the facts becoming real. Especially when they visit the port and see the cranes and the straddles."



Kate Merritt, teacher at Gable Hall School, spoke about the benefits of the programme: "The Global Education Programme modules have allowed my students to get an insight into some of the many roles that they could one day fulfil within your business in an interactive, fun and exciting way that really gets them thinking about how they can best use their skills and abilities to build a career for the future."

Celebrating the success of local educators

DP World was the main sponsor of this year's Thurrock Education Awards, recognising the borough's top educators.

More than 300 teachers and education support staff attended the ceremony in Grays, organised by Thurrock Council, and supported by DP World as part of the trade enabler's work to inspire the next generation of local youngsters.



Andrew Bowen, Port Operations Director, gave a short speech before the ceremony and Ian Malcolm, DP World's UK Chief Financial Officer presented the award for Promoting career pathways and apprenticeships.

DP World London Gateway raises £35,000 for local charities

DP World London Gateway's annual charity quiz raised over £35,000 for charities, Little Havens Children's Hospice and Meningitis Now.

Great fun was had by nearly 400 customers, suppliers and employees as they went 'head-to-head' in general

knowledge rounds and claimed top prizes in the night's raffle and auction.

The annual event has raised almost £200,000 for charity in the last seven years.

Nusrat Ghani MP backs women's empowerment

Nusrat Ghani MP, the Parliamentary Under Secretary for Transport and Minister for Shipping, visited DP World London Gateway and Southampton to encourage women and young people to consider working in the maritime industry.

On March 8, to celebrate International Women's Day, the Minister joined female employees at DP World London Gateway, in support of DP World's women's empowerment campaign that works with leading organisations and local communities to support and empower females in their right to education and welfare.

She followed this with a visit to DP World Southampton to promote apprenticeships, especially to encourage young women to consider a role in the maritime industry.

DP World in the UK currently employs **130 women** across its operations at London Gateway and Southampton; **12%** of the total workforce in an industry traditionally dominated by men. The company presents equal opportunities for training and internal roles to both men and women.

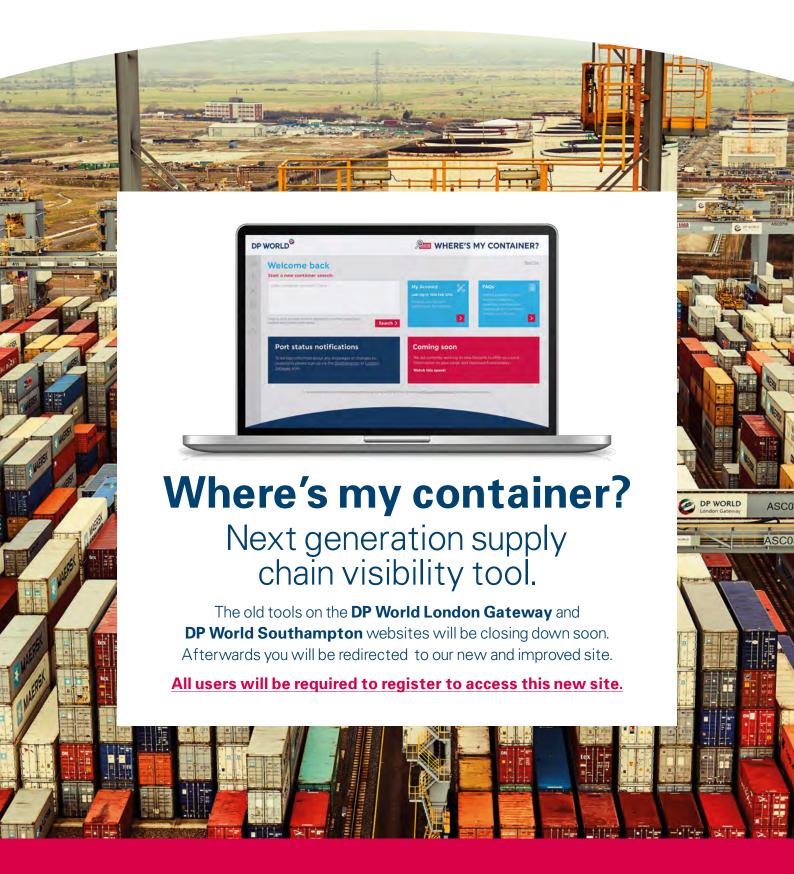


Nusrat Ghani MP, Parliamentary Under Secretary for Transport, said: "It is excellent to see a company like DP World embracing such an important initiative. I should like to think that one day, we will live in a world where such initiatives are not needed at all – but while they are still necessary, it is great to see that big, global employers like this one are taking great strides and prioritising the empowerment of women."



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