GOVERNMENT OF DUBAI

هيئة الطرق والمواصلات
ROADS & TRANSPORT AUTHORITY

RTA

Sustainability Report 2016

First GRI Standards sustainability report globally for the Roads and Public Transportation Sector

His Highness Sheikh Mohammed Bin Rashid Al Maktoum

Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai

His Highness
Sheikh Hamdan Bin Mohammed
Bin Rashid Al Maktoum

Crown Prince of Dubai and Chairman
of the Executive Council

His Highness
Sheikh Maktoum Bin Mohammed
Bin Rashid Al Maktoum

Deputy Ruler of Dubai and Vice Chairman
of the Executive Council

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From The Director General, Chairman Of The Board Of Executive Directors

His Excellency
Mattar Al Tayer

Director General and Chairman of the Board of Executive Directors

Our mission at RTA is to develop integrated and sustainable transportation systems and provide distinguished services to all stakeholders to support Dubai's comprehensive growth plans. We are involved in preparing policies and legislations, adapting technologies, adopting innovative approaches, and implementing world-class practices and standards.

The sustainability report for this year aims to articulate our long-term sustainability vision and highlight our performance across economic, environmental and social parameters. We have decided to report as per the new Global Reporting Initiative (GRI) Standards released in October 2016. We wanted to set a leading example for our peers by being the first global 'Public Entity' in the road and transportation sector, to report using the new Standards framework. I believe that this step will help us communicate our commitment to sustainability to all our stakeholders more efficiently and effectively. It will further strengthen our stakeholder's trust and belief in RTA as a sustainable public institution.

To emphasize our commitment towards sustainability, we have developed our overall strategic goals and objectives to ensure sustainable performance across all our projects, operations and practices.

Our 'Smart Dubai' goal focuses on sustainable and smart government solutions that foster connectivity and collaboration. 'Integrated Dubai' focuses on enhancing integration between transportation and urban planning.

Our 'People Happiness' goal aims at promoting happiness and harmony within our employees and customers. The 'Smooth transport for all' goal focuses on developing and enhancing sustainable road and transportation networks. The 'Safety and Environment Sustainability' goal ensures increased environmental sustainability and improved transport and traffic safety. 'Asset sustainability' goal focuses on optimizing performance assets and maximizing value, while 'Financial Sustainability' focuses on increasing and diversifying revenue and ensuring financial efficiency and sustainability. The 'Advance RTA' goal aims to foster excellence and improve quality, efficiency, creativity and innovation.

Therefore, at RTA, we have always been committed to sustainability in its various pillars. It is crucial to us that all our projects are sustainable, with the lowest possible negative environmental, economic and social impacts. Taking the example of Dubai Metro and Tram; we aim to reduce the carbon emissions generated by private vehicles by shifting commuters to public transport services. An indicator of our success in having achieved this goal is that approximately 543.6 million riders used public transit services (Metro, Tram, Buses and Marine Transport) in Dubai in 2016, marking 16% of the total trips in Dubai. In 2016, we achieved an average daily ridership of 500,000 passengers and 11,000 passengers for the Dubai Metro and Tram, respectively, resulting in avoided carbon emissions of over 330 thousand tonnes.

Furthermore, the total avoided carbon emissions achieved from all our Energy and Green Economy initiatives amounted to 35,424 tonnes. This reduction in emissions achieved was 9% higher than the reduction target we had set for the year, thereby exemplifying our continuous efforts towards achieving environmental sustainability. Also, our award winning RTA Dubai App is another such example, wherein one of the App's features is a green point corner which helps measure the reduced carbon emissions as well as the time saved by using public transport.

We were also the pioneers among government entities in the region to obtain an energy management certification ISO 50001:2011. The UAE government awarded us the 'Champion of Champions' award and the 'Sustainable Government Department of the Year' award in the year 2016 for our efforts towards reducing our environmental impact.

Further, our social initiatives are focused on addressing the needs of the different sectors of our society and are aimed at uplifting and improving their overall quality of life. Some of our community initiatives such as 'Read More initiative', 'Special Needs initiative', 'Clean up the World' are targeted towards generating positive social impacts on the society. In addition, since the establishment of RTA, we have always focused on meeting the requirements and needs of the 'People of Determination'. Our office premises and our public transport services such as the metro, tram, buses and marine transport have been designed keeping in mind the needs of these people. Also, many social initiatives for overall community welfare have been a part of our organizational strategy.

For the year 2016, we increased our spending on social and community initiatives to AED 34.8 million, compared to AED 6.59 million in 2015. We initiated 40 corporate social responsibility (CSR) projects during the year and managed to positively impact more than 5.5 million people across the world.

As a public authority, we also consider it our responsibility to work towards the 'Emiratization' goal set by the government. Of our total workforce this year, more than 50% is represented by Emiratis. Further, 75% of the total Emiratis employed by RTA are in the age-group of 20-30 years, highlighting our belief in encouraging youth leadership.

With 'Financial Sustainability' being one of our strategic goals, constant growth as an organization forms an inherent part of our business plan and strategy and we aim to attain this financial sustainability through optimizing investments, reducing costs and increasing revenues across all networks, infrastructure and services provided by RTA. Our overall revenues grew by 22% for 2016 compared to 2014. We also achieved an increased savings of 21% over the annual target through our energy and green economy projects.

With this, I present to you RTA's Sustainability Report for this year and welcome you to be an active part of our sustainable journey.

Best Wishes,

Mattar Al Tayer
Director General, Chairman of the Board
of Executive Directors
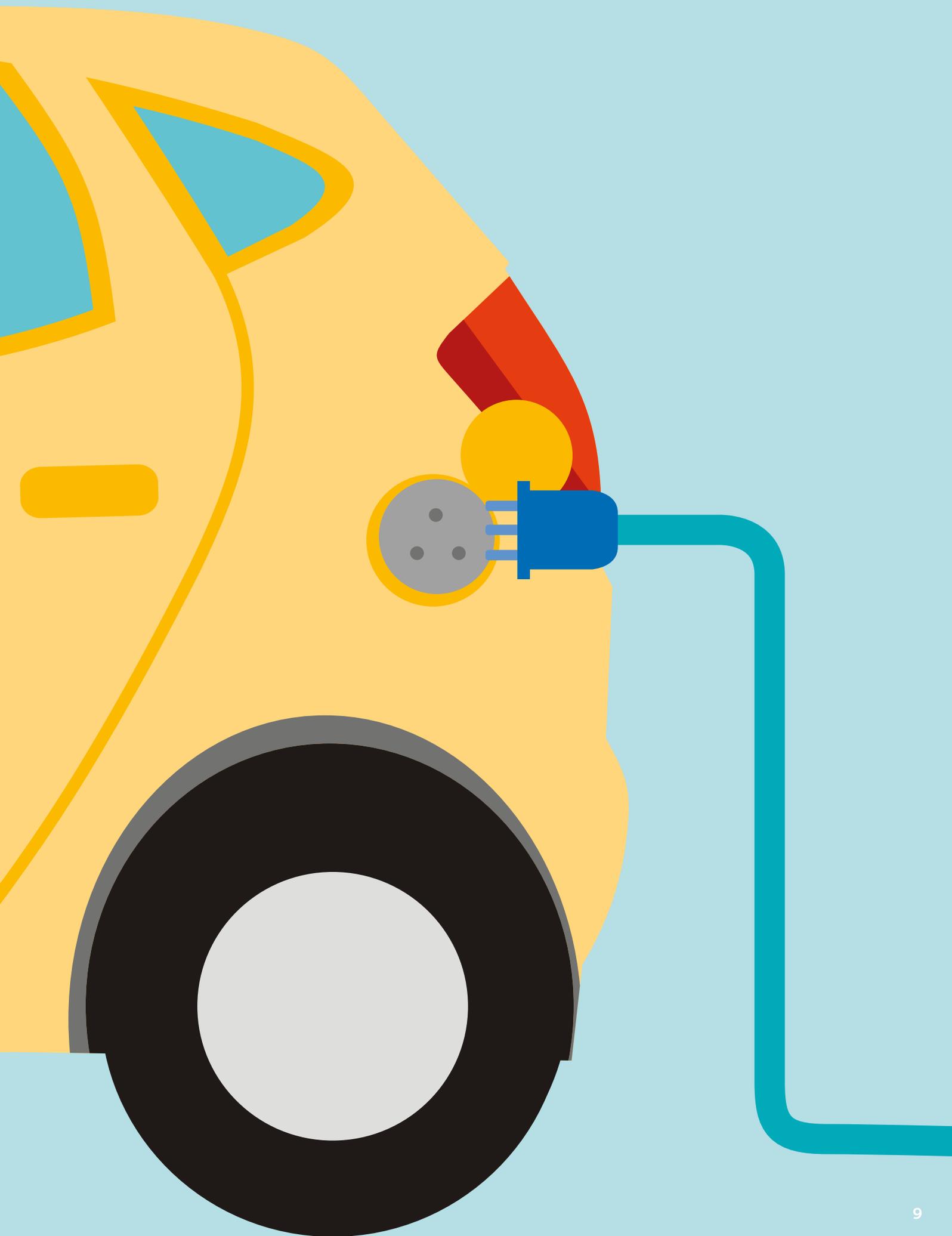
Sustainability and Us

The Roads and Transport Authority (RTA), Dubai was established in 2005. It is a government public transportation authority. RTA is responsible for planning, overseeing and maintaining the roads, rail and marine transportation networks in the city. RTA constantly strives to develop an efficient and safe public transportation system for the citizens of Dubai and ensure that we are steadily improving our capabilities and services while trying to meet public demands. As a government organization responsible for such a diverse range of transportation services, including buses, taxis, road and rail engineering, traffic safety and road tolls (Salik), marine transportation as well as vehicle registration and driver licensing, we are firmly focused on ensuring improved integration between all services and enhanced customer satisfaction.

About RTA

Our strategic transportation plan is divided into 3 main themes, namely, community, transportation systems and internal efficiency. Our strategic goals and objectives encompass six major areas as follows:

Enhancement of the road network

Development and enhancement of public transportation system

Enhancement of pedestrian and cyclist networks and facilities

Development of policies and legislations to overcome congestion and to promote sustainable transportation

Development of intelligent transportation technologies

Enhancement of traffic and safety awareness

Driverless Vehicles proves to be a success
We are also venturing into the electric and autonomous mobility sector, which constitutes the backbone of the Government's drive towards achieving mobility in Dubai via driverless vehicles.

This year, we put our autonomous vehicle operations to test through trial runs of the vehicle across different areas in Dubai. The electric-powered vehicle is environment-friendly and can travel for up to 8 hours before requiring a recharge.

Additionally, the vehicle has been fitted with highly efficient safety measures such as 4-directional GPS system, laser sensors to detect objects at a distance of up to 40 meters among others.

Out of the approximately-1500 users who tested this vehicle, around 92% users were satisfied with the vehicle being launched as future mode of public transport, and approximately 97% riders suggested a reduction in road-accidents and increase in road-safety levels owing to this technology.

This initiative is indeed a way-forward for us as an organization in being a forerunner of innovation and smart and safe mobility in Dubai.

We work on an agency model principle that helps us simplify the distribution of responsibilities and targets and also the decision-making processes at large

Each of these sectors/agencies are chaired and managed by an appointed Chief Executive Officer, responsible for managing the business operations of the respective sectors/agencies.

Strategy & Corporate Governance (SCG) Sector

Corporate Administrative Support Services (CASS)
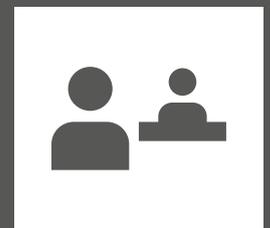
Corporate Technology Support Services Sector (CTSS)

Public Transport Agency (PTA)
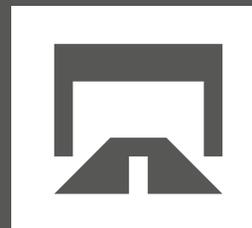
Traffic and Roads Agency (TRA)

Rail Agency (RA)
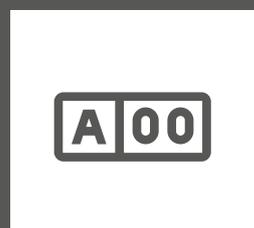
Licensing Agency (LA)

Dubai Taxi Corporation (DTC)
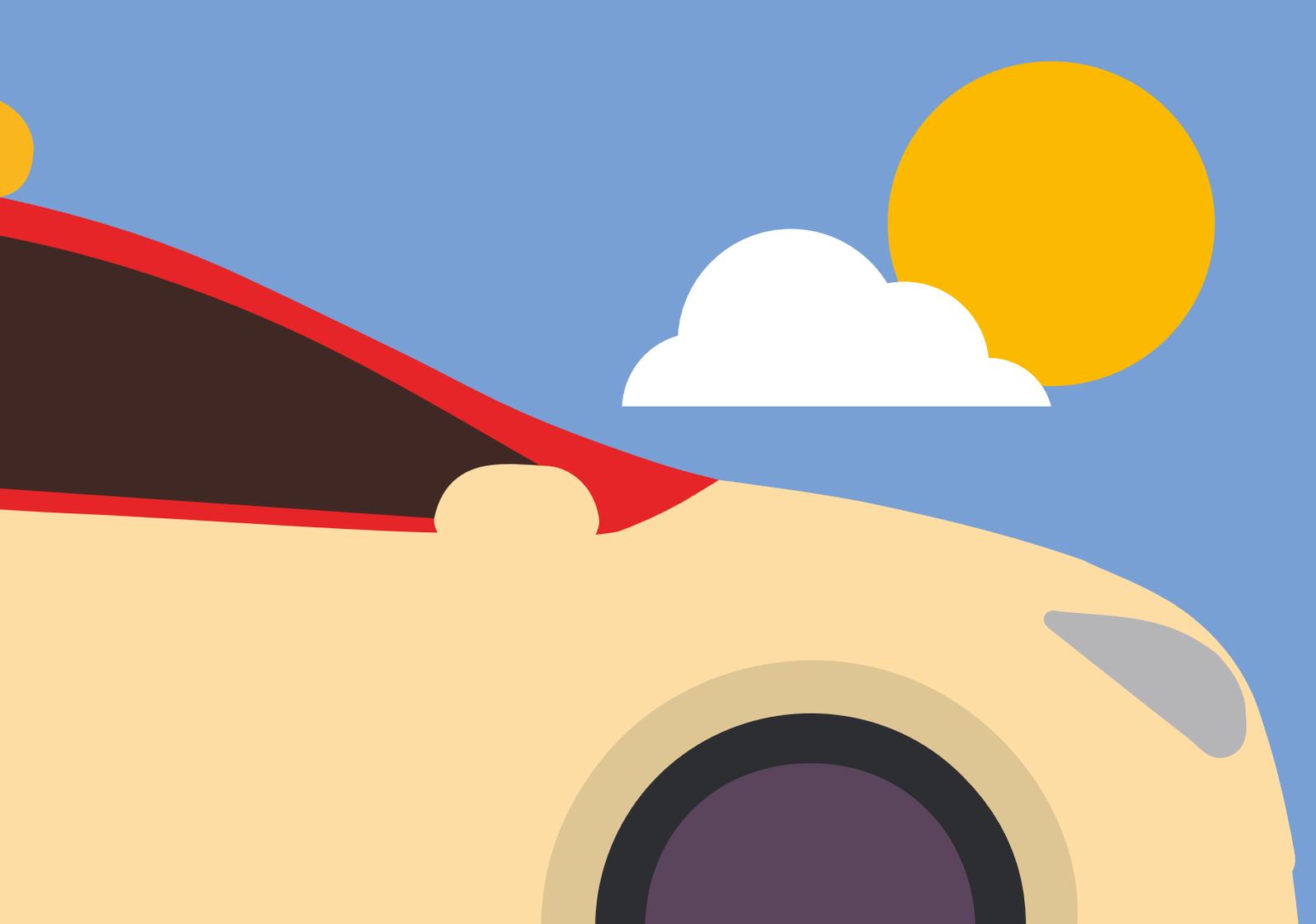
Strategy & Corporate Governance (SCG) Sector
The framework of the SCG Sector has been structured to expand the practical functioning of the various departments while simultaneously enabling operational flexibility. The sector guides the fundamental management of the departments and serves as a co-ordinating body in terms of communicating the Authority's strategy. The sector functions on a mission of "providing a safe and sustained road and transport system through planned research, forecasting and creative initiatives".

Our SCG Sector consists of the following seven departments:

Strategic Planning

Development And Corporate Performance

Commercial And Investment

Legal Affairs

Safety And Risk Regulation And Planning

Assets Management

Knowledge And Innovation

Corporate Administrative Support Services (CASS)
Our people-focused and positive work culture is the result of practicing cooperation and encouraging open communication among all our employees. These communication channels are handled and managed by the Corporate Administrative Support Services (CASS). 'People Happiness' is one of our most important strategic goals at RTA and CASS as a sector has always strived to work towards achieving this objective by ensuring pioneering services. We further aim to achieve financial stability by ensuring the efficiency of operations and maximizing revenues.

The following departments have been assigned to CASS:

Marketing and Corporate Communication

Finance

Customer Service

Administrative Services

Human Resources And Development

Purchasing And Contract Management

Administration Services

Corporate Technology Support Services Sector (CTSS)

At Corporate Technology Support Services Sector (CTSS), it is our mission to maximize the use of innovative technology to assist our services. We constantly put efforts towards upgrading our technology and providing integrated smart solutions. In line with our "Advanced RTA" goal, we envision ourselves as a sector that exemplifies the qualities of innovation, quality, excellence and information technology policies. We are always working towards aligning our goals with the objectives defined under the national development agendas such as the Smart Government Plan, Dubai Smart City Plan, Expo 2020 and the Dubai 2021 Plan. The following departments fall under the purview of CTSS:

Technology Strategy And Governance

Information Technology

Smart Service

Automated Collection System

Building And Facilities

Public Transport Agency (PTA)

The public transit is an integral part of our service line. At Public Transportation Agency (PTA), we endeavour to provide efficient, effective and economical transport for all, while providing a safe, secure, reliable service. The Public Transportation Agency plays an important role in developing and managing the public transportation network in Dubai, thereby improving the connectivity and accessibility for the citizens. We are responsible for developing outreach plans, especially for the public bus transport, in coordination with the other departments. Our agency has offices for Quality, Health, Safety and Environment (QHSE) and Trainings & Development, in addition to the following seven departments:

Planning And Business Development

Transport Activities Monitoring

Buses

Transportation Systems

Maintenance and Services

Marine Transport

Drivers Affairs

Etihad Museum Inauguration
02.12.2016

ETIHAD MUSEUM

تدشين متحف الاتحاد
02.12.2016
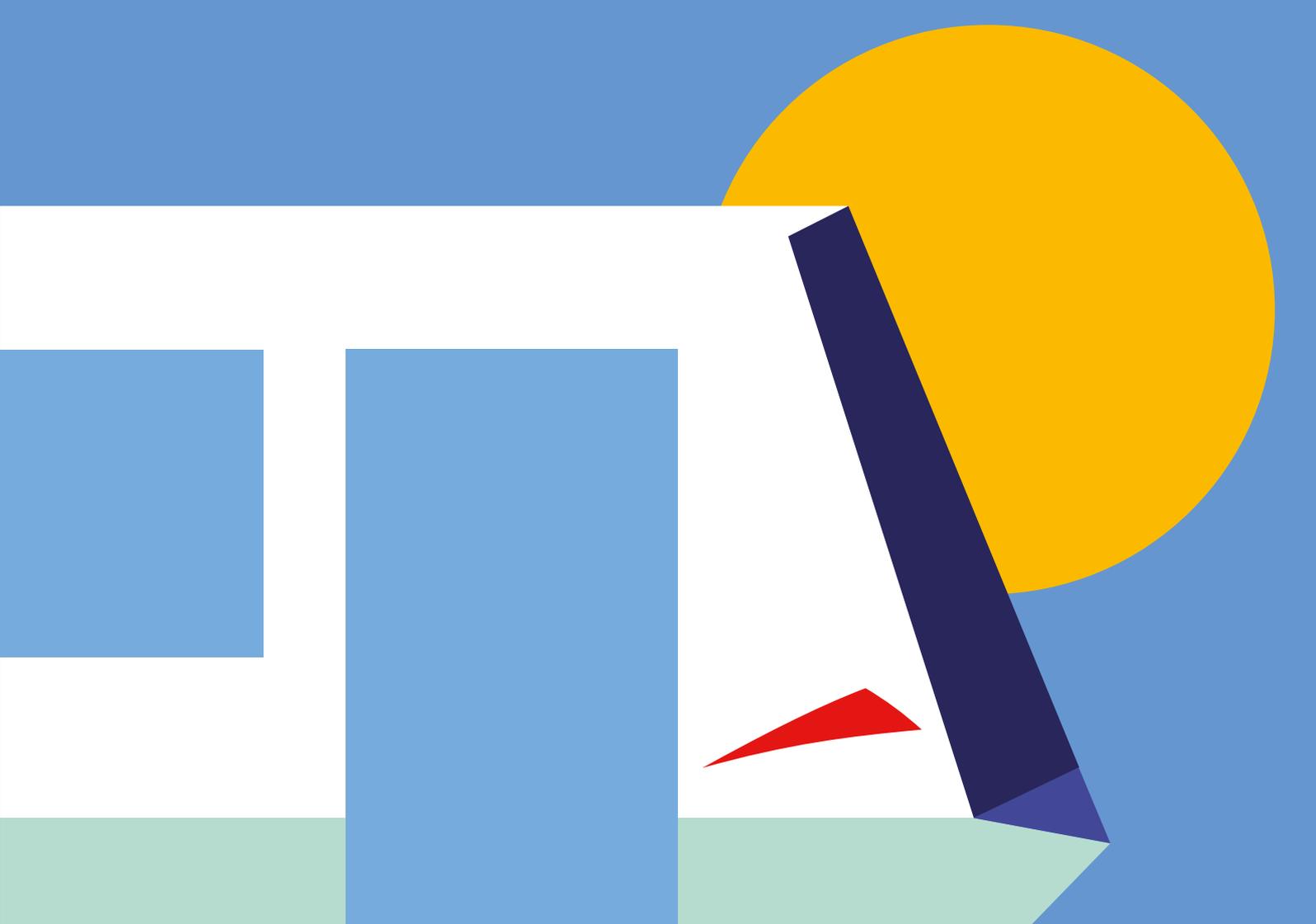
Traffic and Roads Agency (TRA)

The road networks form a vital role in directing our entire transit system. Developing guidance frameworks such as mandates, polices, rules, and technical standards for ensuring efficient and seamless transportation connectivity for the people of Dubai fall within the responsibilities of the Traffic and Roads Agency (TRA). Additionally, planning, designing, construction and maintenance of road networks are the major functions of the TRA. The agency comprises the following five departments that work towards achieving the overall vision of delivering services of the highest quality with maximized efficiency:

Traffic Department

Roads Department

Roads and Facilities Maintenance Department

Parking Department

Intelligent Traffic Systems

The Rail Agency (RA)

The rail agency (RA) is responsible for the management and development of the railway network across Dubai. This integration of the rail services helps us to ease the traffic congestion to allow for smooth mobility. The agency has the following departments

Rail Planning and Projects Development

Rail Operations

Rail Maintenance

Rail Right Of Way

Licensing Agency (LA)

Road safety and responsible driving practices remains one of our primary objectives at RTA and is inevitable to our functioning as an organization. This agency is responsible for the licensing of drivers and vehicles, including that for the car rental companies in Dubai. We make focused efforts to improve both pedestrian and passenger safety. Some of the prerequisites for safe transportation are minimizing injuries, accidents and preventing fatalities. The Dubai Police, training institutes, vehicle inspection stations are some of our strategic partners. We also collaborate with operated customer service centres, approved agent operators and e-service channels to deliver the best quality service. Our Agency has the following departments:

Vehicles' Licensing

Drivers Training and Qualification

Drivers' Licensing

Monitoring and Enforcement

Commercial Transport Activities

Dubai Taxi Corporation (DTC)

The Dubai Taxi Corporation (DTC) is a subsidiary to RTA with financial and administrative independence. We continuously work towards optimizing our services and develop policies and strategies that favour mass transit commute. The Corporation functions to provide services to meet the needs of all segments of society to gain their continual satisfaction. Our corporation has the following departments

Fleet Operations

Resources and Support

Business Development

Human Resources

School Transport

Vision, Mission and Values

Our Vision
Safe and smooth transport for all.

Our Mission
Develop integrated and sustainable transportation systems and provide distinguished services to all stakeholders to support Dubai's comprehensive growth plans through preparing policies and legislations, adapting technologies and innovative approaches, and implementing world–class practices and standards

Our Values
We take pride in our accomplishments over the years, it is our commitment to uphold our values and keep these guiding principles at our top priority. Our values are our identity and the essence of our functioning. We realize that with our role as a sector leader we are entrusted with a responsibility to help improve the quality of life. We conduct our daily business with this responsibility as a prime focus.

1
Corporate Reputation
Our corporate reputation is an evidence of transparency and reliability.

2
Excellence & Success
Our distinction is a true representation of performance based on efficiency, effectiveness and sustainability.

3
Leadership & Teamwork
The professionalism and wisdom of our leaders is manifested through their deep respect for individuals and reinforcement of teamwork.

4
Happiness & Positive Energy
Our constant motivation is making people happy and inculcating positive energy in the society.

5
Innovation & Creativity
Our future outlook is the source of continuous creativity and innovation.

Our Awards

Continuing RTA's legacy, 2016 saw our efforts of providing safe and smooth transportations services appreciated in UAE as well as globally. One of the major highlights of the year was RTA winning seven awards at the Hamdan Bin Mohammed Program for Smart Government. RTA was also recognized for its endeavors in the sustainability realm and won awards in the "Best Green Practices" and "Health, Safety and Environment" categories.

Awards

Stevie Awards Bronze category for Health, Safety and Environment (HSE) for 2016

21st Middle East Smart Government and Excellence Awards in the category of 'Transportation Smart Services Award'

International Safety Award

Smart Government Excellence Award 2016 for "Smart Drive" and "Salik."

The Best Middle East Government Contact Center Award

Gulf Engineering Innovation Forum Award

The best Government Service via smartphones

The Best Government Service via Mobile Phone worldwide in the Transport & Infrastructure Sector at the World Government Summit

Hamdan bin Mohammed Smart Government Flag

Dubai Government Excellence Program (DGEP) – Best Government Entity in the field of Enablers

DGEP- Best Government Service Provider

DGEP- Best Government Entity in the field of Smart Government

DGEP- Best Government Entity in the field of Administrative & Financial Governance

DGEP- Most Disabled-Friendly Entity

The Hamdan Bin Mohammed Award for Smart Government- Best Partnership with the public on the initiative Smart Tariff, within the NOL card services

The Hamdan Bin Mohammed Award for Smart Government- Best Partnership with the private sector on the initiative 'Smart Bus Shelter.'

The Hamdan Bin Mohammed Award for Smart Government- Best Government Services via mobile phone for 'RTA Dubai smart app.'

The Hamdan Bin Mohammed Award for Smart Government- in the category 'Client Life' for its 'Corporate Business' smart app

The Hamdan Bin Mohammed Award for Smart Government- Best Call Center for its 8009090 call center

Arab Ideas Award by the Dubai Quality Group in the 'Best Green Practices' category for recycling bus wash water

'Leadership Award for Outstanding Contribution towards Building Smart Cities Award' at Smart Cities Summit

Champions of Champion award at Green World Awards 2016

Big project awards 2016 for 'Sustainable Government Department of the Year'

Government Sustainability Initiative award – 2016

Water Treatment and Management award – 2016

Continuity and Resilience Team Award – 2016

7 Middle East Call Center awards presented by Insights ME, ITP and IQPC – 2016

2016 IRF Global Road Achievement Awards For the Category: 1. "Asset Preservation & Maintenance Management Category" 2- "Quality Management Category"

Prince Michael International Road Safety Awards

Sheikh Khalifa Award for Excellence – Diamond Class

Gulf Traffic Award

First UAE Award for the local best category for encouraging reading

Ideas America for (Idea of the year) and (Green Initiative Award)

Winner of Global Best Practices Awards in the Public Sector for 2016 (Internal Audit)

Business Continuity Institute Awards – 2016

Our Certifications and Accreditations

ISO 9001:2008
(Quality Management Systems)

ISO 14001:2004
(Environmental Management Systems)

ISO 50001:2011
(Energy Management Systems)

OHSAS 18001:2007
(Occupational Health and Safety Management)

ISO 22301:2012
(Business Continuity Management Systems)

ISO 27000:2013
(Information Security Management)

ISO 31000:2009
(Risk Management)

ISO 39001:2012
(Road & Traffic Safety Management Systems)

ISO 20000:2011
(Information Technology)

ISO 55001:2014
(Asset Management)

BS 11200:2014
(Crisis Management)

ISO 10001:2007
(Quality management -- Customer satisfaction -- Guidelines for codes of conduct for organizations)

ISO 10002:2014
(Quality management -- Customer satisfaction -- Guidelines for complaints handling in organizations)

Our Memberships and Collaborations

International Association of Public Transport (UITP)

Land Transport Authority, Republic of Singapore, to foster strategic partnership, share expertise in all activities related to transportation

Easy Mile/ Omnix Company to conduct test runs for first driverless vehicle with a capacity of 10 passengers customized to local climate conditions

Dubai Municipality for using NOL card in collecting fees for public facilities in the Emirate

Dubai Culture & Arts Authority detailing respective roles & responsibilities towards Etihad Museum

Smart Dubai Office, enabling the use of NOL card system as means of mini payments in the Emirate

Cooperation agreement with Careem to facilitate taxi-booking service

Dubai Electricity and Water Authority (DEWA) for co-organizing the Dubai International Project Management Forum (2017-2019)

Emaar Properties for co-organizing the Dubai International Project Management Forum (2017-2019)

Rail Safety Office in the UK, SMRT in Korea (Singapore)

Corporate Governance

"Corporate governance is a valued concept in RTA, emphasizing our belief in creating long term prosperity for the organization. This goal can be achieved by maintaining an equilibrium between RTA's vision and mission and the interests of all our stakeholders. Our strong governance structure accentuates our ongoing efforts of creating a transparent and ethical work environment."

At RTA, we have always been dedicated on operating in an ethical manner and safeguarding the interests of our stakeholders. Our corporate governance structure is managed by the Board of Executive Directors, comprising of a chairperson and nine members appointed by decree by the Executive Council of the Emirate of Dubai. The Board is dedicated to upholding the company's integrity, responsibility and reliability towards its stakeholders.

Our corporate governance structure along with our policies for safety, quality, asset management, security and privacy help us achieve RTA's strategic objective of "Safe and Smooth transport for all." Adopting a formal governance structure helps us create an atmosphere of trust and transparency for all our stakeholders, including our employees, vendors, customers and strategic partners. We have taken all possible efforts and measures to ensure that our governance structure encourages everyone to adhere to fair and responsible business practices. This would ultimately help us in establishing ourselves as not just a regional but a global leader in the Roads and Transportation sector.

All our Board members are assigned specific tasks that they are responsible for and are held accountable for, in case of any issues. The Board oversees the overall cognitive, financial and technical matters at RTA and are responsible for the decision-making for all our projects.

Board Members –
Roles and Responsibilities

HE Mattar Al Tayer
Director General & Chairman of Board of Executive Directors
Responsible for establishing a competent and experienced specialist workforce under his leadership and driving force, thereby driving the organization through remarkable achievements that have positioned RTA as a world-class organization

Mohammed Obaid Al Mulla
Member of Board of Executive Directors
Mohammed Obaid AL Mulla has more than 25 years of executive management experience in all areas of the public transportation industry. He also provides progressive leadership with exceptional managerial and organizational skills

Maitha bin Adai
CEO, Traffic and Roads Agency
Chief Executive Officer of the Traffic and Roads Agency. Responsible for designing, constructing, managing and operating integrated traffic and roads networks. Leads a team of more than 1,200 employees who plan, build, maintain, and operate the 12,215 lane kilometers of Dubai's world class highway system.

Abdul Mohsen Ibrahim Younis
CEO, Rail Agency
Chief Executive Officer of the Rail Agency, responsible for designing, constructing, managing and operating railway transport systems. Works towards a total integrated transportation solution in support of Dubai's long term Strategic Development Plan.

Ahmed Hashem Bahrozyan
CEO, Licensing Agency
Chief Executive Officer of the Licensing Agency. Responsible for managing vehicle registration and licensing operations, driver education and training as well as various policies, legislations and technical standards.

Abdullah Ali Al Madani
CEO, Corporate Technology Support Services Sector
Chief Executive Officer of the Corporate Technology Support Services Sector. Responsible for providing effective support to all RTA agencies and departments to ensure an adequate working environment. He is currently responsible for running 5 critical support departments serving 6 of RTA's sectors/agencies

Youssef Ahmed Redha
CEO, Corporate Administration Support Services Sector
Chief Executive Officer of the Corporate Administration Support Services Sector. His role covers the provision of high quality, customer centered, innovative and cost effective services to RTA customers and employees, development of RTA people, promotion of a modal shift, and contribution to financial sustainability.

Nasser BuShehab
CEO, Strategy and Corporate Governance
Chief Executive Officer of Strategy and Corporate Governance. Responsible for developing and implementing various strategies, regulations and long-term plans. SCG is responsible for the corporate governance of our activities and devising organizational charts of our associated agencies and sectors

Abdulla Yousef Al Ali
CEO, Public Transport Agency
Chief Executive Officer of the Public Transport Agency. Responsible for designing, constructing, managing and operating a public transport system, including buses and marine modes, that is integrated with other means of transport in Dubai.

Yousif Mohammad Al Ali
CEO, Dubai Taxi Corporation
Chief Executive Officer of the Dubai Taxi Corporation. Responsible for providing an array of services and customer care that meet the highest standards of transportation quality and promote a premier civic image.

Organizational Structure

Director General, Chairman of the Board of Executive Directors

Board of Executive Directors

Internal Audit

Strategy & Corporate Governance Sector

Corporate Administrative Support Services Sector

Corporate Technology Support Services Sector

Public Transport Agency

Traffic and Roads Agency

Rail Agency

Licensing Agency

Dubai Taxi Corporation
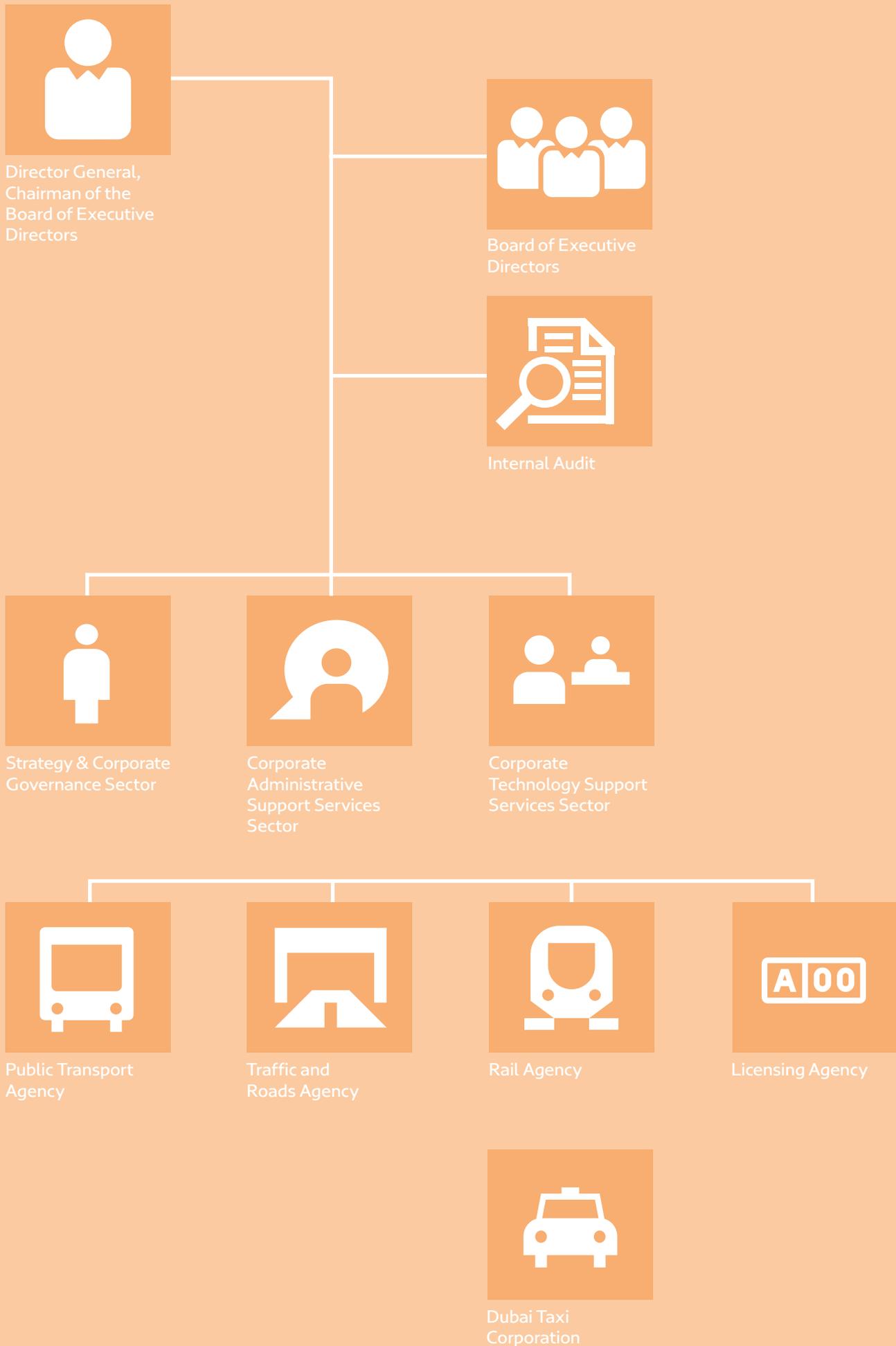
Policies and Procedure

At RTA, we are committed towards serving the community with best in class and superior services. Our vision of "Safe and Smooth Transport for All" inspires us to operate responsibly and incorporate principles of integrity, quality and safety into our operations. Through our policies we aim to create a safe, reliable and sustainable environment for all our stakeholders.
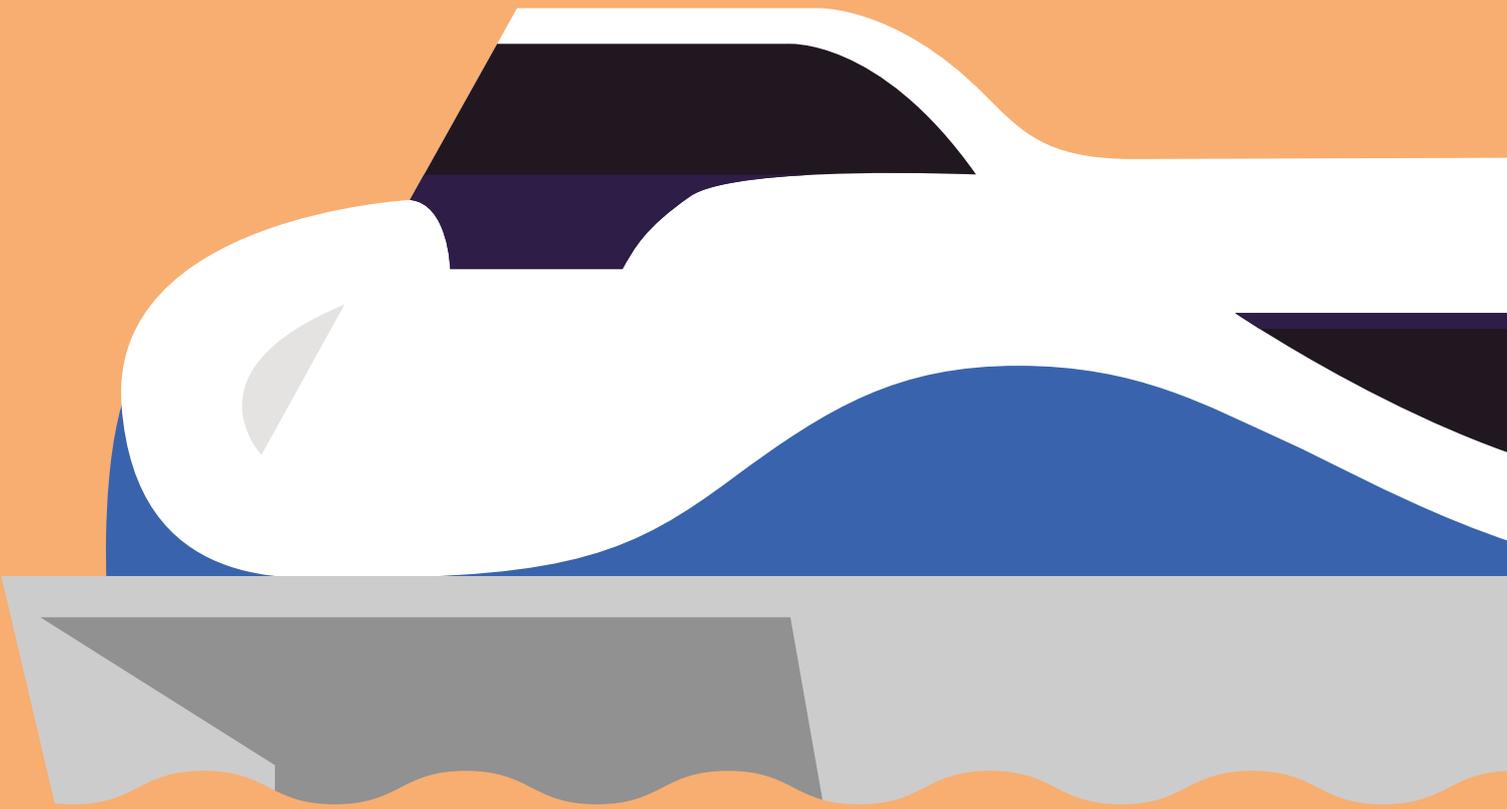
Policies & Procedures

Assest Management

Quality Policy

Security & Privacy

Safety Policy

Corporate Governance Policy

RTA is committed to:
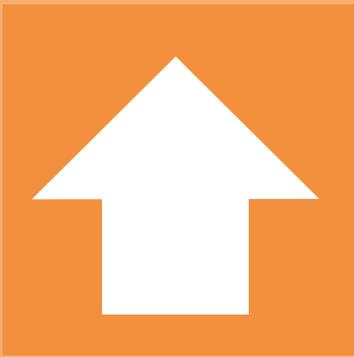
Developing directive and control frameworks across all activities.
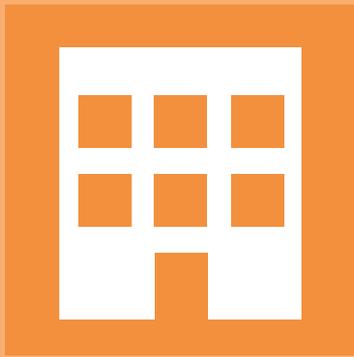
Creating a work environment characterized by integrity, fairness, transparency and accountability.

Implementing best practices in governance to support RTA performance.

Corporate Governance Principles

Stakeholder focus

Integrity and ethical values

Transparency and disclosure

Fairness

Segregation of duties

Stakeholder Engagement & Materiality Assessment

We are closely engaged with our internal as well as external stakeholders to understand and address their needs in a timely and effective manner. Our eight strategic goals and embedded objectives established with the aim of overall development of Dubai, bear testimony to the fact that at RTA, performance is about creating value, with stakeholders at the centre of all we do.

Understanding the needs and interests of our stakeholders is central to the continued success of our business. We believe regular and transparent communication with our stakeholders allow us to build relationships and create mutual understanding. Insights from interactions with our stakeholders enrich the decision making process and enable us to have value creation. We engage with our stakeholders through formal and informal channels. This process allows us to benchmark stakeholders' perceptions and gives us a holistic picture of what matters most to our stakeholders, allowing us to improve our communications and reporting.
Stakeholder Engagement Process

Stakeholder Engagement Process
The stakeholder engagement process involves identifying all the stakeholders who are interested in, affected by, or have potential to be affected by the impacts of our activities, or those who have an ability to influence us. Based on the impacts and level of influence, we identified and prioritized our stakeholders as employees, vendors, customers and strategic partners. We engaged with these prioritized stakeholders to understand their concerns and receive their feedback on our performance. On this basis, the feedback reports were prepared and strategic goals and objectives were derived.

Stakeholder Engagement Framework

Our Stakeholders	How we engage	Frequency of Engagement	Their expectations	Our response
Employees	Employee satisfaction survey, Face to face meetings and Satisfaction surveys during events	Yearly Quarterly When needed	Better work environment, career growth, quality training programs	Within boundaries of Dubai Government HR Law HR Open Day/ HR Tea Satisfaction survey
Vendors	Surveys, suggestion scheme, meetings, written communication, suppliers support office	Ongoing	Improved communication, timely payments. Pressure for price reduction	Provide various communication channels and online services for vendors
Customers	Satisfaction surveys, perception surveys, happiness surveys, mystery shopping studies, suggestion scheme, customer council, focus groups, meetings, social media channels, website, written communication	Ongoing	Service delivery time & waiting time Service channels	Provide various online and smart services Provide more service delivery channels Implement service excellence programs and standards
Strategic Partners Dubai Police Dubai Municipality Dubai Electricity and Water Authority Federal Transport Authority – Land and Marine Land Department Department of Finance Ministry of Interior	Meetings, open day, surveys, emails, government conferences, annual gathering, Partners Malis	Quarterly Semi-Annually Annually Ongoing	Enhance partnership in relation to strategic directions Execution of shared initiatives	Coordinate with strategic partners to identify roles and responsibilities and level of contribution of each entity in achieving joint strategic objectives

Materiality Assessment

Our robust stakeholder engagement process has helped us in identifying, prioritizing and validating our strategic goals that serve us as a foundation for our sustainability journey. Determining 'materiality' helps us understand topics that are relevant to our business and stakeholders over the short, medium and long term. Understanding our strategic goals, both from internal and external perspectives, has helped us develop corporate strategy, goals, targets, programs and initiatives. It reflects our vision, action plans and progress made by us to address various aspects of sustainability. The results of the strategic goals and objectives are reviewed internally by our senior management and strategic planning department. We have further aligned and mapped our material topics in line with our eight strategic goals and objectives. Our material topics are prioritized in accordance with their significance to internal and external stakeholders, and with their boundaries (inside our organization, outside the organization, or both inside and outside the organization). These topics are based on the significance of our economic, environmental and social impacts and the degree of influence they have on stakeholder assessments and decisions.

Boundary of our material topics

A summary of our material economic, environmental and social topics, where the impacts occur and our involvement with the impacts is presented below. Our indirect involvement indicates the impacts that occur outside RTA such as the value chain where we may not have much control.

Our Goals	Our material topics	Where impacts occur (within RTA, within and outside RTA)	RTA's involvement (direct / indirect)
Smart Dubai	Customer Health and Safety	Outside RTA	Indirect
	Customer Privacy	Outside RTA	Direct
	Marketing and Labeling	Outside RTA	Direct
Integrated Dubai	Customer Health and Safety	Outside RTA	Indirect
	Marketing and Labeling	Outside RTA	Direct
People Happiness	Training and Education	Within RTA	Direct
	Grievance Mechanism	Within RTA	Direct
Smooth Transport for All	Public Policy	Outside RTA	Direct and Indirect
Safety and Environmental Sustainability	Customer Health and Safety	Outside RTA	Indirect
	Occupational Health and Safety	Within RTA	Direct
	Grievance Mechanism	Outside RTA	Direct and Indirect
Financial Sustainability	Economic Performance	Within RTA	Direct
Advance RTA	Employment	Within RTA	Direct
	Training and Education	Within RTA	Direct
	Corporate Governance	Within RTA	Direct
	Procurement Practices	Outside RTA	Direct
	Grievance Mechanisms	Outside RTA	Indirect
Assets Sustainability	Energy	Within RTA	Direct

The final outcome of our materiality assessment is depicted in our 8 strategic goals and objectives that reflects both internal and external perspectives on material topics and their relative significance to our business and to our stakeholders.

1
Smart Dubai

Material Aspects
Customer Health and Safety

Customer Privacy

Product and Service Labeling

Stakeholders Engaged

Report Sections for Disclosures

2
Integrated Dubai

Material Aspects
Customer Health and Safety

Product and Service Labeling

Stakeholders Engaged

Report Sections for Disclosures

3
People Happiness

Material Aspects
Training and Education

Labor Practices Grievance Mechanisms

Stakeholders Engaged

Report Sections for Disclosures

4
Smooth Transport for all

Material Aspects
Public Policy

Stakeholders Engaged

Report Sections for Disclosures

5
Safety and Environmental Sustainability

Material Aspects
Customer Health and Safety

Occupational Health and Safety

Environmental Grievance Mechanisms

Stakeholders Engaged

Report Sections for Disclosures

6
Financial Sustainability

Material Aspects
Economic Performance

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7
Advance RTA

Material Aspects
Employment

Training and Education

Corporate Governance

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Grievance Mechanisms for Impacts on Society

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Material Aspects
Energy

Stakeholders Engaged

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Stakeholders Engaged

Community | Strategic Partners | Customers | Employees | Vendors

Report Sections for Disclosures

Social Performance | Environmental Sustainability | Economic Performance

102-40, 102-42, 102-43, 102-44, 102-47, 103-1

Strategic goals & objectives

Goal 1: Smart Dubai
1.1 Foster connectivity, integration, collaboration, and information management
This objective defines how RTA will share and publish open data segments/data sets with external stakeholders. This will be done by developing and implementing a plan to shift towards smart enterprise and enabling strategic information.
1.2 Enhance and sustain smart government solutions and services
This objective defines how RTA will improve the adoption of online and smart services by developing and enhancing smart solutions and services.
1.3 Develop smart solutions for transportation, roads and traffic
This objective defines how RTA will develop smart solutions and systems for transportation, roads and traffic by implementing technologies and best practices.

Goal 2: Integrated Dubai
2.1 Enhance integration between transportation planning and urban planning
This objective defines how RTA will develop and enhance transportation integration between public transport modes and urban planning by developing and updating Dubai transportation strategy and integrating transportations mode and systems.
2.2 Make roads and transport systems friendly for all
This objective defines how RTA will enhance and improve people-friendliness of roads and public transport, and cycling paths by implementing best practices and comprehensive plans as a city that is more people-friendly.

Goal 3: People Happiness
3.1 Pioneering in people happiness
This objective defines how RTA will impact people-happiness in Dubai by measuring happiness levels and benchmarking.
3.2 Ensure harmony with customers
This objective defines how RTA will develop and enhance experience of customer services and customers' needs by implementing tools and initiatives to have better conversations and prediction and serviced Level.
3.3 Foster happiness and positive energy at work
This objective will defines how RTA will develop and enhance happiness and positive energy for employees and work environment by implementing tools, technologies and programs.

Goal 4: Smooth Transport for All
4.1 Encourage public transport
This objective defines how RTA will encourage and enhance public transport in Dubai by developing a public transport master plan and public transport models and providing a high level of services and operational excellence.
4.2 Develop and enhance sustainable network and systems for roads and transportation
This objective defines how RTA will develop and enhance public transport and road network coverage in Dubai by continuously developing and enhancing road networks, infrastructure and systems.
4.3 Manage travel demand and congestion
This objective defines how RTA will enhance and monitor travel demand and congestion in Dubai by developing and updating demand management studies, and measuring and assessing congestion.

4.4 Improve effective policies and legislations for transport, roads and traffic

This objective defines how RTA will develop policies and legislations that support transport and traffic and land use which sustain the current and future of infrastructure and operations of road and transportation in Dubai.

Goal 5: Safety and Environmental Sustainability
5.1 Enhance transport and traffic safety to reduce accidents and fatalities

This objective defines how RTA will enhance traffic safety and reduce fatalities in roads and pedestrian by implementing world class safety standards, safety management systems and encouraging public participation.

5.2 Foster environment sustainability for transportation

This objective defines how RTA will develop and enhance green transportation, reduce CO2and energy consumption by adopting renewable energies and clean fuels, raising level of interaction of the public with RTAs green initiatives and adopting green technologies.

5.3 Ensure health and safety sustainability

This objective defines how RTA will enhance H&S within its operations and projects by developing RTA safety policy framework, developing and implementing safety management system and promoting programs for staff.

5.4. Foster security and sustainability

This objective defines how RTA will foster its commitment to increased security of public transportation means, while also identifying newer approaches to work towards incorporating sustainability across all its business operations.

Goal 6: Financial Sustainability
6.1 Maximize and diversify revenues

This objective defines how RTA will increase and diversify its revenue and commercial revenue through its service and innovative initiatives, and by enhancing commercial revenue sources.

6.2. Enhance financial efficiency

This objective defines how RTA will enhance its financial efficiency by better monitoring of the budget and expenditures, identifying cost reduction opportunities, and optimize projects and operating contracts.

Goal 7: Advance RTA
7.1 Attract, develop and retain talent

This objective will defines how RTA will develop talents across the entire employee base by developing and implementing comprehensive human resource policies, improving work environments and employee services, enhancing employee's talents and capabilities and Emiratization.

7.2 Foster excellence and knowledge management

This objective defines how RTA will develop and enhance knowledge management and foster excellence by implementing projects and initiatives.

7.3 Enhance quality, process and corporate governance

This objective defines how RTA will enhance quality and processes and its corporate governance by improving and optimizing corporate processes, enabling business transformation, optimize organization structure and enhancing corporate governance practices.

7.4 Ensure pioneering in creativity and innovation

This objective defines how RTA will enhance creativity and innovation practices by improving and optimizing innovation leadership and capabilities. This will be done by implementing new idea management and intellectual property framework and developing innovation researches with r elated entities.

7.5 Improve relation with partners and vendors

This objective defines how RTA will improve relations with partners and vendors. This will be done by enhancing user interface as well as assessing any potential opportunities for collaboration.

Goal 8: Asset Sustainability

8.1 Enhance efficient and effective assets management

This objective defines how RTA will improve the efficiency and effectiveness of asset management. This will be done by optimizing assets acquisition planning capability and adopting a whole-life and value engineering approach.

8.2 Ensure optimal performing assets

This objective defines how RTA optimizes assets performance by tools and programs that optimize asset reliability and availability, and prolong the economic life of assets.

8.3 Maximize asset value

This objective defines how RTA will increase asset value by tools and programs that optimize asset value, investment decisions and commercial assets utilization.
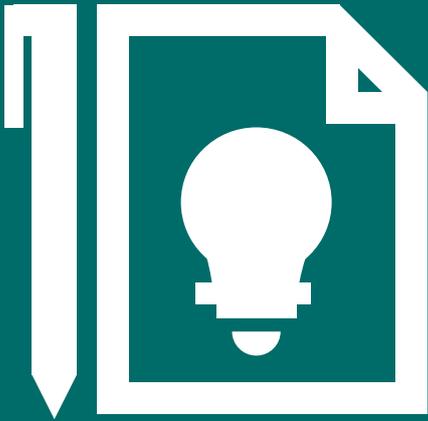
Innovation at RTA

His Highness Sheikh Mohammed bin Rashid Al Maktoum launched a National Innovation Strategy in 2014 with the aim of developing UAE as a global leader in terms of innovation across all sectors.

The national strategy framework has been structured around three key pillars as follows:

1. An innovation-enabling environment

2. Innovation champions

3. Innovation priority sectors

Furthermore, the strategy focuses on seven priority sectors wherein innovative ideas and approaches would be identified and implemented to address the existing challenges. These sectors include renewable energy, transport, education, health, technology, water and space.

With transportation being one of the priority sectors under the national strategy, we at RTA have also been focused on developing innovative approaches towards addressing the needs and requirements of the people of Dubai. We strive to align our strategy with the objectives and targets set under the National Innovation Strategy while also being in line with the development goals set under the UAE Vision 2021 and Dubai Plan 2021.

Alignment of our innovation strategy with RTA's strategic goals and objectives

RTA's Strategic Goals and Objectives

Innovation will support all 8 of RTA's strategic goals and objectives

Community

Smart Dubai

Integrated Dubai

People Happincess

Transport

Smooth Transport for All

Safety and Environmental Sustainability

Internal Effciency

Financial Sustainability

Advanced RTA

Asset Sustainability
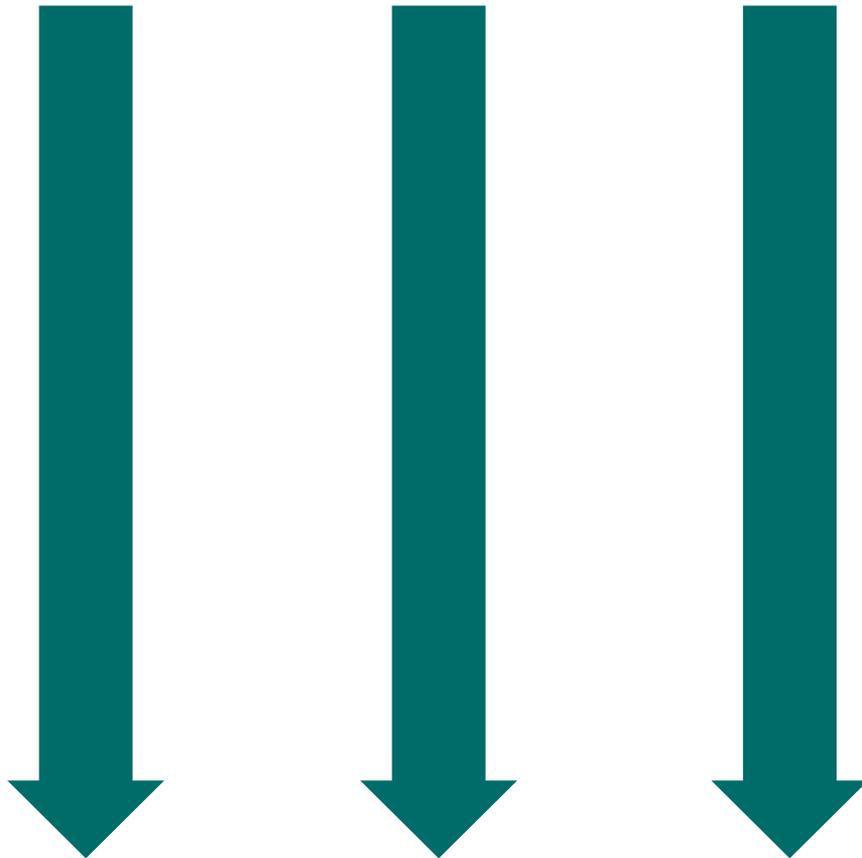
RTA's Innovation Themes (Focus Areas)

6 key themes for areas innovation define project focus

| Smart City & Digital-physical Integration | Product/ Service Excellence | Integrated Mobility & Accessibility | Safety & Environmental Sustainability | Internal efficiencies of RTA | Economic Development of Dubai |

We have continuously focused on building our skill–sets and capabilities so as to meet the demands of the people and address the existing challenges in an innovative manner. Our innovation journey at RTA has matured over the years and we launched the first ever permanent innovation lab in Dubai in 2015. Moreover, we have always strived to align our innovation strategy with the overall RTA strategic goals and have focused on developing strategies and initiatives that helps RTA create sustainable value for the people of this nation.

Innovative projects in 2016 as per innovation themes

Smart City/ Digital- Physical Integration	Safety & Environmental Sustainability	Product/ Service Excellence	Internal Efficiencies of RTA	Integrated Mobility & Accessibility	Economic Development of Dubai
17	13	43	25	17	6

Our Innovation Strategy

Lead
Lead in the field of mobility/ transport at regional and international levels
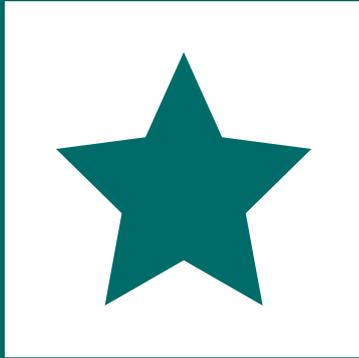
Excel
Excel in our service to our stakeholders in all we do
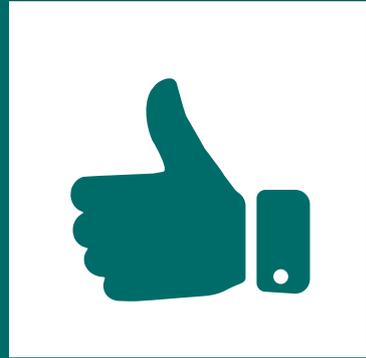
Impact
Create social, financial and customer impact by solving challenges arising in delivering "safe and smooth transport for all"

Innovation Journey in RTA

% RTA Innovation Model Maturity score is 79.6% in 2016

2014
UAE Innovation Strategy

Dubai Innovation Strategy

2008 — 2010
Brain storming Manual

2013 — 2015
Innovation Strategy

2016
Innovation Strategy Update

CRM system

2008

2012
Scientific Researches Award

Innovation Maturity

Innovation Maturity Assessments

2011

First Permanent Innovation lab in Dubai

Innovation Labs

2015

Future Accelerators

2016

57% — 2011
64% — 2012
71% — 2013
73.4% — 2014
77.5% — 2015
79.6% — 2016

Alignment with the overall RTA Strategic Objectives
At RTA, our innovation is spread across four major fields

Business Model:
Innovation in terms
of creating, developing
and delivering value
to our customers and
other stakeholders

Projects & Operations:
Development and
improvements in the
existing projects,
methodologies, and
mechanisms that are used
to facilitate stakeholders
and also improve internal
operational efficiencies

Leadership & Management:
Adopting leading practices
and develop a culture
of innovation as well as
develop management
systems and strategies
to improve overall
corporate governance and
organizational performance

Products & Services:
Innovation through
development of new
and/or improvements
in existing products
and services

RTA MASAR towards 2030 (Roadmap) - Innovation Labs 2016

Challenge:
Future of transportation
in Dubai by 2030

Main Initiatives:
Autonomous Vehicles

Non motorized
transportation modes
for first and last mile

Cable Cars

EC3 – Enterprise Command
and Control Center

Also includes a library and
interactive monitors that
enable members to exchange
visual content which are
supported by smartphones
and portable gadgets

Happiness Innovations – Innovation Labs 2016

Challenge:
converting 80% of
RTA's customer service
transactions over
digital channels

Main Initiatives:
Committee Optimization

Back To The Floor

On Click Rewards

Simple RTA

RTA Cares

Dubai Future Gateway

Unified Service Delivery

His Highness Sheikh Mohammed bin Rashid Al Maktoum announced his vision to make Dubai the smartest city in the world by 2017 and as a public institution, we consider it our responsibility to contribute towards achieving this vision.

We took the lead by adopting 61 projects and initiatives under the Smart City platform.

22
Target Projects/
Initiatives

21
Completed
Projects /
Initiatives

+
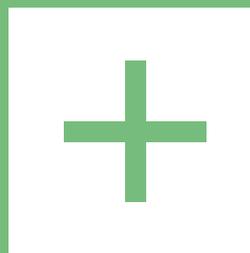
40
Additional
Projects /
Initiatives

=

61
Projects/
Initiatives

Some of our initiatives and projects include the following:

Integrated Mobility Platform: Enabling easy access to all public transport systems through a single 'smart App'.

Nol refunds through any of the 3900 parking machines installed across Dubai

Automated bus lanes' monitoring systems, which has resulted in 83% reduction in bus lanes' violation and 20% increase in the speed of public buses

Dubai Cars (ekar) – a system that allows people to rent cars by the hour, particularly to drive to and from metro, bus and tram stations

Innovation Week at RTA

We celebrated the Innovation Week for the fourth consecutive year this time to highlight our commitment to constant development and innovative approaches to existing challenges and meet public demands
Events during the week:
1. Participation of the Commission within the Executive Board platform. "Remote-Tracking System"
2. Workshop on Innovation in Urban Mobility
3. Driverless Cars
4. Innovation Camp
5. Innovation Bus
6. Art Stations

Internal Events
1. Lecture on the future of governments and government work by John Duschinsky
2. Presentation highlighting innovative ideas developed by Arabs over a period of 1000 years in the fields of transportation, science and mobility
3. 'Readers' Club' to encourage staff members to inculcate the habit of reading and also share knowledge among each other
4. 'Innovation Cinema', wherein the staff members were shown videos from TED conferences on innovation and knowledge
5. 'Innovation Race', to identify the top three winners from the six ideas that qualified for this competition
6. 'Innovation Hour' lectures from eminent speakers from various participating organizations such as Ericsson, Microsoft and InnovationCast
7. A discussion session on the applications of robots and Unmanned Aerial Vehicles (UAVs)
8. An interactive educational workshop for RTA employees on topics such as 3D printing, robotics and drones
9. Honoring the winners of the 'Scientific Research Award'
10. 'Future Transportation' exhibition at the Museum of Transport located in the RTA head office, displaying some of the innovations developed by the Authority in the field of transportation

One of our major focus areas under the innovation strategy is to help RTA achieve its sustainable development goals and contribute towards generating positive value for the society at large through its sustainable performance. Some of our recent sustainability innovation ideas and initiatives include the following:

Electrical Abraa
Minimizing noise pollution

Emission reduction

Hybrid Vehicles
Reduction in carbon emissions by approximately 30%

Electrical Buses
Emission reduction

Increased efficiency

Gas Buses
Reduction in vehicle motor noise by 30%

LED Light indicators
Reducing carbon emissions to 163.6 tons/annum

Minimizing carbon footprint by more than 3000 tonnes of carbon/annum

Metro & Tram
Reduction in carbon emissions

Reduction in water utilization by 30%

One of our values that we strongly believe in is fostering a spirit of innovation and creativity among all our employees. We aim to develop a culture of leadership and strategic thinking that drives towards achieving of results within the organization. To achieve this objective, we conduct a number of training sessions and workshops for our employees to train them in terms of innovative thinking and smart governance practices.

No. of employees trained in innovation and smart governance

2014

2015

2016

👤 =10   ◼ Target   ◻ Actual

Innovation Results

Innovative ideas submitted

- 2014: 8,179
- 2015: 10,006
- 2016: 10,271

Innovative ideas implemented

- 2014: 301
- 2015: 451
- 2016: 374
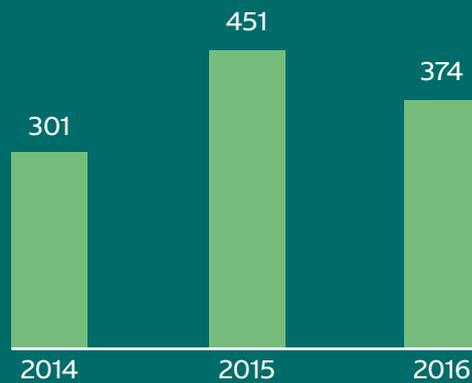
People Happiness

"We believe the public transportation industry is at a turning point. Conventional public transport is changing to become dynamic, swifter and safer to the general public. At this juncture, we have focused our efforts on ensuring the sustainability of safety procedures we utilize to provide our services, while simultaneously exploring smarter ways to move people, improving the quality of life and challenging ourselves to achieve advanced levels of safety and security"
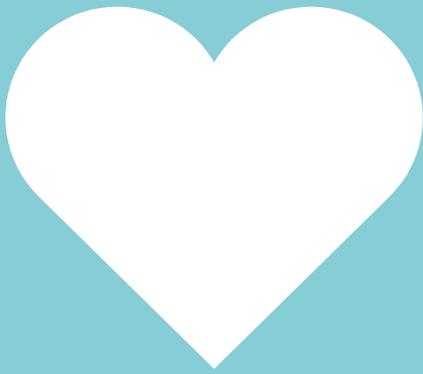
Health
& Safety
Sustainability

We believe that a strong health and safety culture is an essential part of our strategy. In line with our vision, we give highest priority to occupational health & safety management in our everyday operations. In order to sustain the reputation of Dubai and to maintain the highest standards of safety in the transportation industry, we launched our revised strategic plan 2016–2020. The strategic goal 'Safety and Environmental Sustainability' addresses the following key focus areas; safe transportation, occupational health and safety, security and risk management. It covers the topics on enhancing safety by reducing accidents & fatalities, promoting occupational health and safety, and increased traffic safety and security.

We are aware of the diverse workplace safety risks given the dynamic nature of our operations. Keeping this in mind, we have advanced in our safety efforts by implementing effective risk-management approaches in the area of Occupational Health & Safety by integrating with our Enterprise Risk Management, Emergency & Crisis Management and Business Continuity Management systems.

We are continuously improving our approach towards safety for our employees, passengers, pedestrians and the general public by reducing injuries and avoiding crises. Our safety initiatives are aimed at strengthening the role of RTA in safety awareness and performance. In order to foster a strong safety culture, we empower our employees and contractors to understand that safety is a collaborative effort and everyone's responsibility. We believe that RTA can reach the highest standards of safety with the support of all our stakeholders.

Health & Safety Policy

We have implemented the 'RTA Corporate Safety and Environmental Sustainability Policy' to proactively address & manage specific occupational health & safety risks across our transportation networks. The main objective of the policy is to ensure a 'Safe and Healthy Work Environment' for our employees, customers, and other stakeholders.

Our policy primarily focuses on prevention of injury and illness, adoption of feasible solutions to improve safety, reducing Impacts to "As Low as Reasonably Practicable" (ALARP), and continually measuring and improving our safety performance. The policy highlights RTA's efforts to collaborate with various multilateral agencies to comply with and exceed legal requirements with respect to health and safety. Additionally, our policy aims to achieve transparency and make available important health and safety information at all levels. We also communicate health and safety information across all our stakeholders groups.

Anchored to our safety policy are the following stages of implementation: effective planning, employee involvement, continuous assessments, controlling and monitoring incidents. This approach is based on the Plan–Do–Check–Act (PDCA) cycle which integrates safety measures into our existing management systems.

RTA Health and Safety Management System

We recognize the role health and safety plays in overall performance of RTA. In line with our strategic direction, environmental policy commitments, compliance and corporate safety requirements, we have established a framework 'RTA Safety and Environmental Management System (RSEMS)'. The framework adopts a risk management approach in accordance with OHSAS 18001:2007. The application of RSEMS is mandated throughout our organization.

Our integrated approach to safety is highlighted in our cross functional management systems highlighted below.

ERM
Enterprise Risk Management (ISO 31000)

BCMS
Business Continuity Management System (ISO 22301)

CRM
Crisis Management System (ISO 11200)

RSEMS
RTA Safety and Environmental Management System (OHSAS 18001)

CSR
Corporate Social Responsibility

RTSMS
Road Traffic Safety Management System (ISO 39001)
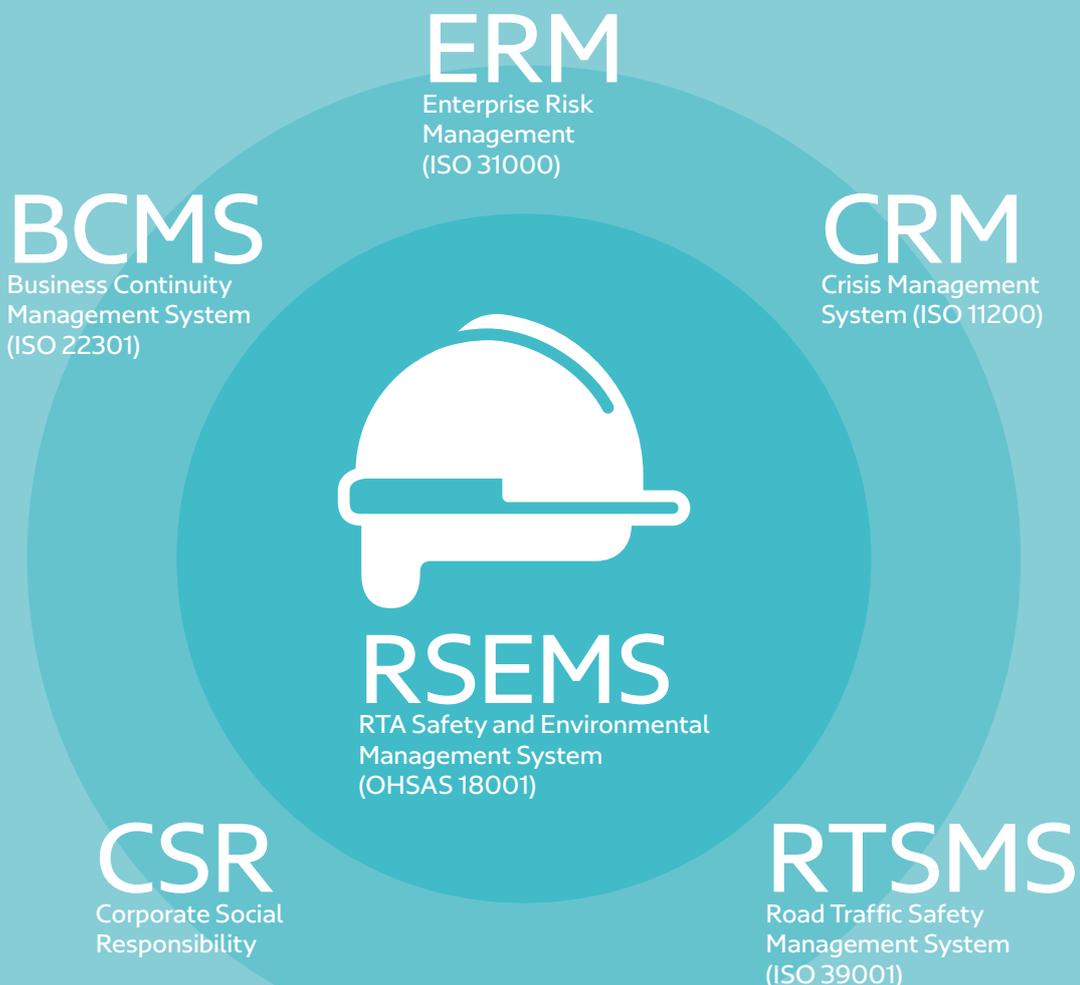
Safety Management Structure

We firmly believe that the visibility and representation of the leadership and its collaborations with various departments of the RTA and external agencies sets a positive tone in achieving all-round workplace safety. Our comprehensive safety governance structure is based on the principles of leadership, participation, risk management, stakeholder engagement and legislative compliance. In order to achieve structured and meaningful impact, the management structure executing safety decisions is spread across various teams and personnel. Our formal joint health and safety structure consists of 10 top management, 14 management and 50 team members.

H.E. Director General and Chairman of the Board of Executive Directors

Senior Management – CEOs (Agency / Sector)

Safety Department (Corporate)

Safety Management Team (Agency / Sector)

Occupational Diseases

We proactively manage occupational risks in order to create a safe, secure and healthy working environment. RTA proactively manages occupational risks in order to ensure a safe, secure and healthy working environment. With a focus on improving health and well-being of our employees, we organize periodic medical check-ups for the employees to identify the occupational health issues. In 2016, there have been no cases of occupational diseases.

Health & Safety Training

At RTA, health and safety training is vital to ensure the new recruits and employees assigned with tasks, procedures and equipment understand their roles and responsibilities clearly. This alignment facilitates employees to retain the required competencies to work efficiently and safely. Prior to assigning a job role to an employee, we ensure the health and safety education is provided to all employees via training programmes. The objective of the training programmes is to familiarize employees with the health and safety policies, key risks, and different media to communicate incidents, emergencies and crisis.

Our competence and training programme update employees on the system planning, hazards and controls in the workplace and are designed to enable persons to recognise and appropriately respond to dangerous situations, deficiencies, deviations as per RTA Safety and Environmental Management System. Based on the various operational scopes and corresponding risk assessments, we also identify and mandate trainings on safe operating procedures and work methods. Periodically, we also provide technical and additional modular trainings to enhance employee's knowledge, and to support professional development.

Compliance Monitoring

Our governance approach to health and safety internal audits (iAudits) is integrated in our management systems. The iAudit approach encompasses a pragmatic governance approach from audit planning perspectives, considering the risk and complexities of the RTA's organizational structure and its operations. We conduct iAudits, which incorporate the following steps; document review, interviews, observations and case Studies.

The reporting framework of iAudit incorporates insight on the trends, historical data and the key risk considerations. We have developed our framework based on performance indicators that focus on the key risks faced by us as an organization and project realistic outcomes on our progress with regards to our health and safety strategy.

We proactively carry out risk–based monitoring in the form of inspections to reduce our vulnerability to the risks we are exposed to. The inspections are conducted on the basis of robust inspection plans and according to the level of risks involved.

Safety Performance

We calculate our safety metrics using the concept of Equivalent Fatality Rate (EFR), which is derived from the UK based Accident Triangle. The formula is an extrapolation of Minor, Moderate and Severe Injuries to Fatality. For the reporting year, we achieved a 12% reduction in EFR compared to last year.

Equivalent Fatality Rate (EFR)

1
Severe

10
Moderate

100
Minor
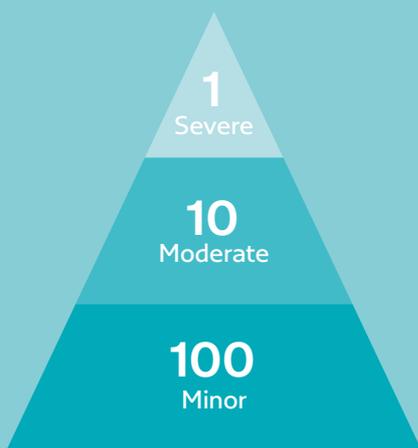
Our Calculation Methodology:
EFR = (Severe) + (Moderate/10) + (Minor/100)

RTA-EFR Statistics over the years

Target   Actual

11.48   10.62   9.56   9.48   8.53   8.45

2014   2015   2016
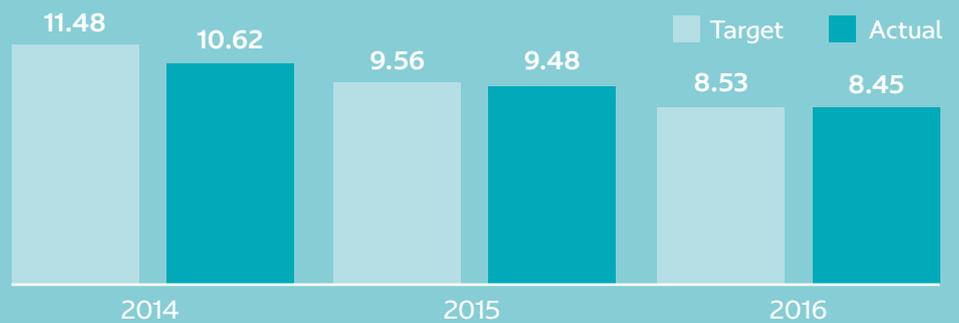
Equivalent Fatality Rate Target Vs Actual for 2016

Target   Actual

	TRA	RA	PTA	LA	DTC
Target	4.84	2.13	0.34	0.0	1.2
Actual	4.71	3.01	0.37	0.001	0.34

Safety Dashboard

Highlights of our safety performance for the year 2016 are represented below.

Types of injury

Safety Statistics – Permanent employees 2016

	TRA	RA	PTA	LA	DTC	SEC
Near- miss	0	0	0	0	2	2
Minor	0	0	2	1	1	0
Moderate	0	0	1	0	3	0
Severe	0	0	0	0	0	0
Fatality	0	0	0	0	0	0

Safety Statistics– Contractor employees 2016

	TRA	RA	PTA	LA	DTC	SEC
Near- miss	222	384	3	0	0	0
Minor	371	71	6	1	0	0
Moderate	0	5	2	0	0	0
Severe	0	0	0	0	0	0
Fatality	1	0	0	0	0	0

Safety Initiatives: Spotlight

Our safety initiatives are focused on effectively using tools as part of an integrated, collaborative service delivery. In order to maximize the outreach of safety initiatives, we have employed a two-fold strategy.

Ensure all our transportation agencies and sectors align their practices to help achieve RTA's safety strategic objectives.

Compel the usage of available tools throughout the organization and via RTA's partnering organizations.

We communicate our key safety initiatives and the overall safety performance to our employees, families and community through our Al Masar magazine issues. Some of our novel initiatives for 2016 are highlighted below:

Systems

Considering the high figures of bus riders in our serviced routes, we have rolled out a sophisticated technology 'Raqeeb' to help prevent accidents. Raqeeb is a smart device system used to detect driver fatigue. The device fitted in front of the bus driver monitors and senses fatigue, exhaustion or illness at any point of time a driver is serving a route. In case any signs are detected by the device, the system alerts our control panel. The case is immediately dealt with by the control panel executives and the likeliness of an accident is averted. We have recorded an 88% reduction in fatigue or exhaustion related cases among bus drivers via this initiative.

Programs

Our strategic partnership with the Dubai Police to achieve road and pedestrian safety was highlighted as part of the Traffic Safety Week. In 2016, one fatality per hundred thousand persons was recorded as compared to 0.6 fatality per hundred thousand persons in 2015. In the view of this increase, we handed educational leaflets at the City Walk and urged the citizens to adhere to the pedestrian lines that guide walkers along safe paths.

Motivators

The Annual RTA Safety Award honours sectors, agencies, firms and individuals for their commitment to safety. The award is applicable across all RTA projects, contractors, consultants, other agencies and construction sites. In the 7th edition of the safety awards, some new categories of awards were introduced, namely, Best RTA Safety Initiative, Best Public Transport Driver, and the Best RTA Maintenance Team. The assessment of the award was conducted by a team of specialists from RTA as well as external groups.

Research

We initiated the smart yard testing project, in-line with the Government's Smart City Initiative. The smart yard project aims to increase transparency and are used for testing light driver license applicants. The key components of the smart yard are powerful cameras and ground sensors, which automatically calculate errors and a watch tower to monitor multiple vehicles. The research undertaken aims to limit the number of collisions and enable individuals to operate controls in a smart environment. In February 2016, we also launched the trial run of the Smart Yard Initiative at the UAE Innovation Week.
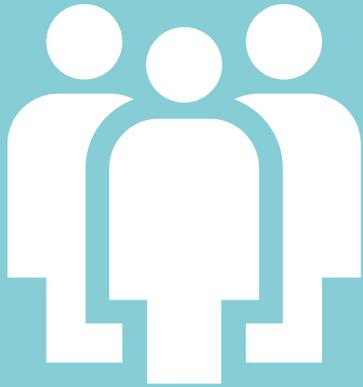
Workforce Management

At RTA, we have always been keen to enhance and strengthen our relationship with all our stakeholders, especially our workforce. Our employees are one of the most valued stakeholders for us and form the basis of all that we do at RTA. We make constant efforts to ensure that all our employees are included in our decision-making processes at various stages as required, and their opinions and suggestions are held in the highest regard.

With the increasing business demands and demographic changes, ensuring that our employees stay "happy" at their workplace is extremely crucial for us. We continually aim to provide excellent opportunities and a positive work environment for them. Our goal is to achieve job satisfaction and continuous development through improved learning opportunities for all our staff members. One of our most important focus areas has also been the recruitment and development of UAE nationals across different functional levels, thereby highlighting our support towards the Emiratization initiative of the UAE government.

Happiness Day during the Learning
Week at RTA headquarters

Workplace Diversity

Our constant endeavor at RTA is to work diligently towards making Dubai a smart city and bring happiness to people. With excellence and success being one of our core values, it is important to create a work environment built on mutual support, trust, and respect. We firmly believe that a holistic work environment will be established if diversity and inclusivity are valued and used as stepping stones to move forward in the journey of growth and success. Our workforce is divided among the seven sectors/agencies, and so we benefit from having experts in a range of fields including engineering, management, finance and urban planning among others.

In 2016, we had 714 women employees working with us across different functional levels, forming approximately 21% of our total workforce calculated at the end of the year.
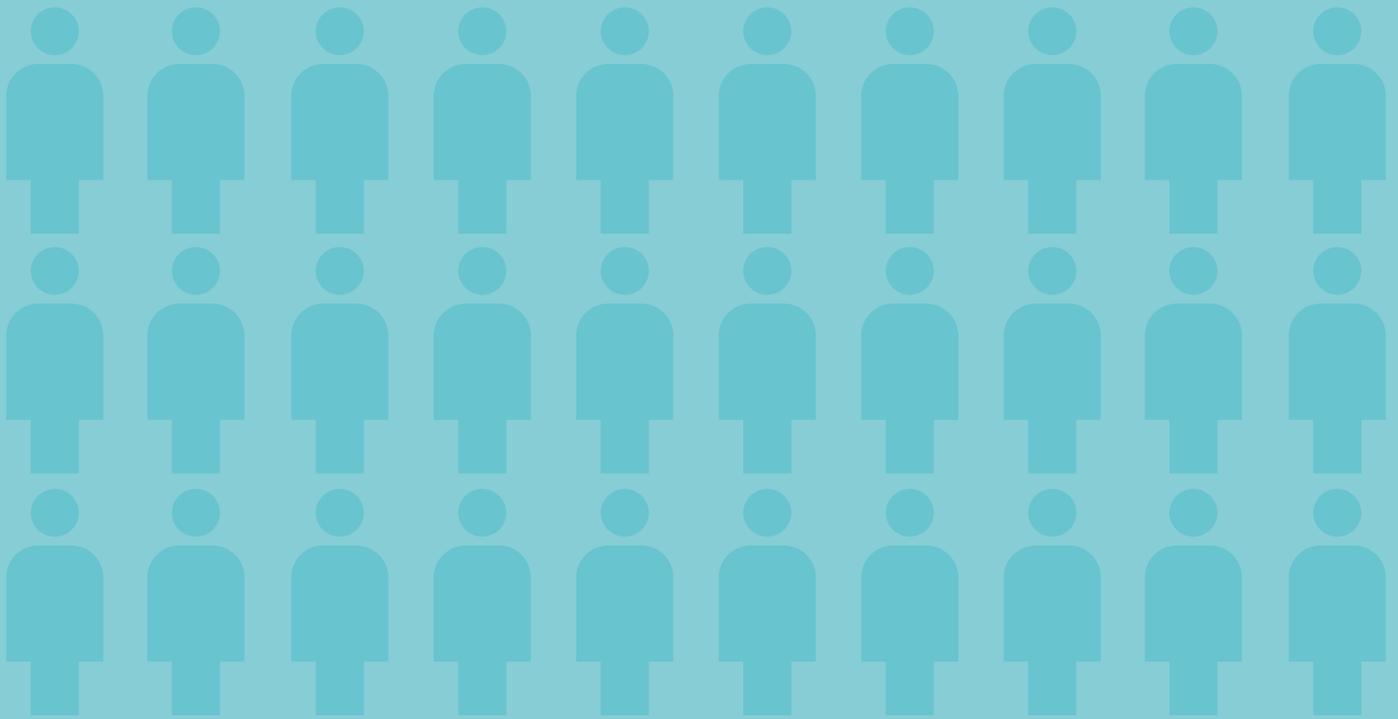
Inclusion & Diversity

Inclusion and diversity are two principles that are paramount to us as an organisation. We understand and acknowledge the importance of women employees within the organisation and take all possible steps to ensure a balance in the representation. We have developed a strategy and committee within RTA to allow for the growth and development of our women employees and build their capabilities and provide opportunities for them to become successful professionals.

We believe in nurturing an environment of creativity and excellence for our women employees and take different measures to ensure that they are provided with all possible opportunities and incentives to help them stay motivated and committed to achieving our vision and goals as an organization.

A Women's Committee has been in place since quite some time at RTA. The main aim of this committee has always been to promote the role of working women at RTA and help them develop their competencies and capabilities.

Some of the initiatives that we have taken to provide a more flexible and holistic environment to the women employees at work include the establishment of a dedicated nursery for the children of RTA employees as well as a gym to encourage our women employees to focus on leading a healthy lifestyle.
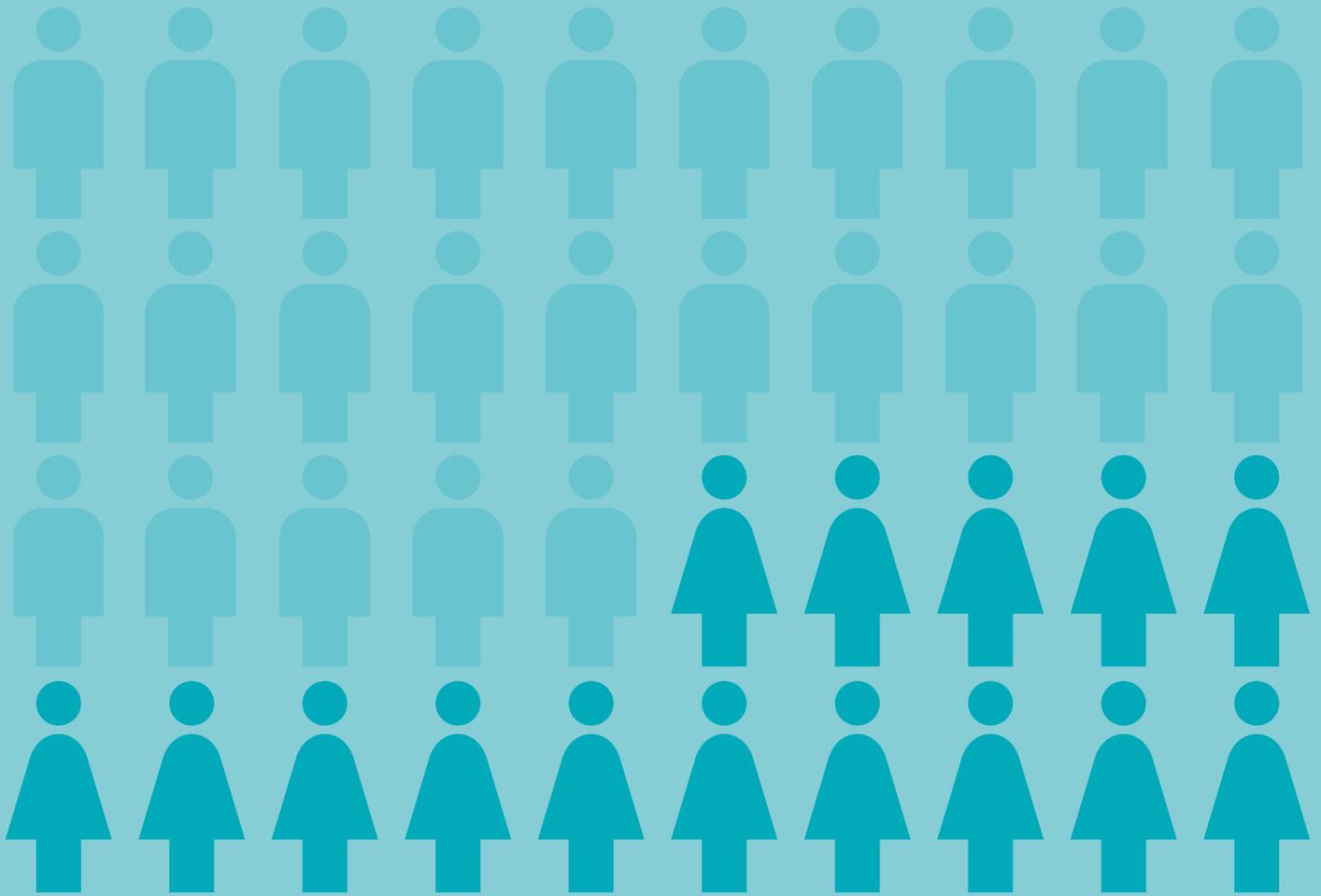
Moreover, we celebrate a number of events and organise multiple activities and programs throughout the year, celebrating the strength and spirit of our women employees and galvanise their efforts of achieving excellence across all fronts. Even this year, the Women's Committee organised several events to celebrate the International Women's Day and Mother's Day. Women's Week was celebrated at RTA and included external events, such as awareness events and women empowerment sessions, for all RTA female employees.

The Committee is extremely focused on helping our women employees develop their capabilities and boost their ability to create a proper balance between their work and family responsibilities and such events are our way of acknowledging and appreciating the efforts of all our female employees as well as women in general.

Initiatives such as the 'Ladies and Family Taxi', a cab service driven by female drivers, further highlights our commitment to women empowerment. A recent addition to this service started a few years ago, is an agreement signed between Dubai Taxi Corporation and the app-based cab-booking service 'Careem'. The agreement introduced 'Ameera', Dubai's first female chauffeur service for women. The aim of this initiative is to cater to the unique requirements of women while travelling while creating new career paths, beyond the traditional roles, for the women in UAE.

Another such initiative undertaken by RTA to foster a culture of respect and inclusivity at work-place as well as promote the spirit of cohesiveness towards all sections of people in the society, is the establishment of specially developed services for an important segment of our society – the 'Determined Ones'. All our plans, projects and services are designed and implemented taking into consideration their needs and requirements, highlighting our responsibility towards developing Dubai as an empowered and a cohesive society to reside in.

All our office premises, service and customer centers and transport systems have been designed to accommodate the needs of the people of determination, including an audio-enabled RTA website. This is to ensure that all individuals in this nation are provided equal opportunities of learning and growing and feel equally involved and included as a part of the society.

Emiratization

As a public institution, we consider it our responsibility to work towards achieving the objective set by the UAE government of recruiting an increased proportion of UAE nationals, both in public as well as private entities, under the government's Emiratization initiative. At RTA, we constantly endeavor to provide sufficient & adequate incentives to attract UAE nationals to work with us and also provide sufficient learning and development opportunities to the Emiratis currently working with us.

Emiratization in the mid-level leadership positions has grown up to approximately 83%

Emirati women form 18% of the total employee

75% of the total Emiratis employed by us at RTA are in the age-group of 20-30 year

We adhere to the mandate provided by DGHR on developing a different pay-scale for the Emiratis. Further, we have designed our human resource policies in a manner so as to promote an atmosphere of national pride and identity through all our initiatives; these include celebrating the annual Flag Day, Union Day and other national occasions and events that we believe are essential for any UAE national.

We have always been developing plans that allow us to recruit more UAE Nationals across all functional levels and in different capacities. The percentage of local nationals at the senior positions across different functional groups and agencies has increased to more than 96% in 2016, and even the percentage of Emiratization in the mid-level leadership positions has grown up to approximately 83%. Overall, from the total 6310 employees, calculated at the end of 2016, 54% of our workforce is represented by Emirati employees. Moreover, Emirati women form 18% of the total employees at RTA, with 13% Emirati women occupying leadership positions and 17% in specialist roles.

We also believe that the youth of this nation are responsible for driving the change and uphold the values and principles that define the existence of this nation. Approximately 75% of the total Emiratis employed by us at RTA are in the age-group of 20-30 years, highlighting our understanding and belief that the youth of this nation can help drive the innovation and change at RTA. To further showcase our commitment to Emiratization as an initiative, we signed a memorandum of understanding (MoU) with the Emirates Youth Council. The aim of the

MOU is towards developing and implementing initiatives and projects that support the youth of UAE and enhance their capabilities to enable them to become a part of decision-making processes.

We also participated in the recently organized 16th career fair as such events see participation from a large number of Emiratis from different fields, such as engineering, finance, internal audit, quality, HSE, and strategic planning among others. The candidates selected during the trade fair underwent an immediate interview process at the event with our Directors, thereby expediting the recruitment process.

One of our initiatives to help the Emiratis grow and develop their skills and capabilities is the 'Edaad' program, aimed at grooming and training fresh graduates before recruiting them. It ensures that all candidates hired at RTA are highly capable of meeting our vision and goals as well as contribute to the sustainable development of our organisation.

We also have a succession planning policy that allows us to ensure manpower sustainability. This policy has been developed to ensure that critical senior leadership positions, such as that of a director or a CEO, are chaired by highly skilled and experienced professionals, who are capable of achieving the targets set for the growth of the organisation and also lead the way forward for others to follow. The policy consists of specific selection criteria and an employee development plan, which includes adequate training and skill-development programs as well as special projects assigned to suitable employees.

Performance Management & Rewards

Recognizing the efforts of all our employees and rewarding their dedication and commitment towards achieving RTA's goals, is our way of communicating our gratitude towards all our employees. We continually strive to ensure that all our employees' achievements are well recognized and appreciated. We conduct regular performance reviews for 100% of our employees and have dedicated career and succession planning programs in place. Such programs help our employees streamline their discussions about their future growth plans, opportunities for promotions and salary increments and other such rewards on an annual basis.

Our performance management and process review plan for various activities help us update our talent base, track any achievements and qualifications received by any of our employees, plan for future training and development requirements.

Our Human Resources and Development Department organized a diverse series of events this year to reduce everyday work stress for our employees. These initiatives seek to develop a spirit of positivity and innovation amongst all our employees and motivate them further towards their commitments. Our HR policies and strategy are developed in line with the strategy and objectives of RTA to enable identifying employee expectations clearly and encourage them to stay active through different communication channels.

As mentioned, fostering an environment of happiness and job satisfaction for our employees is a priority; hence, we offer comprehensive remuneration and rewards packages with a range of benefits to all our employees. These benefits include:

Medical benefits

5% monthly pension contribution

AED

Flexible working hours
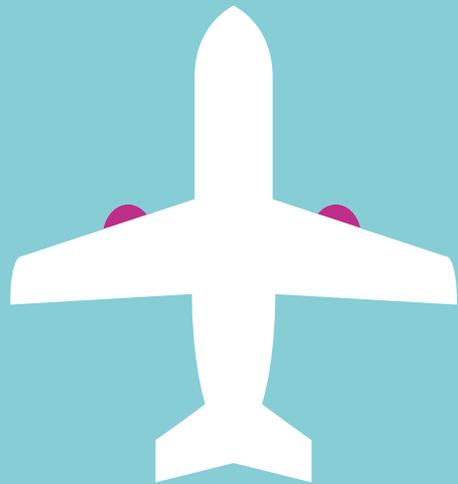
Airfare

Leave Policy at RTA

At RTA, we have always encouraged our employees to maintain a proper work-life balance and offer a comprehensive leave policy. We recommend all our employees to make full use of the leaves provided to them, promoting a healthy, stress-free and positive work culture. Our flexible working hours' system for employees not in direct contact with customers or on a shift schedule is one such initiative aimed at providing a more relaxed and an understanding work atmosphere. This system allows employees to log in 30 minutes around the official working time i.e. 7:30 am – 2:30 pm; albeit ensuring that a minimum of 7 working hours has been put in by each employee during the weekdays.

Leave	Details
Sick	Up to 15 days per the calendar year
Compassionate	3–5 working days compassionate leave is allocated for the death of a relative
Escort	RTA's chairman of the board of directors may grant three months paid exceptional leave to accompany a relative for an overseas treatment
Pilgrimage (Hajj)	Muslim employees are entitled to a 15 working day paid Hajj leave to perform Hajj once during the service with the Dubai government
Maternity	60 calendar days with full pay
Paternity	Male employee is entitled to up to 3 working days of paid leave
Examination	5–10 working days within the semester for exam study
Study	A national employee may be granted a full-time study leave to obtain a post-higher school qualification within or outside the country for the period of the approved education program.
Annual	22–30 working days depending on the employee grade

End of service benefits for employees:

One month basic salary per year for the first five years of service

One and a half month basic salary per year for the second five years of service

Two months basic salary per year for any year afterwards

Employee Engagement

'People Happiness' is one of our strategic objectives at RTA and we are highly committed to ensuring that all our stakeholders, including our employees, are empowered to discuss their expectations and requirements at any given point. Our open-door policy enables our employees to raise any work-related concerns or suggestions at any time and seek management support about the same. We encourage our employees to convey and discuss their queries and requirements with their managers as well as any other senior level management, including the department director and CEO while adhering to RTA's policies and guidelines.

Open day Workshop

All our human resource policies are established under the Dubai Government Human Resources Management Law No. (27) of 2006 and its amendments. In 2016, we had no grievances on labour practices or human rights filed. Our employee initiatives and grievance mechanisms allow in further improving the interaction among our employees through clear plans that allow employees communicate their expectations to the concerned authorities. Our different employee initiatives also focus on developing plans and events to increase the communication among employees from different departments and agencies and develop cordial relations among everyone.

We are putting in continuous efforts towards stepping up the productivity and efficiency levels of all our employees and have different communication channels in place that allows us to engage with all our employees on a regular basis. We are always striving to improve our existing employee feedback systems and monitor the levels of employee satisfaction on regular basis. Engaging with our employees allows us to understand their opinions and viewpoints and integrate them into our decision-making processes. It also facilitates the need to develop newer and innovative approaches towards making our employees happier while improving their capabilities and capacities.

Employee Engagement Activities

Meals distributed on Labor Day

Training & development

Our strategic plan mentions our goal of 'Advance RTA' by improving our human capital and empowering our employees to achieve their full potential through improved skill-sets and capabilities.

While we ensure that we recruit the most talented and efficient professionals with diverse experiences and backgrounds, we also understand the importance of providing our employees with the opportunities of further developing their capabilities. We have a number of comprehensive policies and guidelines aimed at improving internal capabilities within as well as initiatives focusing on developing overall workforce capacities.

We are committed to providing the necessary training and skill-building opportunities across each functional level, agencies and sectors. We conduct regular training activities, workshops and sessions that are targeted at improving or developing specific skill-sets required to meet specific project or customer requirements. Apart from such specific training activities, we also focus on organising regular training exercises that help upgrade the overall capabilities and skill-sets of our existing workforce, thereby helping us effectively manage our succession and growth policy.

We also believe in enabling the fresh graduates that we recruit from different universities and academic institutions and prepare them for the challenges they would face in the professional world. Through our "Edaad" program, we engage with the Emirati youth and provide career building opportunities for young talented graduates. The program development plan consists of a combination of theoretical training and practical experience, spanning a period of 24 months, wherein the recruit gets the designation of a 'graduate trainee'. Once he/she completes the entire program successfully, he/she receives the appropriate designation based on the agreed role.

Human Capital Metrics

Table 1: Employment category breakdown by gender:

Employment type	Male 2016	2015	2014	Female 2016	2015	2014	Total Employees 2016	2015	2014
Senior Management	83	81	87	12	10	12	95	91	99
Middle Management	118	106	89	50	46	35	168	152	124
Supporting jobs	2,296	2,244	2,244	642	645	645	2,938	2,889	2,889
Labor	3,109	3,131	3,111	0	–	–	3,109	3,131	3,111

Table 2: 2015 agency and employment breakdown by management

Employees in management role	Senior Management			Middle Management		
	2016	2015	2014	2016	2015	2014
Licensing Agency	8	9	11	18	16	12
Rail Agency	15	14	15	15	14	12
Traffic & Roads Agency	11	11	13	26	25	17
Public Transport Agency	12	13	13	27	22	17
Corporate Technical support Services	8	15	14	16	19	18
Corporate Administrative Services	19	11	14	31	26	21
Strategic and Corporate Governance	15	10	9	28	23	21
Chairman Office	7	8	7	7	7	6

Table 3: Employee breakdown by supporting jobs and labor:

Agency/Sector	Supporting jobs			Labor		
	2016	2015	2014	2016	2015	2014
Chairman Office	316	45	51	19	2	2
Strategic and Corporate Governance	141	112	107	2	3	3
Corporate Administrative Support Services	987	405	408	68	13	14
Corporate Technical Support Services	753	150	146	2,996	6	7
Public Transport Agency	94	753	781	3	3,015	2,983
Traffic and Roads Agency	451	982	1,003	16	70	69
Rail Agency	152	147	140	3	2	2
Licensing Agency	44	295	284	2	20	4

Table 4: Total employees by age group

Employees by age-group	2016	2015	2014
18–30 years	**682**	750	828
31–40 years	**2,387**	2,478	2,571
41–50 years	**2,383**	2,285	2,177
51–60 years	**831**	728	617
61 years and above	**27**	22	30

Table 5: Total Employees by gender

Employees by age-group	2016	2015	2014
Males	5,606	5,562	5,531
Females	704	701	692

Table 6: 2016 agency and gender breakdown:

Agency/Sector	Male	Female	Total
Director General & Chairman of the Board Executive Directors	**38**	**22**	60
Strategic and Corporate Governance	**130**	**68**	198
Corporate Administrative Support Services	**252**	**265**	517
Corporate Technical Support Services	**64**	**57**	121
Public Transport Agency	**3,717**	**71**	3,788
Traffic and Roads Agency	**999**	**93**	1,092
Rail Agency	**132**	**41**	173
Licensing Agency	**274**	**87**	361
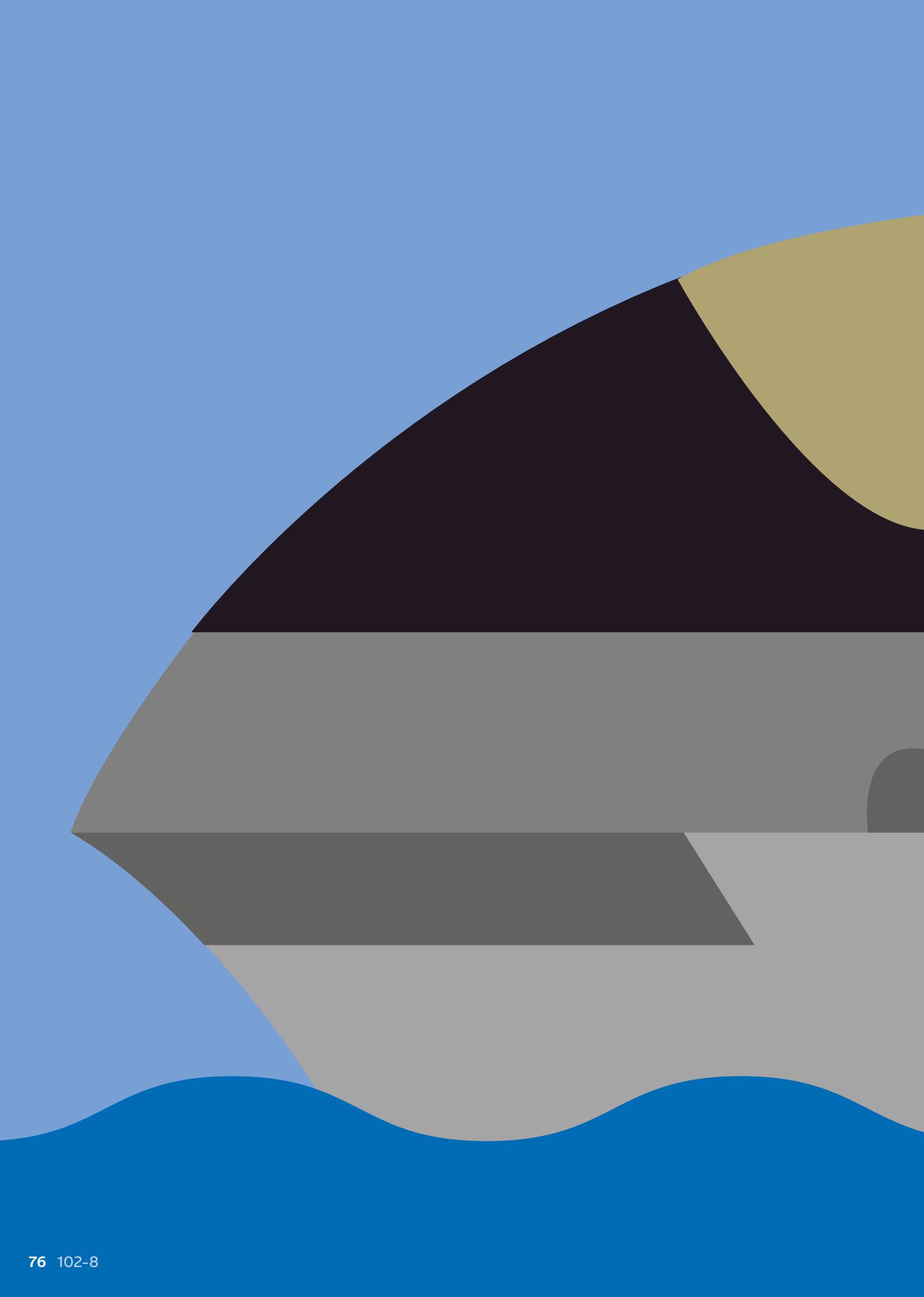
Table 7: Employees terminated, new hires and turnover by gender

Gender	Employees terminated			New Hires			Labor turnover		
	2016	2015	2014	2016	2015	2014	2016	2015	2014
Male	363	354	360	367	343	347	6.5%	6%	7%
Female	93	117	90	87	104	122	13.2%	17%	13%

Table 8: Employees terminated, new hires and turnover by age group

Age group	Employees terminated			New Hires		
	2016	2015	2014	2016	2015	2014
18–30	92	81	105	156	153	215
31–40	174	214	181	231	216	189
41–50	140	123	121	63	67	58
51–60	42	28	29	4	11	7
60 and above	21	25	16	0	0	0

Table 9: Total employee turnover

Year	Employees terminated	Labor turnover
2016	456	7%
2015	471	8%
2014	450	7%

The table above takes into consideration all types of termination

Table 10: Total employee turnover by agency and sector

Agency/Sector	2016	2015	2014
Director General & Chairman of the Board Executive Directors	5	6	9
Strategic and Corporate Governance	28	32	33
Corporate Administrative Support Services	69	90	77
Corporate Technical Support Services	13	25	18
Public Transport Agency	245	212	179
Traffic and Roads Agency	59	64	93
Rail Agency	12	14	14
Licensing Agency	25	28	27

Table 11: Average training hours by gender

Average training hours by gender	2016	2015	2014
Male	21.1	26.78	32.1
Female	26.7	38.8	34.1
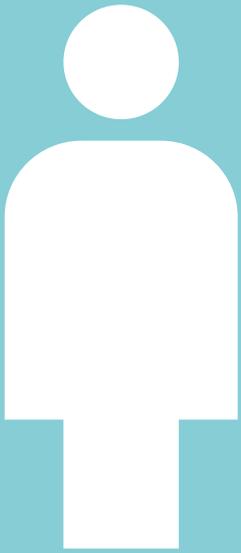
Customer Centricity

"We are making relentless efforts to thrust the ranking of Customer Happiness Centers to bring it to as high as the 7-Star Rating advocated by our government as part of the UAE Government Services Excellence Program. Our strategic goal no. 3, 'People Happiness' defines how we respond to our customers' needs and enhance their experience through implementing tools and initiatives to have better understanding of their needs and expectations"

Customer centricity is intrinsic to our culture and we firmly believe it is elemental in building a sustainable organization. Our focus is on building trust and improving customer experience by making interactions with us as easy and simple as possible. Staying relevant to rising customer expectations and embracing new technologies will continue to help us have a strategic position for ourselves. We continuously strive to provide best services to our customers as we believe it is important to understand customers' expectations with an ongoing dialogue.

Our customer service department provides its services to the public through seven dedicated service centers, the call centre and the customer care strategy unit. These units look into various types of customer inputs and translate them into customer needs before identifying improvement initiatives to enhance customer experiences with RTA. We continually aim to achieve excellent standard of services deliverable to all our clients though a positive work environment and applying methods capable of running the business smoothly and accurately, guided by the latest technological means. We have provided online service channels for those of our customers who wish to make online transactions. Our department aspires to provide proper guidance to all our customers and respond to their suggestions, complaints and expectations in an accurate manner.

Customer Health & Safety

At RTA, Customer Safety is of prime importance and is a focal-point across all our activities and business practices.. We have a robust and a dedicated Corporate Safety and Environmental Policy in place to ensure utmost care is taken towards customer safety in all our operations, highlighting our commitment and responsibility towards all our stakeholders, including our customers. We have developed an Enterprise Risk Management system at RTA to identify, manage, monitor and control all the health and safety risks related to our customer services operations and take effective steps to mitigate and/or minimize any negative impacts. Furthermore, to increase the awareness amongst our consumers towards improved health and safety, we have conducted a number of awareness programs across our operations. This includes investments in media campaigns as well as on-ground signs to convey safety precautions that our customers need to follow while using our services.

To further emphasize on our responsibility and commitment towards our customers' safety and overall well-being, we have incorporated safety as an integral part of our social responsibility strategy. 'A Safe Dubai' has been included as one of the four key pillars of our social responsibility strategy with a strategic focus on safety education.

The main objectives of this pillar include:

Educate youth to drive behavioral change in terms of safety

Invest in research and development to increase safety levels for Dubai's transportation networks

To review the effectiveness of the implementation of our policy, we regularly conduct audits and inspections and take necessary actions to mitigate any potential health and safety risks to our customers. We have also opened up a number of avenues and communication channels for our customers to be able to communicate their suggestions and complaints related to health and safety. This enables us to take immediate actions to mitigate the risks and ensure a safe environment for our customers. As our commitment towards the same, we are certified against OHSAS 18001, ISO 39001 & ISO 9001 to ensure continual improvement in relation to our customers' health and safety.

Customer Satisfaction

We strive to provide the highest value to our customers and promise to deliver satisfaction level that exceed our customers' expectations. Our Customer Service Department (CSD) is mainly responsible for facilitating the service delivery and ensuring that high quality of services are provided based on customer needs and expectations. In order to ensure high quality of service delivery the department also develops and ensures the implementation of service quality standards and guidelines based on international best practices. The interaction with customers is managed through the Customer Relationship Management Cycle that consists of systems and process to capture and analyze customer feedback and translate into the needs and expectations. The customer needs are used as one of the main input for service improvement.

In order to raise the satisfaction level of our customers, we have undertaken various initiatives.

Took measures to increase awareness of the variety of communication channels available such as the 24 hours chat service online to reduce the wait time and load on customer service call centers

Outsourcing some positions (such as reception staff) to increase the quality and speed of service and provide a more welcoming atmosphere for customers

Carry out regular specialized training sessions for our staff who are in direct contact with customers to help develop the mechanisms of proper customer relations

Satisfaction

2014 86.0%

2015 85.3%

2016 89.0%
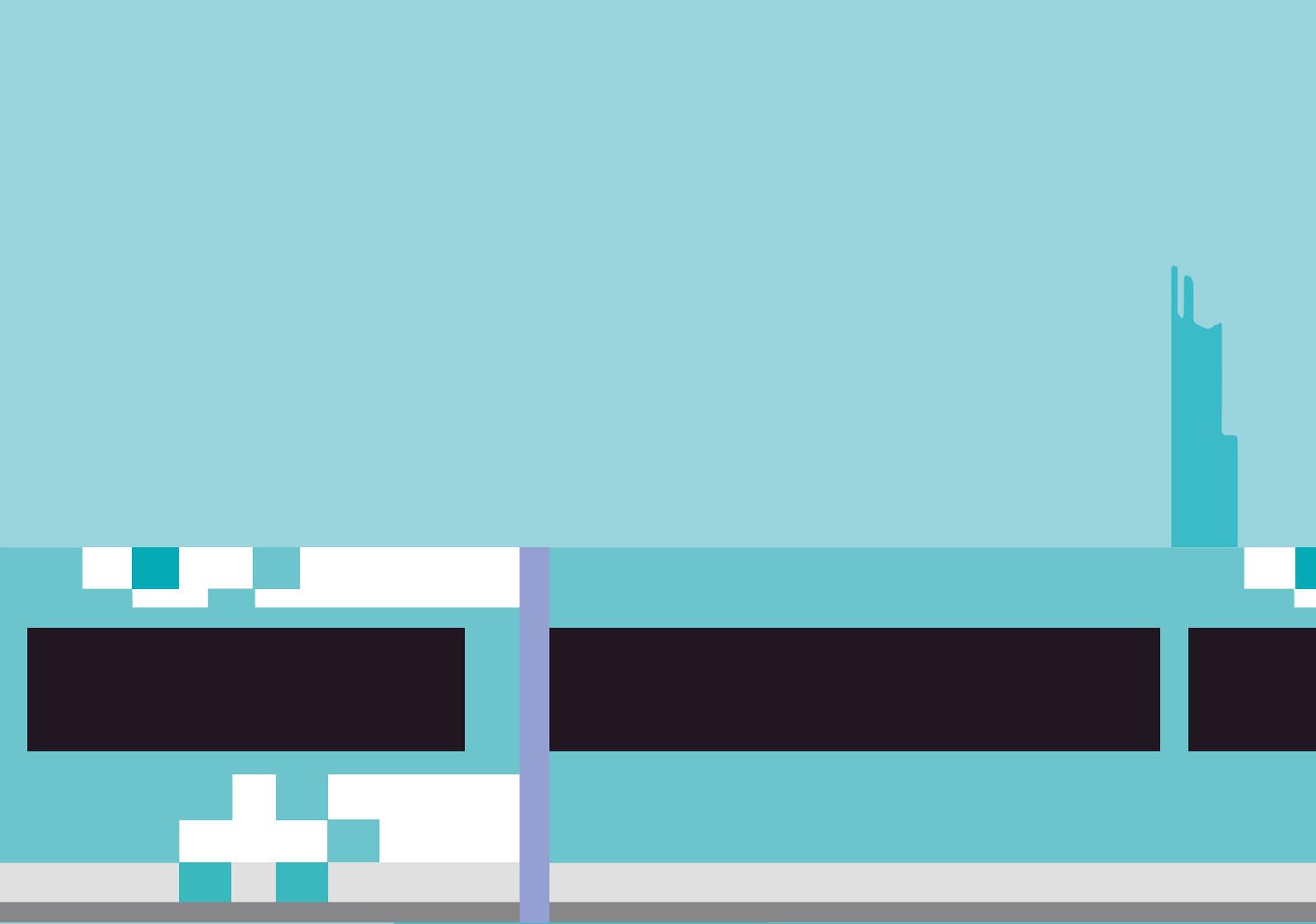
The CSD is always keen to provide enhanced customer experience. The following are some of the initiatives that CSD has recently undertaken to enhance customer experience:

Payment and SMS gateway through the contact center: In order to offer customers a new channel to complete their transactions through the RTA 800 9090 Call Center, RTA has implemented a Payment and SMS gateway through the IVR to enable customers to complete transactions without interacting with an agent. This will reduce the traffic at the center and also help improve customer satisfaction through shorter lead time.

Implementation of the 7-Star Standard: Given the importance of customer service centers being the real face of the RTA and in-line with the UAE Federal Government directions, CSD has implemented the Global Star Rating Program across all its Customer Happiness Centres. As per this program, the Centers will be classified from two-star to seven-star based on the outcome of the assessment to redefine the concept of service delivery.

The Main Customer Happiness Center
The Main Customer Happiness Center is one of the most sophisticated Customer Service premises, designed to include advanced technological features and top quality standards. The Center is always seeking to adopt all features & tools needed to deliver comprehensive services.

We are keen to provide customers with level best services to meet their requirements & expectations of adopting latest technologies to ensure quality performance and save time.

RTA Customer Happiness Centers complete 320k transactions in 2016
In 2016, our Customer Happiness Centers had received 320,350 customers and processed 321,200 transactions.

We are presently working on a self-generated rating of customers' centers. This will involve:

Implementation of 21 initiatives as part of a roadmap of improvement initiatives

Setting up a permanent filed consultative team for the project

Compiling weekly reports

Field comments about the performance of centers along with the key improvements needed to enhance the customers' experience.

We have also formulated a team from Customers Service Department to screen the needs of customers every six months, and submit a report to the Director-General and Chairman of the Board of Executive Directors for endorsement. Initiatives include forming the Happiness Committee composed of a host of CEOs and Directors to examine and follow-up key initiatives & projects of relevance to the happiness strategy to ensure proper implementation. "The portfolio of initiatives include Customers Loyalty; focused on studying the most frequent users of public transport with a view to offering rewards to encourage them as well as community members to use more of public transport means.

Master Data Management is another initiative aimed at compiling customer details in order to communicate with them via social media channels to offer them all RTA services and continue monitoring their needs & priorities. Initiatives also include the Services Manual; a technological system comprising details relating to RTA services along with updates made to RTA portal and smart apps.

Merging Apps is another initiative through which the RTA is seeking to reduce the number of smart apps to three main smart apps such that RTA services will be accessible to customers via a limited number of apps.

Customer Relationship Management

RTA caters to the needs of millions of customers that include individuals, businesses and visitors. Customer Relationship Management (CRM) is one of the core capabilities the CSD needs to have to effectively manage customer interactions. These interactions include customer suggestions, complaints, requests and any other input provided by the customer through different channels including website and mobile apps. The system provide complete solution to the customer input starting from the initiation to the resolution.

Customer Complaints

Year	Number of Complaints
2014	50,318
2015	52,144
2016	49,001

Customer Suggestions

Year	Number of Suggestions
2014	717
2015	892
2016	731

Service Centres' Performance

Year	Wait Time	Service Delivery Time
2015	34:19	4:22
2016	6:34	3:29

Process to resolve the customer complaints

Our Customer Service Department is committed to resolve customer complaints efficiently and effectively. The customers can submit a complaint through multiple communication channels most convenient to them. The available channels include the call centre (800 9090), email (ask@rta.ae), RTA Website, Fax, Mobile Apps, Complaint Box, Over-the-Counter and Social Media. All the customer complaints are captured in the CRM System. The complaints are analyzed and routed to the concerned business unit for resolution. All the complaints are targeted to resolve within seven working days. In case, more resolution time is required due to the complexity of the complaints the customer is informed about the status or their request. After closure of the complaints the customers are requested to participate in a survey. In case, the customer is not satisfied with the resolution the grievance process is initiated to ensure customer satisfaction.

Community Development

"Corporate Social Responsibility is an opportunity for us to contribute to the society and foster development of people. We have integrated the values of social responsibility into our daily operations and strive to create a long standing impact on mankind. Our CSR strategy acknowledges the fundamental principles of sustainable development and makes us conscious of our social and environmental responsibilities".

The spirit of philanthropy and a humanitarian approach towards everyone has always been fundamental to UAE's culture. As a nation, UAE has always strived to be a global leader in terms of community development and societal welfare. For example, the Dubai Plan 2021 specifically mentions the importance of 'an inclusive and cohesive society' and making Dubai a 'city of happy, creative and empowered people', and the Dubai Government Excellence Program (DGEP) has set 'People' as one of its assessment pillars.

RTA has always strived to create a positive impact and generate value for the society through its national and global initiatives. We have remained strongly committed towards the objectives set under different national agendas such as the Dubai Plan 2021 and the UAE Vision 2021, and continue to develop and plan our projects and initiatives based on the needs and requirements of the people of this nation.

Our community welfare initiatives are especially focused on addressing the needs of the marginalized sections of this society and are aimed at uplifting them and improving their overall quality of life. Some of our initiatives such as "UAE Water Aid", "A Reading Nation", "Special Needs Initiative" and "Clean up the world" are targeted towards creating a positive impact on people in the UAE as well as around the world. We endeavor to initiate and apply practices that make us more socially and environmentally responsible, keeping in line with the directive stated by His Highness Sheikh Mohammed bin Rashid Al Maktoum – "to develop UAE as an international hub for humanitarian aid and positively impact people around the globe".

RTA & 'People of Determination'

We, at RTA, have always strived to ensure that people from all pockets and sections of the society are provided with equal opportunities and are provided services as per their needs and requirements. One of our priorities, ever since the establishment of RTA, has been to meet the needs of a very important section of the society – the 'People of Determination'.

We aim to constantly develop world-class standards and services to meet their special requirements and have tried to stay committed to our social responsibility by developing services that are tailor-made for the people within this section of the society. Our goal is to uplift these people and help them grow and improve their quality of life.

All our services provided across all our agencies and sectors are designed and implemented keeping in mind the needs of these people of determination and are outlined below:

1. Rail Agency
- Tactile floor paths to guide visually-impaired persons at rail stations
- All ticket-selling booths are designed to be accessible to wheelchair users
- Special spaces on all rail facilities for wheelchair users as well as spacious doors and lifts to allow the entry of the wheelchairs comfortably
- Installation of audio-visual cautionary signs to signal the opening & closing of platform screen doors
- Special hand-rests, push-button stops for emergencies, lights on the sides of escalators to improve the extent of visibility
- Non-slippery sliding paths from the car parks to the station entrances, easily distinguishable colors for the floors and sliding paths, low-heighted public phones, automated doors, designated wheel-chair spaces in each carriage

2. Card Services Department
- Special NOL cards for 'People of Determination', allowing free rides in Dubai Metro and Public Buses at extremely economical fares

3. Public Transport Agency
- Increased comfort and accessibility for the People of Determination in the new public buses
- Push-button services, AC shelters, 'People of Determination'-friendly marine transportation stations, adequately foldable seats in the Dubai Ferry to suit the requirements of the people of determination.

4. Traffic & Roads Agency
- Lowered pavement height close to the junctions or crossing-points
- Footbridges with lifts, customized signs in the parking areas, free parking and special parking permits for the people of determination
- Entitled to Salik toll exemption for one vehicle, with yearly exemption renewal
- Pedestrian signal times decided on the basis of the movement and speed of the People of Determination

5. Licensing Agency
- Provision of integrated directional signs to educate all sectors of the community
- Explaining the client and the vehicle companies about the accessories required to be provided in vehicles for the People of Determination

6. Dubai Taxi Corporation
- Revised Fare system, special taxis operating 24 hours a day covering all areas of the emirate and driven by well-trained and experienced drivers
- Vehicles fitted with special lifts for the wheelchairs, wheelchair on board and special seats for the companions

7. Customer Service
- Special seats at certain RTA customer service centers, fast-track queue systems, parking cards and special parking provisions
- Dedicated counters for the People of Determination

Total Annual Spending on CSR Initiatives

2014
AED 11.47m

2015
AED 6.59m

2016
AED 34.80m
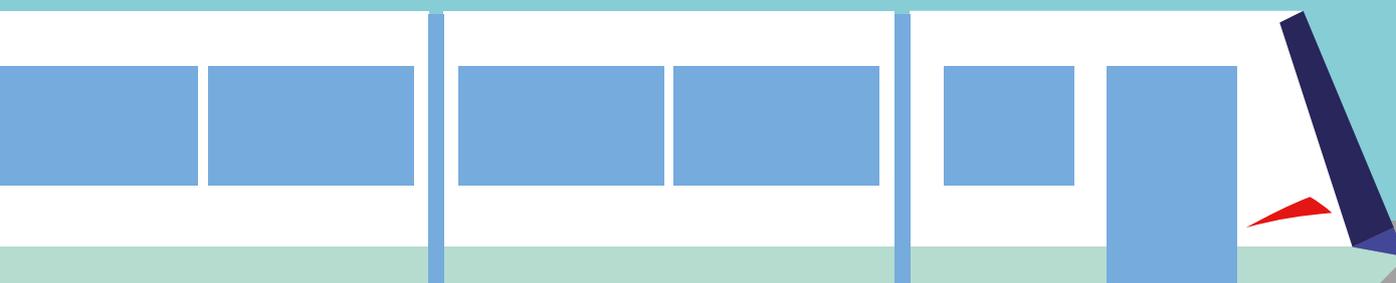
CSR Initiatives in 2016

Planned Initiatives and Sponsorships

31

Initiatives and Sponsorships achieved

40

Number of beneficiaries

5,550,695

During 2016, we initiated 40 CSR projects with a primary focus on 8 beneficiary groups. We take pride in announcing that our projects positively impacted more than 5.5 million people around the world. We are progressively working towards expanding the scale and reach of our projects. We have also initiated projects to provide support to vulnerable sections of the society, such as people living in refugee camps and children in orphanages and shelter-homes.

The following table depicts the beneficiary groups of our CSR initiatives between 2014 and 2016, with figures for the number of initiatives as well as the number of recipients within each category.

Beneficiary Category	2014		2015		2016	
	Number of Beneficiaries	Number of CSR Initiatives	Number of Beneficiaries	Number of CSR Initiatives	Number of Beneficiaries	Number of CSR Initiatives
Low-income people	500	2	523	4	2,300	3
Students	8,230	2	230	2	1,650+	3
Laborers	800	1	200	1	200	2
Dubai community/ Users of public transport/ RTA Staff	14,370	14	47,760	16	542,083	14
	20,200	7	6,000	4	542,083	6
People with special needs	1,200	4	557	7	3,000	3
Orphans	-	-	20	1	-	-
Other Beneficiaries	-	-	-	-	5,001,462	9

CSR Strategy

At RTA, we believe that social responsibility is not defined through just monetary donations or charitable initiatives and should rather be valued as the positive impact generated through our activities and actions for the people and society at large.

As a public organization, we have played an important role in contributing to the economy of this nation; however, we also understand the need towards reducing the negative impacts generated through our business operations and practices and create more positive impacts on the society. We have always focused on integrating sustainability as a part of our business strategy and are mindful of our social and environmental responsibilities. We have tried to align our business goals with the objectives outlined in the national agendas and are committed towards creating a 'happy, creative, sustainable and an empowered' atmosphere for the people of Dubai.

Our social responsibility strategy is based on four key pillars, explained as follows:

	A Green Dubai	**Dubai as an Exemplary Economy**	**A Happy Dubai**	**A Safe Dubai**
Strategic Focus:	Environmental consciousness	Access to transport for all	Happy customers and happy employees	Safety education
Objectives:	1.1 Create internal and external environmental awareness 1.2 Sustainable transport	2.1 Enhance access to transportation for people with special needs, unprivileged and youth	3.1 Enhance multiculturalism 3.2 Encourage a healthier lifestyle 3.3 Increase employee engagement on CSR	4.1 Educate youth to drive behavioral change in safety 4.2 Invest in research and development to make Dubai's transportation network safer
Beneficiaries:	RTA employees Families of RTA employees General public Dubai travelers Students RTA customers Private companies in the transport sector based in Dubai	People with special needs Underprivileged Youth Elderly RTA customers and wider public RTA employees and internal stakeholders	RTA customers and wider public RTA employees and internal stakeholders General public Tourists Athletes Sports clubs	Youth Students Families General public Tourists Residences
2021 Targets:	1.1 Per capita energy savings of at least 20% (UAE Vision 2021) Greater community awareness of benefit of public transportation from 37% (2015) to 50% (2021) 1.2 Increase R&D budget allocation by 1% of RTA revenue (Green Economy Strategy, UAE Innovation Strategy) Partnership agreements with at least 80% of top five sectors contributing to emission intensity of UAE GDP	2.1 More accessible roads and public transport in Dubai.	3.1 Greater customer and employee satisfaction (employee satisfaction survey results of 98%) 3.2 Achieve Rank 1 in World Economic Forum – Global Competitiveness Report (UAE Vision 2021) 3.3 Greater customer and employee satisfaction	4.1 Reduction in number of road fatalities

Our Community Development Initiatives for 2016

At RTA, we are committed to utilize our experience, skills and resources in developing a holistic approach focused on overall societal development and foster a spirit of unity and cooperation within the community. Our commitment towards community welfare and development has always been appreciated and acknowledged and to continue the legacy, we were awarded the Dubai Chamber CSR Label for the December 2016 cycle.

Such appreciation and recognition only motivates us to further increase our efforts towards developing a "cohesive and happy society" and achieve our goals of building a truly "smart and sustainable Dubai".

The following section details our CSR initiatives for 2016 and the positive impacts generated for the society through their implementation. We have categorized all our initiatives into Educational, community welfare and environmental initiatives.
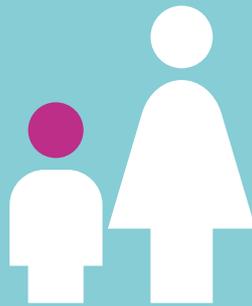
Educational

Community Welfare
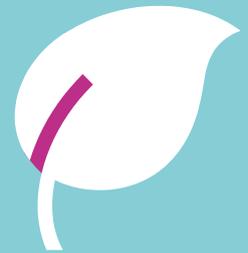
Environmental initiatives

Educational Initiatives – 2016 as the Year of Reading

His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates, declared 2016 as the Year of Reading for the UAE. His Highness recognized the importance of reading in creating a culture of knowledge, innovation and creativity. To align our community development strategy with this decree, we developed a number of initiatives in 2016 with the objectives set under the Year of Reading directive. Our aim was to foster a knowledge-based and a highly innovative society. We take pride in stating that we were honored by His Highness Sheikh Mohammed bin Rashid Al Makhtoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, as the best local entity to encourage the importance and value of reading in the nation

Number of Initiatives	Number of Beneficiaries	Total Reach	Customer Satisfaction
6	6,218	434,500	84%

"Read More" Initiative

We launched the "Read More" initiative to inculcate the habit of reading among the citizens, with special emphasis on encouraging this habit among children. Some of the events and activities organized within this initiative included short story competitions, Public Transport library, building of school libraries, providing audio books and eBooks to the community so as to motivate the citizens of Dubai to read more and develop a spirit of innovation and intelligence.

Public Transport Libraries

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Public Transport Libraries

As a part of the "Read More" initiative only, we set up public libraries at four metro stations in Dubai, targeted at encouraging the habit of reading among students, public transport users, RTA staff and people of determination.

Knowledge Chairs initiative

In collaboration with the Mohammed Bin Rashid Al Makhtoum Foundation (MBRF), we launched the Knowledge Chairs initiative in 2016. The Knowledge Chair is a mini library with books arranged in circular shelves and a chair in center.

The library consists of recent publications in several fields such as management, innovation, and fiction among others. We are extremely grateful for becoming the first government entity to own five knowledge chairs in collaboration with MBRF. The chairs were distributed at three locations; two chairs at the Rashidiya and Abu Hail bus stations, two chairs at the RTA customer service centers in Umm Al Romool and Al Barsha; and one at the premises of the Public Transport Agency in Al Muhaisnah. This initiative is a part of the second edition of the "Read More" initiative and is well-aligned with the directive of His Highness Sheikh Mohammad bin Rashid Al Maktoum, aimed at motivating students to read more than 50 million books in one year.

School libraries in Hatta and around Dubai

RTA launched the third initiative under the "Read More" campaign to support school libraries as well as a government library at Hatta. The library includes publications from various administrative fields, self-improvement books, and short stories, among others.

Audio Books

As a part of our commitment towards encouraging reading among all community members, we have recorded four audio books/stories to aid the people of determination. We received great support from a number of distinguished media members, thereby enabling us to translate the audios into different languages such as Arabic and English.

Reading Nation Ramadan Campaign

The Reading Nation Ramadan campaign concluded by exceeding the set target of 5 million books and instead reaching over approximately 8.2 million books. The books collected through the drive will be distributed to underprivileged students and refugees and help them gain access to basic education. We contributed to the Reading Nation campaign' auction, wherein we offered five distinguished double-digit license plate numbers that collectively generated Dh25.5 million.

Emirates Airlines Festival of Literature

We sponsored the 12-day Emirates Airlines Festival of Literature, which featured more than 150 authors from across 30 countries. This was the first literary event for the year 2016 and saw a huge participation from people across the region. We supported this initiative to highlight our commitment to the 'Year of Reading' and encourage people to inculcate the habit of reading as a part of their lifestyles.

Knowledge Chairs initiative

School libraries in Hatta and around Dubai

Community Welfare initiatives

As a leading government entity in Dubai, we acknowledge our responsibility towards the people of Dubai. By integrating 'people happiness' into our objectives and following a people-centric approach, we express our commitment towards the community and work towards uplifting the members of the society and helping them in improving the overall quality of life.

Meals on Wheels
We launched an array of community-oriented events during the holy month of Ramadan this year. One such initiative involved distributing 4000 Ramadan Iftar meals to commuters at the metro and bus stations, in collaboration with the Beit Al Khair Society. This initiative was a part of the 'Meals on Wheels' initiative, wherein two buses were deployed on a daily basis to distribute these Iftar meals

Zayed Humanitarian Day
The 19th day of the holy month of Ramadan is celebrated each year as the Zayed Humanitarian Day, in the memory of late His Highness Sheikh Zayed bin Sultan Al Nahyan, the founder of the United Arab Emirates. This year, to celebrate this day, we took part in a number of events and initiatives, wherein we visited the Family at Mamzar and distributed gifts to the elderly and also provided purchase vouchers to 300 disadvantaged families across several localities in Dubai.

Ramadan Iftar Meals

Zayed Humanitarian Day

Environmental Initiatives

As a public transports authority, we understand the impacts we create on the environment through our business practices and operations. We also realize our responsibility towards reducing these negative impacts and increasing the positive impact on the environment. We have developed and implemented a number of initiatives to emphasize our commitment towards achieving sustainable performance for our organization. Some of these initiatives that we focused on in 2016 are as outlined to the right:

Dubai Award for Sustainable Transport

Public Transport Day
We recently launched the 7th edition of the 'Public Transportation Day', as a step towards showcasing our efforts towards achieving sustainable development. As a part of this initiative, we encouraged the citizens of Dubai to use mass transit means including metro, tram and public buses as well as marine transit modes such as the water bus and water taxi.

To further motivate the people, we also decided to award two people who were found to be the most frequent users of the public transport means.

Dubai Award for Sustainable Transport
With the support of the Dubai Executive Council, we also launched the annual Dubai Award for Sustainable Transport (DAST). The award spans over a number of categories to encourage and raise awareness among the local community to support RTA in pursuing sustainable transportation practices.

Clean up the World
We participated in the 'Clean Up the World' campaign organized by Dubai Municipality and in collaboration with different government and private entities. The purpose of the campaign was to explain the need for business entities to conserve and protect the environment and also promote a spirit of sustainability among the people of the nation.

Earth Hour
As a step towards our commitment to sustainable development, we celebrated the Earth Hour again this year. This year, we collaborated with the Dubai Electricity and Water Authority in celebrating the Earth Hour to further showcase the importance of collaborative efforts to reduce the negative impacts on the environment and increase the positive impacts.

Clean up the World

Earth Hour

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Environmental Sustainability

"At the United Nations Rio+20 Summit, UAE agreed on Green Economy and reflected the objectives through various initiatives led by H.H. Sheikh Mohamed Bin Rashid AL Maktoum. In alignment with these objectives, we have contributed towards Green Economy for sustainable development and proactively support the UAE Vision 2021, Dubai Plan 2021 and The Dubai Integrated Energy Strategy 2030. We lay great emphasis on holistic development and focus on environmental sustainability and energy conservation. Our strategic goals and objectives are a testimony of our dedication towards 'Safety and Environmental Sustainability'. The ultimate focus is to bring RTA at the forefront among the most environmentally sustainable organizations in the transportation sector."

Environmental
Sustainability

Energy
Management

Emission
Management

Waste
Management

Green Economy

Water
Management

Our efforts are focused on incorporating good environmental practices in our systems and processes.

In line with our vision, mission and strategic objectives, we have established a Corporate Health, Safety & Environment Sustainability Policy and implemented various management systems. These systems provide a framework for identifying environmental risks, assessing impacts and mitigating them through a Plan–Do–Check–Act (PDCA) approach. Thus, enabling us to achieve continual improvement in environmental sustainability.

Environmental Management Systems

At RTA, we have implemented the Environmental Management Systems (EMS) since our inception and received the ISO 14001:2004 certification in 2010. Our EMS helps us in reducing the environmental impacts of our operations and enhancing performance efficiency. It offers a structured approach for planning and implementation of the measures for environmental protection. It also assists in integration of environmental management across all our operating agencies and sectors, long term planning and other quality management systems.

In this section of the report, we have covered our performance and initiatives on environmental aspects of energy, emissions, water and waste for the reporting period. We have taken several initiatives on energy and green economy that have led to an improvement in the energy efficiency and optimization of Dubai's carbon footprint.

We place high priority on ensuring compliance with relevant laws and regulations across RTA. There have not been any legal complaints filed during the year 2016 on the environmental impacts against our organization.

Energy Management Systems

We are the first Transport Authority in the Middle East & Africa and leading Government entity in Dubai to achieve Energy Management System Certification ISO 50001:2011. The certificate recognizes our efforts to secure strategic and local accountability for energy use and consumption in accordance with our vision. This system has helped us in implementing a systematic approach towards energy efficiency and has provided a framework for achieving continuous improvement in energy performance, which is superior compared to that achieved using traditional project-based approaches. It has resulted in optimization of energy consumption and enhance awareness leading to significant energy savings, monitoring energy use and resolving anomalies or incidents that cause energy wastage.
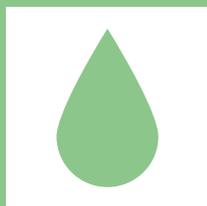
Energy Saving (MWh)	Water Saving (Gallons)	Fuel Saving (Litre)	Avoided tCO$_2$e	Cost Savings (AED)
19,761.60	17,183,280.00	8,443,990.35	35,423.94	15,699,911.00

Energy Management

Energy conservation and emission reduction is an integral part of our business strategy. We have implemented several technologies and processes for energy conservation and are committed towards optimizing energy efficiency across all our operations. We track the energy usage across our transport networks, agencies and sectors for the reporting period.

Energy Performance

At RTA, we make concerted efforts towards improving fuel efficiency and reducing energy consumption on a continuous basis. As a result of our efforts, we have demonstrated improvements in our energy performance and are moving towards achieving our strategic KPIs for energy efficiency

Rate of Reduction of Energy Consumption in Public transportation (GJ/Passenger)

- 0.014
- 0.014
- 0.013

Rate of Improvement in Street Lighting Efficiency (kWh/km)

- 1,190
- 1,227
- 1,212

Rate of Improvement in fuel Efficiency in Public bus transportation (litres/Passenger)

- 0.54
- 0.52
- 0.52

■ 2014   ■ 2015   ■ 2016

Enhancing Energy Efficiency

In the reporting period, we have undertaken many energy conservation and green economy initiatives. Our consistent efforts resulted in significant reduction of environmental impacts and led to increased savings for this year.

We have invested in sustainable and energy efficient public transport modes to reduce the traffic congestion and promote eco-friendly transport. Some of the initiatives include pilot project for Light Emitting Diode (LED) street lights, partial switching off street lighting, hybrid taxis etc. Our total energy requirements are met through a mix of diesel, gasoline and electricity across all our agencies and sectors.

RTA Public Transportation share/Ridership

Year	Share/Ridership
2014	14.10%
2015	14.40%
2016	16.10%
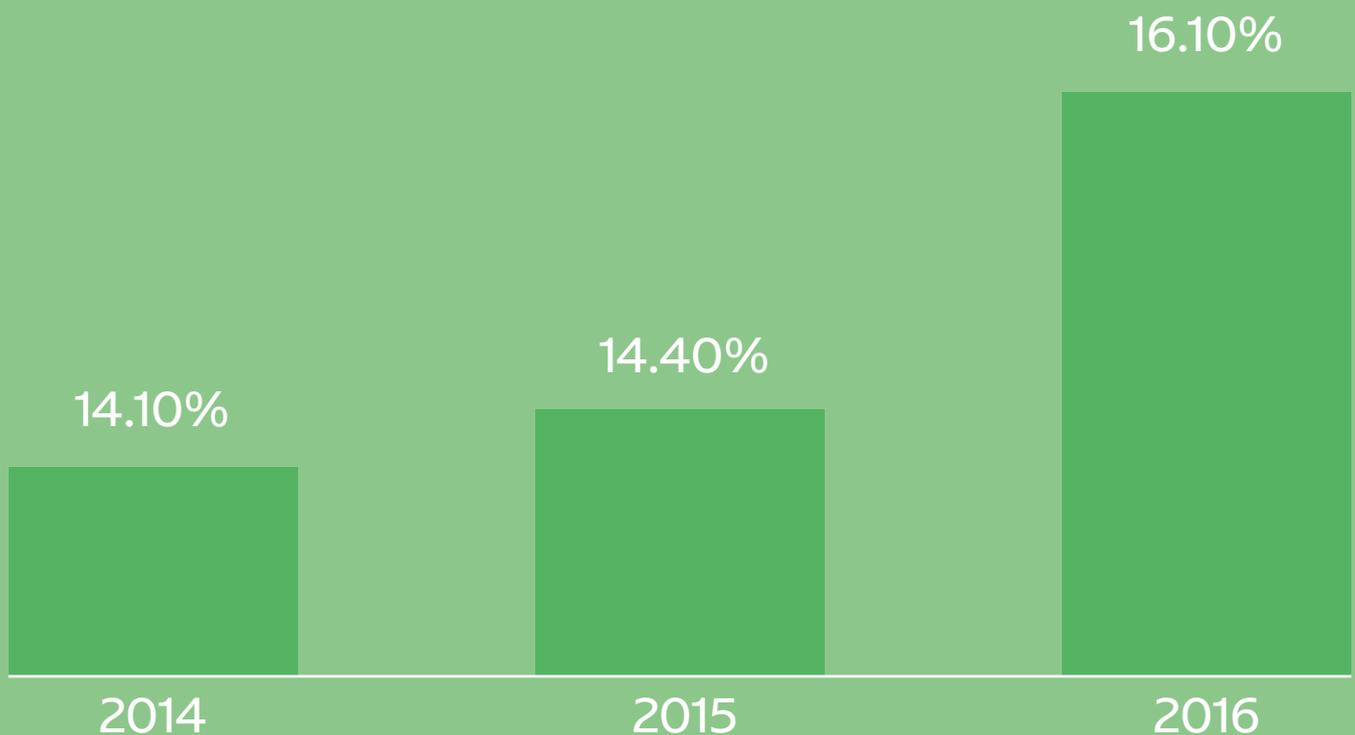
Energy Management by Rail Agency

The primary objective of our Rail Agency is to provide faster, safer and more reliable and environmental friendly services. The agency continuously endeavors to implement a number of initiatives and service improvement projects to attract more riders. This includes several initiatives undertaken to reduce the carbon emissions per passenger in Dubai metro and tram.

Dubai metro initiated the first fully automated metro network which helped in reducing the traffic congestion by 25% due to modal shift of private vehicles to metro. The metro has received recognition in the Guinness world records for its technology (75 km long – World's longest fully automated driverless metro system)

In 2016, Dubai metro had an average daily ridership of 500,000 passengers, resulting in avoiding 327,000 tonnes of carbon annually as a result of the shift to Dubai metro.

Estimated avoided carbon emissions (tCO_2e/year) as a result of shifting to Dubai Metro

| 2010	2011	2012	2013	2014	2015	2016
75K tCO_2e	130K tCO_2e	190K tCO_2e	236K tCO_2e	281K tCO_2e	306K tCO_2e	327K tCO_2e
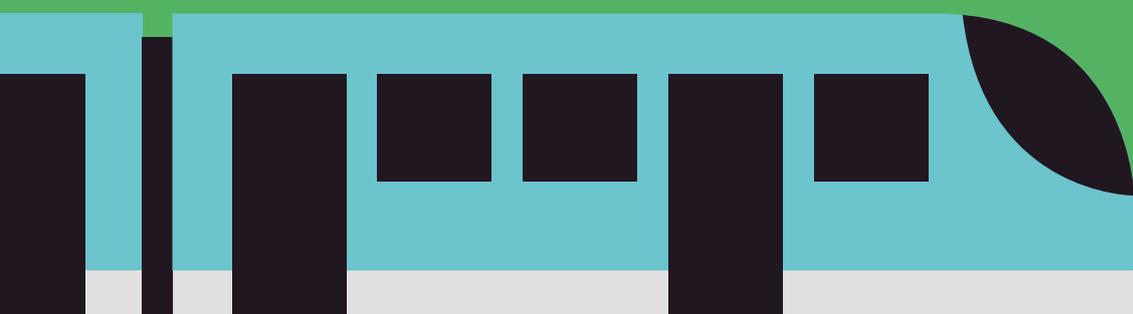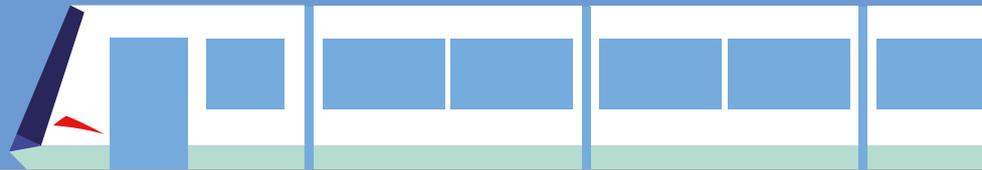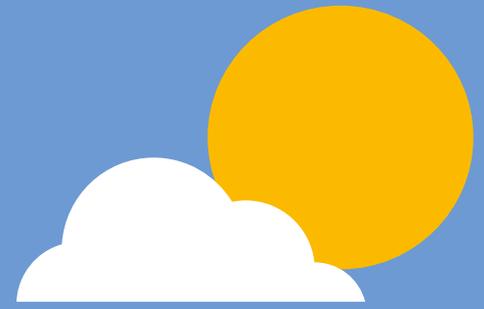
Energy Management by Dubai Tram

The Dubai tram system, launched in November 2014 serves as an important part of the Dubai transport network. This was the first turnkey tramway or light rail system in the Middle East. The Dubai tram links all the public transport, including metro, taxis and buses, thereby streamlining and integrating transport systems. Globally, it is the first tram system with a full-line, third-rail ground based aesthetic power supply and the first with platform screen doors and automatically-synchronized station stops.

The Dubai tram has a ridership of over 11,000 passengers daily which accounted to avoided carbon emissions of 3741 tonnes in 2016.

Energy conservation initiatives	Saving in MWh per annum	Saving in tCO_2e per annum
Optimize operation of public area serving HVAC equipment at all stations on Red & Green Line Metro during low ambient conditions	5,530.857	2378.2
AFC Equipment energy saving Project	14.400	6.2
Replacement of foot Bridge CFL lights fixtures on Dubai Metro Stations with low consumption type (LED) and longer life fixtures	162.639	69.9
Replacement of CFLs with LEDs	15.995	6.9

Energy Management by Traffic and Roads Agency

Our Traffic and Roads Agency (TRA) shoulders the responsibility of maintenance of roads and traffic facilities. In line with the objectives of the Dubai Supreme Council of Energy (DSCE) on rationalized energy consumption and the Dubai Integrated Energy Strategy (DIES) 2030, our agency has undertaken several initiatives like replacement of conventional lights with LED for efficient use of energy.
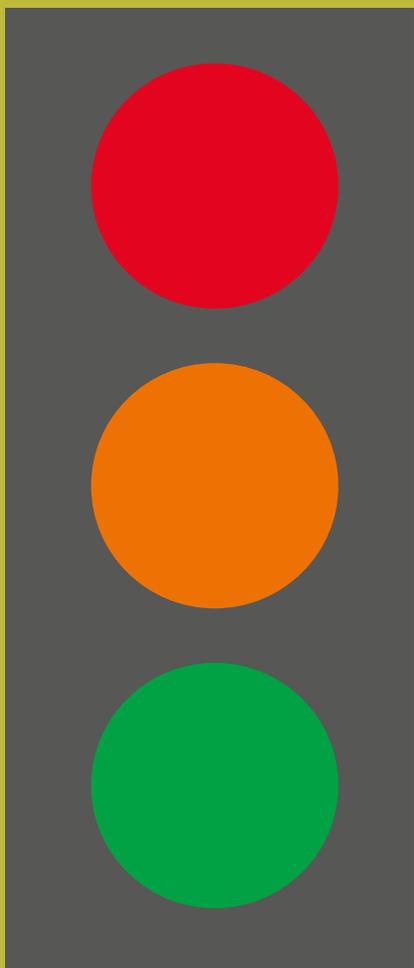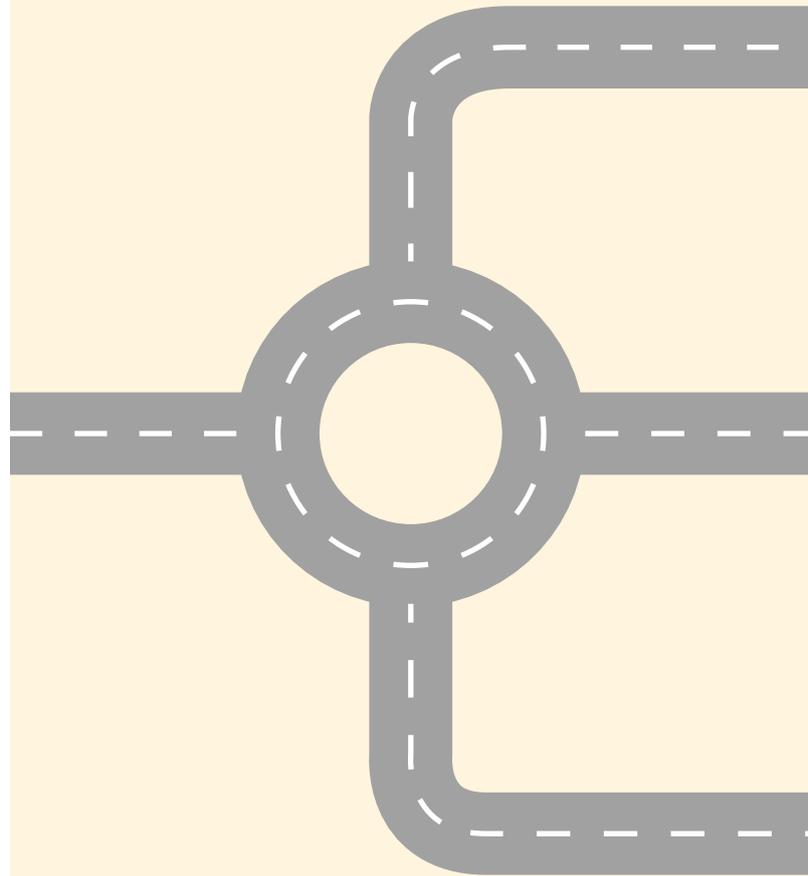
Traffic lighting

As a part of our endeavor to minimize carbon emissions and save energy, the agency has initiated replacement of halogen type traffic light with LED lights. This initiative is expected to be completed by 2018 resulting in enhanced traffic safety level. This technology is expected to reduce CO_2 emissions by 430 tons per annum and save power by about 1 million kilowatts per annum as targeted by 2018.

Street Lighting

We have installed new LED street lights in Al Barsha South on a pilot basis in 2016. The agency also replaced mercury lamp with metal-halide (MH) lamps, resulting in further power saving.

Switching off lights

We believe in rational use of resources to complement our technological modifications. On the same lines we have been promoting partial switching-off of the lights in order to reduce the consumption of energy. This initiative was taken up along the internal roads within the residential neighborhood of Dubai after 10 pm, switching off redundant light poles in parking areas and reducing the operating hours of streetlights, daily, by 20 minutes both before sunrise and after sunset.
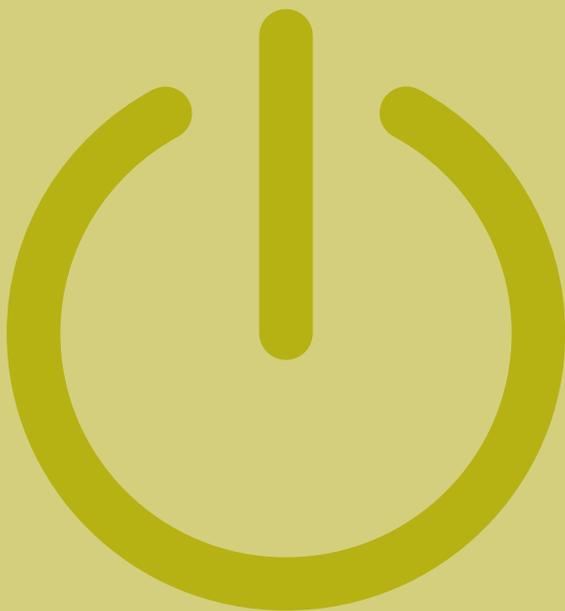
Energy Management by Public Transport Agency

We are aware of the air pollution challenges associated with road transport and our PTA takes a number of steps to mitigate these problems of air pollution. The agency has replaced old public bus fleet by modern buses compatible with EURO 4–5 specifications that utilizes low sulphur content diesel (10 ppm). These buses are fitted with a Selective Catalytic Reduction (SCR) technology and exhaust gas recirculation systems.

We intend to extend the green mobility initiatives and we have devised a test plan for an electric bus, Compressed Natural Gas (CNG) bus and hybrid bus in order to assess the feasibility and operational efficiency of these buses in the region. We have successfully conducted experiments of using electric bus in public transportation i.e. testing buses powered by electrically charged batteries which cause zero emissions. During the course of our experimentation, we realized the need for customizing our buses to suit the climatic conditions of the gulf region. Thus, we have further extended our experiment to a new electric bus incorporating modifications suitable to the regional climatic conditions.

Electric & Solar Abras

Our eco-friendly transport initiatives extends to all our agencies, in view of which we have developed 17 electric motorized abras that have replaced diesel motorized abras. These electric abras are lighter in weight, proven to have zero emissions and generate less operating noise as compared to the traditional abras. Further, they also have additional safety features and are more durable and reliable in comparison to the traditional abras. We have also initiated a project on solar abras equipped with back-up batteries. These innovations are in line with our strategic objectives for safety and environment sustainability.

Our eco-friendly Abras

Sharekni Program & Awselni program

After car-pooling was legalized in Dubai in October 2013, Sharekni ("share with me" in Arabic) was launched by PTA. This was initiated to increase the vehicle occupancy rate, encourage people to travel together and contribute in reducing congestion and improving air quality through reduction in number of vehicles on road.

Another initiative undertaken at PTA to reduce use of private vehicles is Awselni. It is an initiative that provides transport facility to our employees from their home and workplace. As part of the program, 6 public transportation buses have been allocated, helping approximately 250 employees on a daily basis. These buses are equipped with free Wi-Fi, newspaper, breakfast and other facilities. The objective of the same is to encourage the employees to use this service, thereby reducing private transportation.

	Awselni (2016)	Sharekni (2016)
Number of users	234	491
Number of Kilometres passed	36,451	20,300
Frequency of trips	Daily (5 days weekly)	Daily (6 days weekly)
Amount of fuel consumed (litres)	20,400	2,900
Average trip /passenger (km)	40	70
Number of cars reduced from street	**234**	491
Equivalent Amount of CO_2 reduced (tCO_2e)	800 tCO_2e	32,000 tCO_2e
Number of registered cars of service	NA	243

Energy conservation initiatives	Saving in litres per annum	Saving in tCO_2e per annum
Operationalizing 17 electric abras	121,136	309
Set AC temperature at 24° C at PTA facilities	342,856	929
Bus inspection for registration renewal and automatic shut off for buses	75,020	203

Energy Management by Licensing Agency

Our Licensing Agency has exhibited commitment towards environmental sustainability by adopting various initiatives. These include the implementation of zero paper initiative, electronic message system (EMS) and smart applications by our licesning agency as well as the corporate administrative support services sector.

Smart services

Our aim is to make people happier by providing world–class services while ensuring environmental sustainability. We have developed smart applications that contribute primarily towards environmental protection and energy efficiency. Our smart apps have been downloaded by about 4 million users

We promote paperless transactions and have managed to replace paperwork with use of applications/computerized systems for internal operations as well as use of EMS and recycled paper wherever possible.

Energy conservation initiatives	Reduction in tCO_2e per annum
Recycling of old vehicle number plates	884.8
102 CNG converted vehicles for training schools	191.5
Electronic guide Handbooks	56.5

Energy Management by Dubai Taxi Corporation

Our Hybrid taxis are a testimony of our commitment towards sustainable development and a cleaner environment. By 2021, we aim to convert 50 percent of our fleet to hybrid taxis. The illustration below provides a graphical representation of the number of hybrid taxis already in use as well as the projections for 2021.

Hybrid Taxis

We initiated our Hybrid Taxi project in 2013 on a pilot phase for three years. These taxis are distinguished by their fuel efficiency and reduced CO_2 emissions. It has been found that usage of hybrid taxi leads to the improvement of fuel efficiency by 34 percent, and has saved approximately 1,440,242 liters gasoline and 3,442 tCO_2 in 2016.

Hybrid taxis

Number of Hybrid Taxis

Year	Number of Hybrid Taxis
2015	147
2016	380
2017	760
2018	1,140
2019	1,250
2020	1,900
2021	2,280

Green Economy

The UAE Vision 2021, as highlighted earlier, reflects UAE's interest and determination towards achieving a Green Economy through the development of a framework that outlines the agenda for sustainable development. This requires collaborative efforts from all countries and stakeholders for implementation of transformative steps to move the world towards a sustainable and resilient path.

At RTA, we established the Energy and Green Economy (E&GE) award to promote various green economy initiatives and projects. Our dedication towards maintaining a leadership role in environmental and energy performance excellence was translated into the establishment of a comprehensive RTA Green Economy Framework. We are also the first government entitiy in the transportation sector to establish a long-term RTA Green Economy Strategy. This strategy supports continual improvement across our different operational activities, including design, construction, operation, procurement, and maintenance of transport infrastructure and services including roads, rail, marine and public transport systems, etc. We aim to be at the forefront of the Nation's green development and contribute to development across the economic, environmental and social dimensions of sustainable development. Our strategic goal emphasizes on building a sustainable transport network and infrastructure system across Dubai. We have aligned our strategic plans and objectives to various international, national and local energy & green economy related strategies and whole-heartedly embrace the UAE Green Growth Strategy. Our objectives are aligned to UAE Vision 2021, Dubai Plan 2021, Dubai Integrated Energy Strategy 2030, National Innovation Strategy, Smart Dubai Strategy and EXPO 2020 Plan.

Furthermore, our vision of 'Safe & Smooth Transport for All' reflects throughout our strategic planning and decisions through incorporation of health, safety, green economy & environment sustainability aspects. At RTA, our Safety Risk Regulation and Planning Department (SRRPD) ensures RTA's supremacy in energy, environment performance and innovations with a sustainable transportation and infrastructure system.

We have set up a strategic Energy and Green Economy (E&GE) Committee which includes members from RTA agencies and sectors involved in the implementation and monitoring of E&GE strategic plan across the operational agencies, enhance stakeholders' awareness and support green innovation In all our design and purchase processes. We continuously strive to integrate sustainability at every step through proficient management and by adopting the leading practices. At RTA, we have adopted a Corporate Safety and Environment Sustainability Policy which enables us to undertake proactive measures to control and mitigate the environmental impacts of our operations across all Sectors/Agencies.

At RTA, we strongly believe that our growth model operates on creating larger societal value which includes creation of sustainable livelihood opportunities and a positive environmental footprint apart from serving our customers using innovative business strategies.

UAE Green Economy for Sustainable Development
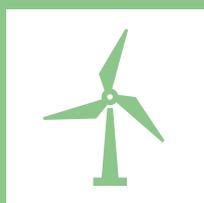
Green Energy

Green Investment

Green City

Climate Change

Green Life

Green Technologies

Green Energy (GE 1) – Adopt use of renewable energy & clean fuel

Green Investment (GI 1) – Develop an innovative and knowledge-based green transportation sector powered by skilled local employees

Green City (GC 1) – Adopt measures to enhance environmental efficiency of RTA assets throughout their lifecycle

Green City (GC 2) – Raise the level of interaction of the public with RTA's Green Economy initiatives in transportation

Green Technologies (GT 1) – Adopt green and smart technologies and green procurement

Emission Management

Greenhouse gases are a major contributor to climate change and have a deteriorating impact on the global environment. Climate change is predicted to have a notable impact on transportation, influencing the way we plan, design, construct, operate and maintain our infrastructure. In terms of climate change, we strive to manage our assets and use them in a manner so as to minimize the contribution that transportation makes to carbon emissions. We take concreted efforts to reduce the emission levels to "As Low As Reasonably Practicable" (ALARP) and focus to embed sustainability in our operations by upgrading our competencies in innovations.

We conduct carbon baseline monitoring of the systems in order to monitor the carbon footprint and track the benefits of the various initiatives undertaken to reduce the carbon emission. During the reporting period, DTC, PTA and RA jointly contributed to almost 90% of the total carbon emissions. Emissions from petrol, diesel and electricity consumption accounted for almost 99% of the total carbon emissions. Out of the total carbon emissions from our operations, 62.75% were Scope 1 emissions, 37.21% were Scope 2 emissions and the remaining 0.04% were Scope 3 emissions.

Our emission performance for 2016

Total Emission – Scope wise (tCO$_2$e)

- 0.04%
- 37.21%
- 62.75%
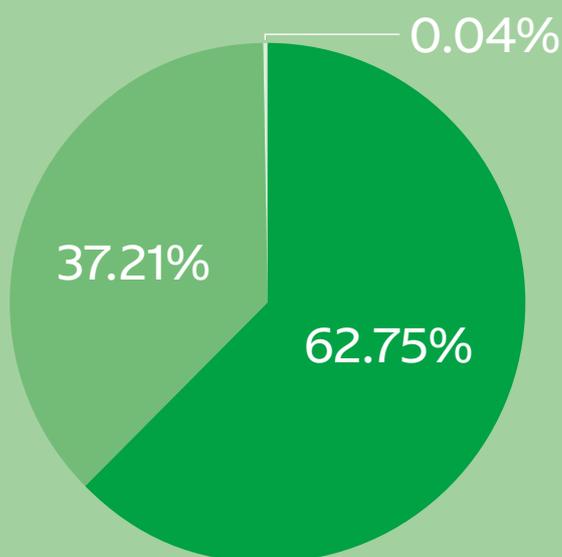
- ● Scope 1 (Fleet – Petrol, Diesel, Refrigerants, Generators and Fire extinguishers)
- ● Scope 2 (Electricity and Water)
- ● Scope 3 (Business Travel and waste)

Emissions (tCO$_2$e)

| Scope 1	Scope 2	Scope 3	Total
522,083	309,590	310	831,983

302-4, 305-1, 305-2, 305-3, 103-1, 103-2, 103-3

Our emission performance for 2016

Total Emissions (tCO$_2$e)

780,106 — 2014
811,271 — 2015
848,806 — 2016
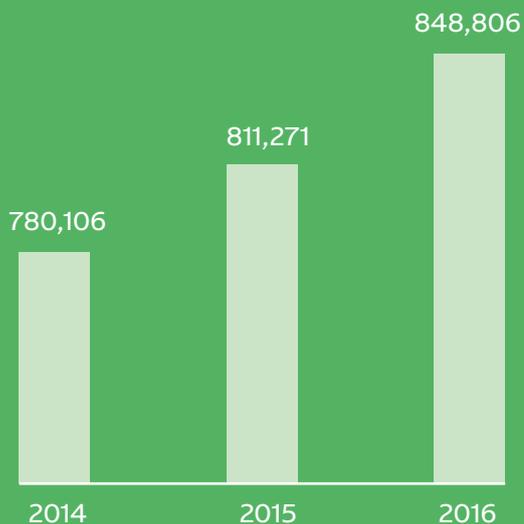
Emissions (tCO$_2$e) – Scope wise

Total GHG emissions per passenger (kgCO$_2$e/Passenger)

126 — 2014
124 — 2015
144 — 2016
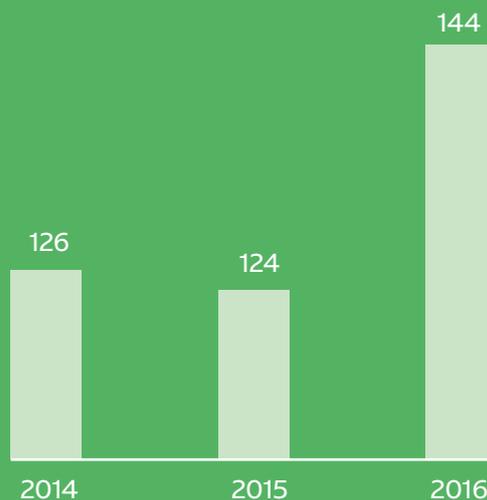
Total GHG emissions per passenger

Total Emission – Source wise (tCO$_2$e)

Source	Value
Waste to landfills	51.06
International business travel	156
IT waste (cartridges)	4
Office paper consumption	99
Water consumption	7,767
Electricity Consumption	307,993
Fire protection	6
Refrigerants usage	4,160
Generators	147
Mobile Consumption	528,422

Total Emission – Sector wise (tCO$_2$e)

Sector	Value
Chairman's Office	27
SCG	19
CTSS	24.5
CASS	23,411
DTC	330,287
TRA	85,254
LA	16
PTA	213,723
RA	196,043

305-1, 305-2, 305-3
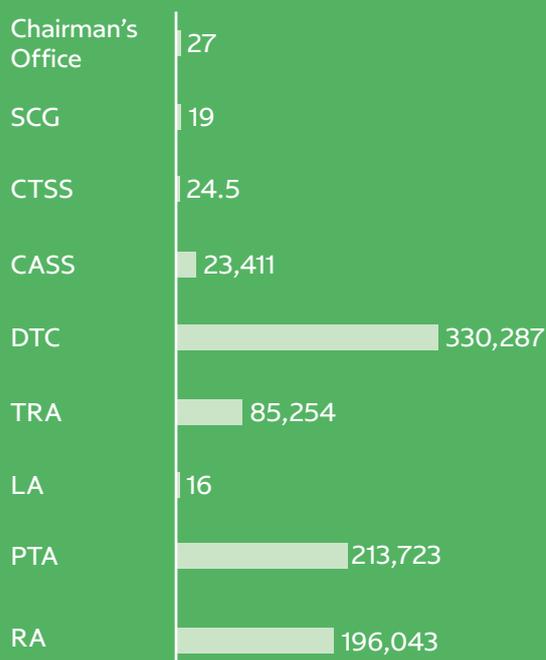
Avoided Carbon Emissions – Sector/Agency wise

Legend:
- RA
- PTA
- LA
- TRA
- DTC
- CTSS

Pie chart values: 1%, 11%, 18%, 47%, 13%, 10%
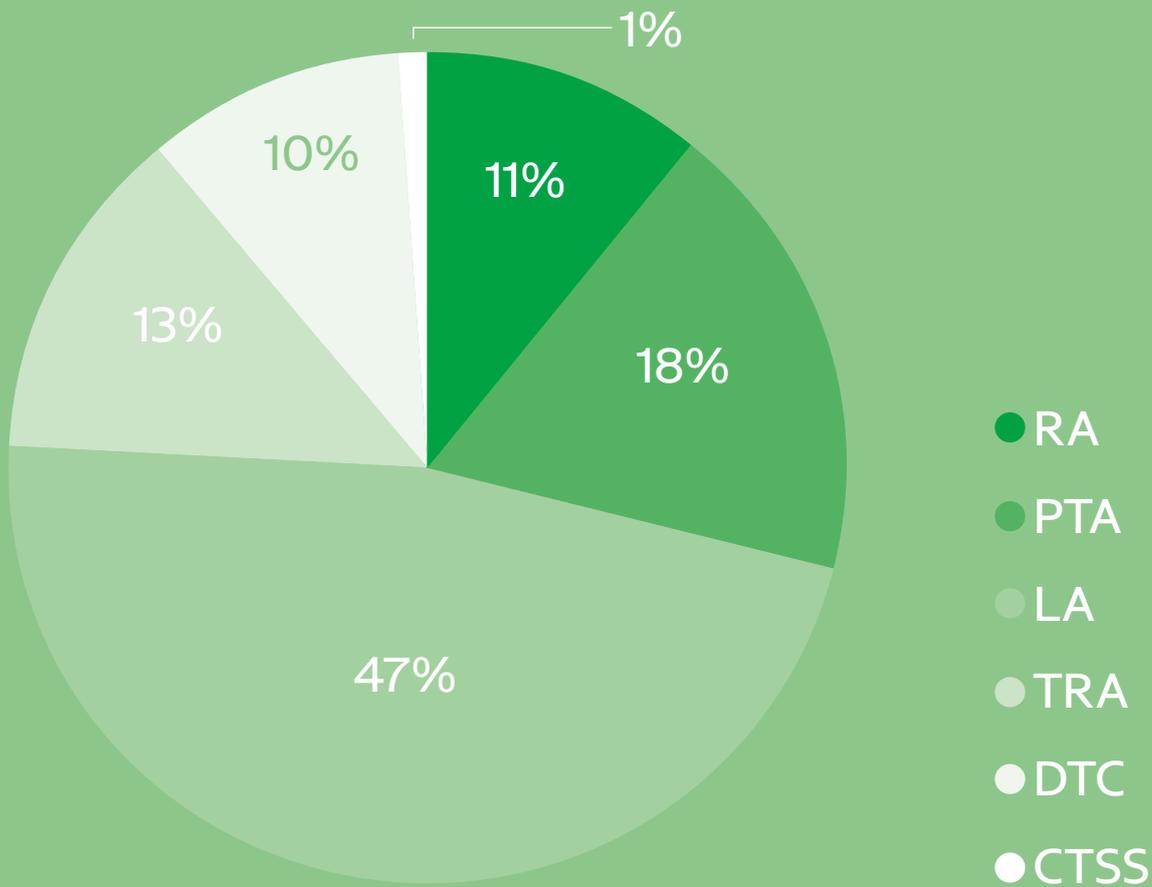
In comparison to the previous years, there is a marginal increase in our GHG emissions. This is a result of our constant expansion and increase in ridership.

At RTA, we have been committed to more than 50 sustainable initiatives that have led to reduction in carbon emissions in Dubai city. This has further empowered us to achieve our objective of safety and environmental sustainability for the future generations of this nation. Some of our key initiatives, highlighting our commitment to this objective, include Dubai Metro, Dubai Tram, Hybrid Taxi, Electric-powered Abras, Ecofriendly Buses, LED street lights and LED Traffic Lights.

The total avoided carbon emissions from all the initiatives was 35,424 tonnes, which was 9% higher than the goal for the total avoided carbon emissions set for the year. Maximum contribution towards total avoided carbon emission was from the E&GE initiatives of LA followed by PTA, TRA and RA respectively.

Water Management

Water scarcity has become a huge threat to the modern world and cautious use of water is a growing concern. We adopt a holistic approach and make our operations water intensive by implementing water efficient measures. Our environmental sustainability initiatives have enabled us to conserve water.

We recorded an increase of 3% in our water consumption in 2016 compared to that in 2015. However, this increase can be attributed to an increase in the number of passengers, increase in bus operational fleet and opening of new facilities, such as the Jumeirah Walkway for public in 2016.

Water Savings initiatives

1

Installation of water flow controllers at WC ablution hoses across the whole Metro project.

2

Installation of waterless car washing systems.

3

Reusing the water used in buses for washing it at Al Qusais Depots

Through our water conservation initiatives, the total amount of water saved during the reporting period was 17,183,280 Imp. Gallons, an increase of 3% compared to the target set for the year.

Water Consumption

Legend:
- 2015
- 2016

	RA	TRA	PTA	DTC	CASS	Total
2015	65	2	37	97	15	216
2016	68	2	39	90	24	222

Imperial gallons

Water Savings for 2016

2014	2015	2016
8,354,440	14,938,560	17,183,280

Imperial gallons
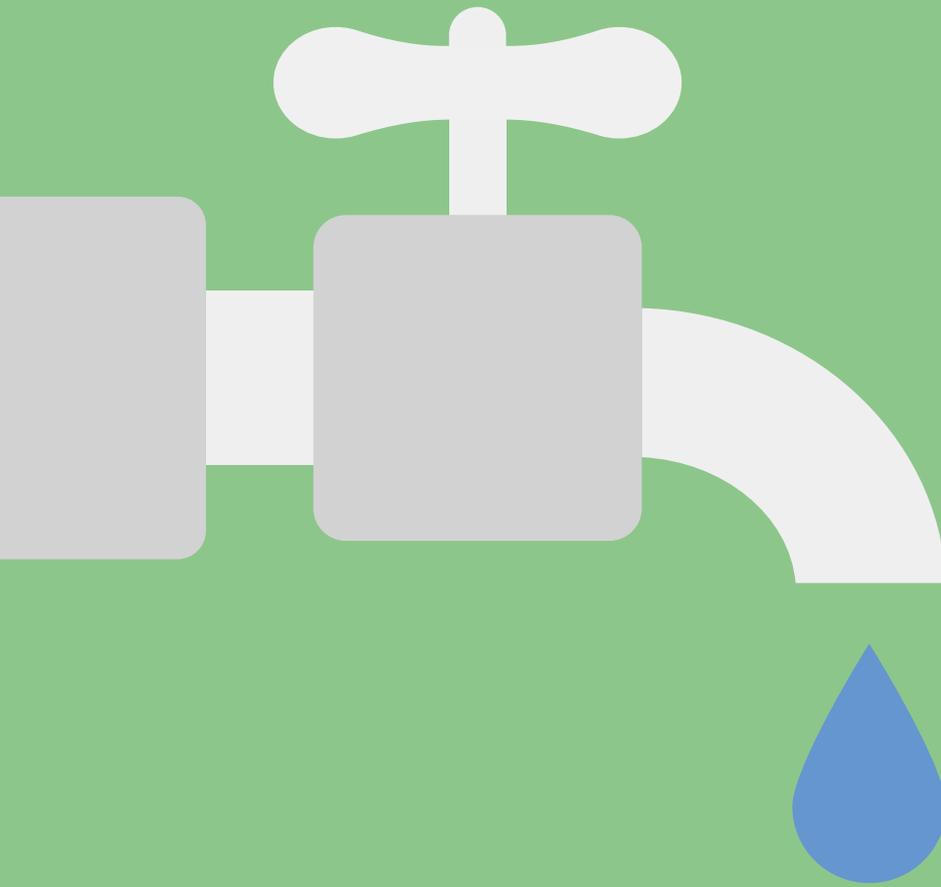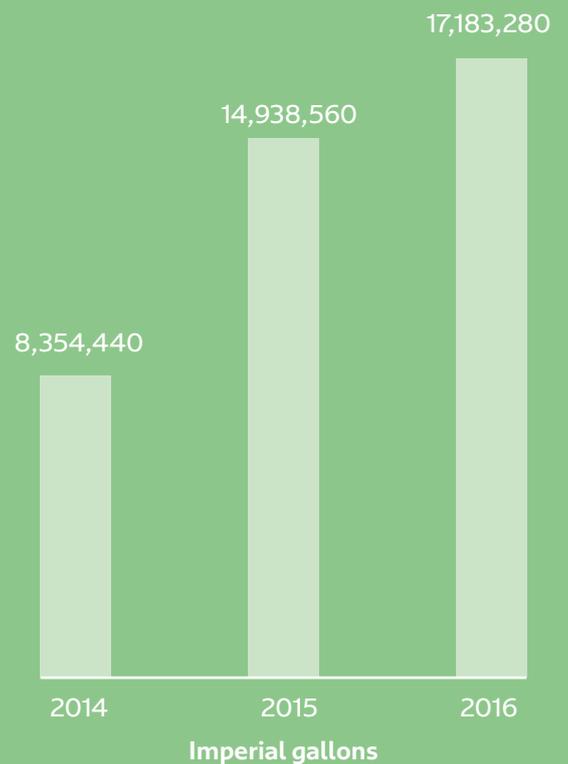
Case study: RTA wins Arab Ideas Award for recycling Bus Wash Water.
We were awarded the Arab Ideas Award under the category of 'Best Green Practices' in an award event organized by the Dubai Quality Group. We have adopted leading practices to economize water consumption by recycling bus wash water at bus depots where water-recycling plants were constructed. Establishment of these recycling plants not only optimized the water consumption but also ensured the high standards of cleanliness. This recycling of bus wash water has reduced the water consumption by 90%. Presently 20 litres of water is spent after erection of the recycle plants which previously accounted to 200 litres.

Case study: Al Qusais Bus Depot – Most Sustainable in RTA
We honoured Al Qusais Bus Depot as the most sustainable bus depot in regards to the optimal use of water as a part of our Green Economy Awards. The water consumption at the depot was reported to be as much as 11%. The award is a result of a series of initiatives rolled out by our Public Transport Agency (PTA) with a vision of conserving water, and realizing our endeavours to make the green economy concept, a reality on the ground.

Waste Management

At RTA, we are committed to minimizing our waste volumes by maximizing recycling opportunities associated with our operational footprint across all sectors/agencies. We designed a Waste Management manual which delineates efficient waste management techniques and embeds the importance of 3R's – reduce, reuse and recycle. As a part of our strategic objective of achieving environmental sustainability, we implement various initiatives for eliminating waste, reusing material, treating waste, recycling waste and using recycled products.

The total waste recorded in the year 2016 was 76,504 tonnes. Out of these 58,461 tonnes was sent to landfill while 18,043 tonnes was diverted from landfill and instead recycled or reused.

23.58%
Diverted from landfill
(Reuse+Recycle)

76.42%
Sent to landfill

Waste Management Results (%)

77.69

21.30

1.01

29.41

61.15

9.44

30.84

60.40

8.76

29.36

61.91

8.73

Quarter 4   Quarter 3   Quarter 2   Quarter 1
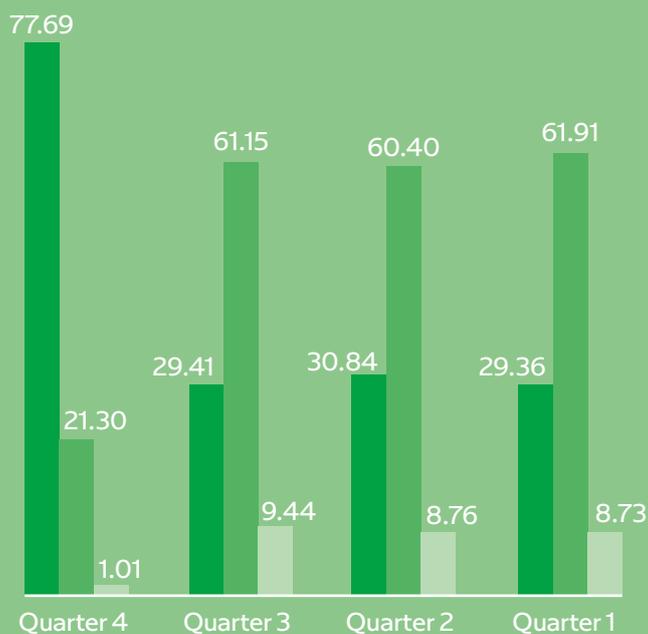
● Landfilled
● Diverted from: Recycled
● Diverted from landfill: Reused

Waste Diverted from Landfill (%)

10.46

100

100

22.15

100

100

100

RTA   PTA   LA   TRA   DTC   CASS   CTSS

● Waste diverted from landfill out of the total recorded waste

Financial Sustainability

"The drive to serve a growing population with efficient public transport has spurred adoption of new technologies. At RTA, we ensure financial sustainability via optimizing investments, cost reduction, revenue increase, and profit maximization for all infrastructure, network and services provided by us. Growth forms an inherent part of our business plan. We have strategized our business plan which is key to the targets of the Dubai's Vision 2021. We have aligned our operations with the 'National Innovation Strategy'. Through this, we aim to place innovation and research at the centre of a knowledge-based, highly productive and competitive economy by the time of the federation's golden jubilee in 2021. We focus on maintaining an optimal capital structure and hope to have the best prospects for our future endeavours."

At RTA, we aim to achieve financial sustainability by:

|		
Revenue increase	**Cost eficiency from an opex persepctive**	**Optimize investment in assets**
Financial sustainability across all services	**Partnership with private sector and partners**	

Development of infrastructure is indispensable for the nation's development. We, at RTA have focused our efforts to achieve financial sustainability across all the services provided. We have strategically linked the transportation / infrastructure investments with economic development which will leverage our current business with our future endeavors. Our approach is designed to align our strategic goal of financial sustainability with the Government initiatives, in order to contribute towards achieving the UAE's vision. We pride ourselves on generating both direct and indirect economic value and thereby becoming a great contributor to economic improvement of Dubai. Our efforts have always been consistent in delivering a promising performance over the years by providing an integrated transport system to achieve Dubai's vision. Our overall revenues have increased by 22% in 2016 as compared to 2014.

As we are a part of the Government of Dubai, our detailed financials cannot be disclosed as it is confidential information

201-1, 103-1, 103-2, 103-3

127

Summary of RTA's Financial Performance:

Economic Value Distributed

Employee wages & benefits

- 12%
- 2%
- 8%

■ 2014   ■ 2015   ■ 2016

Operating cost

- 8%
- -1%
- 7%

Economic Value Retained

- 221%
- 112%
- 46%

■ 2014   ■ 2015   ■ 2016

Gross Revenue

- 17%
- 18%
- 3%

■ 2014   ■ 2015   ■ 2016

All values shown above represent Year over Year (YoY) performance

Savings from E&GE Project Initiatives – Quarterly basis (AED)

Quarter 1
Target: 3,442,590
Actual: 4,355,852

Quarter 2
Target: 2,765,338
Actual: 3,249,031

Quarter 3
Target: 2,765,338
Actual: 3,270,718

Quarter 4
Target: 3,815,571
Actual: 4,824,309

Legend: Target | Actual
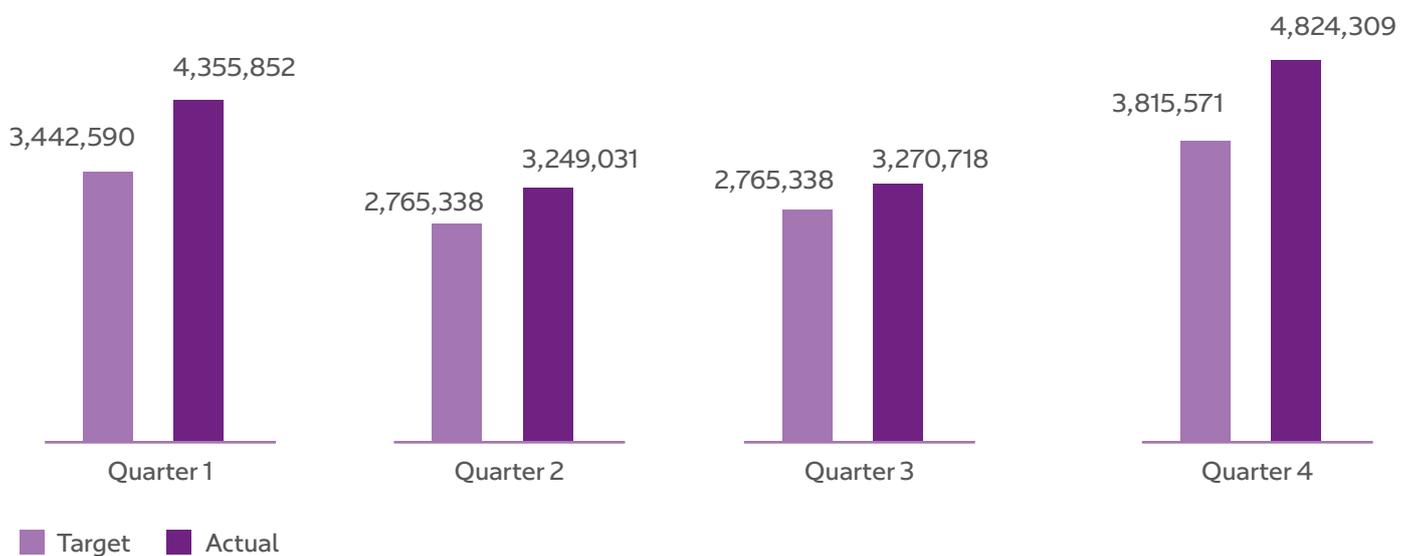
2016 Issuing financial reports via smart phones

↓

2015 ACL smart auditing system

↓

2014
- Approving contracts and payments automatically
- Cashless Environment
- Suppliers' follow up through smart applications

Through our Energy and Green Economy (E&GE) Project Initiatives, we achieved an increase of 21% over the annual target for the year which amounted to AED 15,699,911.

Financial Highlights:

RTA's costing model selected as best practice within the methodology for calculating cost of government services.

RTA adopted a comprehensive system for cost calculation and analysis.

RTA is the first governmental entity in Dubai to use Hyperion, a leading system for planning resources and financial management of international standard based on Gartner Company.

RTA is the first governmental entity to implement technical development program for accountants since 2011 and issue audited financial statements under IFRS.

RTA designed processes for financial planning, internal controls, audits, reviews and preparation of financial reports to ensure optimal utilization of resources.

RTA is the first governmental entity to conduct IFRS training under "Into Professionalism" Program through which RTA certified 30 employees in the Finance Department and aims to mature into CMA – IFRS Certified Organization.

RTA's 3 years business plan

RTA's business plan for agencies focuses on working towards a common goal of achieving financial sustainability by maximizing and diversifying the revenues, fostering partnerships with private sector and thereby increasing financial efficiency.

1 Strategic Goals → **2** Commercial Targets → **3** Benchmarks → **4** SWOT Analysis

7 CIF Expansion Challenges ← **6** Commercial Investment Fields (CIF) ← **5** Risk Management

8 Target Parties → **9** Marketing → **10** Action Plan for above axis → **11** Projects Matrix
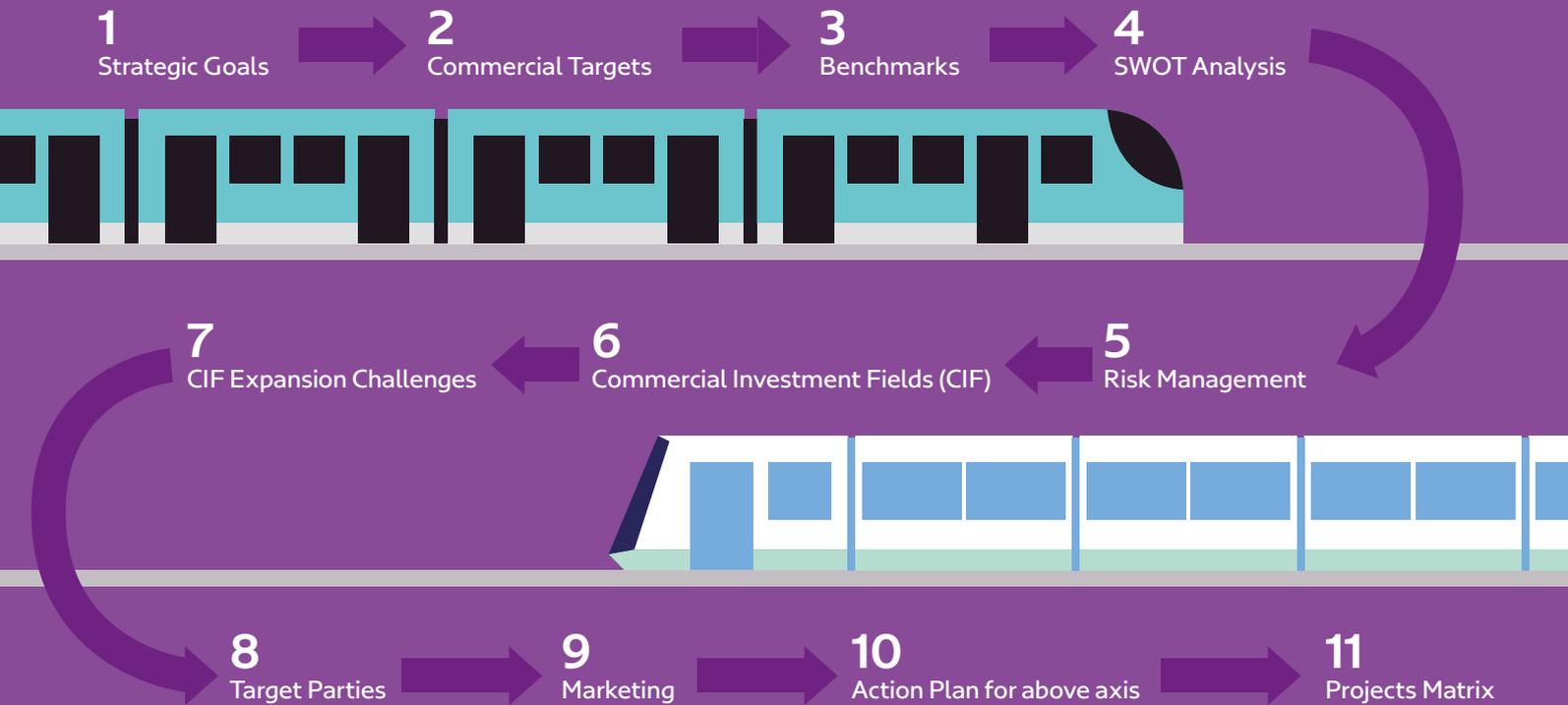
Direct and Indirect Economic Impacts

Our direct economic contribution is maximized through sound investments in projects, developing innovative technologies and development of integrated solutions. We also contribute to significant indirect economic impacts which results in increased economic activity. Our indirect contribution to the economy is further strengthened by the emphasis on local procurement and support local people with employment opportunities. Our community development agenda empowers communities to carve a path for economic and societal prosperity.

We are also committed to integrating sustainability principles into our procurement decisions. We procure significant amount of goods and services locally to reduce the transportation cost and save delivery time. Moreover, this also provides a global exposure to the local manufacturers and a platform to exhibit their products, services and proficiencies. "In 2016, the percentage share of local suppliers of the total purchases was as follows:

74%
Contracts

94.3%
Purchasing

Supply Chain Management

In order to achieve smooth execution of our operations, we require reliable business partners in our business ecosystem. Sustainable supply chain forms a vital aspect and is demonstrated through our continuous efforts to strengthen the supply chain by encouraging green procurement. Our procurement procedures assist us to minimize social and environmental impacts throughout our supply chain. We are aware of risks in modern businesses and lay emphasis on sourcing responsibly and working ethically with our suppliers to promote ethical conduct throughout our value chain. Our tender and procurement management manual outlines various conditions to ensure we follow good governance practices and also that we comply with all the relevant laws and legislations applicable in the Emirate of Dubai and United Arab Emirates. General controls of tenders and procurement within our organization are outlined in the manual. The manual also represents general terms and conditions for our suppliers to adhere to. All our policies, manuals, organizational standards and operational plans relating to management of tenders, contracts, purchasing and material handling are reviewed at regular intervals by the procurement department to ensure ethical and sound business operations.

Future Foresight – Investment Strategy

At RTA, we have outlined a long-term investment strategy covering the years from 2017 to 2030, which addresses the financing gap and assists us in achieving the financial and asset sustainability. The strategy has a vision of 'Smart investments for sustainable transportation growth' and delineates three investment objectives and nine strategic programs.

1. Optimize Investments.
2. Increase Contribution from Operations.
3. Balance Funding Mix

Investment Objectives

Optimize Investments

Increase contribution from operations

Balance funding mix

Strategic Investment Programs

|		Capacity Management		
	Alternative Financing	Advertising	Third-party solutions	
Real estate commercializ	Roads Monetization	First / Last mile & autonomous solution	Tourism opportunities	Digital solutions

We recognize the need to invest in growth of our urban transportation infrastructure. This need is driven by the transit requirements to satisfy the forecasted traffic to EXPO 2020 in short term and by growing demand for urban mobility and achieve Dubai's aspirations in longer term. Primarily UAE Vision 2021, aiming to position UAE among the most competitive countries, provides a strong framework for public transport development. Moreover, the ambitious plans for Dubai (Dubai Plan 2021) and the corresponding vision of Dubai Government to invest in its development highlight the need for stronger urban transport infrastructure which forms the backbone of the expected economic growth. Furthermore, the demand for public transport services is expected to increase significantly given that Dubai's population is forecasted to double until 2030. Despite the anticipated growth, Dubai is still expected to remain below its international peers in terms of public transport share with its population's strong car affinity being a key obstacle. This is being challenged by Dubai and UAE's strong focus on environmentally sustainable technologies and innovation (UAE National Innovation Strategy) which would foster public transport growth.

Investment vision → Sets the overal direction and aspiration for the Investment Strategy

Investment objectives → Define well articulated quantifiable targets that address the sustainability goals

Strategic programs incl. initiatives → Define specific strategic areas with concrete initiatives that enable achieving RTA's vision and investment objectives the that address the sustainability goals and the vision

Investment Strategy

Investment-related policies, manuals, and processes → Operationalize the investment strategy by setting clear responsibilities and KPIs for agencies to implement the strategic programs

Supporting tools wherever applicable, such as technology, HR, organizational structure, laws, etc. → Leverage existing tools and define new supporting tools to ensure smooth seamless implementation of the Investment Strategy

Implementation enablers

In summary, all these factors highlight the need for further investment in public transport. Our current development plan foresees significant expansion in our network and the volume of our planned future investments is expected to significantly exceed the size of preceding and current projects. Taking this into account, we adopted an Investment Strategy to provide a clear direction for financing the targeted growth in a sustainable manner.

Strategic programs, example initiatives and their contribution to Strategic Objectives

In order to operationalize its overall Investment Strategy, including Investment Strategy Goals, Investment Vision and Investment Objectives, RTA has developed strategic programs. These strategic programs form the core of RTA's Investment Strategy. They are linking Investment Objectives with concrete Strategic Initiatives. Additionally, strategic programs ensure that the full strategic playing field has been considered and constitute fields of application for the Investment Strategy.

The following Chart illustrates all strategic programs and groups them by the revenue streams they are contributing to. The focus of the Investment Strategy is clearly on creating additional non-fare box and fare box revenues. Developed programs partially also help to collect additional statutory revenues.

Fare box

Statutory

1 📊 Capacity management

Focus of investment Strategy on non-fare box and fare box revenue streams

2 🛣️ Roads monetization

5 📱 Digital solutions

6 🔘 Alternative financing

3 🚡 First/last-mile & autonomous solutions

4 🛂 Tourism opportunities

7 📢 Advertising

8 👥 Third-party solutions

9 🏢 Real estate commercialization

Non-fare box

Non-fare box revenue share for RTA and selected benchmarks, 2015-16

Our current institutional set-up still showcases a strong operational focus. Peer authorities such as Land Transport Authority (LTA) in Singapore or operators such as Singapore Mass Rapid Transit (SMRT) in Singapore and Mass Transit Railway (MTR) in Hong Kong have dedicated departments managing their commercial revenue streams e.g. advertising and real-estate across all business lines. Within RTA, the advertising function is shared amongst agencies and hence we consider consolidating these activities into one single unit to enable better coordination in advertising activities and to offer more attractive packages to our customers.

Moreover, our non-fare box business so far has potential to contribute more than the current contribution towards the financing of future capital expenditures. The current share of RTA's non-fare box revenues from RTA's total revenues is 17%. As shown in the figure below, this is significantly below the main peers which were considered in the baseline assessment analysis. Even though the average share of non-fare box revenues of the benchmarked peers is 27%, best-in-class organizations achieve up to 60% of their revenues with non-fare box income streams.

Ø 27%

| Chicago | London | Dubai | Singapore | Sydney | Hong Kong |
| 8% | 9% | 17% | 28% | 30% | 60% |
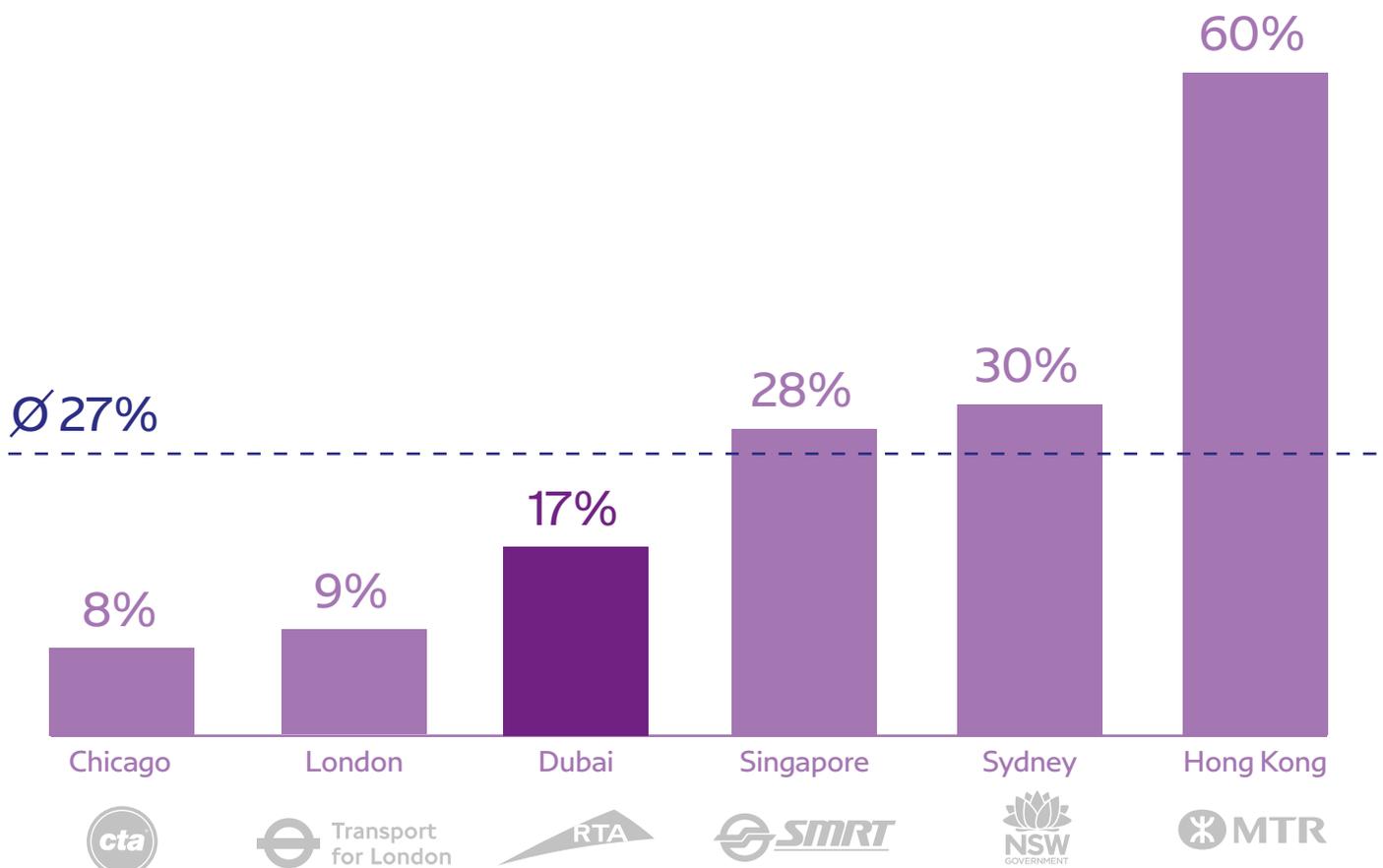
The logos and brands are the intellectual properties of the respective owners

About the Report

We are pleased to present to you the second sustainability report of Roads and Transport Authority, Dubai. The annual reporting cycle for this report covers our sustainability performance and achievements for the period 1st January 2016 to 31st December 2016. With this report, we provide a transparent disclosure of the sustainability journey that we have undertaken as part of our commitment to the society, environment, our customers and strategic partners. This also bears testimony to our commitment towards inclusive growth and reaffirms our sincere efforts to achieve UAE Vision 2021 and Dubai Plan 2021.

This report has been prepared in accordance with the GRI Standards: Core option. We are proud to be the pioneers in transitioning to these Standards; however, we have not sought external assurance this year for our sustainability report.

The reported data on economic performance covers operations across RTA and the same is based on the audited financial statements by the Company's statutory auditors. The data on environment and social performance is reported for our operations across RTA along with the four agencies, namely:

	Public Transport Agency (PTA)
	Traffic and Roads Agency (TRA)
	Rail Agency (RA)
	Licensing Agency (LA)

It also includes the performance of three sectors within RTA as well as that of one subsidiary, namely:

	Strategy and Corporate Governance (SCG)
	Corporate Administrative Support Services (CASS)
	Corporate Technology Support Services (CTSS)
	One subsidiary – Dubai Taxi Corporation (DTC)

GRI Content Index – Organizational Mark

GRI Content Index for GRI Standards 'In Accordance' – Core Option

GRI Standard	Disclosure	Page number/ Notes	Omissions
GRI 101: Foundation 2016			
GENERAL DISCLOSURES			
	Organizational Profile		
	102–1 Name of the organization	Page 11, 12	
	102–2 Activities, brands, products, and services	Page 11, 12	
	102–3 Location of headquarters	Page 11, 12	
	102–4 Location of operations	Page 11, 12	
	102–5 Ownership and legal form	Page 11, 12	
	102–6 Markets served	Page 11, 12	
	102–7 Scale of the organization	Page 11, 12	
	102–8 Information on employees and other workers	Page 60, 72, 73, 74, 75, 76, 77	
	102–9 Supply chain	Page 131	
	102–10 Significant changes to the organization and its supply chain	There were no significant changes during the reporting period.	
GRI 102: General Disclosures 2016	102–11 Precautionary Principle or approach	Page 100, 101, 102, 103	
	102–12 External initiatives	Page 81, 100, 101, 102	
	102–13 Membership of associations	Dubai Carbon Centre of Excellence, Dubai Women Establishment, Shell, Rail Accident Investigation Branch and Office of Rail Regulation.	
	Strategy		
	102–14 Statement from senior decision–maker	Page 7, 8	
	Ethics and Integrity		
	102–16 Values, principles, standards, and norms of behavior	Page 13, 14, 15, 16,17	
	Governance		
	102–18 Governance Structure	Page 24, 26, 28	

	102–22 Composition of the highest governance body and its committees	Page 24, 25, 26, 28
	102–23 Chair of the highest governance body	Page 24, 25, 26, 28
	102–26 Role of the highest governance body in setting purpose, values and strategy	Page 24, 25, 26, 28
	Stakeholder Engagement	
	102–40 List of stakeholder groups	Page 31, 32, 33, 34, 35, 36, 37, 38
	102–41 Collective bargaining agreements	The UAE Federal laws does not allow the formation of trade unions.
	102–42 Identifying and selecting stakeholders	Page 31, 32, 33, 34, 35, 36, 37, 38
	102–43 Approach to stakeholder engagement	Page 31, 32, 33, 34, 35, 36, 37, 38, 80, 81, 82, 83, 84, 85, 86
	102–44 Key topics and concerns raised	Page 31, 32, 33, 34, 35, 36, 37, 38, 80, 81, 82, 83, 84, 85, 86
GRI 102: General Disclosures 2016	**Reporting Practice**	
	102–45 Entities included in the consolidated financial statements	Page 139
	102–46 Defining report content and topic Boundaries	Page 139
	102–47 List of material topics	Page 31, 32, 33, 34, 35, 36, 37, 38
	102–48 Restatements of information	Nil
	102–49 Changes in reporting	Nil
	102–50 Reporting period	Page 138
	102–51 Date of most recent report	Page 138
	102–52 Reporting cycle	Page 138
	102–53 Contact point for questions regarding the report	Page 138
	102–54 Claims of reporting in accordance with the GRI Standards	Page 138, This report has been prepared in accordance with the GRI Standards: Core option
	102–55 GRI content index	Page 140
	102–56 External assurance	Page 138

Material Topics

GRI 200 Economic Standard Series

Economic Performance

GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	Page 126, 127
	103–2 The management approach and its components	Page 126, 127

GRI 103: Management Approach 2016	103–3 Evaluation of the management approach	Page 126, 127
GRI 201: Economic Performance 2016	201–1 Direct economic value generated and distributed	Page 90, 127, 128, 129, 130
	201–4 Financial assistance received from government	No financial assistance was obtained from the government during the reporting period.

Market Presence

GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	Page 126, 127, 131
	103–2 The management approach and its components	Page 126, 127, 131
	103–3 Evaluation of the management approach	Page 126, 127, 131
GRI 202: Market Presence 2016	202–2 Proportion of senior management hired from the local community	Page 131

Indirect Economic Impacts

GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	Page 126, 131, 136
	103–2 The management approach and its components	Page 126, 131, 136
	103–3 Evaluation of the management approach	Page 126, 131, 136
GRI 203: Indirect Economic Impacts 2016	203–2 Significant indirect economic impacts	Page 131

Procurement Practices

GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	Page 131
	103–2 The management approach and its components	Page 131
	103–3 Evaluation of the management approach	Page 131
GRI 204: Procurement Practices 2016	204–1 Proportion of spending on local suppliers	Page 131

GRI 300 Environment Standard Series

Energy

GRI 103: Management Approach 2016	103–1 Explanation of the material topic and its Boundary	Page 101, 102, 103, 104
	103–2 The management approach and its components	Page 101, 102, 103, 104
	103–3 Evaluation of the management approach	Page 101, 102, 103, 104
GRI 302: Energy 2016	302–1 Energy consumption within the organization	Page 103, 105, 106, 107
	302–4 Reduction of energy consumption	Page 103, 105, 106, 107, 112, 113, 114, 115, 117, 120

GRI 103: Management Approach 2016	103-2 The management approach and its components	Page 60
	103-3 Evaluation of the management approach	Page 60
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 77, 78
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 61, 62, 63, 64, 65, 66, 67, 68
	401-3 Parental leave	Page 68

Occupational Health and Safety

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 49, 50, 51, 54
	103-2 The management approach and its components	Page 49, 50, 51, 54
	103-3 Evaluation of the management approach	Page 49, 50, 51, 54
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	Page 52
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Page 56, 57
	403-3 Workers with high incidence or high risk of diseases related to their occupation	Page 53

Training and Education

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Page 70
	103-2 The management approach and its components	Page 70
	103-3 Evaluation of the management approach	Page 70
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 71, 78
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 71
	404-3 Percentage of employees receiving regularperformance and career development reviews	Page 66

Diversity and Equal Opportunity

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	Page 61
	103-2 The management approach and its components	Page 61
	103-3 Evaluation of the management approach	Page 61

GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 61, 62, 63, 64, 65
Local Communities		
	103-1 Explanation of the material topic and its Boundary	Page 88, 89, 92
GRI 103: Management approach 2016	103-2 The management approach and its components	Page 88, 89, 92
	103-3 Evaluation of the management approach	Page 88, 89, 92
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 91, 93, 94, 95, 96, 97, 98, 99
Product Responsibility		
	103-1 Explanation of the material topic and its Boundary	Page 80, 81
GRI 103: Management approach 2016	103-2 The management approach and its components	Page 80, 81
	103-3 Evaluation of the management approach	Page 80, 81
GRI 416: Product responsibility 2016	416-1 Assessment of the health and safety impacts of product and service categories	Page 81
Customer Privacy		
	103-1 Explanation of the material topic and its Boundary	Page 80, 82, 84, 86
GRI 103: Management Approach 2016	103-2 The management approach and its components	Page 80, 82, 84, 86
	103-3 Evaluation of the management approach	Page 80, 82, 84, 86
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no substantiated complaints regarding breach of customer privacy and losses of customer data during the reporting period.
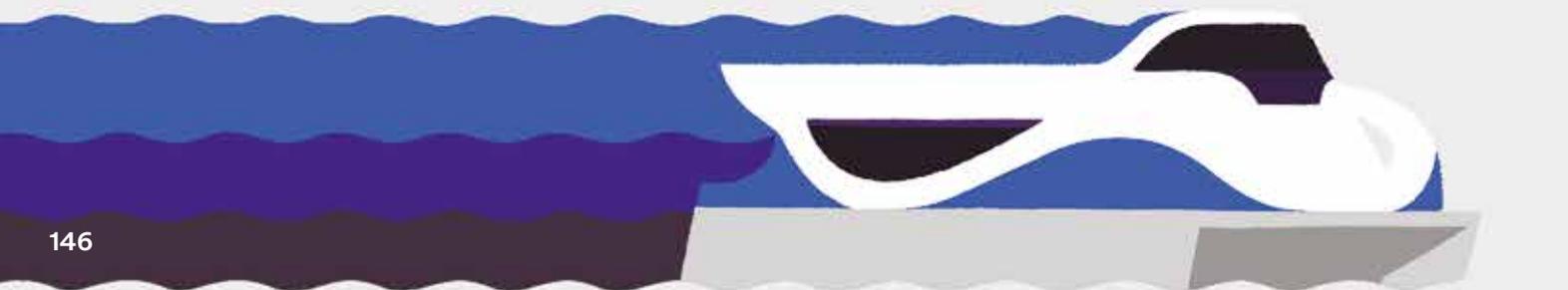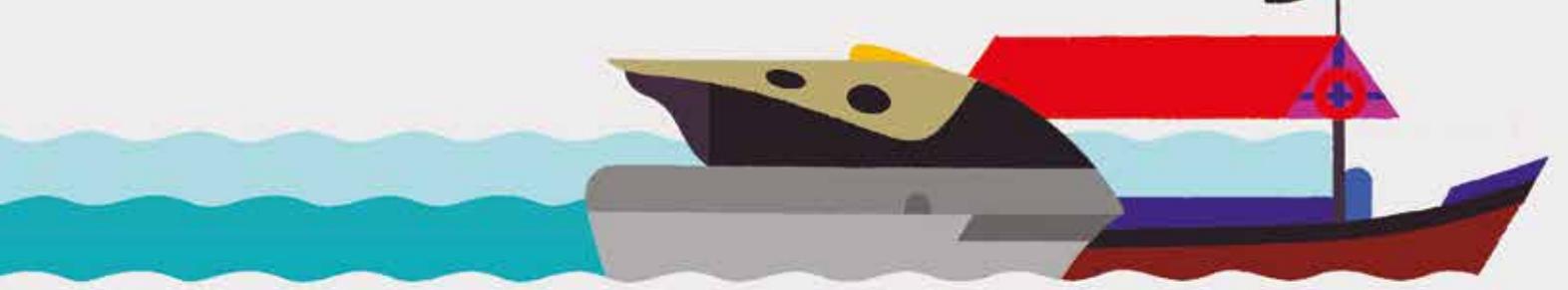
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