



United Arab Emirates

مواصلات الإمارات
Emirates Transport 



Annual Report

Growth and sustainability



2013 Annual Report
Growth and sustainability

Today, we, with the help of Allah and with your dedicated efforts, clear visions, integration in planning and implementation and fruitful cooperation between federal and local authorities will pursue the path of our fathers to further consolidate the Union's institutions and protect its gains. Towards that end, we will adopt the quality of life, development, and the rule of law as standards to assess success and measure progress. Our government's ambition does not only seek to leverage indices of economic growth, though these are important, but also to improve the living standards of citizens, to put the UAE on the map of the world's most advanced nations, in terms of justice, security, education, culture, housing, sports, health, environment and smart cities.



His Highness
Sheikh Khalifa bin Zayed Al Nahyan
President of the UAE

The success of our country was not a product of mere chance, but as a result of leadership's vision, planning and keen interest in serving the country and its citizens. It is a result of continuous interaction among different generations and the unique relation of trust and allegiance between the people and their leader. It is a result of self-development, knowledge and the ability to adapt to changes. Our success is complemented by our optimistic forward looking, yearning for excellence, encouraging innovation and believing that failure is just another experience in life and a good lesson for the next attempt.



His Highness
Sheikh Mohammed bin Rashid Al Maktoum
UAE Vice President, Prime Minister and Ruler of Dubai

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**His Excellency
Humaid Mohammed Obaid Al Qatami**
Chairman

Chairman's Message

Emirates Transport concluded 2013, which represented the 32nd year of its seasoned and renewable march, while at the same time maintained the upward trend of its operations and activities in all fields. Last year marked by continuous horizontal and vertical growth of the corporation's investments, in addition to the qualitative measures taken to enhance and expand its services.

Such investment growth was accompanied by the launch of community-based initiatives aimed at instilling values of sustainability in the work environment and as part of the culture of productivity. This was implemented by transferring these values from the theoretical realm to the fields of application, namely work sites and customer care centres. This is reflected in the corporation's leadership in the fields of transport, leasing, auto maintenance and support services, a feat accomplished without losing sight of the social responsibility roles and obligations, in addition to the role of boosting the national economy, supporting the educational process in the country, enhancing public transport and contributing to the provision of a decent life for the happiest nation in the world.

During the past year, which carried the slogan of "Best Practices", Emirates Transport made significant efforts to meet government requirements for achieving the UAE Vision 2021, as well as adjusting its activities and investment projects to be in line with the guidelines of green development. The corporation also aims to support government bodies elevate the efficiency of their services, in a manner that reflects the prestigious status attained by the UAE under the leadership of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the State, and his brother His Highness Sheikh Mohammad Bin Rashid Al Maktoum, Vice-President, Prime Minister and Ruler of Dubai, and their brothers the members of the Supreme Council Rulers of the UAE.

Owing to accomplishments and business successes achieved during the course of corporation, and enhanced in 2013, the

esteemed UAE Cabinet resolved to bring the corporation under the umbrella of the Emirates Investment Authority. In doing so, the corporation succeeded in implementing its ambitious strategies to expand and develop their clientele base, within both the public and private sectors, through securing more agreements and business contracts and consolidation of current partnerships, boosting its position in the market and its geographical coverage throughout the country.

The corporation total revenue last year reached AED1.5 billion, maintaining its average growth rate over the past five years of 18%. In addition, the value of total assets reached AED2 billion. Such results were due, in no small part, to the sincere efforts of the executive management, various work team and all employees, to whom I would like to express my sincere gratitude and appreciation.

The senior management put in place a progressive organizational structure based on a careful study of both internal and external markets, as well as market growth and variables, and taking into account elements of flexibility and the imperatives of achieving optimal balance between economic investment success as well as community and environmental role.

With regards to services and investment projects, the group of business centres continued on their course of success, of boosting and enhancing current services, by launching a number of new services, particularly in the transport, rentals and auto maintenance and support sectors.

In the corporate and administrative fields, Emirates Transport retained its permanent presence on the awards stage by attaining several local and international awards and competitions, to leave its exceptional mark in the fields of investment, quality, excellence, safety, sustainable environment and community work.

Social responsibility programmes witnessed outstanding evolution through generous community projects and environmental initiatives, with a focus on the implementation

of Emiratisation programmes, and the empowering of human resources, as well as qualifying and motivating them according to sophisticated scientific methods and approaches.

In addition, the development process continued in the customer service centres, in accordance with the standards of the "Emirates Government Service Excellence Programme", which qualifies the corporation to reach the seven-star rating through the quality and excellence of comprehensive and integrated services rendered to customers. Furthermore, the corporation created a pool of administrative units that support the measurement of customer satisfaction and meet their expectations by provision of enriched and updated database on labour market and customer database.

Moreover, the corporation launched number of projects consistent with the smart government's initiative in the UAE, such as "Smart Transport" which included: the launch of electronic tracking system of school buses, as well as the "Smart Electronic Card" for students in school buses, surveillance cameras, "Reach Safely" and other initiatives and quality projects.

Such achievements would not have been accomplished without the keen efforts rendered by the distinguished and harmonized employees who, by end of 2013, have reached 13,600 in number, working at 41 locations throughout the country.

We, at the Board of Directors of Emirates Transport, are confident that such an exceptional team would continue their accomplishments and successes, the details of which are illustrated in this report, crowning a year of record efforts and productivity. What is more, such achievements would provide a great stepping-stone for the corporation's new plans for 2016-2014, in order to maintain its position as a creative and developed corporation moving forward, from one success to another, completing its path towards excellence, creativity and professionalism.



H.E. Mohammed Abdullah Al Jarman,
General Manager of Emirates Transport

General Manager's Message

We are pleased to bring to you the annual report of Emirates Transport for 2013, which features a combination between disclosure of annual performance and sustainability achievements that qualified it to attain an (A) grading from the Global Reporting Initiative (GRI).

The year 2013 was a continuation of the corporation's quest to strengthen its prominent market position, by accomplishing quality achievements related to its diversified operations and practice.

The corporation maintained its annual growth rate in the sectors of school transport, transport and rental and auto maintenance and logistic services. During last year, the corporation empowered its process to enhance its market value and diversity its investments, establishing its strategic partnership base with both government and private sector entities, expanding, in the process the list of clients benefiting from its services.

During previous period, the corporation established a mechanism to achieve higher satisfaction rates among stakeholders including customers, the community, partners and employees.

By the end of last year, the corporation succeeded in creating customer base of more than 800 clients of different segments of local and federal government, along with joint stock companies and private sector companies.

In this respect, the corporation signed 18 new agreements and MoUs with its strategic partners. The strategic relations team made 85 visits and meetings to enhance investment cooperation with various entities, partners and customers and give them a better understanding of the services offered by ET. Such efforts resulted in 218 principal contract and new investment agreement during 2013. There were, also, 23 international visits in order to conduct benchmarking studies and adoption of best practices.

Emirates Transport launched several projects during 2013

related to transport and rental sector, such as private school transport service, valet car parking, limousine rental, taxi services in Abu Dhabi International Airport, motorcycles rental and refrigerated transport. Furthermore, the auto services sector included new services such as maintenance of vehicle chassis, maintenance of heavy machinery; express auto maintenance of vehicles, maintenance of limousines, tyres and dry car washing.

As for independent investment, a specialized company was introduced to provide transport technology solutions, as well as "Reyama Taxi", which provide taxi services in the Emirate of Fujairah, and the Emirates Security Services Company, which provides its services throughout the UAE.

As part of the corporation's efforts to develop its communication tools with customers, last year witnessed the establishment of the "Opinion Poll Centre" to carry out qualitative and periodical surveys for all categories of internal and external customers, as well as the launch of the "Call Centre" to provide a central channel to receive customers' suggestions and feedback around the clock, and to deal with it in an optimal way in developing current and future services and projects.

The corporation put great emphasis on implementing the best systems of corporate governance, quality standards, internal audit, risk management, and integrated management systems, as well as follow-up plans for related measurements and indicators.

We consider our employees to be our main assets, and so we are keen to offer them the due care and development. This is reflected in the employees' satisfaction rates which reached 88%. We continued in our efforts that seek to create more job opportunities to Emiratis to encourage them to join our team through training and development programmes, such as training second and third tier employees for leadership positions.

In recognition to its continuous efforts and distinguished

performance, Emirates Transport obtained several awards and certificates of appreciation in 2013, such as: Dubai Award for Sustainable Transport, Ideas Arabia Award, Ideas Emirates Award, CSR Label Award, for the second time in row, B-Green, Emirates Energy Award and many more. Such awards are not just achievements but also represent a source of inspiration and motivation to the entire team on our journey towards professionalism and excellence.

During 2013, Emirates Transport enhanced its media communications through electronic, video, audio media and newspapers, with the aim of achieving an objective, influential and diverse media communications.

With regard to sustainability and corporate social responsibility, we engaged in several internal and external activities and programmes. 26 various institutions and entities benefited from financial sponsorships rendered by Emirates Transport. In addition, 1,040 buses provided free transport services during events and social activities, 2,700 buses carried promotional material for awareness and educational campaigns, 350 thousand awareness gifts were distributed to students.

As for sustainable services related to green applications, there was an expansion in the implementation of green technical services with particular focus on extending their application to the corporation's fleets of vehicles. These services include the Vehicle Conversion Centre, the Tyre Retreading Unit, and the Dry Car Wash unit, along with other sustainable green applications.

Last, but not least, I would like to take this opportunity to extend my gratitude and thanks to the Chairman, H.E. Humaid Mohammad Al Qatami, Vice-Chairman, H.E. Saeed AL Sharid, all board members, members of the executive management and the entire Emirates Transport team who contributed to the achievement of the vision and strategic objectives of the corporation.

Emirates Transport..
Business Strategies & Governance

SECTION

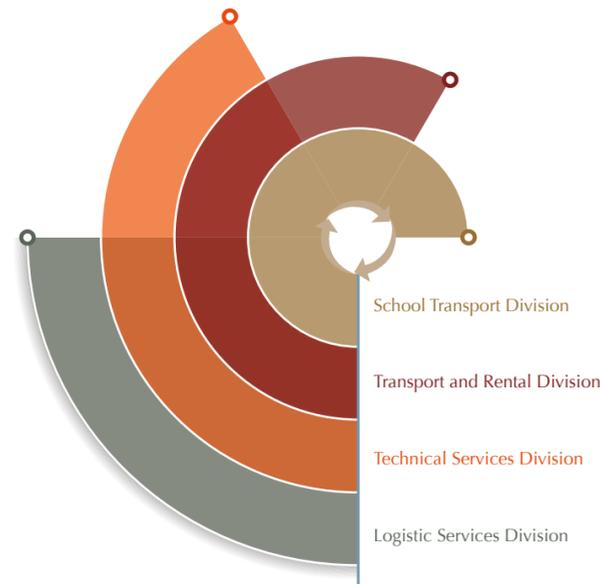
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About Emirates Transport

Profile and Business

Emirates Transport is the abbreviated commercial name of the Emirates General Corporation for Transport and Services. It is a federally owned corporation with financial and administrative independence. It was established under the Federal Law No. 17 of 1981 with the purpose of regulating, managing and supervising the operations of transport and maintenance services for various government, federal and local entities as well as private sector institutions. It also conducts technical tune-ups for heavy trucks, operates central weigh stations and provides maintenance and operational services and other related work. The corporation has immensely expanded and diversified its services over the past 30 years, now offering comprehensive options for clients. At the end of 2013, it had a total of 13,563 employees and 13,433 vehicles. The head office of Emirates Transport is located in Dubai (Umm-Ramool Area). It comprises of four divisions of business centres namely:



The School Transport Division includes the following centres:

- ◆ **The Government School Transport Centre**, which provides school transport, services to all public schools throughout the UAE, in accordance with the agreements with Ministry of Education and The Abu Dhabi Education Council.
- ◆ **The Private School Transport Centre**, which caters to the same service for Private Schools in the UAE.
- ◆ **The School Services Centre**, which provides qualified supervisors to accompany students, transported in school buses, as well as provision of office assistants service in schools.
- ◆ **Advertising Services Centre** which provides advertising and marketing services on school, commercial, university buses, as well as provision of free community advertising space throughout the UAE.

The Transport and Rental Division includes the following centres:

- ◆ **The Government Transport Centre**, which provides

transport and rental services to ministries and federal agencies by supplying appropriate vehicles along with qualified drivers.

- ◆ **Abu Dhabi Transport and Rental Centre**, which provides all kind of transport and rental services to a great number of organizations and leading companies in Abu Dhabi, Al Ain and Western Region.
- ◆ **Emirates Transport and Rental Centre**, which provides all types of transport services, rental, management and operation of public transport of wide variety of leading corporations in Dubai, Sharjah, Ajman and the Central Region.
- ◆ **Emirates Car Centre**, which manages and operates taxi services and provides tourist transport along with luxurious limousine service transport throughout the UAE.
- ◆ **RAK Transport, Rental and Technical Services Centre**, which provides a diversified range of highly professional and specialized transport, rental and maintenance services for Ras Al Khaimah.



- ◆ East Coast Centre for Transport, Rental and Technical Services, which provides a diversified range of transport, rental and maintenance services across the East Coast covering Fujairah and Eastern Region.

The Auto Technical Services Division includes the following functions:

- ◆ Abu Dhabi Centre for Technical Services, which provides auto services, vehicle maintenance and repair, services, management of auto workshops and other supporting services for Abu Dhabi and affiliated areas.
- ◆ Emirates Centre for Technical Services, which provides auto mechanic services, including periodic repairs and maintenance for Dubai, Sharjah, Ajman and the Central Region.
- ◆ CNG Vehicle Conversion Centre is specialized in converting vehicles to run on Compressed Natural Gas as well as provide auto mechanical repairs, services and maintenance for the converted vehicles.
- ◆ Technical Inspection Centre, which provides technical inspection, services to vehicles as well as axle weight stations for heavy vehicles for Abu Dhabi, Al Ain and the Western Region.

- ◆ Al Wataneya Auctions Centre, which provides organizing and management of auctions, services for the sale of used vehicles in Abu Dhabi and Sharjah.

The Logistics Services Division includes the following functions:

- ◆ Emirates Centre for Logistic Services, which provides a wide range of logistics and services including shipping, customs clearance, goods land transport and rental of freight trucks.
- ◆ Petrochemical Transport Centre manages, operates and maintains liquid sulphur transport tanks, petrol tanks and oil & gas transport services for public and private sector companies.
- ◆ Emirates Driving Institute, which offers driving lessons for light and heavy vehicles including buses.
- ◆ Valet Parking and Motorcycle Rental Centre, which provides motorcycles and golf carts for rental with or without drivers to public and private sector companies. In addition, this centre also covers valet parking services for hotels, tourist establishments and major events.

Emirates Transport also has some subsidiaries and joint ventures, including:

- ◆ (a) Speed Trans: Emirates Transport and Ajman Corporation equally own this company for Public Transport. It manages and operates taxis and provides rental cars & buses in the Emirate of Ajman.
- ◆ (b) Emirates Model Building Maintenance (EMBM): A joint venture between Emirates Transport and Al Ghurair Group concerned with the provision of facility management related services such as cleaning, maintenance and other support services.
- ◆ (c) Emirates Facilities Management Company: It is a company specialized in offering facilities services. It is a distinctive alliance between Emirates Transport and Etisalat Facilities Management, a subsidiary of Etisalat Corporation. It offers services of cleaning, maintenance, gardening, as well as security services and it targets the federal governmental sector.
- ◆ (d) Emirates National Facility Management Company: An associate company specializing in providing facility management services to its clients, and aims to attain the highest levels of customer satisfaction.

- ◆ (e) Reyama Taxi: This is an associate company of Emirates Transport in partnership with the Fujairah Transport Corporation. It manages and operates taxis and provides rental cars and buses in the Emirate of Fujairah.
- ◆ (f) Emirates Security Services Company: The company is a partnership between Emirates Transport and Mondial Security Services in Abu Dhabi and offers general security services to public and private companies across the UAE through qualified and long-standing security experiences.
- ◆ (g) Emirates Transport Technology Solutions (ETTS): This is an associate company specializing in transport-related technology solutions and systems. It aspires to become the best company in providing vehicle tracking systems for Land Transport Department, transport solutions for university students, smart traffic system applications, traffic routes and tariff management systems and remote satellite tracking systems.

About the Report

Significance and Importance

This is the second edition of the Annual Report publication from Emirates Transport, which in addition to the business information, also shares the sustainability journey, and achievements of the corporation. The report is our first step towards adopting global reporting standards and engagement with our stakeholders sharing the practice and values of being a transparent corporation highlighting social, environmental and economic philosophies and landmarks.

Period & Scope

This report covers the period from January 1st, 2013 to December 31st, 2013 and covers the corporation's head office as well as all the business centres and subsidiaries. The Sustainability scope defined covers the triple bottom line areas of the corporation namely Community, Environment and Workplace. Since this is the first combined Annual and Sustainability report for the corporation, comparative data for past years was limited, however, wherever possible, past three years of comparative data has been presented for our stakeholders to witness the quantifiable achievements over time.

Methodology & Limitation

Emirates Transport has always been creative, innovative and qualitative towards its service and product delivery and has ensured the element of sustainability throughout its business strategy. Through this report, we have attempted to share our contributions and achievements with our stakeholders towards which we have a responsibility; however, we strongly feel that there are still many areas and landmarks, which we aim to cover and achieve in the following years to come.

Report Framework and Guidelines

This report follows the Reporting Guidelines of Global Reporting Initiatives (GRI) G3.1 and a GRI Index is an integral part of this report. Material issues were identified

based on Social, Economic and Environmental impacts of Emirates Transport influencing the stakeholder's opinions and decisions. Issues have not been prioritized; however, based on materiality they have been reported and clarified. Stakeholder's identification, engagement and expectations are explained fully in details in the report. A thorough internal quality assurance was performed for enhanced reliability of the Report contents.

For all comments, feedback or queries



Please visit our website on www.et.gov.ae
Alternatively, contact the Government Communications Department
E-mail: info@et.ae
Emirates Transport, P.O. Box 5757, Dubai – UAE
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Statement GRI Application Level Check

GRI hereby states that Emirates Transport has presented its report "Emirates Transport Annual Report 2013" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 23 April 2014

Ásthildur Hjaltadóttir

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 14 April 2014. GRI explicitly excludes the statement being applied to any later changes to such material.



At a Glance

- Is a **100 %** state-owned corporation
- Revenue for the year 2013 exceeded **AED 1,5 billion**
- Net profits for the year 2013 were **AED 124 million**
- Net profits of business centres were **11.41 %**
- Attained **42 %** return on capital
- Operates through **41** sites all over the UAE
- Achieved **99.6 %** of its strategic objective indicators for 2013
- Number of government entities which benefitted from its services was **351** for the year 2013
- Achieved **100 %** results in providing school transport for 2013
- By the end of 2013, ET had a capacity of **297,353 seats** in its school transport service
- Covered a distance of **94,377,348 kms** for the year 2013 while transporting school students
- Had **3,743 school busses** in its fleet
- Employed **3,557 school bus drivers** by the end of 2013
- Provides busses for **685 public schools**
- Provides busses for **17 private schools**
- **205,331 students** benefited from ET's school transport service
- Employs **13,563** people all over the United Arab Emirates
- Annual maintenance operations were over **160,000**
- **114,422 hours** of training were provided to drivers and transport & safety supervisors
- By the end of 2013, **converted 2,600 vehicles** to operate on CNG, in collaboration with ADNOC.
- **1,370 used tyres** were retreaded
- During 2013 there were **294 press releases** issued by the corporation
- Printed **44,000 copies of various publications**, in three languages
- Dedicated **100 buses for community events**
- Participated in **1,147 events** for the year 2013 by providing free transport busses
- Conducted **911** awareness sessions for students on safe transport
- Achieved **85 % customer satisfaction** result for the year 2013
- Achieved **89 % supplier satisfaction** result for the year 2013
- Achieved **87 % employee satisfaction** result for the year 2013
- Achieved **87 % community satisfaction** result for the year 2013

Vision, Mission, Values & Strategic Goals

Our Vision:

Excellence and leadership in sustainable transport and general services, locally and regionally, in accordance with the highest international standards.

Our Mission:

Emirates Transport adheres to its national objectives towards serving the community through leadership in providing mass transport that is comprehensive, safe, comfortable and cost-effective. The corporation strives to be the optimal choice for its various customers by excelling in provision of diversified transport services, distinguished with professionalism and outstanding care.

Values:

Safety: We are committed to applying the highest standards of safety and security.

Excellence: We are dedicated to improvement and corporate excellence.

Care: We adhere to of highest level of care and positive relationships.

Commitment: We are committed to our obligations and to the highest levels of ethics and business conduct.

Professionalism: We provide the most efficient, economic and effective transport solutions.

Creativity: We generate the most creative solutions for development and modernization.

Participation: We all participate in building our objectives.

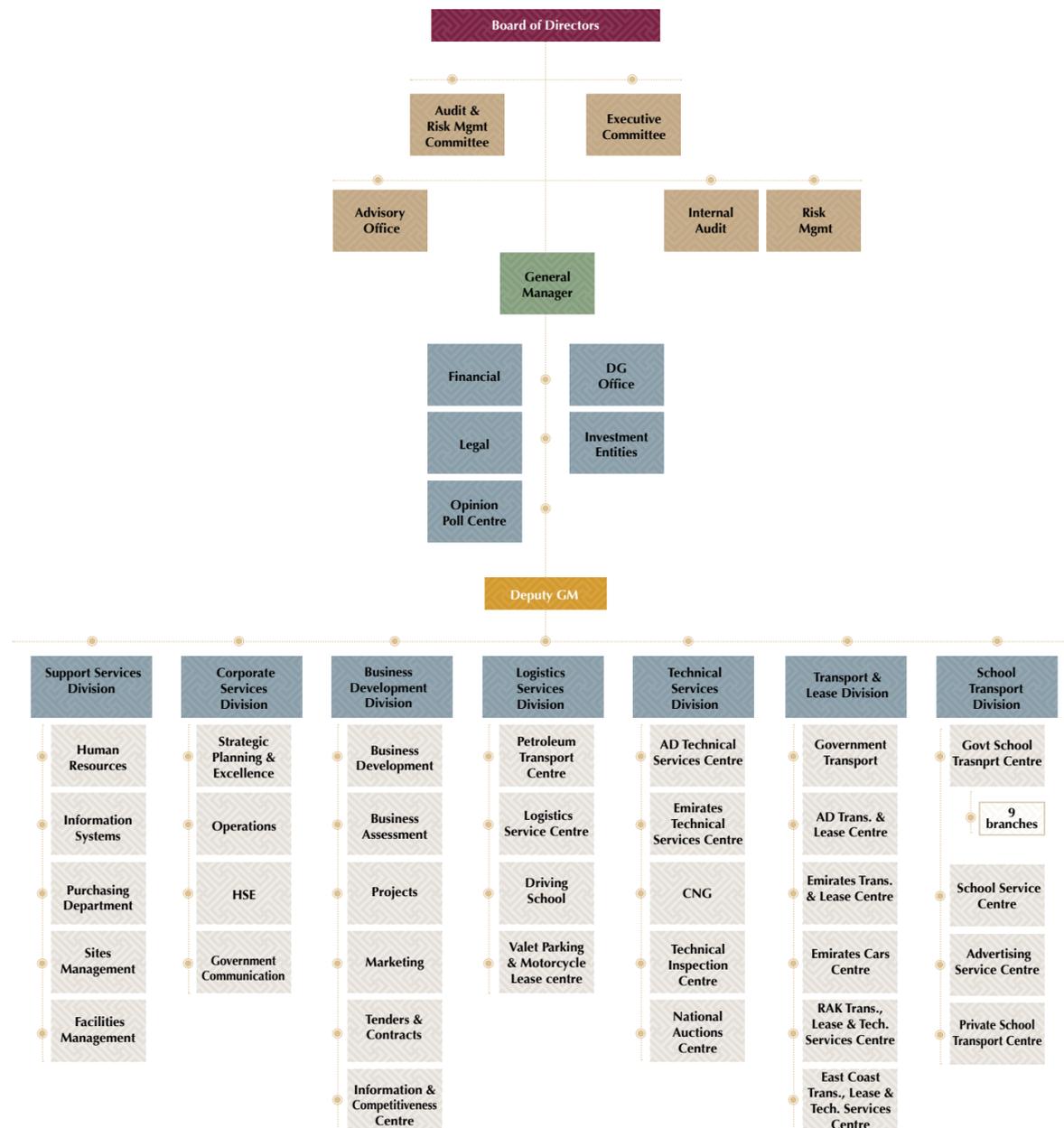
Knowledge: We continuously invest in our human resources through an educational environment.

Corporation Slogan:

Emirates Transport's corporation slogan for the year 2012-2013 was "Best Practices", adopted in all the corporation's operations and activities. Employees, at all levels, were encouraged to adopt best practices both as individuals, and when working as teams, which had a positive impacts on performances and results. This, in turn, contributed to the overall excellence and quality of work at the corporation, as well as its financial results and achievement.



Emirates Transport Organizational Structure



Changes to the Organizational Structure

During 2013, Emirates Transport conducted a detailed study to modify its organizational structure to ensure the existence of support function in order to achieve its development objectives. The main challenge of this review was reflected in the concept of centralization versus decentralization along with scope control. It was important to make sure that the new structure complies with regulatory principles and process of organizational transformation. The following five stages were identified to improve the overall organizational structure:

- Thorough review of the organizational structure in place at the time
- Benchmarking against other similar corporations
- Identify areas in need of improvement
- Discuss study result and proposed structure with senior management
- Propose a balanced organizational structure

Subsequent to comprehensive studies, the following three options were identified:

- Focus on services: Classification in accordance with type of services rendered.
- Focus on geographical location: Restructure according to regional locations.
- Focus on function of organizational units: Restructure is made as per type of service and geographical location.

A decision was taken to focus on services, as it represents the best and most fitting option.

Board Members



His Excellency Humaid Mohammed Obaid Al Qatami

Minister of Education and Chairman of Emirates Transport since 2008. He holds a Master's degree in Administration from Western Michigan University in the United States of America in 1985. Currently Chairman of the Board of Trustees of the Sheikh Hamdan Bin Rashid Al Maktoum for Distinguished Academic Performance; Chairman of the Board of Trustees of the Sharjah Award for Voluntary Work and Head of the Emirati Human Resources Development Committee in banking sector. His Excellency also sits on the board of a number of committees and universities.



Her Excellency Medeya Salem Al Roum

Director of Policies and accounting standards, at the Ministry of Finance and Board member of Emirates Transport. She holds a bachelor's degree in accounting from the UAE University in 1991. She started her work at the Ministry of Finance in 1992.



His Excellency Saeed Mohammed Al Shared

Vice Chairman of Emirates Transport and Chairman of the Advisory Office. He holds a Bachelor's degree in Accounting and Business Administration. Worked as a general manager of Emirates Transport since 1987 and up to 2007. Previously he was Chairman of the Board of Directors of Dubai Transport Corporation; Member of the Founding Committee for Dubai Metro; Chairman of the Supreme Committee for Traffic in Dubai; Chairman of the Board of Directors of Association of Accountants and Auditors; Advisor to the Association of Accountants and Auditors and Chairman and a member of audit committees at several points.



His Excellency Mohammed Ahmed Al Mulla

Director of (GULFMET) since 2010, Director of Standards Department at Emirates Authority for Standardization and Metrology and member of the board at Emirates Transport. He holds a certificate of competence in Electronic Engineering and Biomedical Engineering from the Colorado Technical University. Began his career in 1989 as a Maintenance Engineer in Dubai Central Laboratory Department of Dubai Municipality, promoted to the post of Maintenance and Calibration Division in 1998. He also served as Head of Standards Department at Dubai Central Laboratory Department in 2002, and was head of Consumables Department in Dubai Municipality in 2006. In 2007, Al Mulla joined Emirates Authority for Standardization and Metrology as Director of Standards Department. He is also a member in various national and international committees.



His Excellency Rashid Hamad Al Shamsi

Vice Chairman of the Board of Directors of Dubai Financial Market since 2007 and member of the board of Emirates Transport. He is the founding partner of "MECON" Engineering, Architectural Consultancy and Project Management, owner of Al Shamsi Property Management in Dubai, the sole agent of Shangri la Group of International Hotels. He holds a Bachelor of Civil Engineering from the University of Southern California in 1982. Mr. Al Shamsi currently holds and/or once held the following posts: member of the board of NSDAK Dubai, former GM of Emirates General Petroleum Corporation (Emarat) from 2002 until 2008; former member of the board of Dubai Chamber of Commerce and Industry from 1991 until 1997, Member of the Board of Directors of the Nasdaq Stock market, Sama Dubai Real Estate Company; former member of the Board of Directors of Gulf Navigation Holding in Dubai (PJSC), shareholder and Chairman of the Board of FIDAR Consultancy and Real Estate Brokerage (LLC) in Dubai.



His Excellency Engineer Abdullah Salem Al Kathiri

Executive Director of Road Transport Sector of the National Transport Authority and member of the board at Emirates Transport. He holds a master's degree in Project Management Engineering from the University of Glamorgan in the United Kingdom in 2003. He is currently pursuing a PhD in Civil Engineering in Canada. He worked as a Director General of the Department of Roads and Transport at the Municipality of Abu Dhabi during the period 1987 – 2006. He is a member of the boards at the General Authority for Civil Aviation and The General Authority for Ports, Borders and Free Zones. He is a founding member of Gulf Road & Transport Engineering Society, IRF, and former member of Higher Council for Youth & Sports, as well as membership of other local, gulf and international associations.



His Excellency Humaid Bin Butti Al Muhairi

Assistant Undersecretary of Commercial Affairs Sector at the Ministry of Economy and member of the board at Emirates Transport. He holds a BA in Economics from United Arab Emirates University in 1986, Vice-Chairman of the Board of Directors of the Insurance Authority; Board Member of Al Etihad Credit Information Company; GCC Accounting & Auditing Organization, Member of the Auditors Committee at the national level and Member of the Commercial Agencies.



His Excellency Omar Saeed Bin Ghalib

Deputy Director General of the General Authority for Civil Aviation and member of the board at Emirates Transport. He holds a BA in Aviation and Airport Management from the University of Metropolitan State College Denver-Colorado, UAS since 1989. Worked as Regional Manager at Emirates Airlines in various Arab states during the period between 1993 - 1998, then became Director of International Relations and Cooperation for the Middle East and Africa until 2004, Director of Customer Service Department in the company until 2008, and then he moved to serve as Deputy Director General of the General Authority for Civil Aviation. He is also a member in the Investment Committee at Dubai Sports Council.



His Excellency Brigadier Ghaith Hassan Al Zaabi

Director General of the General Department of Traffic Coordination at the Ministry of Interior and member of the board at Emirates Transport. Graduated from the Royal Police College in Jordan in 1979, and holds a diploma in Strategic Police Leadership from Cambridge University. Served as Director of Traffic and Licensing Department at Abu Dhabi Police for the period 2002-2007; founder and board member of Emirates Association for Traffic Safety; former board member of Emirates Driving Company.



His Excellency Marwan Ahmed Al Sawaleh

Assistant Undersecretary of the Ministry of Education and member of the board at Emirates Transport. He is a Business Administration Graduate from the Higher Colleges of Technology. Served as Acting Director-General at the National Human Resource Development & Employment Authority (TANMIA) for the period from 2003 – 2005; served as Deputy Chairman for Human Resources and Organizational Efficiency at Dubai Aluminium Company (DUBAL) for the period from: 2005 - 2012.

Executive Management



H.E. Mohammed Abdullah Al Jarman
General Manager



Badar Mahmoud Al Attar
Executive Manager of Logistics Division



Waleed Salim Al Mehairi
Executive Manager of Transport & Rentals Division



Abdullah bin Swaif Al Ghufli
Executive Manager of School Transport Division



Eng. Amer Al Harmoudi
Executive Manager of Technical Services Division



Hanan Mohammed Saqer
Executive Manager of Support services Division



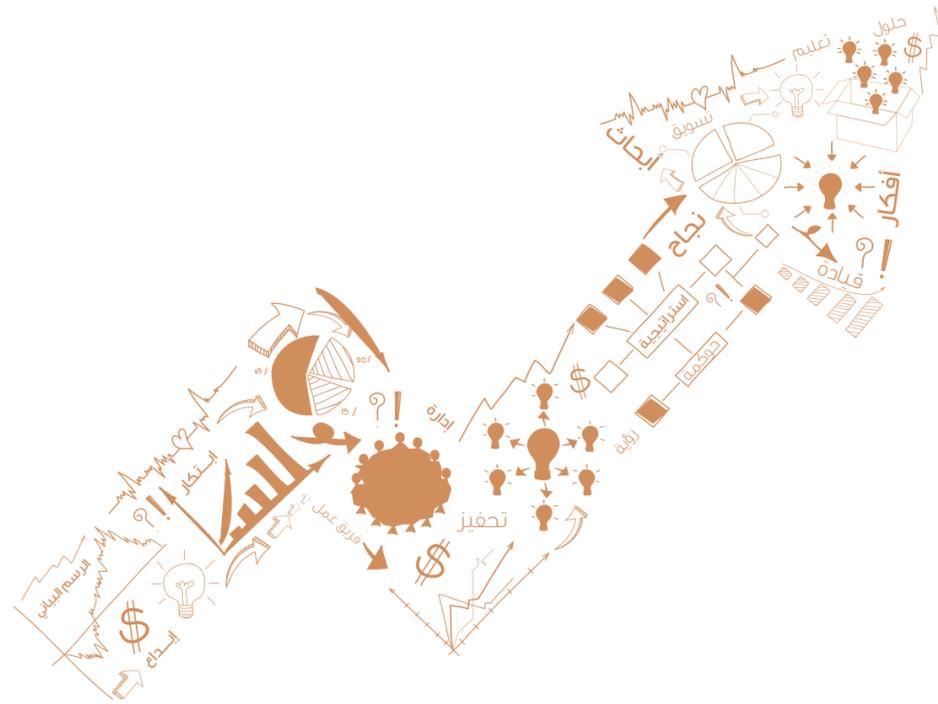
Eng. Abdullah Mohammed Al Kindi
Executive Manager of Business Development Division



Khalid Ahmed Abdullah
Executive Manager of Finance Department



Feryal Mohammed Tawakul
Executive Manager of Corporate Services Division



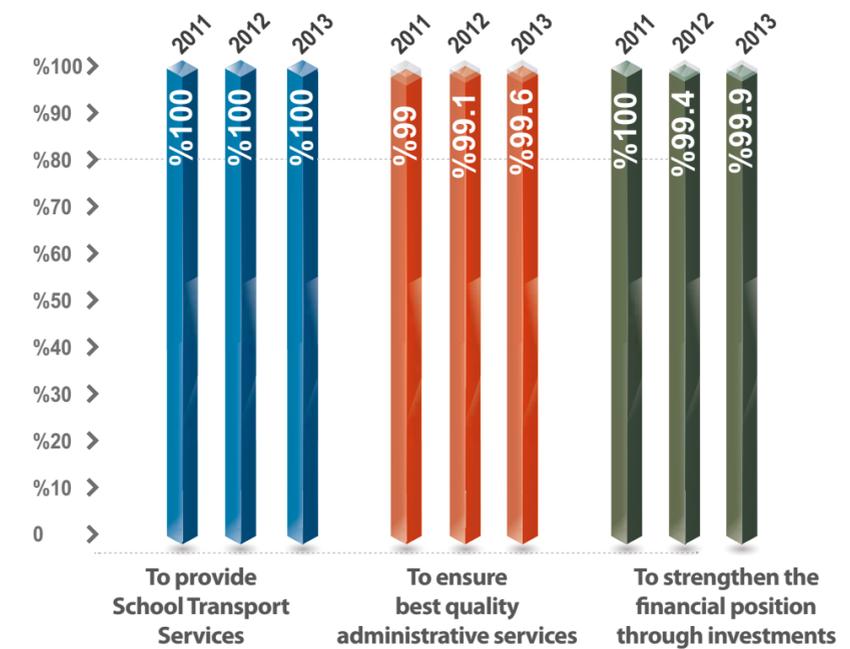
Governance & Management Systems

As part of the long-term business strategy, Emirates Transport has the following long-term strategic objectives:

- To provide school transport services of the highest standards with safety and quality
- To ensure best quality of administrative services
- To strengthen the financial position through investment centres

The Strategic Objectives achievement results were as follows:

Strategic Objective	Percentage Achievement		
	2011	2012	2013
To provide School Transport Services	100%	100%	100%
To ensure best quality administrative services	99%	99.1%	99.6%
To strengthen the financial position through investments	100%	99.4%	99.9%



Governance and Risk Management

During 2013, Emirates Transport achieved qualitative improvements in its pursuit to establish the governance rules and applications in the Corporation, in addition to its associated activities and initiatives relevant to risk management and internal audit.

Corporate Governance:

With an aim to achieve and sustain its corporate and investment results, the Corporation maintained adopting and practicing corporate governance methodologies in pursuance of standards of excellence through promoting transparency and integrity; improving services and reinforcing development efforts aimed at enabling the system of governance.

Within this framework, the Board of Directors, through its regular meetings, focused on monitoring governance applications and practices in the field of activity. The Board of Directors adopted important decisions in relation to strategic, financial, environmental and social issues, and other issues relating to policies and corporate regulations; built on the objectives that we strive to achieve through applying the best corporate governance levels, represented in enhancing service quality; applying transparency and integrity in all principal and supporting procedures, processes, and services; sticking to clarity; abiding by rules, regulations and policies; measuring and monitoring performance in light of the defined objectives. The Board of Directors undertakes monitoring such duties through:

- Audit and Risk Committee of the Board of Directors
- Audit Executive Committee
- Risk Management Executive Committee

This attention is also represented through constantly holding meetings with strategic partners, and through participating in government events and conferences.

Emirates Transport top management convenes regular meetings with executive managers to present progress reports in accordance with the different investment sectors, and consequently, assessing levels of application of the strategic objectives according to the achieved performances and realized results.

Throughout 2013, Emirates Transport governance rules manual has been updated, and certain decisions relating to developing governance in different areas of the Corporation activities have been issued, including developing governance in human resources; committing to confidentiality, non-disclosure and non-conflict of interests; approving the performance measurement indicators for

the Corporation organizational unit managers, adopting the updated organizational structure, adopting complain and grievance methodology, staff excellence duties and the prompt accomplishment recognition programme "Shukran".

Certain decisions relating to updating the manuals of the work procedures in the financial department and the financial jobs in the branches have also been issued.

As per the audit and risk departments, decisions relating to constituting the Internal Audit Executive Committee have been issued; as well as a methodology for reporting violations, fraud reduction procedures manual, a methodology and a mechanism for internal audit work, and a main risk indicator manual have been issued as well as the Risk Management Executive Committee has been constituted.

The Corporation takes into consideration its compliance by the Cabinet Decree No. 2011 / 29 concerning the governance of the boards of directors in the entities, institutions and profit and non-profit companies owned by the federal government as the procedures of work progress, and the board and its relevant committee follow-ups have been amended in pursuance of the requirements of the Decree implementation.

The following are of the most important Board of Directors' applications of governance:

- Present the annual plan of governance applications in the last board meeting of each year to be adopted for the coming year
- Present an annual plan of the governance applications to the Board of Directors in addition to the annual reports that are presented to the Cabinet
- Take into consideration, in constituting the Board, the diversity of the Board members from several aspects in relation to the Corporation's activity and from the private sector
- Reconstitute the Board of Directors every three years (the period of each session)
- The Corporation issues an annual report including all the Corporation practices and results so that the community, customers, partners, and suppliers will have access to, in addition to the press release of the Corporation results.

Besides the aforementioned, there are several governance initiatives and applications in the Corporation which is



relevant to the governance in its wide concept through applying the concepts of governance, in addition to the concepts and rules that ensure integrity, independency, transparency, justice, accountability, and non-conflict of interests, among such initiatives are the following:

- Fraud Reduction Policy
- Policy of lawsuits (filing and managing lawsuits)
- Honesty system (methodology of reporting violations)
- The Risk Department, the -20risk plan; defining low and acceptable risk levels
- The Audit Department ; its role and independency
- Reconstituting the Audit Executive Committee and the Risk Management Executive Committee
- Appointing the external auditor to audit the financial statements and accounts and making sure of its accuracy, fairness and compliance by the international accounting standards
- Applying the International Financial Reporting Standards (IFRS) by the Financial Department
- Laying down the mechanisms that ensure realizing transparency in evaluating staff
- The system of grievance and complaints
- The system of knowledge management in the Corporation
- Establishing a department for the Corporation processes that aims at developing work policies and procedure for the organizational units
- Issuing regulations for the administrative and financial appropriateness level for the purchase systems, and the human and financial resources
- Adopting the methodology for managing relations with suppliers, which defines the foundations of dealing with suppliers in terms of transparency, selection standards, evaluation and non-conflict of interests
- Unifying and issuing the statute of business centres
- Evaluating the effectiveness of business centre

department committees and the form of member assessment

- Constituting a board for managers at the level of the executive management
- Evaluating the effectiveness of the board of managers annually
- Auditing the Corporation environment, safety and quality activities through the integrated management system and appointing auditors for the integrated management system in work locations
- Organizing the constitution of the investigation committees in case of violations
- Taking into consideration the job discrimination in the organizational unit operations through determining the employees responsible for (preparation, audit and approval)
- Constituting joint committees with main customers to ensure transparency in implementing contracts and governance
- Establishing a business assessment department to undertake the duties of the financial and investment assessment for the existing centres and subsidiaries, so that decisions can be taken in light of its reports
- Constituting committees for every new project and upon releasing an innovative commercial activity, before taking any decisions that aim at investing the Corporation funds, or involving in any investments, activities or purchases
- Establishing a new section in the Information Technology Department under the name (Information Technology Governance Section) which will be responsible for the managing development and ensuring information technology quality
- Stating in the articles of incorporation of the subsidiaries that the subsidiary shall lay down a system for governance and good management

Risk Management

The process of managing, evaluating, and reducing risks and striving for converting them into opportunities optimum for development and improvement is a practiced strategy in Emirates Transport.

Applying the international standard ISO 31000:2009 relating to risk management, the Corporation successfully defined all types of risks and means of reducing them; promoting its ability to lay down plans and take strategic decisions important for realizing potential development and increasing its market value.

Phases of Risk Management

The process of risk management in Emirates Transport passes several organized steps and phases to achieve its expected targets through: defining the most important risks, analyzing risks, and assessing the total risks to know how to address such risks, and then there are the follow-up, supervision, communication and consultation processes and finally the supporting decisions.

Since the Board of Directors adopted the highest 20

risks confronting the Corporation, the Audit and Risk Management Committee undertook monitoring the percentage of achieving the recommendations relating to such risks, through the Risk Department and the Risk Management Executive Committee in cooperation with other administrative units concerned with risks. The recommendations relating to the first ten risks have been achieved according to the targeted timeline.

The first ten risks in Emirates Transport are as follows: the safety risks on school transport, the risks of the operational efficiency of the vehicle fleet, overall security and safety risks, customer satisfaction risks, the risk of control during any expansion, competitive risks, risks associated with dangers of poor sales and marketing plans, the risks of job satisfaction, risks of suppliers' relations, and the risks associated with dangers of introducing new systems.

A study of the recommendations (treatment plans), appropriate to addressing the top ten risks, has been prepared to cover the following areas: determining the authorities concerned with implementing such recommendations, their roles and the targeted timeline for accomplishing the recommendations; and defining the expected accomplishment percentages. 98% of the recommendations relating to the top ten risks have been accomplished during 2013.

The following 5 classifications of risks are identified and assessed and appropriate plans have been laid down to address them:

- Legal and External Risks
- Operational Risks
- Financial Risks
- Strategic Risks
- Information Risks

Maintaining communication with staff, the top management forwarded periodic guidelines and visions, to the staff, about governance and quality and their standards and how to contribute in their application, a matter which contributed in promoting the staff awareness and culture level in this regard. During the last year, the top management in the Corporation issued a number of important decisions to monitor the risk management process, including issuing and adopting the risk assessment methodology, based on the manual of the risk management policies and procedures approved by the Board of Directors in accordance with the requirements of the corporate governance, and the

governmental excellence standards, in addition to the decision of reconstituting the Risk Management Executive Committee, the decision of issuing the second version of the manual of the risk management policies and procedures and the decision of identifying the second main ten risks.

Internal audit

At the internal audit level, the efforts for realizing the best level of the internal audit performance have been maintained in pursuance of the recommendations of the State Audit Institution, the Internal Audit Department and other external auditing authorities.

In this regard, the Internal Audit Executive Committee has been reconstituted for the purpose of following-up the received notes, in cooperation with the other administrative units though preparing suitable responses, taking the necessary actions, and developing the oversight procedures for prevention and non-repetition purposes. Also, the internal audit manual has been improved and the forms contained have been updated to realize the required targets.

Fraud Reduction Policy

In accordance with "Fraud Reduction Policies and Procedures" manual for Emirates Transport, specific Anti-corruption and Fraud reduction policies were formulated and implemented in accordance with the global standards of ISO 31000:2009

Prior to these formal policies, Emirates Transport has always emphasized the importance of combating financial fraud and anti-corruption through implementing the processes of audit and risk assessment.

In this regard, key emphasis has been laid on developing procedures, systems and tools for finding and preventing all types of fraud in the Corporation; protecting the assets of the Corporation (whether cash or in-kind); reducing the likelihood of future fraud and elements of anti-corruption to a minimum; laying down appropriate directives or procedures to deal with all cases related to anti-corruption and studying motives behind them; reducing losses or effects (whether financial or non-financial) resulting from fraud; increasing staff awareness about anti-corruption and its risks, types and causes; giving due consideration to the Corporation systems and the professional behaviours; developing, improving and activating the internal control system ensuring the commitment of all stakeholders to the

items of anti-corruption and fraud policy.

The new system on fraud prevention has 3 main pillars represented in the Preventive Methodology to reduce the incidences, the Detective Methodology to identify and detect, and the Corrective Methodology to take corrective actions.

In this aspect, the Corporation qualifies its staff on the latest international standards in the scope of combating fraud and corruption in work in accordance with its partnership with Internal Audit Association.

Risks and Internal Audit Week

The Risk Department and the Internal Audit Department launched the Risks and Internal Audit Week which consisted of 6 workshops; attended by 250 employees, from all the Corporation work sites, including branches, stations and business centres.



Transparency

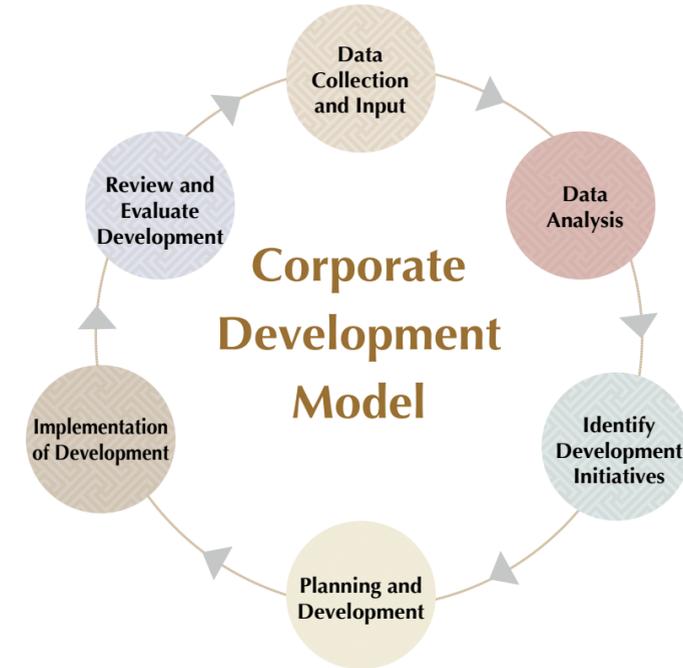
The Corporation adopts transparency and clarity in providing data and information to the supervisory and audit authorities, in particular the Accounting Office; to monitor implementing and addressing the received notes, and consequently reporting the actions that have been taken. Emirates Transport is keen to provide its staff with the relevant data and information, including the governance data that can realize transparency and fairness. Open periodic meetings are held between the General Manager and employees, whether the new or the senior ones, to discuss the important matters and subjects; answering their questions and inquiries; and following up their suggestions; as well as sending the issued decisions and circulars up to date to their e-mail; provide the internal website with

these information, data and decisions and update them periodically; issuing the publications in different languages (Arabic, English and Urdu); and distributing them in a wide range for the awareness of the stakeholders whether internally or externally. Some of the most important publications covered fields such as governance, anti-corruption, human resources, and customers. These publications include: "Amana", Main Risks, My Government, Grievance & Complaint Manual, Customer Care Charter, Professional Behaviour & Ethics, which was published in Arabic, English and Urdu, Employee Manual, Purchase Department Manual, and Financial Policy Manual, as well as the awareness e-pamphlet (Legal Quotations).



Corporate Development Strategy

Emirates Transport follows a Corporate Development Strategy, which has six processes as explained and detailed below:



Quality Policy

Quality and excellence form some of the most important priorities of Emirates Transport, as the Corporation quality policy targets promoting Emirates position and maintaining leadership in services in comparison with leading organizations, through committing to quality systems, excellence, efficiency, and professionalism in all its various areas of work in order to realize development and innovation continuously. This can be accomplished through cooperating with the top management, staff, partners, and traders; and investing all our resources and energies to achieve the requirements and needs of our customers, strengthening their trust and exceeding their expectations.

of Logistic Services, Transport & Rentals, School Transport and Technical Services.

In addition, there are other committees including the Supreme Committee, for participating in Emirates Award for Excellence in Government Performance which involves another two committees supported by 17 work teams, as well as the Human Resources Committee.

Corporate Memberships

Emirates Transport has a membership in the following Local and International entities:
National Association for Pupil Transportation (NAPT) – USA
International Association of Public Transport (UITP) - Brussels
National Committee for Standardization and Mechanical Products.
Dubai Quality Group (DQG) - UAE.
The Association of Chartered Certified Accountants (ACCA) - London

Internal Work Committees

The work committees and their relevant groups constitute a key part of the means of implementing the activities and the projects in the organization for its great role in work resilience and for taking the right decisions and realizing positive follow-up in the application and assessment phases. There are 25 business centres committees, in the divisions



Awards and Achievements

During the year 2013, Emirates Transport won several local, regional and international awards and certificates, which reflect our commitment to attain excellence, professionalism, leadership, quality and innovation in various fields of performance and sustainability. Such awards and achievements support our contribution to the vision of the UAE government's strategy, under the guidance of our wise leadership, particularly the "Green Economy for Sustainable Development" which was launched by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and the Ruler of Dubai.

The following are some of the distinctive achievements attained by the corporation:



Dubai Award for Sustainable Transport
Emirates Transport realized a distinctive accomplishment by being an active participant and being among the crowned winners of the Dubai Award for Sustainable Transport throughout the six sessions since the inauguration of the Award in 2008. In 2013, the corporation was placed first in the School Transport Category and Second in Safety of Transport Category.



Middle East Award for Excellence in e-Government
Emirates Transport received this Award from the Middle East Excellence Awards Institute for its “Safety Smart Card” project, which introduced applications of modern technologies on School buses with the objective of promoting the corporation’s services. The corporation received the Award during the 19th e-Government Conference.



Award from International Association of Public Transport (UITP)
In recognition of the dual-route system to transport government school students, Emirate Transport won the Award from the International Association of Public Transport, for the Middle East and North Africa region, during a conference in Geneva, Switzerland. The objective of the award winning project was to create an integrated dual school transport system with trends of modern transport keeping in mind the environmental and societal elements. The system allows the use of the same bus to transport both male and female students in the same school district, but in two separate trips.



UAE Ideas Award
Promoting Environment work (eco applications)
During the 2nd UAE Ideas Conference, Emirates Transport won the Best Environment Innovation Award in the category of “Promoting Environment Work (eco applications)” for its Compressed Natural Gas (CNG) project.
Empowering National Human resources
During the same UAE Ideas Conference, Emirates Transport also won the Best Creativity Award in the category of “Empowering National Human recourses”. The corporation was recognised with this Award for recruiting 699 Emirati women as school bus supervisors.



The Emirates Energy Award
Emirates Transport also received a special recognition from the Supreme Council of Energy in Dubai for its CNG conversion project. The award recognizes the best practices and leading initiative of Emirates Transport in the areas of energy efficiency, alternative energy, sustainability, and environmental protection in the MENA region. The CNG conversion project runs in cooperation with ADNOC, and is considered as one of the most important achievements of the corporation at the local and regional levels.



Ideas Arabia Award
Emirates Transport won the Ideas Arabia Award organized by the Dubai Quality Group during its 8th Conference under the Arab Ideas slogan of “Innovation”. The corporation received this Award for the Dry Vehicle Washing Project, which supports principals of environmental sustainability.



B-Green Award

Emirates Transport (ET) received a valuable endorsement in its environmental efforts as it was named “Most Sustainable Government Department” at the B-Green Awards 2013. This was achieved as the corporation has made significant strides having converted 3,000 of its -12,000 vehicle fleet, plus another 1,000 taxis and police cars, to run on compressed natural gas (CNG).



Green Middle East Award

Conservation of Natural Resources

The Award, organized by the Sharjah environment company (BEE’AH), recognised the corporation for its efforts in adopting environmental initiatives that contribute to conservation of natural resources, and its complete compliance to implement environment, safety and occupational health principles.



CSR Label Award

Emirates Transport successfully retained the prestigious CSR Label Award from the Dubai Chamber for its corporate social responsibility practices for the year 2013 and remains the only government entity to receive the honour for the second time in a row. The award is received in recognition to the positive impact made by the corporation on the community and demonstrated a commitment to best practices in CSR.



Guinness world record

with largest first aid lesson

Emirates Transport set a new world record during the year 2013 as 1,700 employees packed the Abu Dhabi National Theatre to attend what became officially the largest first aid lesson in the world.



ISO 2013:10001

Customer Satisfaction Management System

In 2013, Emirates Transport was awarded the ISO10001 Customer Satisfaction Management System from Vincotte Middle East, as part of the Integrates Management System certification. This emphasizes the efforts of the corporation towards increasing customer satisfaction levels and providing the best possible services to them.



ISO 2013:10002

Customer Complaints Management System

In 2013, Emirates Transport was awarded the ISO10002 Customer Complaints Management System from Vincotte Middle East, as part of the Integrates Management System certification. This emphasizes the efforts of the corporation towards increasing customer satisfaction levels by responding to their feedback with the highest priority.



ISO 1999:10015

Quality Management Training

During 2013, Emirates Transport attained the ISO 10015 certificate to reflecting the importance it places on improving the quality of human resources training to reach the highest standards in the services provided.



ISO 2009:31000

Risk Management

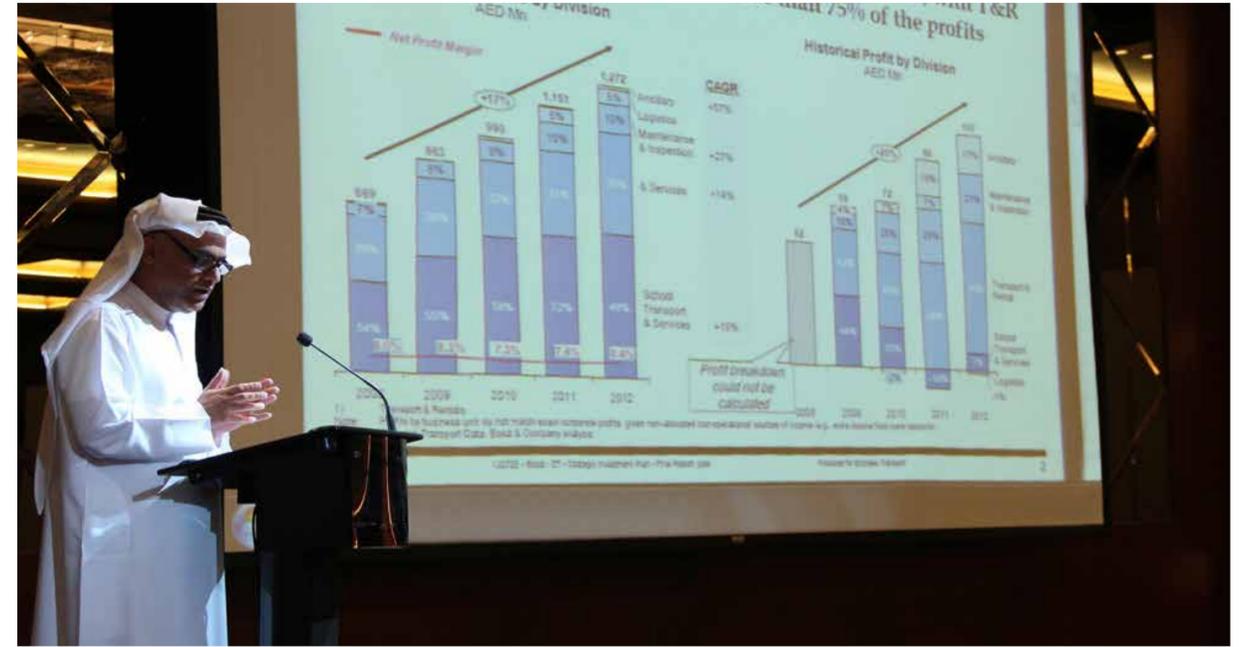
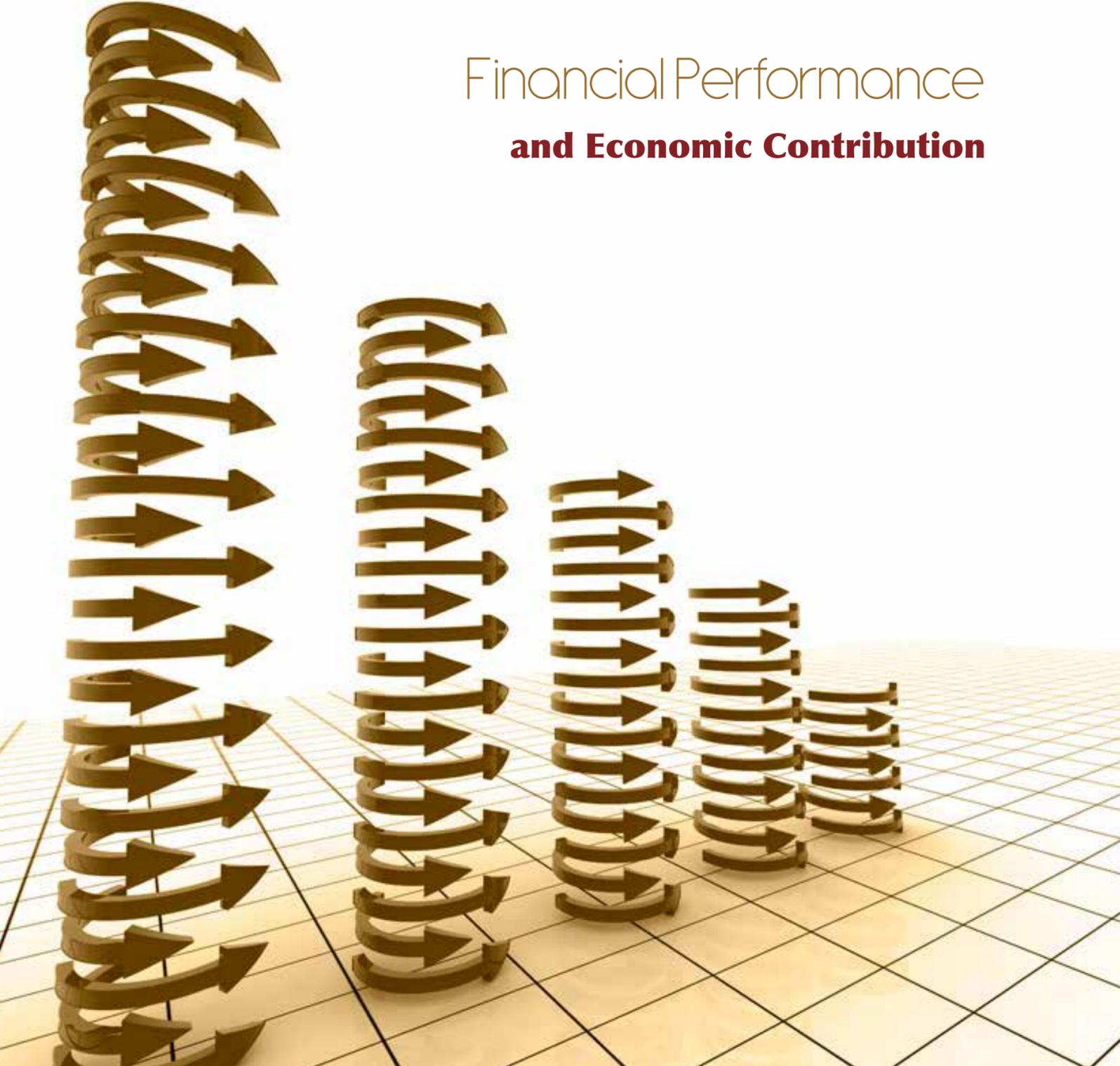
During the 2013, Emirates Transport also attained the ISO 31000 certificate to add to its list of achievements in the areas of Quality Management and Integrated Management Systems. It portrays the corporation’s commitment towards the adoption of the highest international standards in business practices.

Emirates Transport..
Growth & Finances

SECTION

Financial Performance and Economic Contribution		46
Business Centres		50
Stockholders Engagement		60

Financial Performance and Economic Contribution



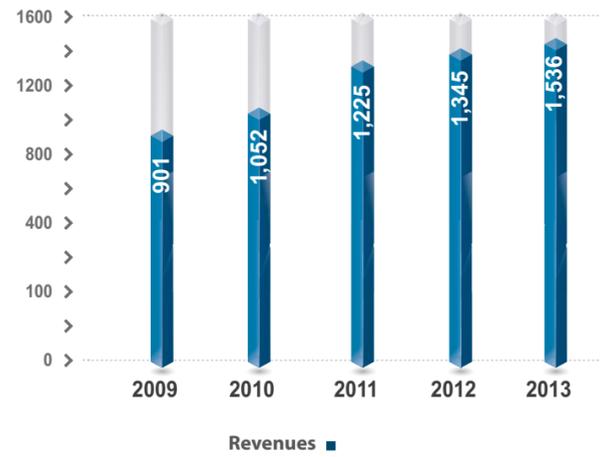
Emirates Transport contributes to the economic development of the United Arab Emirates through its businesses and operations all over the country. We strive to ensure sustainability in this economic impact and are committed to maintaining responsible business practices for the benefit of all stakeholders. Our strategy is to re-invest our earnings into profitable ventures, employee development, national priorities and community initiatives, as part of our corporate social responsibility.

While maintaining our profitability and success, we ensure strict compliance to local and international laws and regulations. It is worth noting, in that regard, that there were no fines levied on the corporation for any legal non-compliance, during the year 2013.

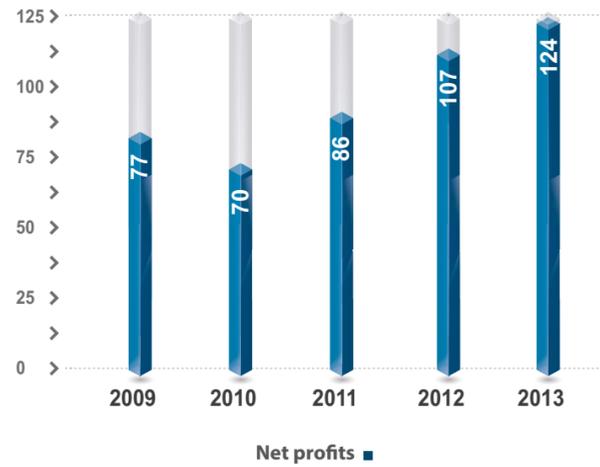
The following illustrations show key financial indicators for 2013:

Financial Indicators

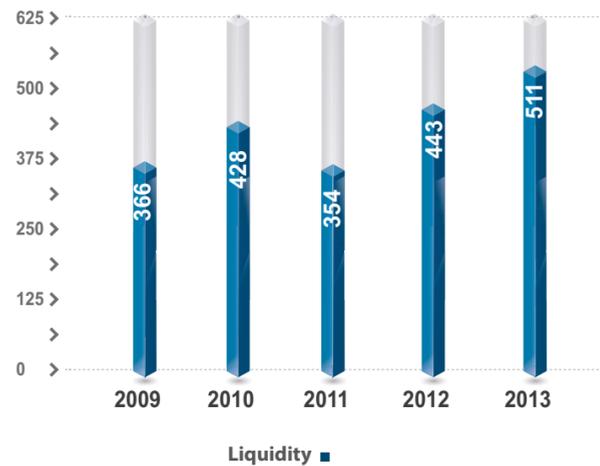
Description	Million Dirhams				
	2009	2010	2011	2012	2013
Revenues	901	1,052	1,225	1,345	1,536



Description	Million Dirhams				
	2009	2010	2011	2012	2013
Net profits	77	70	86	107	124

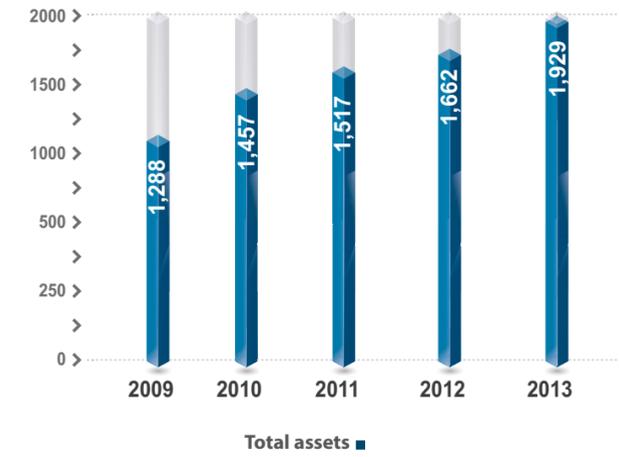


Description	Million Dirhams				
	2009	2010	2011	2012	2013
Liquidity	366	428	354	443	511

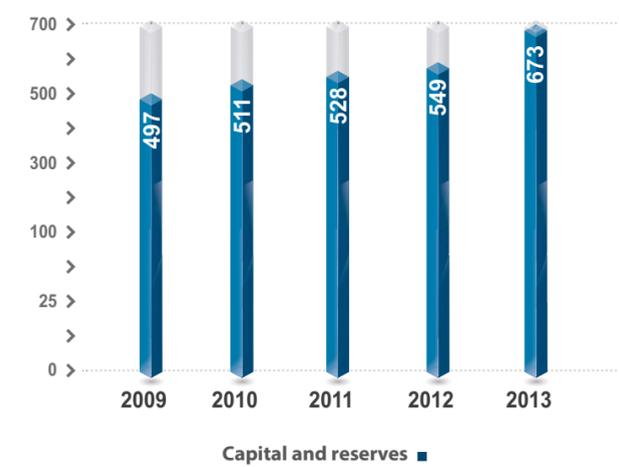


Financial Indicators

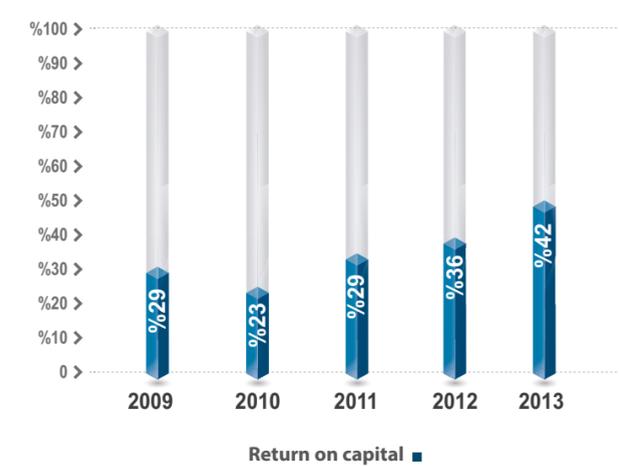
Description	Million Dirhams				
	2009	2010	2011	2012	2013
Total assets	1,288	1,457	1,517	1,662	1,929



Description	Million Dirhams				
	2009	2010	2011	2012	2013
Capital and reserves	497	511	528	549	673



Return on capital				
2009	2010	2011	2012	2013
26%	23%	29%	36%	42%

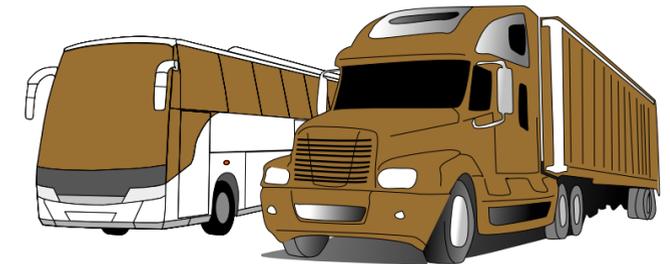
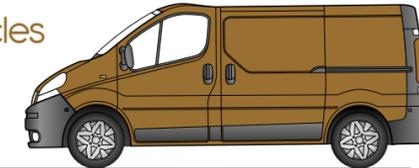




Business Centres

13,433 vehicles in the fleet

8,901
Light vehicles



Heavy vehicles 3,633

The Emirates Transport Business Centres achieved significant financial returns from the various services rendered to their customers, and as part of implementation of their respective strategic and operational plans.

The corporation, via the School Transport Division, continued in providing school transport services to government schools, of the Ministry of Education and the Abu Dhabi Educational Council, with the highest approved standards, as well as to a growing number of private schools. The centre also provided school assistance services and advertisement services.

The Transport and Rental Division also succeeded in improving its results through services rendered to public and private sector institutions.

In addition, there was an increase in the revenues of maintenance services rendered by the Auto Services Division through its various centres, bearing in mind that such centres provide their services to other internal centres of corporation, as well as external clients.

The Logistic Services Division followed the same path of progress due to the important success reported by its four centres, particularly in the petroleum transport filed.

The Fleet

The total fleet number owned and operated by the corporation reached 13,433 vehicles; include school busses, trucks of all types, petroleum transport vehicles, salon cars, motorcycles, agricultural machinery and others.



899
Motorbikes

Vehicle type/Year	2011	2012	2013
Heavy vehicle	3,413	3,491	3,633
Light vehicle	6,253	7,447	8,901
Motorbike	714	838	899
Total	10,380	11,776	13,433

School Transport:

transport solutions and applications. Studies and research on best practices are undertaken periodically in order to achieve excellence, implement the latest technology in addition to adopting the highest internationally applied standards in the provision of this service.

School transport is considered among the top priorities of Emirates Transport, particularly since it was the first service rendered by the corporation. The corporation has always taken a very keen interest and devoted great care in this service by continuously investing in creative and improved school

As well as investing in infrastructure of school transport services, the corporation has also allocated sufficient budgetary and resources to improving human resources engaged in providing this service by virtue of training programmes and courses for both drivers and supervisors.

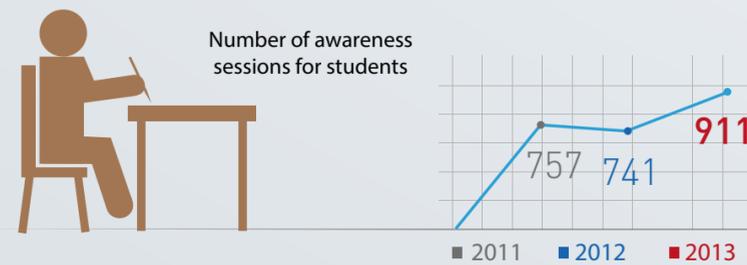
No. of contracts for school transport centres	2011	2012	2013
School Services Centre	6	8	9
Private School Transport Centre	0	0	17
Public Schools Transport Centre	2	2	2

School Services Centre Business Results			
No. of Bus Supervisors		Revenues (AED millions)	
2012	2013	2012	2013
2,611	2,775	146.6	149.3



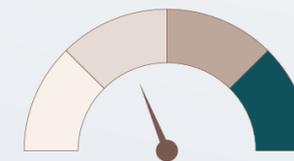
Served Schools

	The number of public schools	The number of private schools	The number of visits to communicate with schools
2013	685	17	1,604



The number of transported students
205,331

	The number of students enrolled in school	The number of seats available
2013	270,965	297,353
2012	271,463	291,506
2011	269,455	275,609



Year	Number of covered kilometres
2013	94,377,348
2012	89,878,627
2011	84,199,833



The number of school buses

3,743



The number of school bus drivers

3,557



The average number of training programs for each driver

10

2013

The number of regular itineraries

2013	5,607
2012	5,447
2011	5,138



The number of assembly points

2013	112,795
2012	112,590
2011	106,179

Transport & Rental

The business centres of Transport and Rental Division continued the course of growth during 2013 to achieve total revenue exceeding half a billion dirhams, led by the Abu Dhabi Transport & Rental Centre with revenues of AED220 million, followed by the Government Transport Centres with AED145 million, then came the Emirates Transport & Rental Centre with AED110 million, the Emirates Cars Centre with AED34.4 million, the East Coast Transport, Rentals & Auto Services Centre with AED16 million and the Ras Al Khaimah Transport, Rental & Auto Services Centre which achieved AED13 Million.



Center	Abu Dhabi Transport and Rental Centre	The Government Transport Centre	Emirates Transport and Rental Centre	Emirates Car Centre	East Coast Centre for Transport, Rental and Technical Services	RAK Transport, Rental and Technical Services Centre																								
Revenues (Million Dirhams)	 <p>220 Million Dirhams</p>	 <p>145 Million Dirhams</p>	 <p>110 Million Dirhams</p>	 <p>34.3 Million Dirhams</p>	 <p>16.0 Million Dirhams</p>	 <p>13.0 Million Dirhams</p>																								
No. of buses & vehicles	<table border="1"> <tr><th>2012</th><th>2013</th></tr> <tr><td>2,530</td><td>3,116 ↑</td></tr> </table>	2012	2013	2,530	3,116 ↑	<table border="1"> <tr><th>2012</th><th>2013</th></tr> <tr><td>2,038</td><td>2,165 ↑</td></tr> </table>	2012	2013	2,038	2,165 ↑	<table border="1"> <tr><th>2012</th><th>2013</th></tr> <tr><td>1,479</td><td>1,904 ↑</td></tr> </table>	2012	2013	1,479	1,904 ↑	<table border="1"> <tr><th>2012</th><th>2013</th></tr> <tr><td>232</td><td>556 ↑</td></tr> </table>	2012	2013	232	556 ↑	<table border="1"> <tr><th>2012</th><th>2013</th></tr> <tr><td>205</td><td>175 ↓</td></tr> </table>	2012	2013	205	175 ↓	<table border="1"> <tr><th>2012</th><th>2013</th></tr> <tr><td>83</td><td>90 ↑</td></tr> </table>	2012	2013	83	90 ↑
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Technical Services

160,000

mechanical maintenance jobs

The business centres of the Technical Services Division witnessed qualitative developments in 2013, in the form of the official launch of the Tyre Retreading Unit and the Dry Car Washing project. In the same year, the corporation launched PROFIX, through the inauguration of two ADNOC Autoserv centres offering express auto services, in collaboration with ADNOC. The total revenues for the Division exceeded

AED200 million, out of which AED83 million was achieved by the Abu Dhabi Centre for Auto Services. The total sales of Al Watanyea Auctions Centre exceeded AED50 million, revenues of the Auto Inspection Centre reached AED14 million, and the CNG Conversion Centre managed revenues of AED2.4 million.

Tyre Retreading Unit
1,370
No. of retreaded tyres

Dry Car Washing Project
25,000
No. of washed cars

CNG Car Conversion Centre
2,600
Cars

PROFIX
6,511
No. of serviced cars

PROFIX is a project that provides express auto services through a chain of specialized maintenance stations. In 2013, ADNOC AUTOSERV station was inaugurated in Abu Dhabi, in partnership with ADNOC Distribution. Thousands of customers availed the services on offer, with 1,083 mechanical maintenance jobs carried out along with 1,203 electrical repairs and 2,792 car washing services.

Conversion of Vehicles to Natural Gas (CNG)

The pilot project started in July 2010 with the conversion of 2 vehicles from petrol to natural gas. Thereafter, the project was officially launched, in alliance with ADNOC, in September 2010 with a total cost of AED19,402 million. The project has centres in Abu Dhabi, Dubai and Sharjah. By the end of 2013, Emirates Transport successfully converted 2,600 vehicles for key clients such as Ministry of Finance, Ministry of Environment & Water, Abu Dhabi Police, National Taxi, Emirates Driving, ADGAS, ADCO, RTA, Ajman University, Sharjah Transport and many more.

Tyre Retreading Unit

The pilot project was launched at the end of 2011 and carried on through 2012. The project was officially commissioned on 16 Jan 2013 with a total project cost of AED2.5 million. The project is in partnership and technical collaboration with Goodway Rubber Industries – Malaysia. The general production capacity ranged between 2,500 and 3,000 tyres per month. Initial targets for the unit were to produce 350 tyres a month, increasing gradually to 3,000 tyres. During 2013, Emirates Transport produced 1,370 tyres with two initial contracts, and 9 other contracts being finalized.

Dry Washing Project

In August 2013, Emirates Transport launched the Dry Car Washing Unit as another landmark to its environmental and commercial initiatives. The objective of the project was to reduce the consumption of water and simultaneously improve the quality of washing function with no additional cost. The project was formally launched in November 2013 with an average washing of 70 cars per day. It was immediately recognized and adopted by many corporations, which included Emirates Cooperative Society, Control Tower (Motor City) and Sahara Centre (Sharjah).

CNG Car Conversion Centre



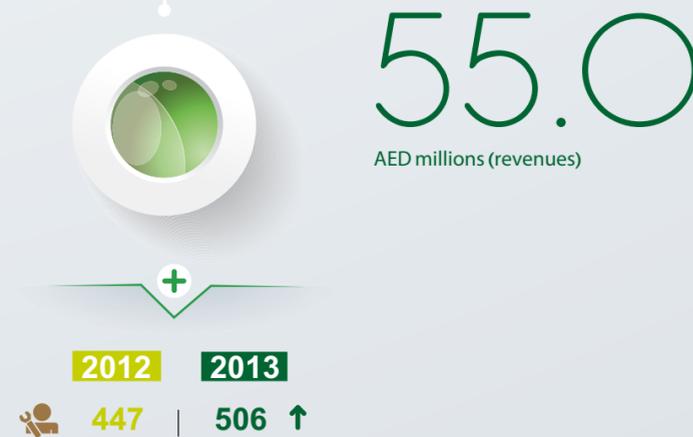
Auto Inspection Centre



Abu Dhabi Centre for Technical Services



Emirate Centre for Technical Services



Al Watanyea Auction Centre

Through its two branches, located in Sharjah and Abu Dhabi, the centre organizes and manages auctions for the sale of used vehicles. 13 auctions were held in the year 2013, all carried out in a professional and transparent manner that met with the satisfaction of both sellers and buyers. The following are main figures of those auctions:

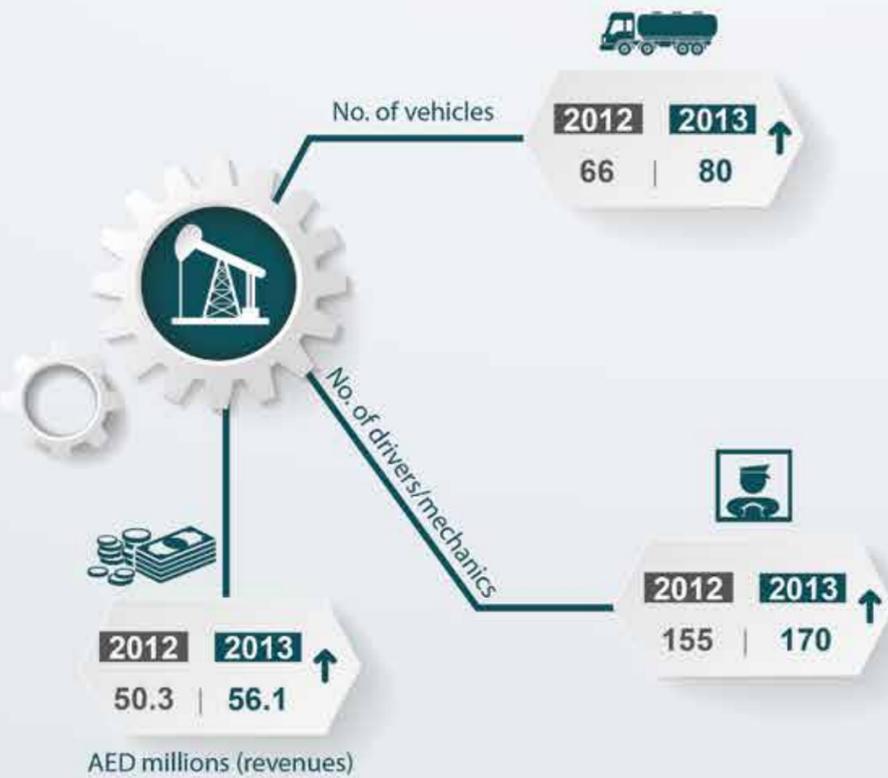
No. of auctions	13
Internal vehicles sold	1,221
External vehicles sold	1,070
Value of sales (internal vehicles)	35.7
Value of sales (external vehicles)	15.5
Total sales value	51.2

Logistics Services:

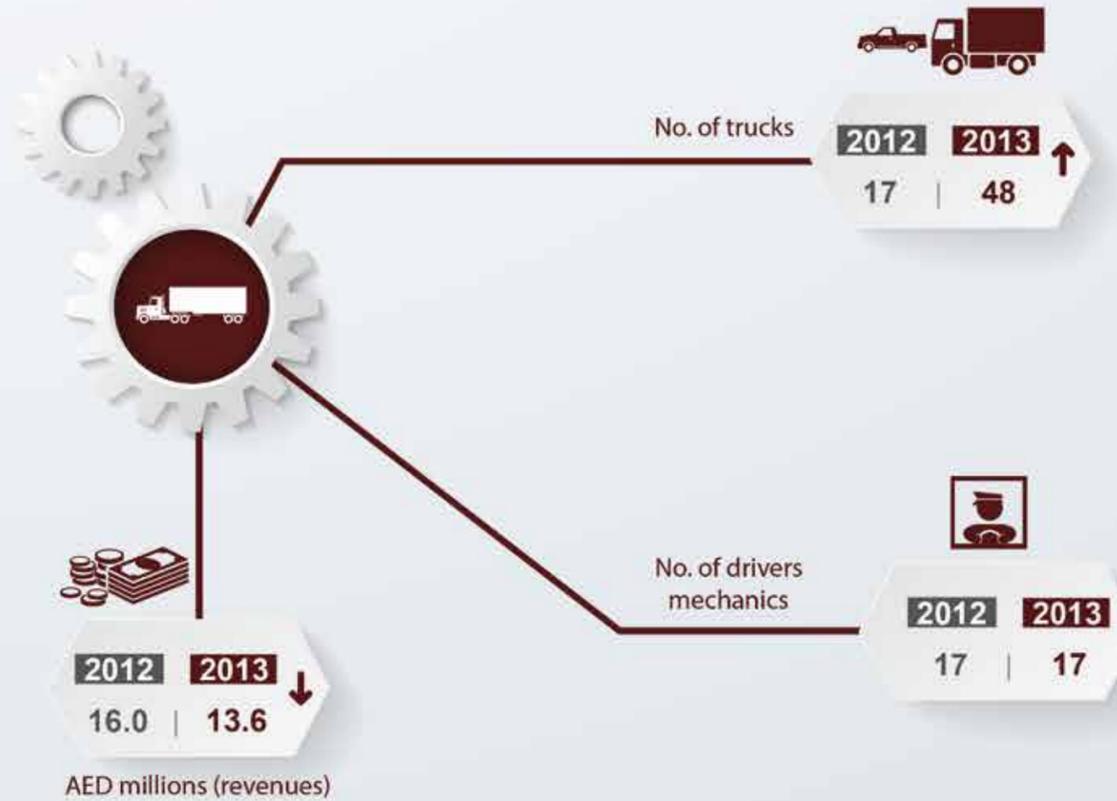
The business centres of the Logistics Services Division continued in providing their respective services, which achieved total revenues of AED20 million, out of which, AED50.3 million were the results of the Petroleum Transport Centre, whereas the revenues of the Logistic Services Centre reached AED13.6 million, and the revenues of the Valet Parking & Motorcycle Rental Centre were AED6 million.



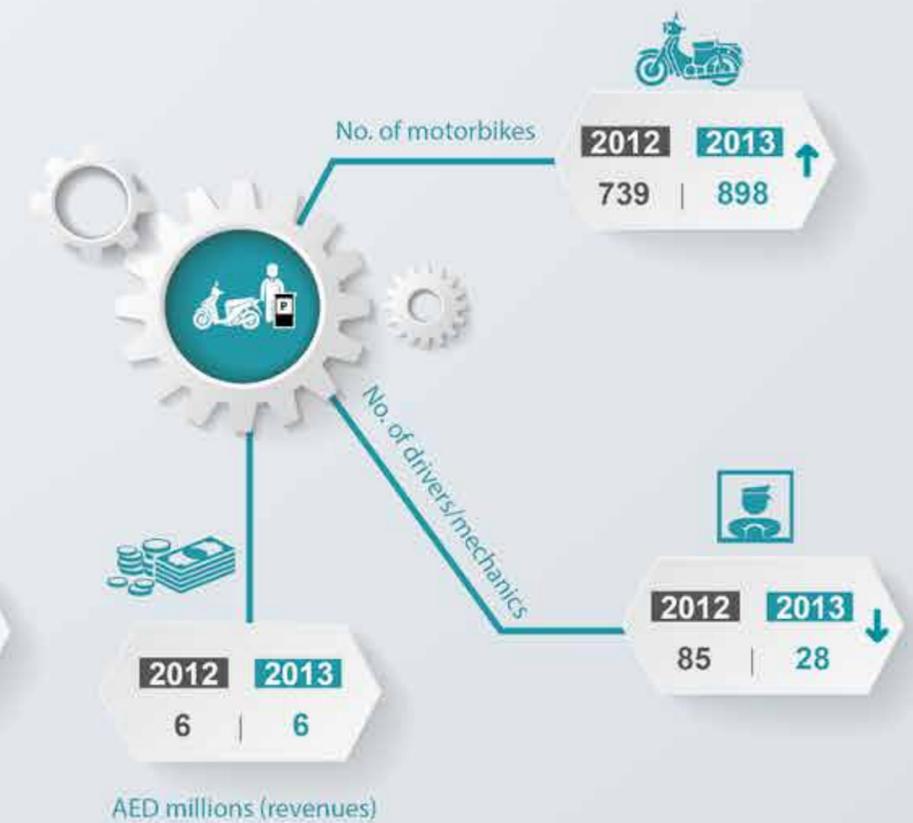
Petrochemical Transport Centre



Emirates Centre for Logistic Services

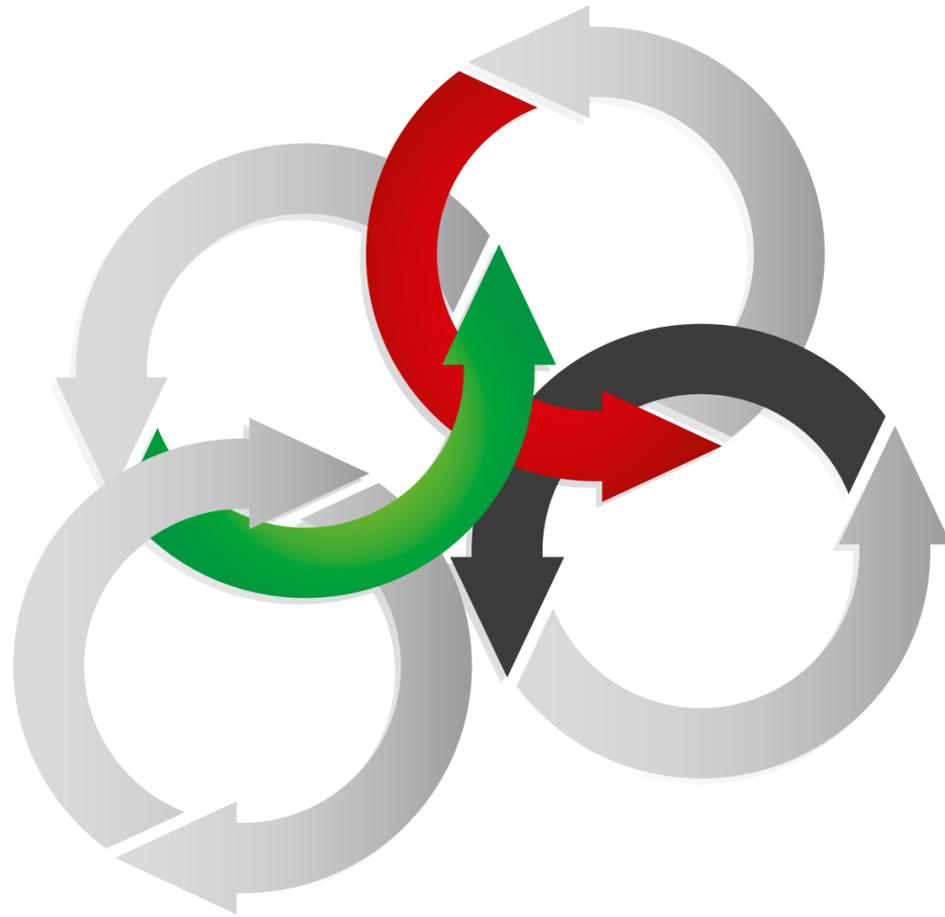


Valet Parking and Motorcycle Rental Centre



Valet Parking & Motorcycle Rental Centre

In addition to its main services, the centre also offers lease of golf carts which were introduced based on an extended study of the market, which revealed a demand, particularly from the hospitality sector, as well as from airports, free zones, sports clubs, educational and residential corporations and for major events. The service is rendered with or without a driver. Emirates Transport concluded six contracts for clients who requested this service.



Stakeholders' Engagement

Stakeholders

Stakeholders of Emirates Transport include individuals and corporations participating in operations, services, products thereof. It also includes our customers, strategic partners, employees, local and federal governmental institutions, regional and international organizations, competitors, the community and the environment. The corporation believes in close participation and ongoing communication with concerned groups in order to determine their expectations and to construct plans, initiatives, projects and required processes to achieve such expectations.

Stakeholder	Expectation	Engagement
Customers	Excellence in quality of services and products and high levels of satisfaction	Informal daily routine engagement Call centres for suggestions & complaints Satisfaction surveys Meetings, workshops, conferences
Suppliers	Honesty and integrity in business relations and mutual commercial benefits	Vendor assessments Quality, health & safety trainings Contracts, bids and procurements
Employees	Transparency, equal employment opportunity, excellent working environment, career growth and development	Satisfaction surveys Personal meetings Management discussion forums Training programmes Suggestions, complaints & grievance systems Annual performance appraisals
Partners	Profits maximization and overall business development	Systematic engagement General meetings Discussion forums Exchange of data and information
Federal & Local Governments	Compliance, control and mutual cooperation	Memorandums of understandings Laws and policies Meetings and conferences Standards compliance
Regional & Global Entities	Adoption of best practices and global standards	Seminars and meetings International standards Global events and best practice exchange
Competitors	Fair competitive environment and sustainable development for the transport industry	Industry forums Workshops and meetings Reports and periodicals
Community	Societal harmony, volunteerism, enhancing lifestyle standards and environmental protection	Volunteer activities Free services and business support Recycling activities Awareness campaigns Social and cultural events Philanthropic activities

Customers

Emirates Transport acknowledges the importance and value of its various roles. Therefore it places the interest of customers in a high priority to insure that the provisions of services are of high standards that exceeds the client expectations.

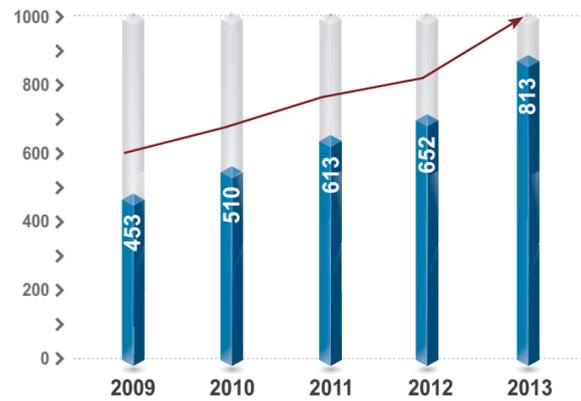
This approach by the corporation, which it has adopted since its inception, paved the way for it to become a pioneer in the market place. This is further illustrated through the growth of its customer base, the number of which reached 800, divided between corporations, local and federal governmental authorities, as well as private sector entities. 430 of these clients are strategic partners.

Customer Service charter:

Emirates Transport is committed to provide competitive services to their customers, meet their needs, and receive their feedback. The corporation believes in dealing with customers in an efficient, speedy and accurate manner to establish a long-term prosperous relationship.

The Customer Service Charter receives continuous supervision from the corporation's senior management and we insure the charter is implemented by all employees who are trained in an optimal way and as per approved standards.

The federal government portal, call centre, and various social media platforms provide an effective means of communication for customers enabling them to provide their suggestions and remarks, which form a valuable asset in improving the corporation's services and standards.



Increase in Numbers of main clients

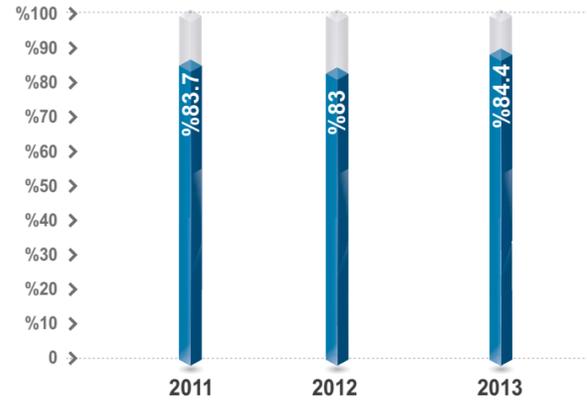


Customer Care:

The ET Call Centre was established as part of efforts by Emirates Transport to develop their operations and services to customers and as a means of enhancing the communication process with them.

The Call Centre also plays a key role in connecting customers to the services rendered from a wide range of business centres, as well as all the corporation's branches via the toll free number 8006006. The centre also responds to email (info@et.ae) and provides assistance to customers through social media platforms such as facebook, twitter, youtube and instagram, or any other means of communication at hand.

Customers Satisfaction



Customers and Suppliers Satisfaction

Details	2011	2012	2013
Customers and Suppliers Satisfaction	83.8%	83.4%	84.4%



Call Centre:

During 2013, the call centre received 7,000 phone calls, the majority of which related to Al Wataneya Auctions Centre. The Centre also responded to 6,000 phone calls, responding to 92% of them within three rings. Furthermore, the centre also received and dealt with 2,000 emails.

The following illustrates the increase in feedback over the last two years:

Details	2012	2013
No. of received queries	123	260
No. of queries resolve	123	260

Details	2013
Average No. of days to resolve	2.25 working days
Target	5 working days
Customer satisfaction rate	93%

Partners

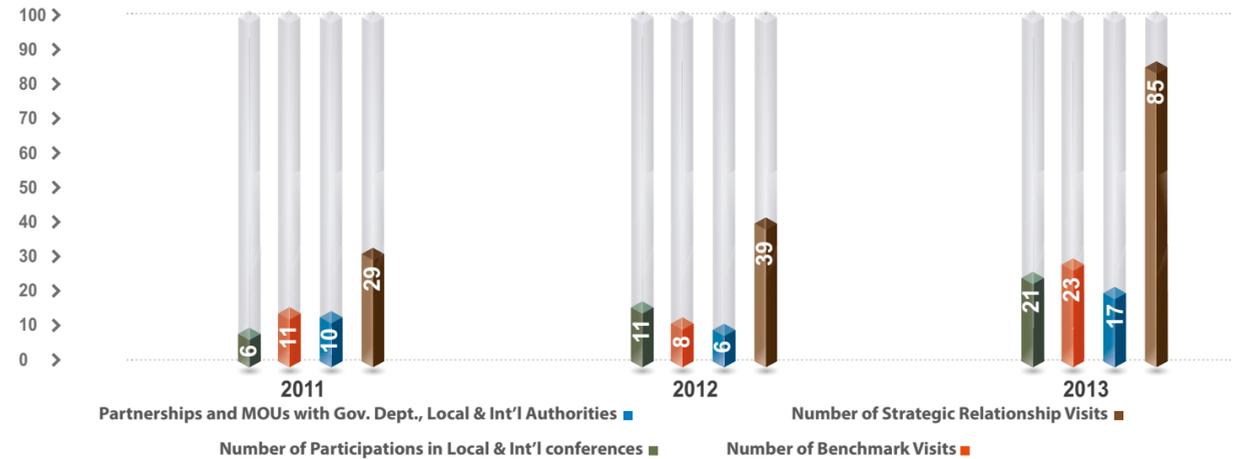


Annual Strategic Partners Meeting

Emirates Transport organizes a yearly gala meeting for its stakeholders and partners with an objective to enhance cooperation, support and mutual relationship. It aims as a boost the national economy while recognizing government and private sector investment towards the sustainable development of the UAE. In 2013, Eighty (80) government and private sector agencies were honoured during the annual Strategic Partners Gala held in Dubai. This event serves as a token of appreciation from the federal government corporation towards its many partners who form an integral part of its long-term strategy.

Partnerships & Relationship Information

Details	2011	2012	2013
Number of Strategic Relationship Visits	29	39	85
Partnerships and MOUs with Gov. Dept., Local & Int'l Authorities	10	6	17
Number of Benchmark Visits	11	8	23
Number of Participations in Local & Int'l conferences	6	11	21

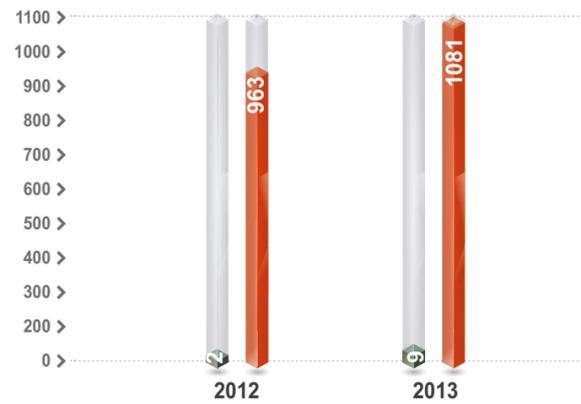


Suppliers

Emirates Transport strongly believes in promoting local purchasers and suppliers with an aim to support the local economy through its operations. The selection and relationship with suppliers has a number of requirements and standards that are being developed to support this philosophy. It is imperative for any supplier to disclose important information including legal form, area of activity, business size and financial reports for past three years. In addition, the following items are required:

- Quality assurance certificate from an accredited ISO or equivalent standard.
- Environmental policy.
- Health and safety policy in place.
- Social Responsibility policy.
- Ethics policy adopted by the company.
- Sustainable development policy adopted by the company.

Accordingly, the selection of preferable local vendors is not just based on efficiency and the ability to meet the needs of the corporation, but also extends to many aspects of social responsibility.



Number of international suppliers ■ Number of local suppliers ■

Details	2012	2013
Total procurement value (AED million)	441	553
Number of local suppliers	963	1081
Number of international suppliers	2	9



Details	2012	2013
Supplier Satisfaction Survey Results	83.3%	88.8%



Human Resources
Empowerment – Development – Job Loyalty

SECTION

Human Resources | 70



Human Resources The Icon of our Success

At Emirates Transport, great significance is given to our human resources as they are considered the core asset of the corporation, which strives to provide them with every means of empowerment, development, support and motivation.

Such orientation has been translated into a variety of policies and applied methodologies, which in return resulted in creating an excellent work environment that attracts the best talents and reduces employee turnover. Employees are also encouraged and rewarded for the highest levels of performances, through 15 different programmes of motivation and recognition.

The corporation respects and is fully committed to local and international agreements, covenants and legislation, such as the Universal Declaration of Human Rights.



The corporation is always keen on developing its workforce and their competencies to ensure continuity of its performance excellence and realize the objectives of its vision and mission statements in the best and most professional manner. Special attention is given to employee training and development through a variety of learning methods, with emphasis on practical on-the-job training, supported by more formal training methods. The employee performance appraisal is considered among the key processes of the human resources practices at the corporation, in which the employee is included in a discussion of professional and occupational development.

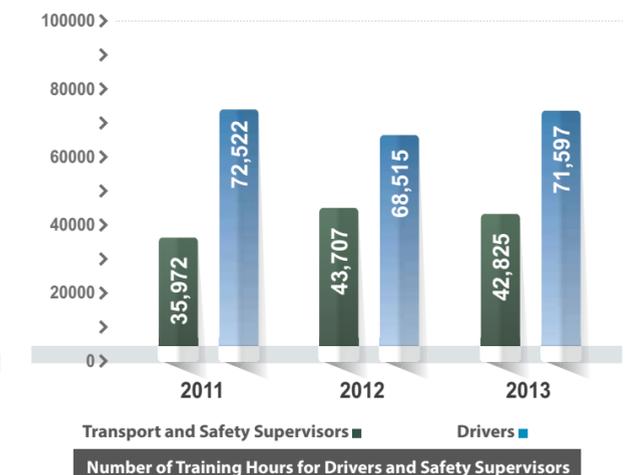
Training and Learning indicators

Training Hours for Various Job Categories				
Supervisors	Specialists	Executives	Senior Management	Year
3,773	1,116	116,071	940	2013
2,064	660	113,834	686	2012
2,546	383	109,423	252	2011



Training Hours for Drivers and Safety Supervisors

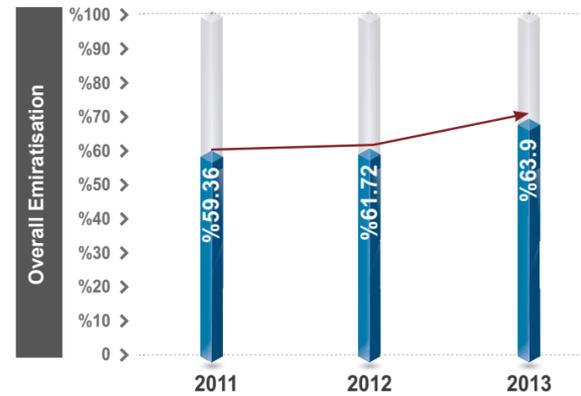
Employee Category	2011		2012		2013	
	Numbers	Hours	Numbers	Hours	Numbers	Hours
Drivers	3,185	72,522	3,510	68,515	3,470	71,597
Transport and Safety Supervisors	2,513	35,972	2,460	43,707	2,506	42,825



Commitment towards Emiratisation

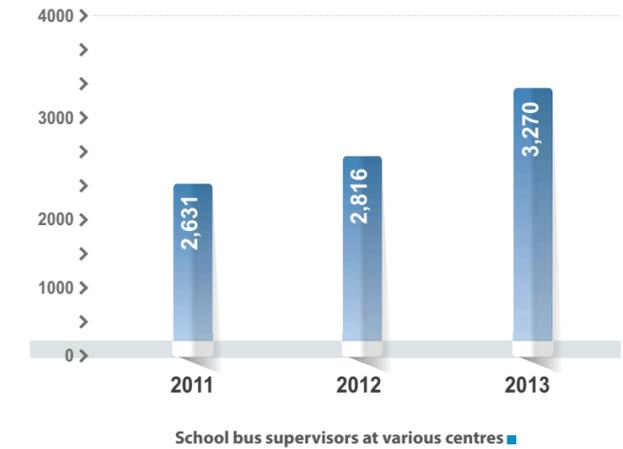
Emirates Transport is commitment towards giving employment opportunity to the local community. In March 2013, around 950 Emiratis competed for 60 vacancies during the Open Recruitment Day, which was organized by Emirates Transport in support of the government's declaration of 2013 as being the year of Emiratisation. The event was under the title "Knight of Transport" where Emirati job applicants were given the opportunity to sit for on-the-spot interviews with specialized committees.

Details	2011	2012	2013
Overall Emiratisation	59.36%	61.72%	63.9%

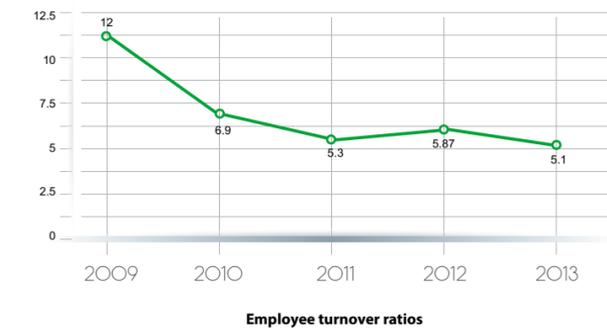


Number of school bus supervisors

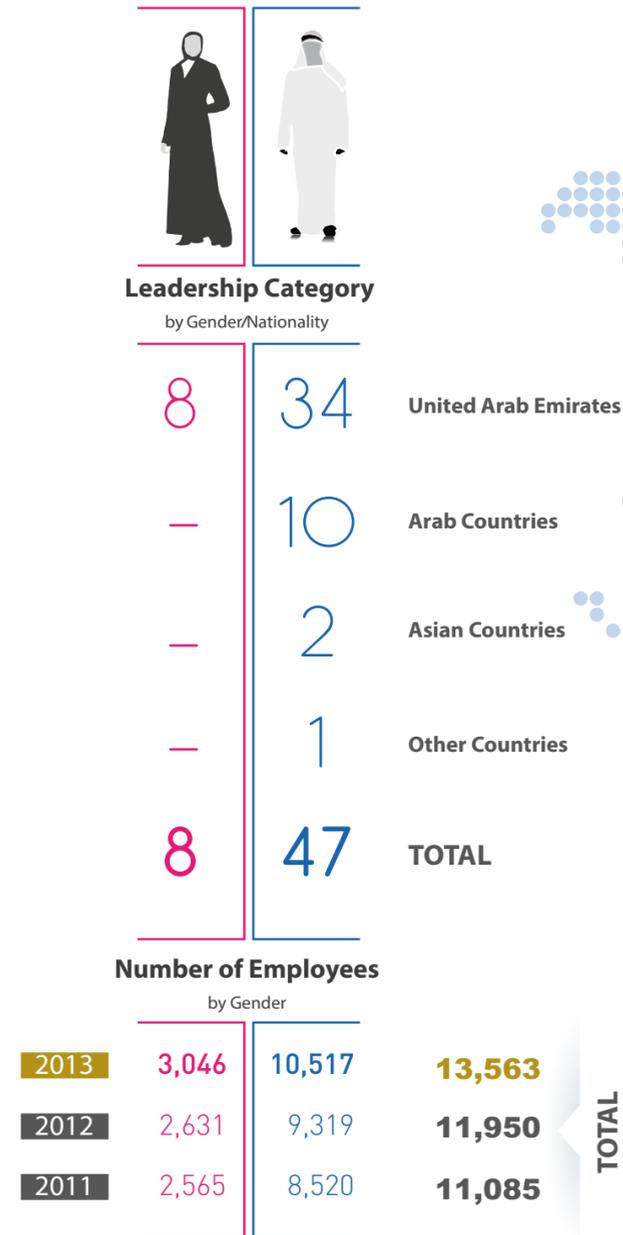
Details	2011	2012	2013
School bus supervisors at various centres	2,631	2,816	3,270



The HR Department regularly measures employee turnover ratios and the corporation has shown a downward positive trend for the year 2013 as below:



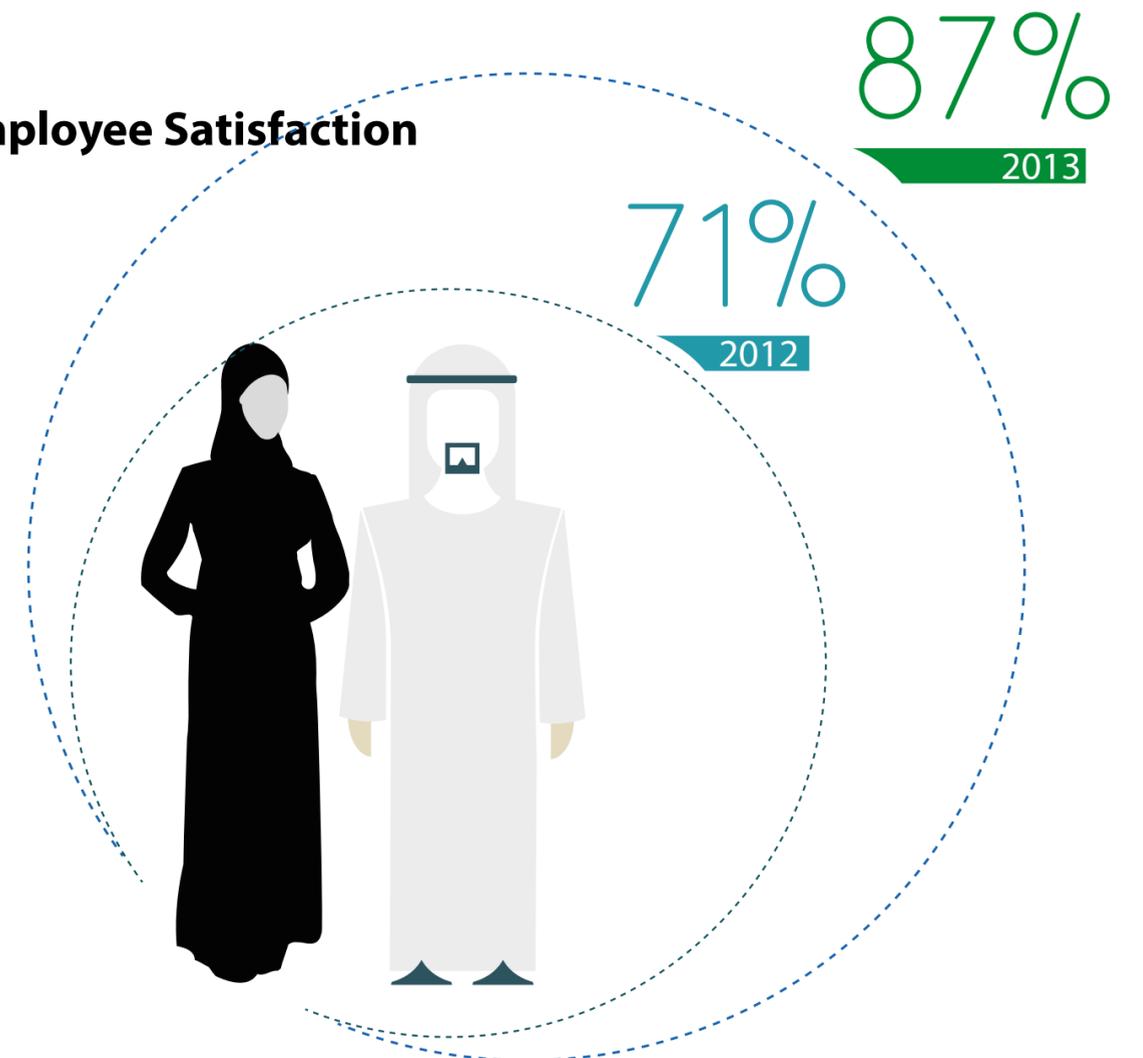
Human Resources.. the icon of our success



Number of Employees by Age Group

	2011	2012	2013
Up-to 29 yrs	2,480	2,647	3,144
30 – 39 yrs	3,630	4,099	4,728
40 – 49 yrs	2,975	3,120	3,514
50 – 59 yrs	1,762	1,833	1,902
60 yrs & above	238	251	275
TOTAL	11,085	11,950	13,563

Employee Satisfaction



Employees Complaints and Grievances

Employees at Emirates Transport are free to address any undesirable situation in the workplace, or solve disputes with the management or co-workers through a number of channels offered by the corporation. A formal Grievance and Complaint system was launched in the beginning of 2013. It has a comprehensive questionnaire, which records and analyzes the level of transparency, fairness and integrity for every case along with measuring the effectiveness of regulations in place and the management accountability. During 100% ,2013 of complaints were resolved as against the planned target of 90% for the first year. There is also a -360Degree Evaluation System in place for the Leadership in order to assess their performance based on feedback from staff working their direct supervision. This provides each employee to freely express his or her opinion on the management and their direct managers transparently and suggest areas of improvement. Lastly, a link (My Government) has been provided on the corporate portal of the employees (Tawasul) to encourage the staff for suggestions or complaints for overall development, innovation and improvement. In 2013 a comprehensive survey carried out to measure the level the transparency, fairness, integrity, and the effectiveness in force as well as the management responsibility.



Employee Recognition and Motivation

Emirates Transport attaches great importance to its working environment through sustainable practices and programmes to empower the human element which is the bridge that moves the corporation towards achieving its strategic objectives and goals. All HR related investments and benefits plans follow a very rich and sophisticated approach to develop its human resources. Details on some of the key HR related programmes are as below:

Programme	About the Programme	Number of beneficiaries		
		2011	2012	2013
Afkaar (Ideas)	A programme which encourages creative thinking and motivate employees to offer initiatives, proposals and generate ideas.	1068	1366	1854
Well-Done	It is a monthly programme acknowledging efforts of employees, by granting them special certificates of recognition.	902	910	1338
Shukran	Aims to honor the achievements and appreciation for those who made additional efforts in record time and have a positive impact on the work of the organization.	98	76	366
Employee Support	A social humanitarian initiative where employees are entitled to request financial support for a variety of reasons including surgery, housing, children education and so on.	4	211	329
Ambition	A programme recognising employees' educational success. This promotes academic achievements and promotes a culture of development and empowerment.	-	9	17
Stars	A quarterly programme to honour outstanding employees. This is new programme which has been launched in the second quarter of 2013	-	-	47
Injaaz (accomplishment)	Launched in the second quarter of 2013, the initiative recognises achievements that surpass the target, such as achieving a growth in profits equivalent to or exceeding 115% above previous year.	-	-	19
My Career	This programme honours long service employees (10 years and above) across all job grades and levels.	-	-	7
Aswaaq (Markets)	Employees exhibit their arts and crafts through a formal gallery. This programme is held twice a year at Abu Dhabi and Dubai.	-	6	5
Umrah Trip	This programme promotes religious and educational aspects.	50	50	80
Haji Trip	This programme represents an opportunity for employees to perform the Hajj Pilgrimage.	-	-	10
ET Football Tournament	Annual initiative organized in the first quarter of each year and features 10 teams from all ET branches- plus head office- competing over a two league system.	10 teams	10 teams	10 teams
Open day	An annual initiative where staff from all administrative levels enjoy recreational activities, with the aim of enhancing collective spirit and strengthen social relations between employees	50	80	90

Emirates Transport..
Sustainability

SECTION

Social and Environmental Responsibility | 82

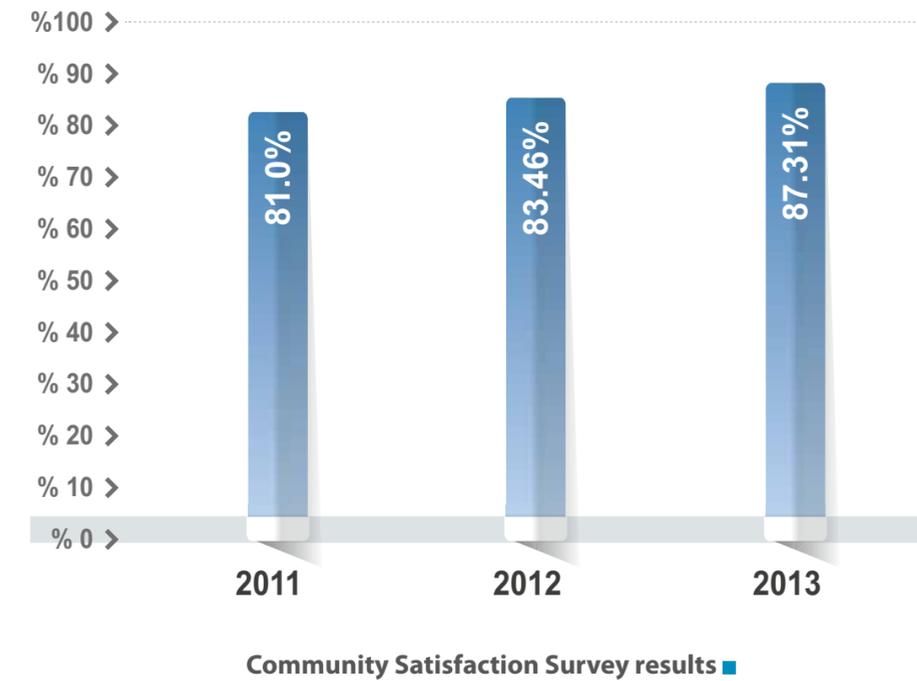
Way Forward | 94



Social and Environmental Responsibility

Our corporate social responsibility centres on the health and safety of the community, as well as preserving the environment and achieving sustainability, as a way of contributing to the enhancement of standards of living within society. Moreover, the organizational practices ensure that the local and global environment and natural resources are protected and taken care of.

Details	2011	2012	2013
Community Satisfaction Survey results	81.0%	83.46%	87.31%



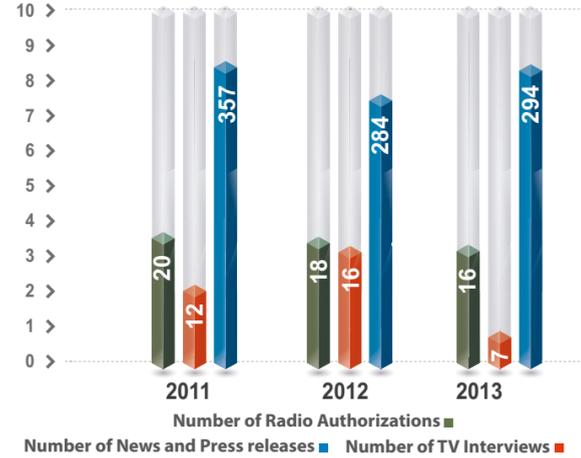


Corporate Social Responsibility

Emirate Transport has a clearly defined and communicated policy on Corporate Social Responsibility. The corporation adheres to the national objectives of UAE with an aim to serve the community through leadership in services, staff care and preservation of the environment with enhanced safety standards. Moreover, strive to be the best model in the social responsibility of the various categories of beneficiaries for the organization's services and activities.

Social responsibility enjoys a central position within the objectives of Emirates Transport included in its vision and corporate strategy, which is measured by a set of core indicators such as:

- Number of Social Responsibility initiatives.
- Categories of beneficiaries from activities of Social Responsibility.
- Number of direct beneficiaries from activities of Social Responsibility.
- Community Satisfaction Survey Results.



Emirates Transport – Communication Channels

Details	2011	2012	2013
Number of News and Press releases	357	284	294
Number of TV Interviews	12	16	7
Number of Radio Authorizations	20	18	16

Details	2013
Social Media Tweets - (Twitter)	3,223



The table below illustrates the core areas of Emirates Transport's CSR practices

CSR Scope	Areas on Projects and Initiatives
Health & Safety	<ul style="list-style-type: none"> Establish and maintain a system of occupational health and safety Ensure safety on buses and fleet vehicles Train drivers and staff on the principles of health and safety Dissemination of the principles of safety among school bus users
The Environment	<ul style="list-style-type: none"> Reduce consumption of primary resources like electricity & water Monitoring and control of fuel consumption. Reduce vehicle exhaust and other air emissions and radiations Safe disposal of solid and liquid waste (hazardous or non-hazardous) Recycling and the re-use of frames Reduce paper usage and reliance on e-mail and paper recycling. Reduce noise
The Community	<ul style="list-style-type: none"> Provide Free Transportation for Community Activities Provide Free Advertisement for Buses on Awareness Campaigns Care and Financial Support for Community Activities and Programmes Discounted Rates for Transportation and Technical Services Student Support through Training Programs and Scholarships Initiatives to Support Groups with Special Needs and the Elderly Donation of Busses for Special Needs Institutions
Employees	<ul style="list-style-type: none"> Commitment to staff welfare in accordance with SA 8000 Compliance with government legislation and best practices Providing healthy and safe working environment Honouring outstanding employees and providing special incentives Provide appropriate training for all employees Avoid child and forced labour practices Avoid employee Discrimination including gender, religion, age etc.

Here is a summary of some prominent projects and initiatives:



Safety Awareness Lectures

The School Transport Centre undertakes numerous safety-related lectures and courses for students, bus drivers and supervisors, as well as basic training for its staff, as part of its core business practice. The Transport Centre organized a number of safety awareness lectures for more than one hundred pupils of the Umair bin Yusif primary school, in Abu Dhabi. The lectures stressed to the students the

importance of following safety guidelines when travelling on school buses which included the ten points of the Golden Base which are designed to make the process of disembarking off the school bus safe for young students, in particular. The overall target is 9,000 students from 41 schools and 37 kindergartens.



School Buses for Special Needs

The Ministry of Education and Emirates Transport launched the first phase of special school buses for transporting students with special needs, which is part of the special needs children integration project. The first phase consisted of 50 buses, fitted with the latest equipment and in-line with international standards for the safety and comfort of special needs students during their trip between home and school. Out of these 50 buses in the first batch, 9 will serve students in Dubai, and are equipped with advanced boarding mechanism for the students.

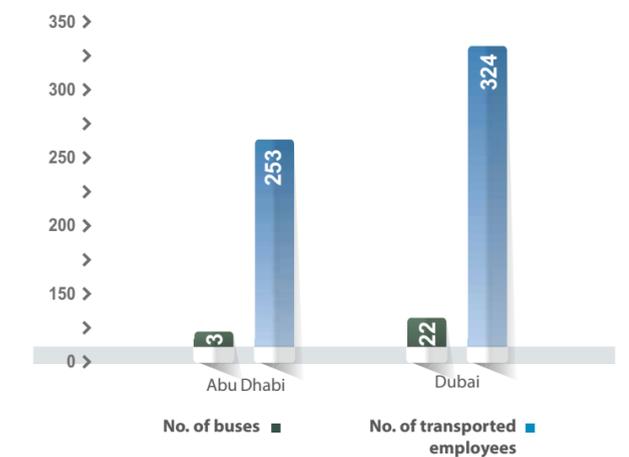


Month of Occupational Health and Safety

Pursuant to the strategic goal of promoting practices consistent with international and local standards in safety and preservation of the environment and society, and spreading awareness on occupational health and safety in the corporation, Emirates Transport organizes "Safety Month" during the entire month of April every year to coincide with the World Health Day. Through this event, the corporation aims to promote a culture of occupational health and safety among the employees through various activities, lectures and workshops. During 2013, the areas covered included First Aid, nutrition, Cardiac safety, Obesity, Emergency and Crisis Management, Public Safety, Fire Drills, Medical Examinations and much more. The events were partnered by corporations such as Dubai Ambulance Service, Dubai Health Authority, Supreme Council of national security, Dubai Police and Dubai Civil Defence Department.

Transport for employees

Emirates Transport began a staff transport initiative for employees at Dubai and Abu Dhabi branches, as a means of reducing carbon footprint. The dedicated buses are on offer for staff at nominal fees and contribute to a reduction of greenhouse emissions.



Location	No. of transported employees	No. of buses
Abu Dhabi	253	3
Dubai	324	22



Golf carts
Emirates Transport continues its sustainable launch of the golf carts to various clients and strategic partners in both the government and private sectors. This service is offered by the Emirates Centre for Transport & Leasing. The total number of Electric cars up to 2013 was 28 which contribute to making a reduction of greenhouse emissions.

Tyre Retreading Project

Emirates Transport Tyre Retreading Unit is yet another “Green Initiative” and a role model for the community, environment and other corporations to follow. The objective of this project is to address environmental issues relating to tyres and their distribution. It aims at educating the fleets for retread benefits to promote a greener environment. It also emphasizes the impact on the environment in any capital purchase of equipment and promotes the development of technologies and business practices that encourage the recycling of raw materials, utilization of renewable resources and conservation of finite natural resources. In addition, it minimizes waste, make efficient use of energy and reduce emissions into the atmosphere. Lastly, it helps the industry of commercial and public fleets, including federal and local governments to save money through the cost-effective use of retreaded tyres.

The tyre retreading process uses -75litres less oil in raw materials than for an equivalent new tyre. The reuse of tyre casing means that rubber and steel waste is minimized, thus allowing transport operators to reduce their tyre waste by 50% to 60%. Retread tyres use lesser natural resources such as natural rubber, synthetic rubber and petroleum, while at the same time decreases the number of tyres being disposed-off. With this project, Emirates Transport is looking forward to reduce its carbon emission regionally as well as globally.

This project targets to reduce Emirates Transport tyre budget by 40% in terms of value. The success of the project can be judged by the fact that immediately after the project commissioning in 2013, the corporation applied and successfully obtained the ESMA Certification which confirms that the retreaded tyres meets the quality and safety norms under the GCC rules and regulations.

Dry Washing Project

Details	Car Washing With Water	Dry Washing
Water Consumption	750 ml -1 Litre/Car	Nil
Time Required for Washing	15-20 Minutes	30 Minutes

The average water saving from the project was estimated at 180 litres of water. A total of 25,000 cars have been Dry-Washed since the beginning of the project which accumulates a saving of 4,500,000 litres of water.



2,600
CNG converted vehicles

Conversion of Vehicles to Natural Gas (CNG)

The pilot project started in July 2010 with converting 2 cars from gasoline to natural gas. Thereafter, the project was officially launched in September 2010. By the end of 2013, Emirates Transport successfully converted 2,600 vehicles for a number of major clients.

The project received many regional and global awards for its success such as Emirates Energy Award, Sustainable Transport Award and Ideas Arabia Award.

Converting cars to operate on natural gas has important environmental benefits.

The reduction of greenhouse gas emissions can be illustrated in the following table:

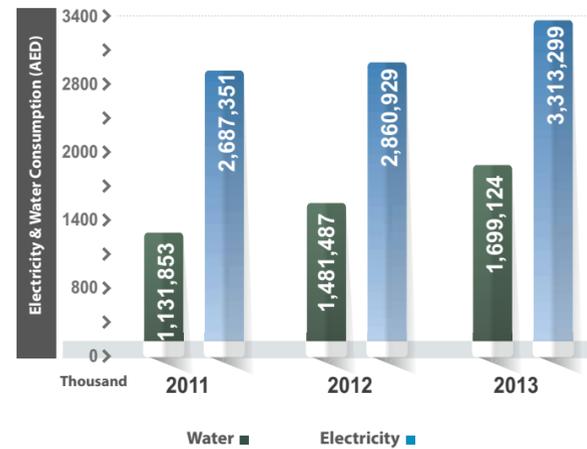
Gas	Reduction of emission (%)
Carbon dioxide	20-25%
Carbon monoxide	50-80%
Nitrogen oxide	25-60%
Methane hydrocarbons	50-80%



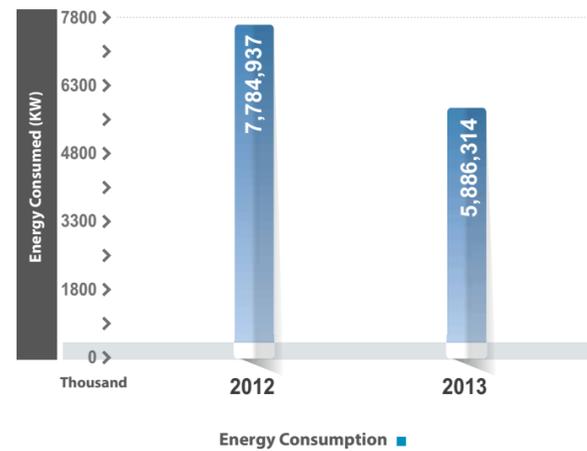
Energy Conservation & Carbon Footprint

Emirates Transport indulges into all possible efforts to reduce its energy consumption to make significant reductions to its carbon footprint.

Electricity & Water Consumption (AED)			
Details	2011	2012	2013
Electricity	2,687,351	2,860,929	3,313,299
Water	1,131,853	1,481,487	1,699,124



Energy Consumption		
Details	2012	2013
Energy Consumed (KW)	7,784,937	5,886,314
Electricity (GJ)	28004	21174



Total electricity consumed by the corporation during the year 2013 is 21,174 gigajoules

The corporation measures its carbon footprint based on Protocol in the GHG inventory and account which is designed in accordance with standards of ISO 2006 : 14064. In cooperation with the Dubai Carbon Centre of Excellence, the measurement is done on the following basis:

- Combustion resulting from emissions sources of operations
- Combustion resulting from emissions of fixed devices
- Refrigerant gas use by vehicles
- Electricity consumption in all major branches of the corporation

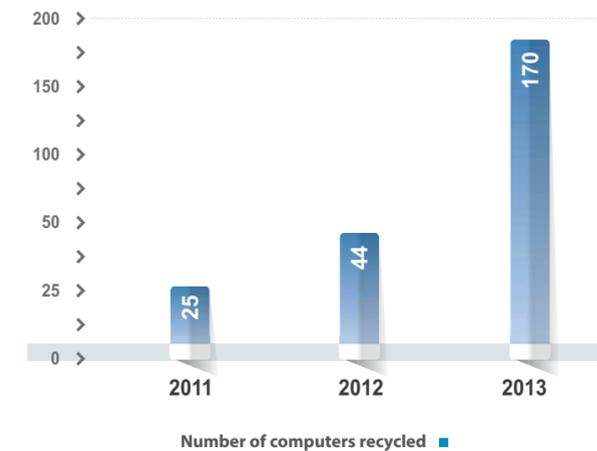
157,877 Tons CO²
the total carbon footprint



During 2012, the total carbon footprint was 157,877 tons. Key efforts involved in reduction of carbon footprint include the following:

- **Water consumption reduction:** Mainly through the car dry washing operations.
- **Noise level reductions:** Mainly through periodical maintenance for hardware causing noise; obligation to close the pump rooms and paint; reduction in the number of people exposed to noise and educating to wear ear protectors.
- **Low fuel rate per vehicle:** Mainly through inclusion of more fuel efficient vehicles in the fleet to reduce fuel consumption per vehicle. Emirates Transport has purchased buses with engines and specifications (EURO II – both 60 as well as 30 seater) in order to reduce pollution from automobile exhaust. In addition, tracking systems have been installed in more than 90% of school buses to monitor fuel consumption.
- **Paper saving:** Mainly through use of electronic communication channels and paper-less offices; reduce printings and spreading awareness to reduce overall paper usage.

- **Recycling of computers and peripherals:** The corporation collects all used computers and its peripherals and donates them for recycling and re-use to Dubai Municipality.
- **Recycling of printer toners and ink cartridges:** The organization also collects consumed printer tonners and ink-cartridges for recycling to HP. During ,2013 385 such supplies were recycled.



Number of computers recycled	2011	2012	2013
	25	44	170



Emirates Transport Voluntary Work Team

The Emirates Transport Voluntary Work Team organized a leisure trip for 14 elderly residents from nursing homes in Sharjah and Ajman with a slogan of caring the elderly people being the shared responsibility of the community and a moral / religious duty. The aim of the Voluntary Work Team is to promote the engagement culture among Emirates Transport employees and direct their energies and potential to serve the community on a voluntary basis, and contribute in building close bonds between the volunteer employees and community institutions working in the field of volunteerism, environment and charity. The trip included a visit to the Sharjah Aquarium and to the Traditional Café by the Khalid Lagoon for some tasty traditional meals and was concluded with a visit to the Sharjah Central market for some shopping.

The team also participated in cooperation with UAE Red Crescent teams in distributing 1000 breakfast in ADNOC in Sharjah Emirate, coinciding with the International Humanitarian Day. During the same day, the team also participated in the tent of Sheikh Zayed Grand Mosque in Abu Dhabi by distributing breakfasts on offer.

Coinciding with the international day against drugs and in cooperation with Dubai Police, the Voluntary Team also organized community events aimed at one of the shopping malls in Dubai. In addition, with the beginning of the new school year, the volunteer team also organized a social Entertainment Centre in Ajman for people with special needs through some events and competitions for students of the Centre. Souvenirs were distributed to engage this group with the outside community and strengthen their social interaction.

1,000
Volunteers for Environment



1000 Volunteers for Environment

In December 2013, Emirates Transport organized the "1000 volunteers for environment" in conjunction with the International day of volunteers. This project was organized and participated by the senior management, Drivers, Technicians, Supervisors and employees at all levels. The total participants were 1300 which exceeded the targeted 1000 mark. The activities of the initiative included cleaning at different regions in the Emirates, from the Western region of Abu Dhabi, Al Ain, Dubai, Sharjah, Ajman, central region, Ras al Khaimah and the East Coast. In addition to the Emirates Transport team, the initiative was also joined by a number of external participants and supporting individuals and corporations including municipal services in the UAE, and the social welfare of children, and the number of volunteer teams. The objective of the initiative was to encourage a spirit of volunteerism among ET employees, and the general public, and to raise awareness of environmental issues.



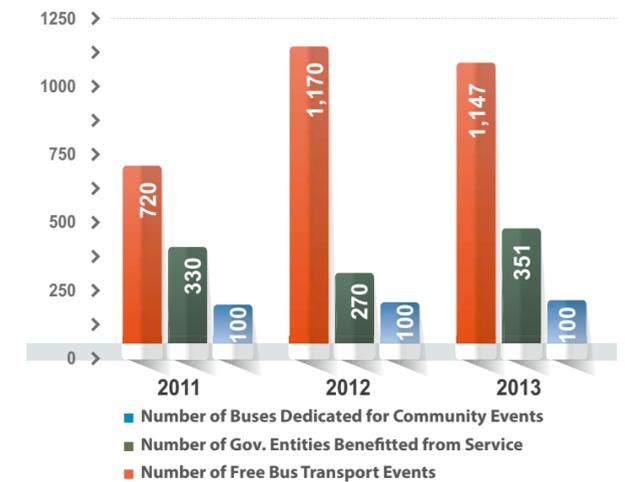
Philanthropy & Charity

In 2013, Emirates Transport and Bait-al-Khair Society signed a Memorandum of Understanding to boost cooperation and coordination between the two parties and work to strengthen their strategic partnership in the field of philanthropy, and services exchanged between the two parties. This memorandum endorses the strategic importance assigned by the corporation towards collaboration between governmental institutions and actors involved in philanthropic and humanitarian and voluntary work. It clearly portrays that Emirates Transport is committed to its societal responsibilities through ambitious partnerships with community actors, institutions and initiatives in order to maintain a balance between investment and sustainable results.

Community partnership

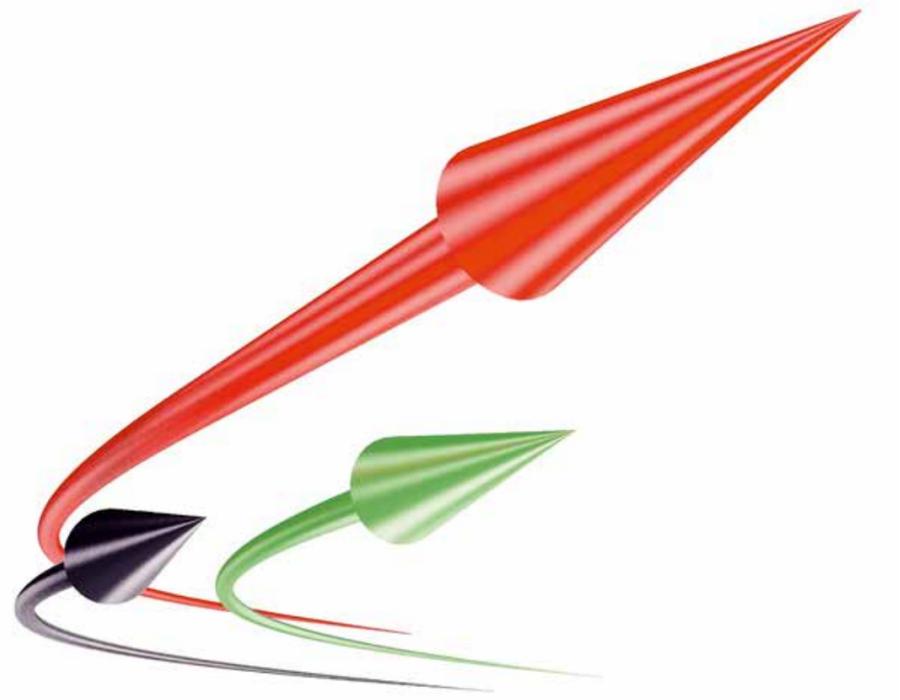
During 2013, Emirates Transport and Fujairah Statistics Centre also signed a Memorandum of Understanding with an aim to enhance cooperation and business between the two parties, particularly in the field of Corporate Social Responsibility. The agreement paves the way for cooperation between the two entities, covering the exchange of information and statistics and the provision of transport services. It is hoped that both corporation s will work together in providing communal services and awareness programmes, and improve services to clients, by utilizing their joint resources and skills of their work force. The agreement is part of Emirates Transport's commitment to extend the hand of cooperation to all government sectors and entities to deliver better services to their clients, and meet its national and communal duties by putting the corporation's significant resources towards the development of society.

Earlier, Emirates Transport also signed a Memorandum of Understanding with the Dubai Carbon Centre of Excellence in order to increase cooperation on matters of federal transport. The move aims to bring Emirates Transport in line with the sustainable development drive of the UAE government.



Emirates Transport - Free Shuttle service for Community Events

Description	2011	2012	2013
Number of Buses Dedicated for Community Events	100	100	100
Number of Gov. Entities Benefitted from Service	330	270	351
Number of Free Bus Transport Events	720	1,170	1,147



Emirates Transport Way Forward

In continuation to the approach of having a yearly theme and corporate slogan, for 2014 it will be “Professionalism of Performance”. This will be adopted in all practices, policies, business and community initiatives and projects to be organized by Emirates Transport all through the department, centres and branches. The approach is a call to stand up to the 14 identifies challenges, and to enhance the professional level of performance indicators, in order to achieve the ambitious objectives at both the financial growth and development rules of 2016-2014 strategic plans.

The plan includes the corporation's priorities and key directions for the next three years based on the strategy of the federal government which is in line with the UAE Vision 2021 to be the best country in the world as well as the strategic vision of professionalism, excellence and leadership in transport and sustainable services. This mission is based on the plan to contribute to achieving the highest standards of luxury and comfort for partners and clients from individuals and institutions, through the creative team of human resources, which offers multiple services and maintenance activities, renting and complementary services and marketing, in accordance with the standards of security, safety, and occupational and environmental health.

For 2014, the corporation's strategic plan has 4 main objectives which are:

- Develop processes for Transport services, logistics activities and profitability to meet customer expectations.
- Improve market competitiveness and invest in the integration of transport system and professional services to enhance the financial position.
- Promote practices compatible with international and local standards related to safety and preservation of the environment and society.
- Ensuring the delivery of all administrative services in accordance with standards of quality, efficiency and transparency.

The corporation is in the final stages for planning a number of important projects for the year 2014 that will enhance its leadership in the areas of Transport, maintenance, leasing, technical services and other diversified areas of investments. Some of the key projects include expansion of ADNOC Auto-serve stations, Saudi-Emirates Integrated Transport, Electronic Auction Services, Private School Bus Service Supervision, Expansion of Tire Retreading and many more.

Emirates Transport will also adopt and commence the implementation of the new Enterprise Resource Planning System (ERP) during 2014, with the aim of increasing efficiency and effectiveness in the management of resources, strengthen internal performance and operations, including decision-making and transparency in the areas of Financial Management, HRMS/Payroll, Procurement, Stores and Maintenance.

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
Strategy and Analysis			
1.1	Statement from the Director General	12	Fully
1.2	Description of key impacts, risks, and opportunities.	32 to 36	Fully
Organizational Profile			
2.1	Name of the organization	Cover Page	Fully
2.2	Primary brands, products, and/or services	14 to 17	Fully
2.3	Operational structure of the organization	24	Fully
2.4	Location of organization's headquarters	14	Fully
2.5	Number of countries where the organization operates	Only in UAE	Fully
2.6	Nature of ownership and legal form	14 to 17	Fully
2.7	Markets served	14 to 17	Fully
2.8	Scale of the reporting organization	18	Fully
2.9	Significant changes during the reporting period	25	Fully
2.10	Awards received in the reporting period	39 to 43	Fully
Report Parameters			
3.1	Reporting period for information provided.	18	Fully
3.2	Date of most recent previous report	18	Fully
3.3	Reporting cycle	18	Fully
3.4	Contact point for questions regarding the report or its contents.	18	Fully
3.5	Process for defining report content.	61 & 18	Fully
3.6	Boundary of the report	18	Fully
3.7	State any specific limitations on the scope or boundary of the report	18	Fully
3.8	Basis for reporting on joint ventures, subsidiaries, etc.	18	Fully
3.9	Data measurement techniques and the bases of calculations	18	Fully
3.10	Explanation of the effect of any re-statements of information provided in earlier reports	No Re-statements	Fully

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
3.11	Significant changes from previous reporting periods in the scope	No Significant Changes	Fully
3.12	Table identifying the location of the Standard Disclosures in the report.	96 & 18	Fully
3.13	Policy and current practice with regard to seeking external assurance for the report.	18	Fully
Governance, Commitments, and Engagement			
4.1	Governance structure of the organization	26 to 29 & 31 to 38	Fully
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	33 & 32	Fully
4.3	State the number of members of the highest governance body that are independent and/or non-executive members.	26 to 29	Fully
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	31 to 38	Fully
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives and the organization's performance	33 & 32	Fully
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	31 to 38	Fully
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	26 to 29 & 31 to 38	Fully
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	22	Fully
4.9	Procedures of highest governance body for overseeing the organization's identification & management of economic, environmental & social performance	31 to 38	Fully

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	31 to 38	Fully
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	31 to 38	Fully
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	31 to 38	Fully
4.13	Memberships in associations and/or national/international advocacy organizations	No Such Memberships	Fully
4.14	List of stakeholder groups engaged by the organization.	61	Fully
4.15	Basis for identification and selection of stakeholders with whom to engage.	61	Fully
4.16	Approaches to stakeholder engagement	61	Fully
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	61	Fully
Management Approach			
DMA EC	Disclosure on Management Approach EC	31 to 38 & 46 to 59	Fully
DMA EN	Disclosure on Management Approach EN	31 to 38 & 82 to 93	Fully
DMA LA	Disclosure on Management Approach LA	31 to 38 & 69 to 79	Fully
DMA HR	Disclosure on Management Approach HR	31 to 38 & 69 to 79	Fully
DMA SO	Disclosure on Management Approach SO	31 to 38 & 82 to 93	Fully
DMA PR	Disclosure on Management Approach PR	31 to 38 & 62 to 67	Fully

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
Performance Indicators			
Economic			
EC1	Direct economic value generated & distributed, including revenues, operating costs, employee compensation, donations & other community investments, retained earnings, and payments to capital providers and governments.	46 to 59 Being Federal Govt We Don't Pay Any Taxes	Fully
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	-	Not
EC3	Coverage of the organization's defined benefit plan obligations.	-	Not
EC4	Significant financial assistance received from government.	No Financial Assistance from Govt	Fully
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	74 & 49	Fully
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	66	Fully
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	74	Fully
EC8	Development & impact of infrastructure investments and services provided primarily for public benefit	46 to 59	Fully
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	46 to 59	Fully
Environmental			
EN1	Materials used by weight or volume.	No Raw Material Service Organization	Fully
EN2	Percentage of materials used that are recycled input materials.	-	Not

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
EN3	Direct energy consumption by primary energy source.	No Primary Energy Source Only Rented Energy Used	Fully
EN4	Indirect energy consumption by primary source.	90	Fully
EN5	Energy saved due to conservation and efficiency improvements.	90	Fully
EN6	Initiatives to provide energy-efficient or renewable energy based products & services, & reductions in energy requirements as a result of these initiatives.	90	Fully
EN7	Initiatives reduce indirect energy consumption & reductions achieved.	90	Fully
EN8	Total water withdrawal by source.	90	Fully
EN9	Water sources significantly affected by withdrawal of water.	Only Purchased Water	Fully
EN10	Percentage and total volume of water recycled and reused.	-	Not
EN11	Location & size of land owned, leased, managed in or adjacent to protected areas & of high biodiversity value outside protected areas	No Such Land Owned, Leased or Managed	Fully
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	No Such Impacts	Fully
EN13	Habitats protected or restored.	No Such Arrangement	Fully
EN14	Strategies, current actions, & future plans for managing impacts on biodiversity.	No Such Arrangement	Fully
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations	No Such Area Of Operation	Fully
EN16	Total direct and indirect greenhouse gas emissions by weight.	-	Not
EN17	Other relevant indirect greenhouse gas emissions by weight.	-	Not

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
EN18	Initiatives to reduce greenhouse gas emissions & reductions achieved.	82 to 93	Fully
EN19	Emissions of ozone-depleting substances by weight.	-	Not
EN20	NOx, SOx, and other significant air emissions by type and weight.	-	Not
EN21	Total water discharge by quality and destination.	-	Not
EN22	Total weight of waste by type and disposal method.	-	Not
EN23	Total number and volume of significant spills.	-	Not
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	We Don't Have Any Hazardous Waste	Fully
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	No Water Discharge For Our Operations	Fully
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	82 to 93	Fully
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	No Such Product or Packaging	Fully
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws & regulations.	No Such Fines	Fully
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	-	Not
EN30	Total environmental protection expenditures and investments by type.	82 to 93	Fully

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
Social: Labor Practices and Decent Work			
LA1	Total workforce by employment type, employment contract, and region.	76	Fully
LA2	Total number & rate of employee turnover by age group, gender & region.	75	Fully
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	69 to 79	Fully
LA15	Return to work and retention rates after parental leave, by gender	69 to 79	Fully
LA4	Percentage of employees covered by collective bargaining agreements.	UAE Does Not Have Any CBA	Fully
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	One Month Notice Period is Required	Fully
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor & advise on occupational health and safety programs.	No Such Arrangement	Fully
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	-	Not
LA8	Education, training, counseling, prevention, & risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	69 to 79	Fully
LA9	H&S topics covered in formal agreements with trade unions.	No Trade Unions	Fully
LA10	Average hours of training per year per employee by employee category.	75	Fully

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	69 to 79	Fully
LA12	Percentage of employees receiving regular performance and career development reviews.	69 to 79 0 All Employees Receive Regular Semi-Annual & Annual Perf. Reviews	Fully
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	69 to 79	Fully
LA14	Ratio of basic salary of men to women by employee category.	69 to 79	Fully
Social: Human Rights			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or have undergone human rights screening.	No Such Arrangement	Fully
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	No Such Arrangement	Fully
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	75	Fully
HR4	Total number of incidents of discrimination and actions taken.	No Such Incidents	Fully
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	No CBA in UAE	Fully

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
HR6	Operations identified as having significant risk for incidents of child labor, & measures taken to contribute to the elimination of child labor.	69 to 79	Fully
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	69 to 79	Fully
HR8	Percentage of security personnel trained in organization's policies or procedures concerning aspects of human rights relevant to operations.	75	Fully
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	No Such Incidences	Fully
HR10	Percentage and Total Number of Operations that have been subject to Human Rights reviews and/or Impact assessments	No Such Incidences	Fully
HR11	Number of grievances related to Human rights filed, addressed and resolved through formal grievance mechanism	78	Fully
Social: Society			
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	-	Not
SO9	Operations with significant potential or actual negative impacts on local communities	No Such Operational Activities	Fully
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	No Such Operational Activities	Fully
SO2	Percentage and total number of business units analyzed for risks related to corruption.	32 to 36	Fully

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	35	Fully
SO4	Actions taken in response to incidents of corruption.	35	Fully
SO5	Public policy positions and participation in public policy development and lobbying.	-	Not
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	-	Not
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	No Such Legal Action or Case	Fully
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	No Such Fines	Fully
Social: Product Responsibility			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	-	Not
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	No Such Incidents	Fully
PR3	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	-	Not

Profile Disclosures			
GRI Section	Content	Page / Direct Answer	Disclosure Level
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	No Such Incidents	Fully
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	64	Fully
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	-	Not
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	No Such Incidents	Fully
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	No Such Complaints	Fully
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	No Such Fines	Fully