

ANNUAL REPORT 2014

Professionalism; our way of doing business



**ANNUAL
REPORT
2014**

Professionalism; our way of doing business.

«Our country stands today among the leading elite of countries in HR indexes. We are the first among Arab countries in innovation and happiness, life quality, and business practice indexes, and the first globally in social coherence, government competence, public fund management, confidence in government, and trust in economy strength. Our country grew to become a major regional business centre for global trade and a regional leader in women's empowerment, and among the best globally in terms of security and stability indexes. Our youth are committed to moral and religious values, and armed with knowledge and education, they have been found to be the most optimistic about the future among Arab countries. All these indicators reflect political stability, economic growth, integrated infrastructure, prosperous business sectors, in addition to health, educational, housing, and business environment potentials in accordance with global standards.»



His Highness
Sheikh Khalifa bin Zayed Al Nahyan

President of the UAE

«Despite all the achievements that we have made, the stature that we have attained for our country and society, and despite all the excellence and high competitiveness on the global level, we are still at the beginning of our journey. In order to be able to continue our success, to develop it and to build further success in this digital age on it, using the many opportunities that this world is offering, we will have to put all our senses on the alert, mobilize all our capabilities, develop our institutions and legislation, instil and promote the culture of innovation and creativity in our culture on which we should bring up our children.»



His Highness
Sheikh Mohammed bin Rashid Al Maktoum

UAE Vice President, Prime Minister and Ruler of Dubai

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Chairman's Message



**H.E. Eng.
Hussein bin Ibrahim Al Hammadi**
Minister of Education
Chairman of the Emirates Transport Board of Directors

We are pleased to present the “Emirates Transport Annual Report 2014” which reflects the progress and development made by the Corporation in its undertaking to achieve leadership and excellence in transport and sustainable services, and to accomplish its ambitious mission of deliver the highest levels of wellbeing and comfort for partners and clients.

Our endeavours to realize such visions and expectations are clearly set forth in this Report which illustrates a summary of the efforts made by the senior management of the Corporation, supported by a homogeneous and accomplished team of human resources, characterized by positive energy, creativity and the firm belief in the utilization of past experience and current capabilities to shape the future. To this end, we are inspired by the directives and aspirations of our prudent government headed by UAE President, His Highness Sheikh Khalifa bin Zayed Al Nahyan and UAE Vice President, Prime Minister and Ruler of Dubai His Highness Sheikh Mohammed bin Rashid Al Maktoum.

We aspired to make this Report consistent with the highest standards and principles of the Global Reporting Initiative (GRI), to achieve the best applicable practices of disclosure and transparency, for the benefit of our dear partners, customers and readers. Accordingly, the figures and data contained herein represent a key and clear indicator of the volume of work made by Emirates Transport during 2014 in the fields of transport services, auto lease and maintenance, as well as all related and complementary services, all in accordance with the highest in health and safety, and environmental standards.

I would like to extend my sincere thanks to the Corporation's employees and management, across the various administrative units, branches and business centres, for the qualitative accomplishments and remarkable growth in the revenues and results. Going forward, we are very confident in their ability to achieve greater success and keep up with the development witnessed in the governmental services that have become smarter, more creative and capable of not only satisfying customers' needs but making them happier and more comfortable wherever they are at all times.

General Manager's Message



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

I am pleased to present the third annual report for Emirates Transport (ET), highlighting our business results in both performance and sustainability for the year 2014. The annual report was prepared in accordance with the new frameworks and principles of the Global Reporting Initiative (GRI-G4); a step above the standards applied for the previous year's report.

This report was prepared based on the highest standards of disclosure and transparency, in accordance with ET's keenness to engage all concerned parties to disclose their information and basic results, as well as growth generated across business and work activities. This includes partners & customer-base expansion, in support of the successful journey launched by ET since its establishment in 1981.

As was the case last year, and with the support of His Highness Sheikh Khalifa bin Zayed Al Nahyan, UAE President, and His Highness Sheikh Mohammad bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, ET continues its journey towards distinction and achieving the results and targets approved during 2014.

ET achieved substantial financial gains, by generating AED1.8 billion, at 44% return on investment (ROI), increasing its net profits to AED131 million, with a total assets value of AED2.3 billion, through 16,700 different operated vehicles; a major step on ET's journey towards excellence.

This continuous increase in annual revenues is attributed to an increase in ET's market shares across its main business sectors. ET is able to execute a group of new contracts, attracting a number of new elite customers, in addition to being able to enhance the level of business with its current clients, and provide new services.

ET's client base consists of 810 clients, 430 of which are main clients. Our client base includes 296 government departments in both the federal and local sectors, in addition to many national companies and public sector organisations, in support of our diversified and integrated service system, across school transport, public transport, rental, and logistics/technical services.

2014 witnessed the launch of the new investment plan for the years 2014-2016, for a total invested capital of AED1.4 billion. Plan objectives concentrated on five new investment opportunities in public transport, rental service and technical/logistics service sectors, for the purpose of supporting current business centres and units.

Across our 2014 strategic plan, approved by the Council of Ministers, ET was able to achieve 97% of plan objectives indicators.

As for the implementation of the various aspects of the plan, ET relies on a philosophy based on business diversification, investment in sustainable projects, adoption of technological developments, and attention to the human factor, to guarantee the achievement of unique economic results.

Meanwhile, on the institutional side, ET issued 231 regulatory decisions during 2014 regarding service and operations facilities, focusing on the development of technical and administrative units, the adoption of new policies, the formation of new committees and the restructuring of current committees. Furthermore, work teams were formed to develop operational strategic plans and directive policies in light of new business actions, in addition to the adoption of improved methodologies, the

enhancement of professional and institutional governance systems, and common practices related to recruitment, accounts, controls, service quality, transparency and integrity across all business sections and operations.

Within this context, ET is keen on maintaining communication with clients, to develop and promote the best relations, and to keep track of their needs and expectations. Last year, the Strategic Relations Team went on 94 visits to partners and clients, and participated in different events and meetings with partners and clients across different sectors. Furthermore, 18 agreements and memoranda of association were executed in support of cooperation with our clients, and mutual exchange of experience and potential, to allow the launch of new projects and quality initiatives in favour of the UAE's economic development.

In school transport, the total number of students benefiting from the school transport system by the end of last year was 218,500 in both public and private schools, served by 4,658 buses, offering 255,000 seats, operated by 4,434 drivers and 4,713 bus safety supervisors. School buses covered 95.4 million kilometres last year, to transport students to 673 public schools and 35 private schools in the country.

Among the steps taken to ensure quality in our service system, last year ET launched its projects across the GCC countries, by providing school transportation services in the KSA for 115,000 male and female students in both the Eastern Region and the Tabouk Area, through the Saudi Emirati Integrated Transport Company (SEITCO), in association with the Saudi Public Transport Company (SAPTCO). In its first year, the project witnessed major success, paving the way for potential new contracts to provide transport services to other KSA regions.

Further, last year, ET achieved quality success in 38 major service sectors by expanding the scope of its services. These included the auto inspection project in Fujairah, the Tyres Retreading Project in Dubai, the Luxury Vehicles Rental Project, and Roadside Assistance Unit, in addition to launching a number of smart-phone applications for used-vehicles auction services, as well as limousine reservation service.

As for service provision centres and locations, ET offers its services throughout 41 sites, serving different business sectors in both current and new projects. ET completed upgrading and building of 13 facilities housing administrative and technical services, in addition to customer service and ET training centres.

ET remains committed to the development of mutual relations with employees, partners, suppliers and the community. ET's total number of staff increased by 21%, to 17,252 male and female employees, including 10,000 drivers and 2,000 mechanical experts.

ET continually developed and encouraged its employees, through adopting the theme of "Professionalism in Performance" across all ET activities and services during 2014, to allow for the continuation of its journey of distinction and success in the provision of high quality services. We improved the quality and efficiency of our training Programme and increased their numbers, through which 131,000 training hours were provided to drivers and supervisors. In addition, 12 employees completed the Future Leaders Training Programme me during 2014.

The culture of creativity and innovation encouraged among ET employees has gained us major support and attention. A set of Programme, systems and regulations were launched,

to allow for the enhancement of a creative and innovative work environment. ET launched Programme such as the Innovators League, in addition to the development of employees' ideas and proposals. Further, ET continues its Star Programme me to motivate different administrative units, in addition to other encouragement and motivation Programme.

These efforts allowed for ET to rank ninth among the best 25 work environments in Asia, with an employee satisfaction rate of 77% last year.

In addition to the development of customer service centres; various events were organised in recognition of distinguished customers. Additionally, our customer satisfaction rates stood at 83.3%.

Furthermore, ET values its strategic partnership will its suppliers to maintain the support and facilitation of ET services. ET has launched major projects jointly with suppliers through a number of memoranda of understanding, to be used as basis for joint activities and projects. ET launched the Distinguished Supplier Award, the Suppliers Code of Ethics, in addition to a comprehensive manual for suppliers. Last year, the rate of supplier satisfaction was 83.9%.

Safety is a major priority and a principle institutional value within ET's interests and plans. ET maintained its efforts, in cooperation with its strategic partners, including the Ministry of Interior, the Ministry of Education and the Abu Dhabi Educational Council (ADEC), to achieve high levels of safety and security in its services, particularly in school transport services.

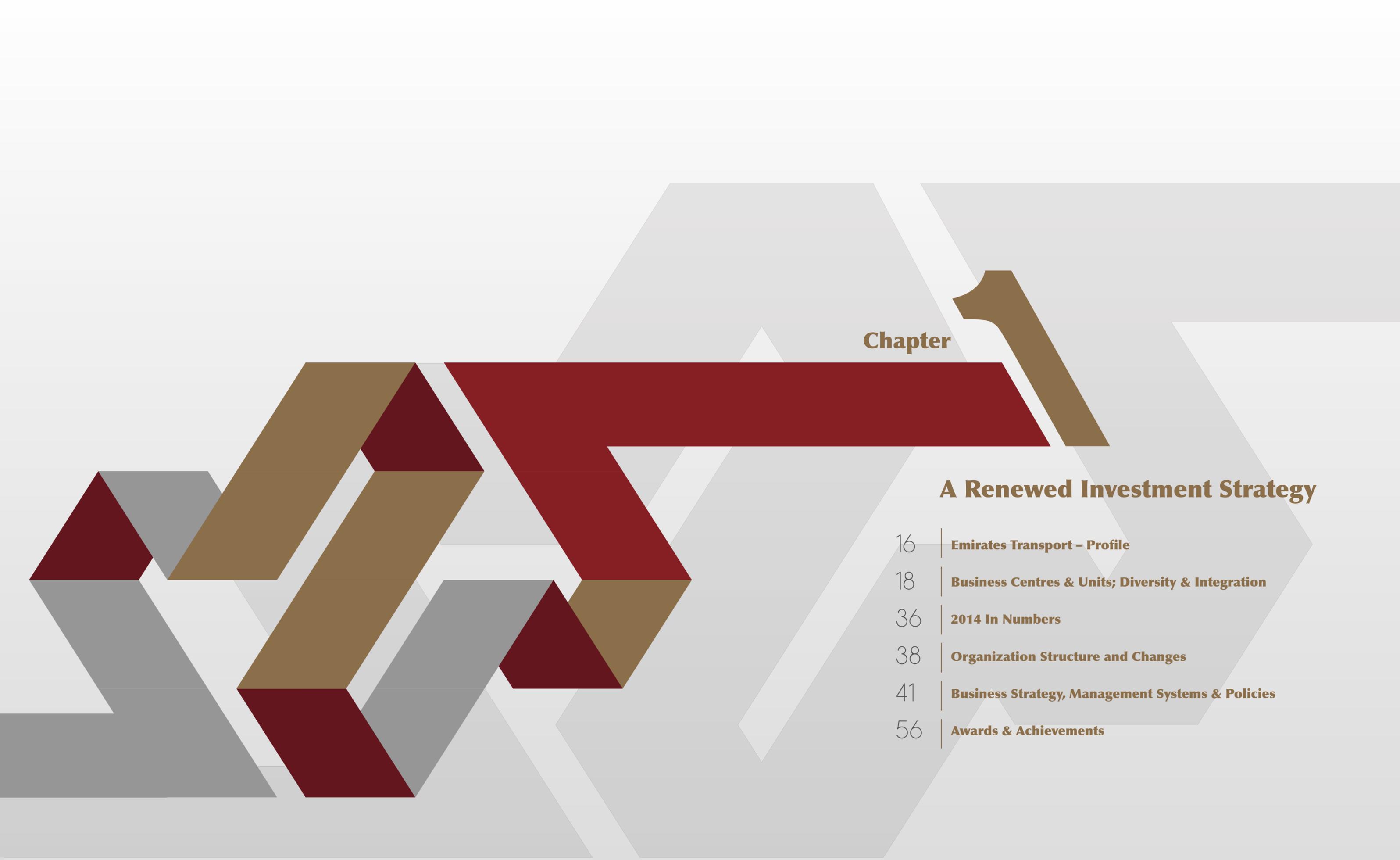
Last year, ET formed the Higher Internal Committee for school transport safety measures, and became the first

government entity to be awarded the ISO in Road Traffic Safety (RTS) management. The corporation also launched and implement a number of regulations and methodologies boosting security and safety concepts. For this purpose, ET updated and expanded its Traffic Safety & Education Awards.

Within its corporate social responsibility Programme and practices, 2,065 ET employees volunteered and participated in a number of community activities and events, during which 51 buses were allocated to special-needs groups, and 100 for social events. This, and other initiatives, helped ET attain a rate of 86.5% in community satisfaction.

Last year, our environmental projects participated in transferring 1,226 vehicles to use liquefied natural gas (LNG) and restore 8,400 used tyres. Additionally the ET project to convert vehicles to use CNG was awarded the Mohammad bin Rashid Government Excellence Award. ET received many other awards, including the corporate social responsibility award across the MENA region, the Dubai Sustainable Transport Award, for the sixth successive year, the Dubai Chamber's Corporate Social Responsibility Label, for the third time, the Dubai Human Development Award, the Platinum Classification from the UK Ideas Organization, and the Ideas Arabia Award. The list of accolades confirms that sustainability and corporate social responsibility are an integral part of ET's vision, forming an important part of its national and developmental roles.

Finally, with all the successes achieved during last year, our 2014 Slogan "Professionalism in Performance" was established based on our unlimited faith in the progress of our development and promotion. We emphasise our ambitious vision to continue our leading role across all services and activities, in the service of our country, to become one of the leading countries in the world by 2021.



Chapter

A Renewed Investment Strategy

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Emirates Transport – Profile

Brief Introduction

Emirates Transport was established pursuant to Federal Law No. 17 of 1981, with the purpose of regulating, managing, and supervising the operation of transport and maintenance services for various government, federal, and local entities as well as private sector organizations. Over the past 30 years, Emirates Transport has diversified its operations to include technical tune-ups for heavy trucks, operates axle weigh stations and provides maintenance and operational services and other related work. In addition it also offers comprehensive options and services for its customers which include the federal, local and private organizations. By the end of 2014, the corporation had more than 17,000 employees and a fleet of over 17,000 vehicles, in addition to a network of 41 locations all over the UAE.





Business Portfolio Joint Ventures & Services



School Transport Division

The Government School Transport Centre

Responsible for providing school transport services to all public schools throughout the UAE

The Private School Transport Centre

Responsible for providing school transport services to all private schools throughout the UAE

The School Services Centre

Responsible for providing qualified supervisors to accompany students, transported in school buses, and to provide office assistance services in schools, and manage school canteen staff.

Advertising Services Centre

Responsible for providing advertising and marketing services on school, commercial and university buses, and free community advertising space throughout the UAE.



The Transport and Rental Division

The Government Transport Centre

Responsible to provide Transport and Rental Services with qualified drivers to ministries and federal agencies

Emirates Car Centre

Responsible to manage and operate taxi services and provides tourist transport along with luxurious limousine service transport (www.emirateslimo.ae) throughout the UAE.

Abu Dhabi Transport and Rental Centre

Responsible to provide all kind of transport and rental services to a large number of organizations and leading companies in Abu Dhabi, Al Ain and Western Region

East Coast Centre for Transport and Rental

Responsible to provide a diversified range of transport and rental services across the East Coast covering Fujairah and Eastern Region.

Emirates Transport and Rental Centre

Responsible to provide 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

RAK Transport and Rental Centre

Responsible to provide a diversified range of highly professional and specialized transport and rental services for Ras Al Khaimah.



The Auto Technical Services Division

Abu Dhabi Centre for Technical Services

Responsible to provide 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\

Responsible to provide auto mechanic services, including periodic repairs and maintenance for Dubai, Sharjah, Ajman and the Central Region

Etihad Centre for CNG Vehicle Conversion

Responsible & specialized in converting vehicles to run on Compressed Natural Gas (CNG) as well as provide auto mechanical repairs, services and maintenance for the converted vehicles.

Technical Inspection Centre

Responsible to provide 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

Responsible to organize and manage auctions and services for the sale of used vehicles in Abu Dhabi and Sharjah (www.alwataneya.ae).

RAK Technical Services Unit

Responsible to provides a diversified range of highly professional and specialized technical and maintenance services in Ras Al Khaimah.

East Coast Technical Services Unit

Responsible to provide a diversified range of highly professional and specialized technical and maintenance services across the Eastern Coast covering Fujairah and Sharjah region



The Logistics Services Division

Emirates Centre for Logistic Services

Responsible to provide wide range of logistics and services including shipping, customs clearance, goods land transport and rental of freight trucks

ET Driving Centre

Responsible to provide driving lessons for light and heavy vehicles including buses

Petrochemical Transport Centre

Responsible to manage, operate and maintain liquid sulphur transport tanks, petrol tanks and oil & gas transport services for public and private sector companies

Valet Parking and Motorcycle Rental Centre

Responsible to provide 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.



27 centres & units....across

4

business divisions





Subsidiaries

Speed Trans

This Public Transport company is equally owned by Emirates Transport and Ajman Corporation and it manages and operates taxis and provides rental cars & buses in the Emirate of Ajman

Emirates Model Building Maintenance (EMBM)

This is a joint venture between Emirates Transport and Al Ghurair Group and is responsible to provide facility management related services such as cleaning, maintenance and other support services

Emirates Facilities Management Company

This is one of the associate companies of Emirates Transport which specializes in providing facility management services

Reyama Taxi

This is another associate company of Emirates Transport in partnership with the Fujairah Transport Corporation which manages and operates taxis and provides rental cars and buses in Fujairah.

Emirates Security Services Company

This is a partnership company between Emirates Transport and Mondial Security Services of Abu Dhabi and offers general security services to public and private companies across the UAE.

Emirates Transport Technology Solutions (ETTS)

This is another associate company of Emirates Transport which specializes in transport and related technology solutions and systems including 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.

Saudi-Emirates Transport Company (SEITCO)

Is a company equally owned between Emirates Transport and the Saudi Public Transport Company (SAPTCO), specializing in school transport and related services.



Logistics Services

- 01 Logistics services
- 02 Logistical transport
- 03 Refrigerated transport
- 04 Petroleum transport
- 05 Transport of hazardous material
- 06 Driving teaching centre



School Transport

- 01 Public schools transport
- 02 Private schools transport
- 03 Provide supervisors and office assistance
- 04 Mobile advertising on buses



Services by Subsidiary Companies

- 01 Taxi services
- 02 Facilities management
- 03 Security services
- 04 Transport technology services
- 05 School transport



Dry Car Wash Services (Sub-services)

- Outdoor washing and polishing of all types of vehicles within a short period (15 to 20 minutes).
- Using Nanotechnology.
- Uses modern polishing techniques.
- Provides long-term protection of vehicles paint.
- Prevents water oxidation.



Tyres Retreading and Fleet Management Services
(Sub-services)

- Tyres retreading
- Tyre service & repair
- Fleet inspection
- Inspection & evaluation of fleet tyres
- CPK Analysis



24/7 Roadside Assistance
(Sub-services)

- Emergency roadside assistance through the UAE
- Minor mechanical and electrical repairs
- Vehicle recovery
- Key lockout
- Battery booster
- Emergency fuel delivery & supply
- Fixing and inflating flat tyres



Vehicle Body Repair
(Sub-services)

- Integrated body repair services
- Vehicle maintenance & accident repair
- Glass replacement
- Paint scratches repair
- Vehicle inspection
- Tyre repair
- Wheel alignment
- Full denting & painting



Express auto Services Profix
(Sub-services)

- Electronic auto inspection
- Auto electronic repair
- Air conditioning maintenance
- Regular maintenance
- Tyre repair and replacement
- Replacement of brake fluids, discs and cylinders
- Car wash
- Car polishing
- Electronic wheel alignment
- Towage & breakdown response services

Vision, Mission and Values

Vision | Excellence and leadership in sustainable transport and general services.

Mission | Achieving the highest levels of luxury and comfort for our partners and clients through a creative team of human resources that provides transport, maintenance and leasing services, as well as facilities management and other complementary professional services, all in accordance with the highest in safety and environmental standards.

Values |

Safety: We are committed to preserving life, property and the environment by taking precautions to prevent accidents, pollution and damage to people and resources.

Care: We work with credibility to reach a high level of service that ensures comfort to clients, partners and employees and we make this a top priority that encapsulates the services we provide.

Creativity: We are committed to creating a positive climate for the investment and preparations of capabilities and personal characteristics of the concerned groups, from inside and outside the corporation, helping them to turn their ideas into tangible results to support the organization's vision to provide a sustainable environment and an integrated infrastructure.

Participation: We are committed to deepening the culture of participative management in the interaction between employees of the corporation and with our strategic partners and all other concerned groups to bring added value to business results and the services provided.

Excellence: We are keen to provide a service beyond the expectations of customers that is consistent with the best practices and international standards of excellence and quality and which represents, at the same time, a good investment of the corporation's human resources.

Transparency: We are committed to applying the principles of corporate governance and transparency in conduct, information and decisions declared by various internal and external means of communication and networking.

Responsibility: Our services and decisions are based on a number of key factors, such as: self-monitoring, community initiatives, the protection of the rights of the various concerned parties and promoting green development practices; all whilst ensuring profitability levels to help sustain the development of the corporation's system of services.

Strategic Goals - (2014 - 2016)

Developing profitable operations and services of transport, as well as logistics and auto repairs and maintenance, to standards that meet client expectations.

Improving the corporation's competitive edge in the marketing and investment of the transport and complimentary auto services in a way that boosts financial returns.

Enhancing practices that follow local and international standards in safety, as well as those that apply to corporate responsibilities towards the environment and society.

Ensuring that administrative services are offered according to standards of quality, aptitude and transparency.

Corporate Slogan

In keeping with its standards of practice over the past years, ET adopted the corporate slogan of "Professionalism in Performance" in 2014. This institutional slogan applies to all services, operations, and ET activities, to ensure more development and professionalism, and to guarantee that this slogan is reflected in all aspects of our operations and achievements.

Objective & Context



This edition of the Emirates Transport Annual Report is the third publication and it continues to transparently share the business and sustainability information for the organization. The objective is to share important insight with respect to the commercial aspect as well as the corporate social responsibility of the organization with all the stakeholders while abiding by international reporting standards. .

The period covered in this report is from January 1st, 2014 to December 31st, 2014 and it includes all information and data related to the organization head office as well as all the business centres and subsidiaries. For most of the information provided and shared in the report, which comprises of business and commercial aspects as well as community care, environmental concerns and employee well-being, comparative figures for the past two years have been presented.

With an aim to improve the quality of our report and ensure that the latest standards are followed, this report has been drafted in accordance with the G4 Reporting Guidelines – “Comprehensive Option” of the Global Reporting Initiatives (GRI) and a GRI Index has been included at the end of the report accordingly. Material issues were identified based on Commercial, Social, Economic and Environmental impacts of Emirates Transport influencing the stakeholder’s opinions and decisions and were identified and prioritized, as has been explained in the relevant sections of the report. A thorough internal quality assurance mechanism has been applied. In addition, GRI Materiality Disclosure Service (Amsterdam) verifies that the General Standard Disclosures G17-4 to G-4 27 were correctly located in both the GRI Content Index and in the text of the final Report.

Emirates Transport is a Federal public organization and all our functions are regularly audited by a central government body which is called the State Audit Institution, UAE. The audit includes all functions such as finance, Commercial Business, Governance, Human resources, Supply Chain, Employee Conduct & Development, Information Technology, Labour Practices, and Social Responsibility etc. The audit report and its findings are kept confidential and is directly shared with every federal organization for improvement and development.

For all comments, feedback or queries

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-  [emiratestrans](https://www.youtube.com/emiratestrans)



مواصلات الإمارات
Emirates Transport



2014

Summary Review

100 % State-owned Federal Organization

1,881,000,000 AED revenue

131,000,000 AED net profits earned by the organization

44 % return on capital

2,307,000,000 AED worth of overall assets for the corporation

749,000,00 AED worth of procurement

63.3 % overall Emiratization achieved

41 Locations of service network all over the United Arab Emirates

97.21 % achievement of the organization's overall strategic objectives

218,500 students benefited from school transport services

255,000 seating capacity for the school transport services

95,388,388 kilometres were covered to transport students

673 public schools got transport services

35 private schools were provided transport

4,658 school buses provided transport services

4,434 drivers drove the school buses

4,713 school bus supervisors at various centres

16,699 total vehicles of different types forms the fleet of the organization

1,866 used vehicles sold in auctions

1,226 cars converted to run on CNG

296 government entities benefited from ET's services

17,252 Employees spread all over the United Arab Emirates

131,386 hours of training was provided to drivers and transport & safety supervisors

10,000 drivers for its operations

2,000 mechanics and technicians

51 buses dedicated for special needs students

100 buses dedicated for community events

2,065 volunteers participated in CSR activities

83.3 % customer satisfaction results

83.9 % supplier satisfaction results

77 % employee satisfaction result

86.5 % community satisfaction results

Executive Management & Organization Structure



Changes to the Organization Structure

In continuation of the changes and re-organization of the structure during 2012 and 2013, extensive consultancy study and internal reviews were also carried out to measure the impact of these changes and its implementation. During 2014, the short and long terms business development plans and expansions led to some changes in the structure of the organization.

- These changes are briefly highlighted in the below points:
- Modifying the name of the Centre for Conversion Vehicles to Natural Gas, to the “Etihad Centre” for Vehicles Conversion to CNG, in accordance with the Centre’s marketing plans, and to allow for a federal institutional identity to be reflected thereon.
 - Separating auto technical service activities from transport and rental activities at both the Ras Al Khaimah and Eastern Coast Centres, to allow for specialization and professionalism in the activities and services offered.
 - Development of Ras al Khaimah Technical Services Unit within the Technical Services Department.
 - Development of East Coast Technical Services Unit within the Technical Services Department.
 - Modify title of RAK Centre for Transport & Rental services to RAK Centre for Transport & Leasing.
 - Modify title of East Coast Centre for Transport, Rental & Technical services to East Coast Transport & Leasing.
 - Update the structure of Finance Department to include Development Budget and Inventory Sections
 - Update the structure of Strategic Planning & Organizational Excellence Department with new sections.
 - Update the structure of Emirates Cars Centre (Airport Taxis – Car Rental – Luxury Cars Services)
 - Updated the structure of Procurement Management to include the Development Section.
 - Launch of the ET Training Centre.



The following impacts and effectiveness is planned for these changes on the organizational and operational levels:

- Clarification and improvement of the key processes of the organization.
- Improve service efficiency through facilitating procedures and raising the degree of excellence.
- Enhance satisfaction in internal and external customer services.
- Alignment of organizational structures with new systems to meet the operational requirements.
- Defining responsibilities between organizational units and prevent duplication of implementation.
- Improve control of the human resources planning process.
- Ensure consistency and effectiveness of organizational communication channels.
- Develop administrative controls by updating regulatory structures.
- Develop organizational units to map with the current situation and future business expansions.

Executive Management



General Manager
H.E. Mohammed
Abdullah Al Jarman



Executive Director of
Logistics Division
Badar Mahmoud
Al Attar



Executive Director of
Transport & Rentals Division
Waleed Salem
Al Mehairi



Executive Director of
School Transport Division
Abdullah bin Swaif
Alghufli



Executive Director of
Auto Services Division
Eng. Amer
Al Harmoudi



Executive Director of
Support Services Division
Hanan Mohammed
Saqer



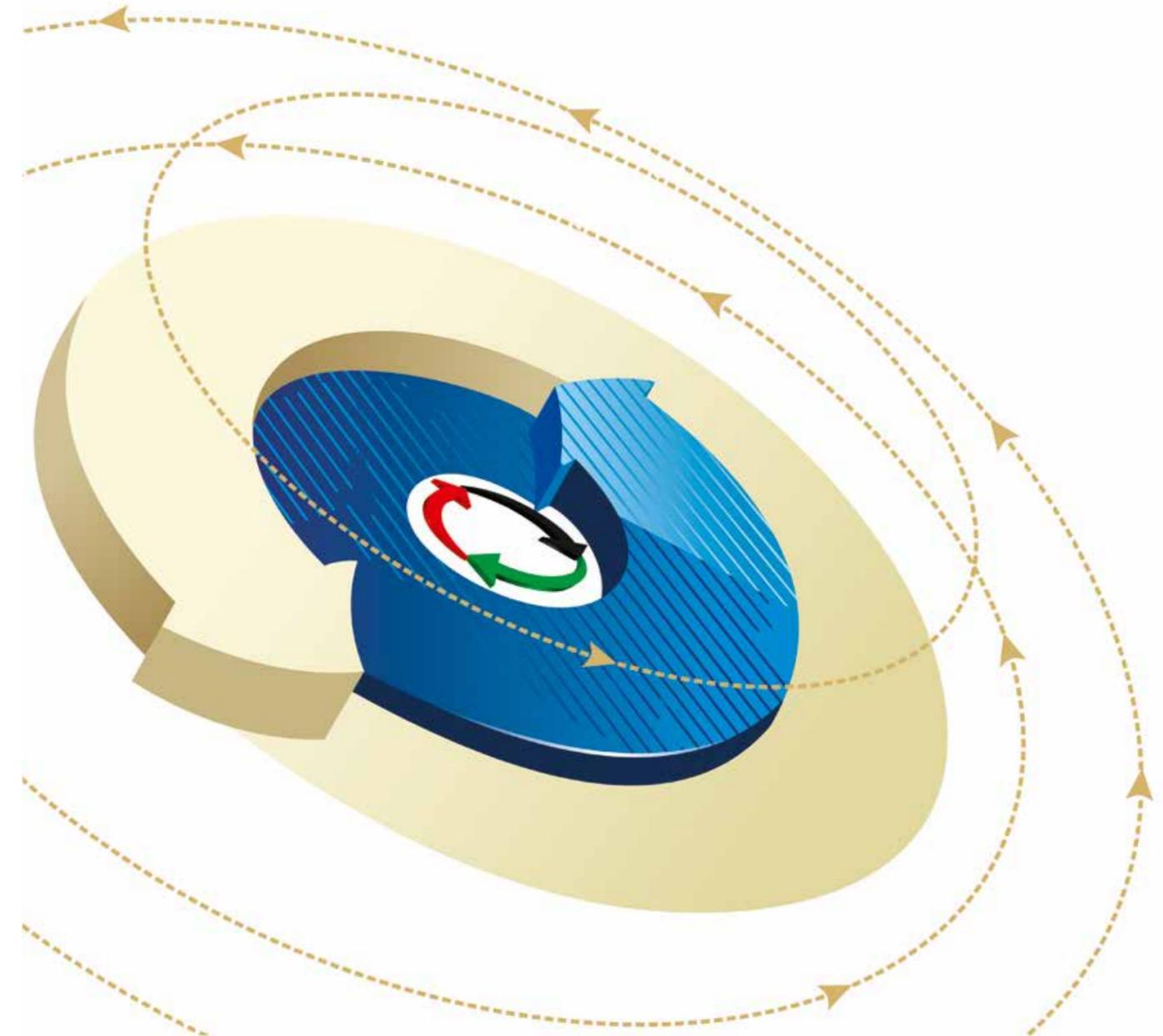
Executive Director of Business
Development Division
Eng. Abdullah
Mohammed Al Kindi



Executive Director of
Finance Department
Khalid Ahmed
Abdullah



Executive Director of
Corporate Services Division
Feryal Mohammed
Tawakul

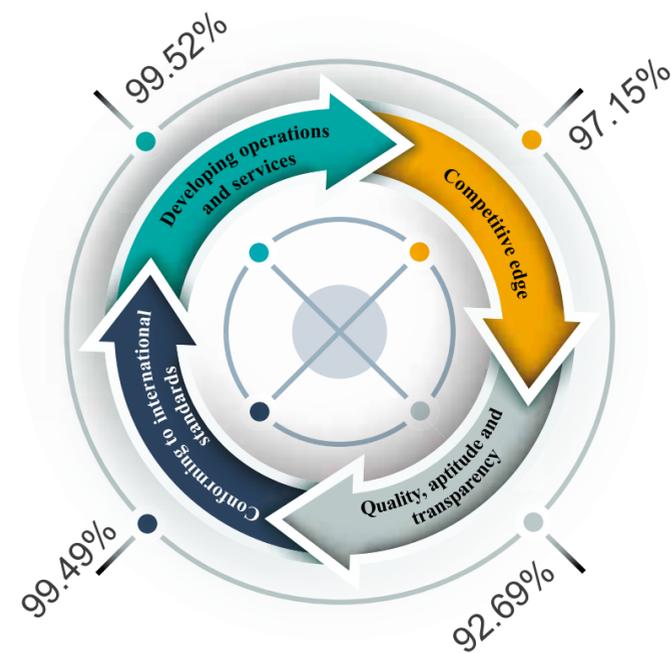


Business Strategy,
Management Systems & Corporate Policies

In light of ET's achievements and successes across its main business activities in public transport fields, particularly school transport, with its accumulated experience in different transport and integrated service fields, ET decided to expand to new investment scopes by updating the strategy of its business based on potentials across labour market. This decision came to support employees' needs, aiming to increase employee satisfaction and improve of work results through excellence in operations and the diversification of different services and activities. Comprehensive review and internal/external studies during 2014 resulted in the launch

of its strategic and investment plans for the years 2016-2014. According to this, strategic priorities and main investment approaches were highlighted for the next three years, with major and secondary strategies in different related fields, aiming to meet plan targets based on time schedules and operational frameworks. For the launch of its plans, ET relies on the Federal Government strategies, in addition to a set of national indicators. ET is keen on following up with the Emirates Vision 2012. ET's plan aims to follow up on the expansion and growth witnessed by ET across its administrative and financial results, and its eagerness to engage all internal and external groups, and to benefit from employees, partners, suppliers and community ideas. The investment plan focuses on five main future investment opportunities in local markets regarding logistical transport, private school transport, technical services for light vehicles, technical service for heavy vehicles, in addition to expansion in school transport services abroad.

The following table provides the performance over the long term business strategic objectives individually as well as collectively for the year 2014:



STRATEGIC OBJECTIVE	PERCENTAGE ACHIEVEMENT
Developing profitable operations and services of transport, as well as logistics and auto repairs and maintenance, to standards that meet client expectations.	99.52%
Improving the corporation's competitive edge in the marketing and investment of the transport and compy auto services in a way that boosts financial returns.	97.15%
Enhancing practices that follow local and international standards in safety, as well as those that apply to corporate responsibilities towards the environment and society.	99.49%
Ensuring that administrative services are offered according to standards of quality, aptitude and transparency.	92.69%
Overall Strategy result	97.21%

Corporate Governance

ET adopts business policies and systems in direct compliance with the Federal Government approaches, particularly the Council of Ministers' Resolution (2011/29, regarding federal governmental for-profit and non-profit organizations and the board's governance rules.

Emirate Transport ensures to engage and executes excellence in corporate governance with its prime objective to achieve and sustain strong business performance and responsibility values. Our key to a successful governance system is transparency, responsiveness, integrity, service and development. Frequent board meetings, key strategic partners meetings and regular forum and committee discussions are all part of the governance system to make important decisions on strategic, financial, environmental, social and policy issues. The corporate governance aims to ensure the successful achievement of the organization's strategic objectives through enhancing service quality; transparency & fairness in all operational and support functions; clarity and adherence on rules, regulations and policies; and performance measurement and monitoring against set targets. At the leadership and strategic level, the following committees are present to ensure excellence in corporate governance

- The Audit & Risk Management Committee of the Board
- The Audit Executive Committee
- The Risk Management Executive Committee

Excellence in governance is also ensured through regular engagements between the management and the stakeholders. Employee –Management meetings are regularly held to ensure smooth and effective communication of progress reports for various businesses as well as functions. The objective is to measure and assess the performance and achievements to set targets and deadlines. The governance manual and policy is regularly reviewed and updated in order to ensure the following:

- Development of Governance in Human resources
- Commitment to Confidentially
- Non-Disclosure and Non-Conflict of Interests
- KPI Approvals for Corporate Performance
- Updating the Organizational Structure
- Updating the Complaint and Grievance Methodology
- Staff Excellence & Recognition Programme

The duties and responsibilities of the Board of Directors have also been clearly defined to ensure prompt application of the corporate governance. These include the following:

- 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.



Risk Management

With ET having been awarded the ISO31000:2009 for the best practices and methodologies in risk management in December 2013, ET continues to enhance its policies in this field, as seen in the General Manager's decision to appoint risk leaders across different departments and business centres, and the decision to launch the updated manual for Main Risk Indicators.

Emirates Transport places a very high emphasis on assessing and managing risks followed by an organized mitigation process leading into development opportunities for the organization. The vision of risk management is to assist the senior management in achieving organizational strategic objectives and add noticeable value to organization's activities and operations, in the dynamic challenging environment, which is surrounded by internal and external risks, by applying international and local best practices and standards. In addition to its achievement in quality and integrated management system, Emirates Transport also achieved the global standard of ISO 2009 :31000 for best practices in operations and risk management methodologies. This is a clear commitment and demonstration of the organization towards a continued functioning that would improve the

overall quality and efficiency of services provided by the system, activation procedures and operations to establish a corporate performance culture as well as the operations and activities of the Organization against the risk of internal and external challenges that it faces. The prime responsibility for this risk management process is handled by the Executive Committee of Risk Management, directly headed by the Board of Directors and supported by the Audit Committee and the Senior Management.

At Emirates Transport, a very comprehensive and structured process of Risk Management is in place. The main role of this risk management process is to develop risk management policies, procedures and methodologies and then educate the employees on them. It then monitors risk management practices to ensure the consistency with approved policies and methodologies in order to support achieving strategic objectives and then perform enterprise-wide risk assessment to identify top risk areas, propose adequate mitigation plans and add them to an enterprise-wide risk register. Finally, follow up with concerned departments and centres to ensure proper execution of proposed mitigation plans, and then provide regular reports to senior management about the status of top-rated risks in the organization and the implementation of related mitigation plans. The same is explained in the below table:



STEP	NAME	DETAILS
1	Risk Identification	Define Potential Risks, its type and impacts.
2	Risk Analysis	Identify in detail causes and effects, probability, relationship, relevant risks involved, existing controls and risk owners.
3	Assessment and Risk Pool	Material value and likelihood of risks and its impacts.
4	Addressing Risks	Dealing with the risk to either absorb it, transfer it, address it or remove causes of risks.
5	Audit and Oversight	Periodic follow-up, schedules, and updates for the risks.
6	Communication and Consultation	Continuous involvement with the Board, audit committee and risk management to understand, develop plans and submit reports

Functionally, the risks at Emirates Transport are classified as Legal and External Risks; Operational Risks; Financial Risks; Strategic Risks and Information Risks. Accordingly, 20 major areas of risks have been identified and dealt with in accordance with its importance and relevance as explained below:

SR	RISK	Degree
1	Safety risks in school transport	Very High
2	Fleet management risks (operational efficiency).	Very High
3	Security and safety risks at sites	Very High
4	Customer satisfaction risk.	High
5	Risks related to lack of controls in business expansion process	High
6	Competition risk	High
7	Risks of poor marketing and sales plans	High
8	Employee satisfaction risks	High
9	Supplier management risks	High
10	Risks related to adoption of new IT systems	High
11	Risk of lack of customers at some centres	High
12	Pricing risk	High
13	Risk related to effective management of project investment	High
14	Risk related to procedures for procurement	High
15	Risk related to rffective communication and coordination procedure	High
16	Risk related to failure to comply with laws and regulations	High
17	Risk related to rffective collection of revenue	High
18	Risk related to the effectiveness of the operational plans	Average
19	Risk related to fixed assets	Average
20	Risk related to sufficient software training	Average



Transparency & Anti-Corruption Policy

As per the General Manager's decision during 2012 on transparent governance and standard policies and procedures manual for Emirates Transport, the Anti-corruption policies were formulated and implemented in accordance with the global standards of ISO 31000. Prior to these formal policies, Emirates Transport has always emphasized the importance of combating financial fraud and anti-corruption through audit and risk assessment. Key emphasis has been on the following:

- Development of procedures, systems and tools for finding and preventing all types of fraud in the organization.
- Protect the assets of the institution (whether cash or in-kind).
- Reduce the likelihood of future fraud and elements of anti-corruption to a minimum.
- Directives or procedures to deal with all cases related to anti-corruption study motives behind them
- Reduce losses or effects (whether financial or non-financial) resulting from fraud.
- Increase staff awareness about anti-corruption and fraud



- Develop, improve and activate the internal control system
- Ensuring the commitment of all stakeholders to combat anti-corruption and reduce frauds

The new policy and system on anti-corruption and fraud prevention has 3 main pillars on which the implementation is based. These are:

- Preventive Methodology - To reduce the incidences
- Detective Methodology - To identify and detect
- Corrective Methodology - To take corrective actions

A memorandum of understanding was also signed with the Association of Internal Auditors with the objective to design and implement training Programme and courses for internal staff to ensure the compliance with the latest international standards in the area of preventing fraud and anti-corruption. The total number of hours and staff training programmes on Anti-corruption are as follows:

The total number of hours and staff training programmes on Anti-corruption	
DETAILS	2014
No. of organized programmes	6
No. of training & educational hours	309
No. participants in educational campaigns	296
No. of educational messages beneficiaries (SMS)	14,230

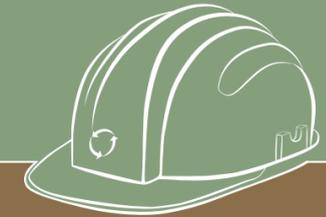
Among the developments in 2014 regarding policies and procedures in internal control fields are:

- Six decisions issued regarding the development of internal control policies and procedures, including the development of indicators to measure internal control performance and activity in accordance with the professionalism indicators approved by the senior management. This is in addition to the indicators to measure internal control observations across all ET organizational units, measured on a quarterly basis. These indicators were reflected on executive managers and organizational unit managers' annual appraisals.
- 24 decisions were issued based on internal control observations and recommendations.
- 14 circulars were published on the development of business procedures and systems across different organizational units related or based on internal control observations and recommendations.



In keeping with its distinction in this regard, ET was able to obtain the ISO: 19011 for internal control. ET continued its educational efforts by organizing Session Two of Risk Efficiency and Internal Control during May 2014, attended by about 300 employees. During the session, lectures were provided regarding risk management and educational sessions for internal control in both Arabic and English, across ET's 9 branches, reaching 100% of targeted visits. An online contest was launched among employees. Educational materials and brochures, in addition to SMSs were distributed among all staff. A number of workshops of brainstorming sessions were organized to engaged and encourage employees to share their ideas regarding the current work environment. The event was posted by the global internal control website, and was honoured as one of the best educational programmes during the Global Internal Control Month.

Safety; An Integrated System.



The occupational health, safety and environment policy focuses on the development of an appealing business environment; free of all types of pollution, diseases, work-related and traffic injuries for all its employees, customers, suppliers, visitors and service beneficiaries. In support of the objectives of this policy, ET follows and adopts all kinds of occupational health and environment-approved rules & regulations to protect energy sources, to maintain a sustainable system.

This policy maintains continuous support from the ET senior leadership and management. Employees across different classes and groups are keen on the implementation of this Policy. ET has an integrated, developed and diversified package of operations and actions regarding quality management, environment systems management, as well as

occupational health, safety and environment systems, based on the quality systems ISO:9001, environment management system ISO:14001, and occupational health and safety system OHSAS:18001.

This policy resulted in **an integrated system of occupational health, safety and environment policies regarding road traffic**, putting safety at the top of ET's values. The protection of beneficiaries and stakeholders' health and safety is considered a topmost priority at ET, due to the nature of its business. For this purpose, ET developed a major system of security and safety operations, with the fine details of business actions and policies to be implemented, reviewed and developed on continuous basis, whether through the internal business environment, or across ET's fleet of vehicles and business sites. This



level of attentiveness allowed ET to obtain a number of awards, including ISO:39001:2012 regarding traffic safety provided by the British Standards Institute (BSI), as the first government department to gain this award, in addition to OHSAS:18001 award.

During 2014, many initiatives were implemented to maintain the global standards regarding health and safety. The following are examples of some of these initiatives, all of which form **integral elements of ET's safety package:**

- **In cooperation with state regulatory and legislative authorities,** and in support of safety standards across transport means, particularly school transport means, the Executive Committee at Abu Dhabi School Transport was engaged to launch the specifications and requirements of a smart systems package for child protection within the school transport system, as part of the community project entitled "Children's Safety in School Transport", launched in support of HH Lt General Sheikh Saif bin Zayed Al Nahyan, Deputy Prime Minister and Minister of Interior, in cooperation and coordination with the Abu Dhabi Police GHQ, Abu Dhabi Department of Transport and Abu Dhabi Education Council. During 2014, ET was awarded an approval by the Abu Dhabi Environment, Health & Safety Centre.

- **Senior Management Compliance:** road traffic environment, health and safety (HSE) system enjoy the senior management's full support, through the provision of different kinds of resources, with periodical reviews of the occupational HSE system. The senior management's engagement is reflected in the formation of the Executive Safety Audit Committee for school transport and business centres in July 2014, chaired by the Director General and with the membership of a number of ET executive managers. The committee convenes on a monthly basis, to discuss all issues related to the HSE system (accidents reports, audit, inspection, etc.), to allow for decisions to be taken regarding the development of policies and different work manuals, for corrective steps to be established, and resources provided. The total number of recommendations offered by the committee during its periodical meetings reached 140 recommendations, with an 87% rate of completion as of the beginning of 2015. The majority of these focused on following up on inspection and audit reports, the development of business actions, training, field control and accidents investigation. The major results of these recommendations and follow-up were represented in the decline in the rate of medium-level and major traffic accidents caused by ET drivers by 39% during Q2014/4, compared to the same period in 2013.



- **Occupational Health & Safety Month:** The 3rd session of the Occupational Health & Safety Month was organized under the logo "Your Safety our Success Element", during which 250 events and activities in different health and safety areas were organized, in addition to medical examinations and blood donation campaigns. Two evacuation drills were organized across school buses, and at main offices, in coordination with the Civil Defence forces. The total number of employees participating was 15,000, while participation from outside ET reached 20,000. More than 90 government departments participated in the Safety Month activities, indicating its major impact on different concerned parties. Continuing education across school communities: In support of its strategic vision and objectives, ET offers different programmes and courses regarding safety issues in coordination with the School Transport Department. Educational programmes are designed to enhance students', bus drivers' and supervisors' awareness. These programmes are considered part of ET's general responsibility practices, covering both employees and stakeholders. Organized lectures highlight the importance of safety guides across school buses, with

the Ten Golden Rules, designed to protect students while leaving buses, particularly young children. Practical and theoretical lectures focus on safety issues in terms of the protection of bus seats, and the maintenance of buses' general conditions.

- **ET Traffic & Education Award:** This has been updated on a regular basis until its 2015-2014 session, during which two new classes were added, addressing creativity and innovation in traffic safety and safety person of the year, with the door open to all community groups to participate in, along with award activities. Online participation is currently available. The award aims to encourage creativity and innovation in traffic safety methods, through constructive competition among schools and other beneficiaries, in support of community welfare, and the establishment of traffic safety terms and values between students, parents and community members.

- **Employees Participation & Motivation:** The League of Innovators was launched in 2014. The first season was allocated to applicable safety in school transport, during which the Judging Committee received 155 ideas.



Memberships in International & Local Institution

- Emirates Transport has the following Local and International Memberships:
- 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.
 - The European Foundation for Quality Management (EFQM).

• **Periodical and non-periodical publications:** ET promotes its safety culture among all concerned parties through Safety Periodical Magazine, which is geared towards school students, and of which four issues were published during 2014, in addition to a special manual on safety in school transport, as well as the publication/distribution of many educational posters on safety and the environment.

• **The highest levels of safety across ET work sites,** and in its different vehicles, by providing the necessary technological means in support of security & safety levels. Extensive training programmes for drivers and safety supervisors.

• **Various lectures and workshops for staff** regarding environment and safety issues, the organization of

educational workshop regarding an emergency plan in Abu Dhabi, for staff training on appropriate actions in emergency cases.

To maintain the highest level of safety, the senior management and safety teams carried out a number of inspection visits during 2014. The Director General, accompanied by a group of senior management officials and safety/operation staff, conducted visits across a group of business centres and School Transport Department branches. Visits focused on the methods to be followed in order to achieve the highest standards and objectives in students' safety, to improve and enhance institutional reputation by maintaining full compliance with school transport to limit and control the number of accidents. Subsequent reports indicate some gaps for which a detailed action plan is required to discuss the following points:

- Follow up for the implementation of health and safety systems and instructions.
- Development of new models to mitigate accidents among centres and individuals.
- Develop safety field control systems across all transport centres.
- Develop a system to measure training effectiveness and impact on drivers.
- Attach audit reports with accident reports, with development of effective solutions for each type of accident.



The European Foundation for Quality Management (EFQM)



International Association of Public Transport



National Association for Pupil Transportation – USA



The Association of Chartered Certified Accountants (ACCA) - London.



مجموعة دبي للسلامة
Dubai Quality Group

Dubai Quality Group



Publications & Related

Emirates Transport has a vast number of publications, which supports its governance and management systems. These are available in multiple languages and are distributed widely to engage beneficiaries both regionally as well as globally. In addition to the physical hard copies, these are also available on the website of Emirates Transport for viewing and reference. Some of the key publications are as follows:

In 2014, the corporation continued to publish its periodical publications including the quarterly official corporate

magazine “Emirates Transport”, and the quarterly awareness magazine for young students “My Safety”. There was also the annual introductory booklet “Profile”, the annual supplement marking the start of the school year, and the directory of participating in the Emirates Transport Safety and Traffic Education Award, in addition to a number of publications that promote a messages consistent with the values of the corporation, and reinforce its relations with its partners, as well as the development of the work environment. Some of the publications of 2014 include:

- The Use of Social Media: A handbook for the ET staff issued in Arabic and English.
- The Environment & Occupational Health and Safety Handbook: issued in Arabic and English.
- Safe Driving Guide: Released in Arabic, in collaboration with Abu Dhabi Municipality and Abu Dhabi Police.
- Emirates Transport’s Supplier Code of Conduct: Issued in Arabic and English.



Emirates Transport magazine
Published in Arabic & English.



Employee Ethics & Behaviour Manual

Available in Arabic, English & Urdu.



Grievances & Complaints Manual

Available in Arabic, English and Urdu.



ET Supplier Code of Conduct

Published in Arabic & English.



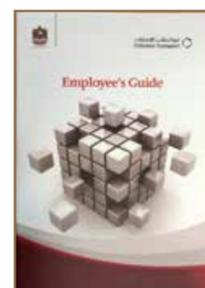
Top Ten ET Risks

Available in Arabic, the publication highlighted the top ten risks facing the corporation.



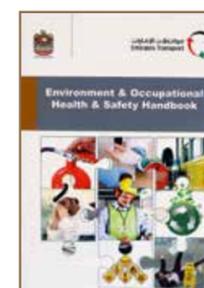
Risks Department's Policies & Procedures Manual

Awareness publication on matters relating o risk management issues. Available in Arabic, English & Urdu.



Employee Guide

Available in Arabic, English & Urdu.



HSE Booklet

Available in Arabic, English & Urdu.



The Use of Social Media: Professionalism and Commitment

Published in Arabic & English.

Communication Strategy & Policy

Emirate Transport Corporate Communication policy and strategy aims at positive interaction with internal and external customer needs, creating services which exceeds the expectations of customers and provides all the information transparently. It is based on the following principles:

- Safety
- Integration
- Sustainability
- Investment
- Internal environment support

The strategic objective of the corporate communication policy is to promote compunction media through comprehensive and integrated communication tools and strengthen the role of community liaison to highlight the values. It aims at enhancing communication between staff members, promote the limits of the relationship with partners and engage continuous development of the strategic plan of Government partners.

Details	2014
Number of News and Press releases	284
Number of TV & Radio Interviews	29
No. of tweets - (Twitter)	5,726
No. of photos on Instagram	1,112
No. of posts on Facebook	282
No. of sent SMS	29
No. of SMS beneficiaries	173,000



284 Number of News and Press releases



29 Number of TV & Radio Interviews

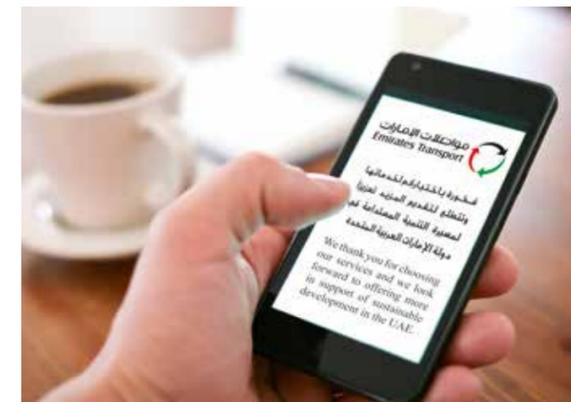
1,112

Photos on Instagram on 2014



282

Posts on Facebook on 2014



173,000

No. of SMS beneficiaries

36,078

Twitter followers by end of 2014



Sheikh Mohammed Bin Rashid Award for Excellence in Technical Category (for vehicles conversion to CNG)

Awards & Achievements – 2014



Golden Crown Award in Wise Leadership and Golden Crown for Establishments from the Excellence Awards Academy 2014



Dubai Human Development Appreciation Award



Dubai Sustainable Transport Award 2014- in the Smart Applications & Special Needs categories.



UAE IDEAS Awards – 2014 for Emiratization



Pan Arab Internet Awards for the best government site content in the UAE- 2014



Gold Shield from the Pan Arab CSR Awards



Great Workplace Award – 2014



Dubai Chamber CSR Label – 2014



Arabia Corporate Social Responsibilities Award – 2014



IDEAS ARABIA Awards – 2014



Platinum classification for ET's Ideas System, according to the assessment of Ideas UK Organization 2014



Ideas UK Award- Safety Card Initiative 2014



Awards

Quality Policy

Quality and excellence are among the top priorities at Emirates Transport. The policy aims to promote the United Arab Emirates and sustain leadership in services compared to leading institutions through commitment to quality systems and excellence, efficiency and professionalism in the various areas of its work, heading towards the continuous development and constant innovation. This is achieved through working together with leadership, employees, partners, traders and engages all and our resources and energies to meet the requirements and needs of our customers and enhance their trust and exceed their expectations.

Also, in 2014, the corporation managed to acquire and renew a number of ISO and quality standard certificates, such as:

ISO 14001 Certificate : 2010
Environmental Management Systems

ISO Certificate 2010 : 9001
Quality Management Systems

ISO Certificate 2007 : 10001
Customer Satisfaction Management System

ISO Certificate 2004 : 10002
Customer Complaints Management System

ISO Certificate 2012 : 39001
Road Traffic Safety Management

ISO Certificate 2009 : 31000
Risk Management System

ISO Certificate 1999 : 10015
Guidelines for Training Management System

OHSAS Certificate 2003 : 18001
Occupational Health & Safety Management

Following up on its cooperation with local legislative and regulatory authorities, ET was awarded the Abu Dhabi Environment, Health & Safety (OSHAD) Certification, after fulfilling the basic requirements in the legislative framework of EHS Management for Abu Dhabi.

OSHAD
Certification by Abu Dhabi Environment, Health & Safety Centre (OSHAD)



Chapter

Achievements Beyond Targets

- 62 | **Financial Performance and Economic Contribution to the State**
- 66 | **Business Centres; where excellence begins.**



Financial Performance and Economic Contribution



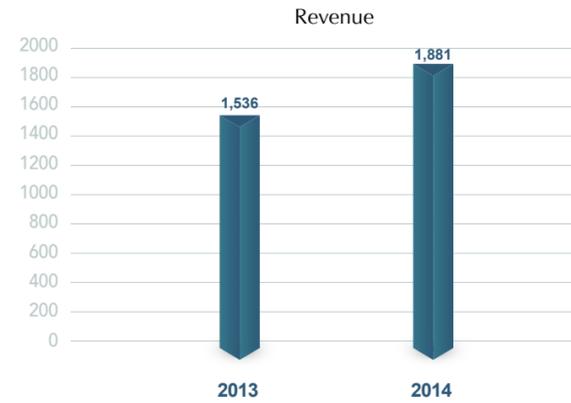
Emirates Transport has witnessed an upward growing trend in terms of revenues, profits, market share, liquidity, assets, capital reserves and return on capital which has significantly contributed to the overall economic development of the UAE. This success is the result of our thoughtful strategic planning and business sustainability with the practice of optimizing our investments in potential capabilities and ventures. Adopting management techniques and fostering global best practices in accordance with the latest quality standards has led the organization to outstanding operational performance.

We ensure to maintain sustainable and responsible business practices which in turns brings about benefits and success for our stakeholders.

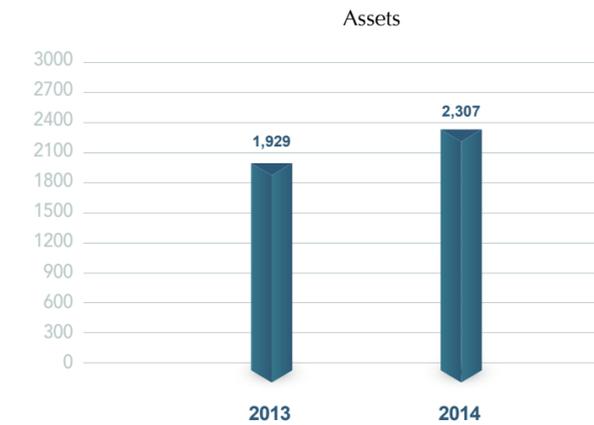
Emirates Transport does not have any financial assistance received from the Government and is a self-sustained organization. While maintaining our profitability and success, we ensure strict compliance to local and international laws and regulations. During 2014, there were no fines paid by the organization for any legal non-compliance.

Our key financial results are shared as below:

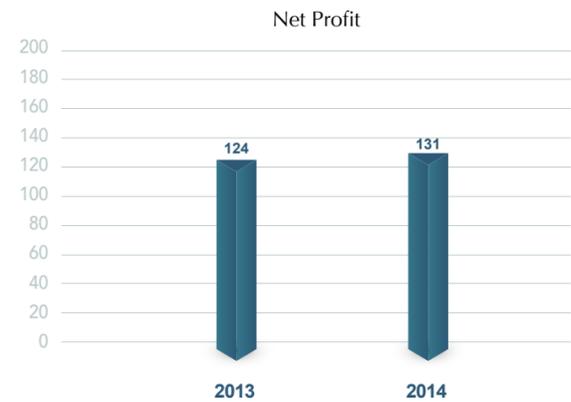
Description	2013	2014
Revenue (AED Million)	1,536	1,881



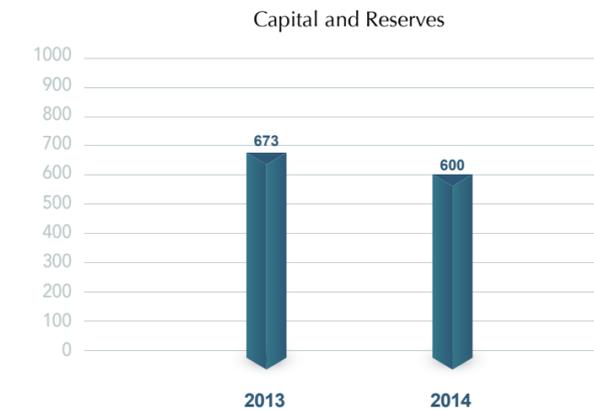
Description	2013	2014
Assets (AED Million)	1,929	2,307



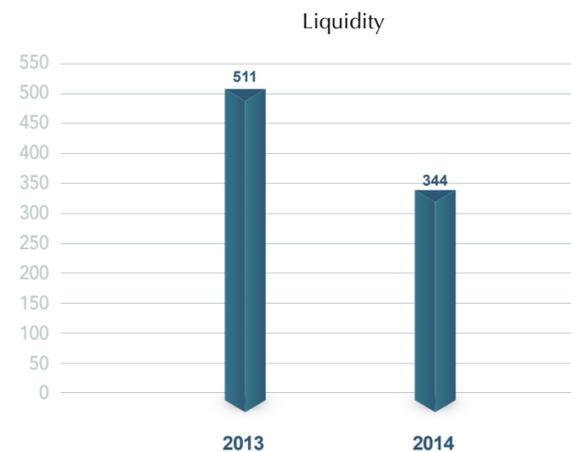
Description	2013	2014
Net Profit (AED Million)	124	131



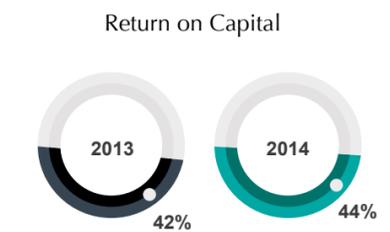
Description	2013	2014
Capital and Reserves (AED Million)	673	600



Description	2013	2014
Liquidity (AED Million)	511	344



Description	2013	2014
Return on Capital	42 %	44 %





Through different business centres and affiliated units, ET continues its growth and development across all operational and financial fields, with steady progress in its achievement indicators, toward its strategic, investment and operational objectives. 2014 witnessed the declaration of ET's Strategic & Investment Plan 2016-2014, to achieve ET's vision towards excellence and leadership in transport and sustainable service by participating in providing higher levels of welfare to its partners, customers, and individuals, depending on a creative human resources team. ET's objective is to provide multiparty transport services, maintenance activities, rental and management of facilities, supplementary and marketing services, in accordance with different occupational health, security, safety and environment requirements.

By launching its investment plan, ET aims to enhance its market share, expand its initiatives in smart transport fields, logistic transport, private school transport, and technical services. Further, ET aims to create more opportunities for new employees, as well as focusing on infrastructure development, and support for green economy approaches. ET ensures that its investment plan is prepared in a manner that complies with Emirates Vision 2021, based on a series of success potentials serving new strategic and investment approaches, and upholding ET's competitive advantage through:

- The development and construction of strategic relationships and partnerships
- The development of business system, documentation and launching online management systems
- Expanding the customers' base, across corporate and retail sectors
- Supporting governance; following up on plans to process and measure risk indicators.
- Socially corporate responsible efforts (society-labour market- business climate- environment)
- Focusing on sustainable transport services, related to green and environmentally friendly applications, by expanding the area of technical services with environmental impact, ensuring their implementation across ET fleets, including converting vehicles to gas reliance, Tyres ret-reading, dry cleaning vehicles and green buildings
- Enhancing ET's investment identity
- Implementing a marketing strategy to support investment expansion and growth across local and GCC markets. In support of this, ET launched its first initiative with Saudi SAPTCO by incorporating SAITCO

Emirates Transport Business Portfolio

16,699 Vehicles



During the first year of its new investment plan for 2016-2014, ET's performance exceeded interim targets, by achieving 30% revenue growth and 25-30% in profits.

Among the growth indicators witnessed by ET during 2014 and previous years were continuous growth in its fleet size, with different components, as highlighted by the following tables:

Among other growth indicators, ET launched a number of new and developmental projects for its administrative and operational facilities, within its 2013 plan. The plan concentrates on ET's buildings and sites across the lease/transport and technical service sectors, for a total budget of AED1 billion, to match its investment growth and its requirements. During 2014, a total of 13 buildings and facilities for administrative, technical and customer service were launched.

The investment arm of ET is built on four main divisions, under which 27 business centres and units work in full integration and consistency to achieve the highest possible returns in terms of resources, and human, material and immaterial revenue. During last year the following qualitative and quantitative achievements were reached.

School Transport

Within its strategic mission and vision to provide secure, safe and comfortable school transport, in adherence to modern technology and global standards, ET was able, last year to generate a total sum of AED789 million through its four business centres. Forty-four new and renewed contracts were completed, highlighting school transport service for all government schools in the country, in coordination with the Ministry of Education and ADEC. This achievement

highlights the trust of our strategic partners in the capacities and competence of ET in playing this vital national role, as per agreed-upon performance standards, with continuous attention by ET to provide secure, safe, comfortable and regular school transport that complies with developments across UAE sectors.

ET's success in the field of government school transport, with its long experience, had a role in enhancing ET's



TYPE OF FLEET	2013	2014
Heavy Vehicles	3,633	3,836
Light Vehicles	8,901	11,950
Motorbikes	899	912
Electric Forklift	-	1
TOTAL	13,433	16,699





share in school transport service for private schools in the country. Furthermore, ET was selected as a founding partner with SAPTCO of Saudi Arabia to launch the Saudi Emirati Integrated Transport (SAITCO), which succeeded during the first year of its launch in serving 115,000 students in KSA, an important aspect to the targets of ET's investment plan -2014 2016, with external school transport considered among its major five targets.

In addition to its continuous success in the school transport sector, ET continues to add more categories to its service package. Last year witnessed the introduction of female supervisors across private schools buses, in addition to the management of student canteens across different schools, institutes, colleges and universities

across the country. School transport is considered one of the main and basic elements of ET's business, having been among the first services provided by ET since its inception. ET continues to provide more attention to this class of service, as highlighted by investment in improved operational solutions and technological applications. ET is still focusing its efforts in this field, seeking further excellence by employing modern technologies, with the adoption of the best global practices in service provision.

The key objectives of this business division are:

- Attain excellence in providing the school transportation service as commensurate with the direction and strategy

of the Federal Government

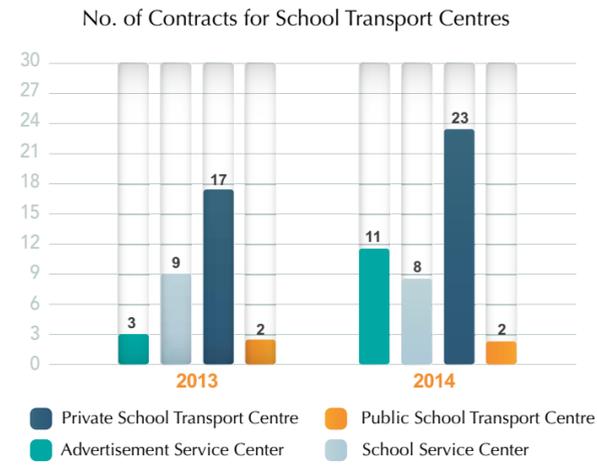
- Engage the highest international standards in safety to provide transportation to students
- Ensure safety and security to safeguard life and property and take precautions to prevent accidents and damages
- Promote practices compatible with international and local standards in preservation of the environment and society
- Spread awareness on the principles of safety and traffic education among all members of society.

In an attempt to ensure achievement of the above objectives, all buses and vehicles of the School Transportation are equipped with the following electronic systems and facilities:

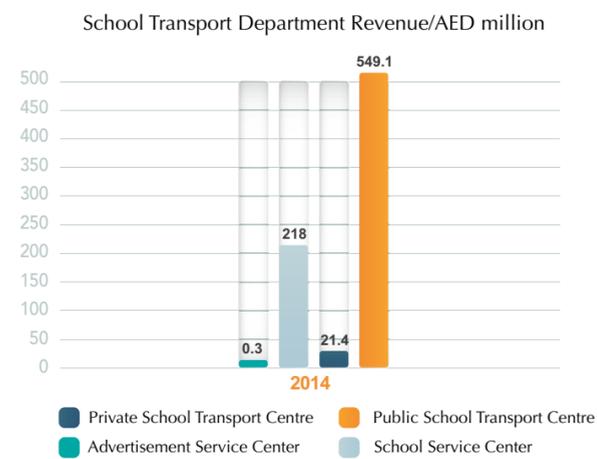
- 1 - School bus tracking system – to locate the bus, calculate kilometres travelled, track irregularities and support the routing functions
- 2 - Internal and external cameras system – to keep various records for risk assessment, monitoring the behaviour of the driver, the root causes of traffic accidents and student conduct
- 3 - Speed control system – to ensure that the bus does not run more than 80 km/h in all cases to ensure follow-up on traffic legislation and laws.
- 4 - Camera system with screen – at the back to ensure that the presence of a person near the bus may be jeopardized in the back.

DETAILS	2013	2014
The number of public schools	685	673
The number of private schools	17	35
The number of school buses	3,743	4,658
The number of school bus drivers	3,557	4,434
No. of bus supervisors at School Transport Centre	2,775	4,713
The number of students enrolled in government schools	270,965	273,312
The number of seats available	297,353	255,000
No. of transported students	205,331	218,500
The number of regular itineraries	5,607	6,174
The number of assembly points	112,795	90,000
Average number of training programmes for each driver	10	13
Number of awareness sessions for students	911	846
Number of field monitoring visits	7,525	8,294
The number of visits to communicate with schools	1,604	1,659
Number of covered kilometres	94,377,348	95,388,388

No. of Contracts for School Transport Centres	2013	2014
Public School Transport Centre	2	2
Private School Transport Centre	17	23
School Service Center	9	8
Advertisement Service Center	3	11

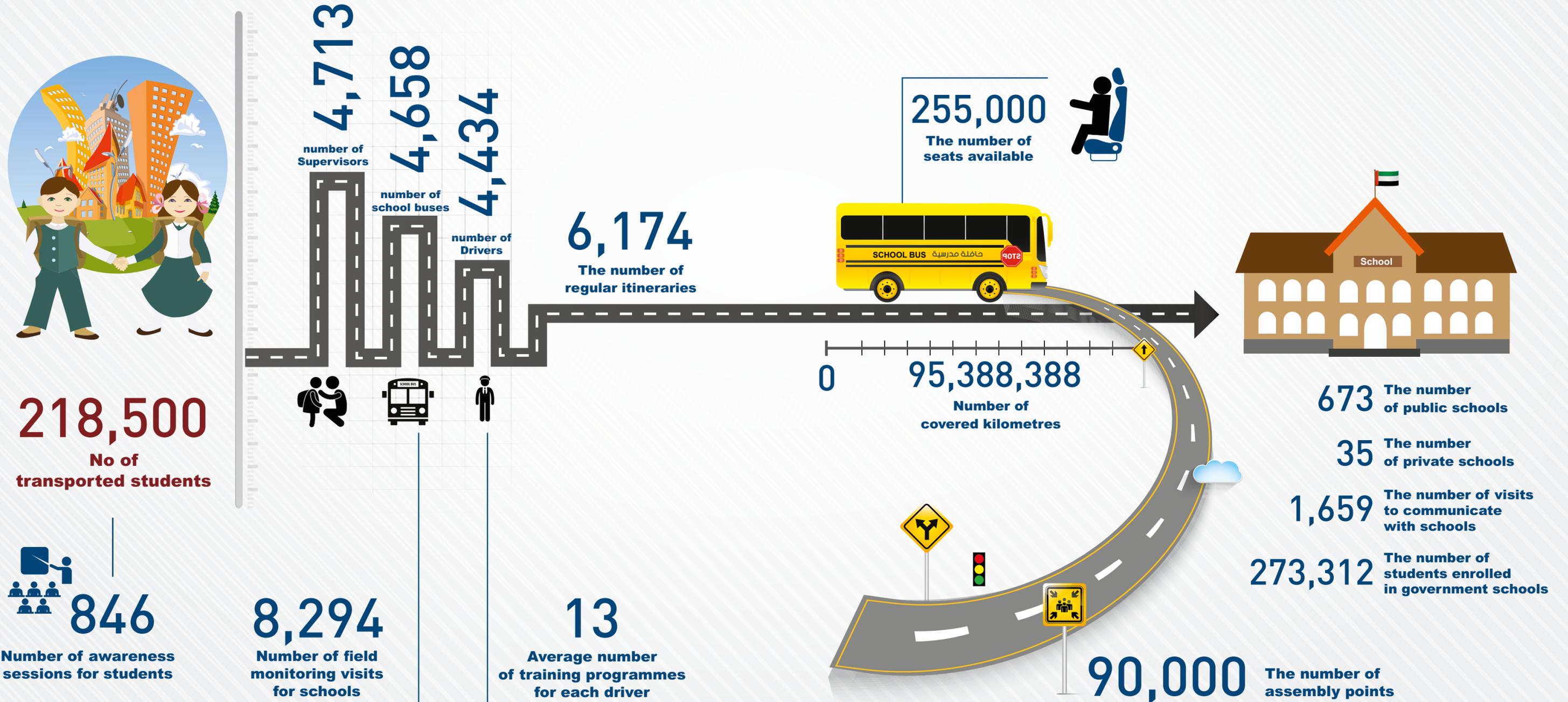


School Transport Department Revenue/AED million	2014
Public School Transport Centre	549.1
Private School Transport Centre	21.4
School Service Centre	218
Advertisement Service Centre	0.3
Total	788.8





School Transport



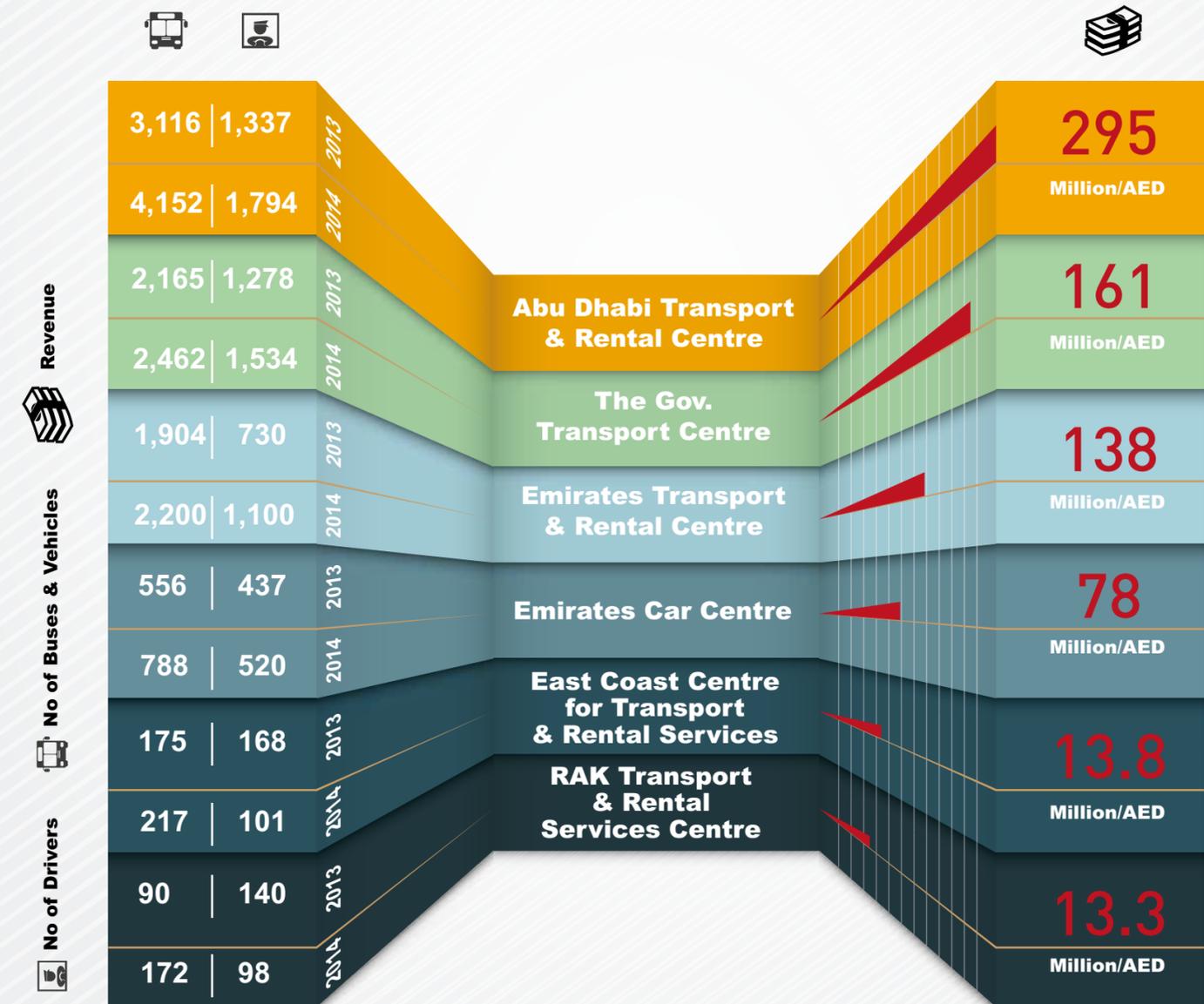


Transport & Rental

The Transport & Rental Department continued its expansion on both the operational and financial levels, by adding more value to ET's total commercial operations. This trend is clear in the large growth and development in revenue, the total number of drivers and the fleet size for both the main office and Department Centres. The total revenue generated by the department is approximately AED719 million, through a fleet

of more than 10,000 vehicles. As such, the department is the largest of ET's total fleet, in addition to group of quality services launched thereby such as an online limousine service website to join a group of services provided by ET Centre to its customers. The following table contains a breakdown of Department Business Centres' performance:

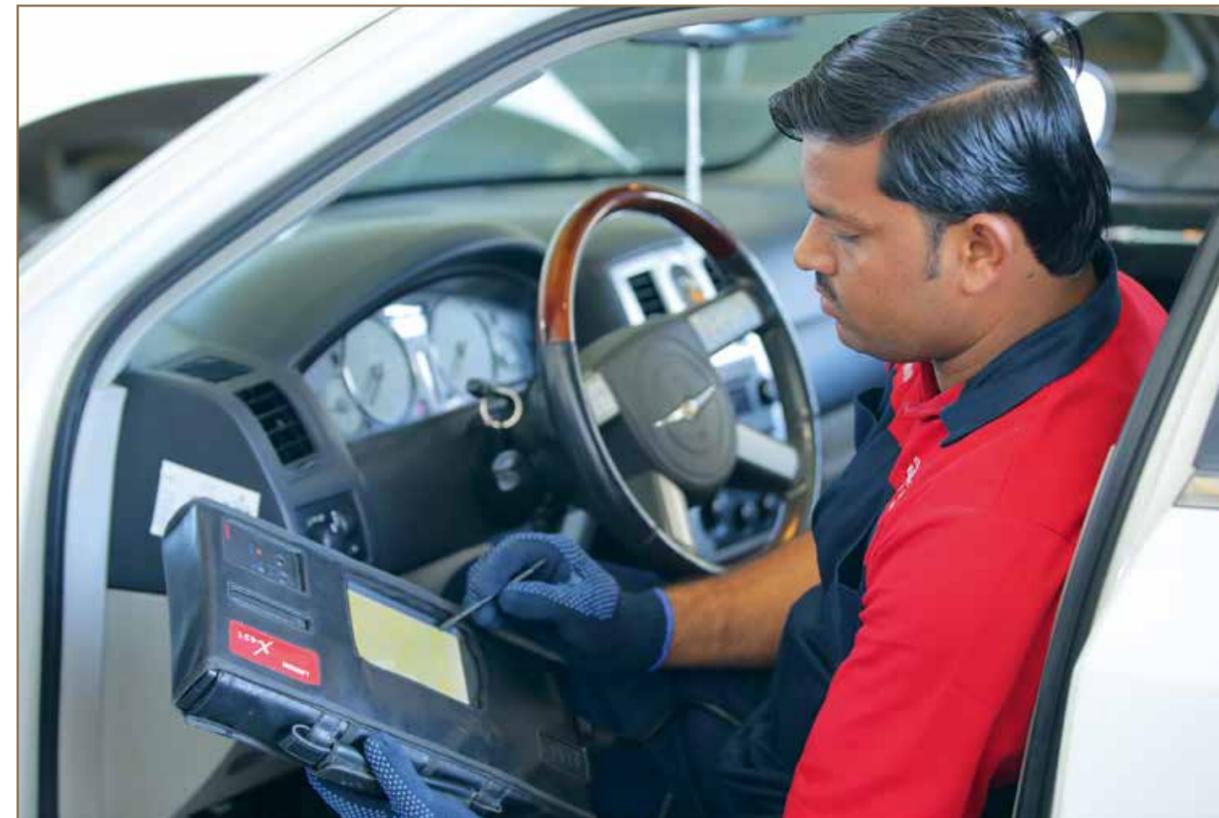
Centre	Details	2013	2014
Abu Dhabi Transport & Rental Centre	Revenue	220 m	295 m
	No. of Buses & Vehicles	3,116	4,152
	No. of Drivers	1,337	1,794
The Gov. Transport Centre	Revenue	145 m	161 m
	No. of Buses & Vehicles	2,165	2,462
	No. of Drivers	1,278	1,534
Emirates Transport & Rental Centre	Revenue	110 m	138 m
	No. of Buses & Vehicles	1,904	2,200
	No. of Drivers	730	1,100
Emirates Car Centre	Revenue	34.3 m	78 m
	No. of Buses & Vehicles	556	788
	No. of Drivers	437	520
East Coast Centre for Transport and Rental Services	Revenue	16 m	13.8 m
	No. of Buses & Vehicles	175	217
	No. of Drivers	168	101
RAK Transport and Rental Services Centre	Revenue	13 m	13.3 m
	No. of Buses & Vehicles	90	172
	No. of Drivers	140	98



Technical Services

The Technical Service Division, witnessed major growth in revenue and operation returns during 2014, collecting AED220 million. This revenue growth was supported by major growth in the performance level of business centres and affiliated units. The department also witnessed the official launching of a set of new quality units and services, in response to customers' needs and government approaches toward the provision of smart services. These include online auctioning for used vehicles, an on-the-road help unit, in addition to the official launch of ET's Tyres Retreading Unit. In light of these new approaches, Abu Dhabi Technical Services Centre's revenue has increased by 22% to AED101 million, while Emirates Technical Centre Service revenue (excluding units) is approximately AED51 million. The

Technical Inspection Centre generated AED17.4 million, while the Vehicles Conversion Centre's revenue increase more than twofold, in addition to increase the number of engaged mechanics. Further, major growth was witnessed by the Tyres Re-treading Unit launched recently, due to which the total number of renovated Tyres increased from 1,370 last year to 8,400 this year. The Dry Cleaning Unit launched in August 2013 witnessed major increases in its operations by serving more than 105,000 vehicles compared to the 25,000 served last year. As for the Auctions Centre, business increased twofold during 2014, where by the centre was able to launch 21 auctions compared to 12 auctions during 2013, based on which it was able to generate more than AED60 million.

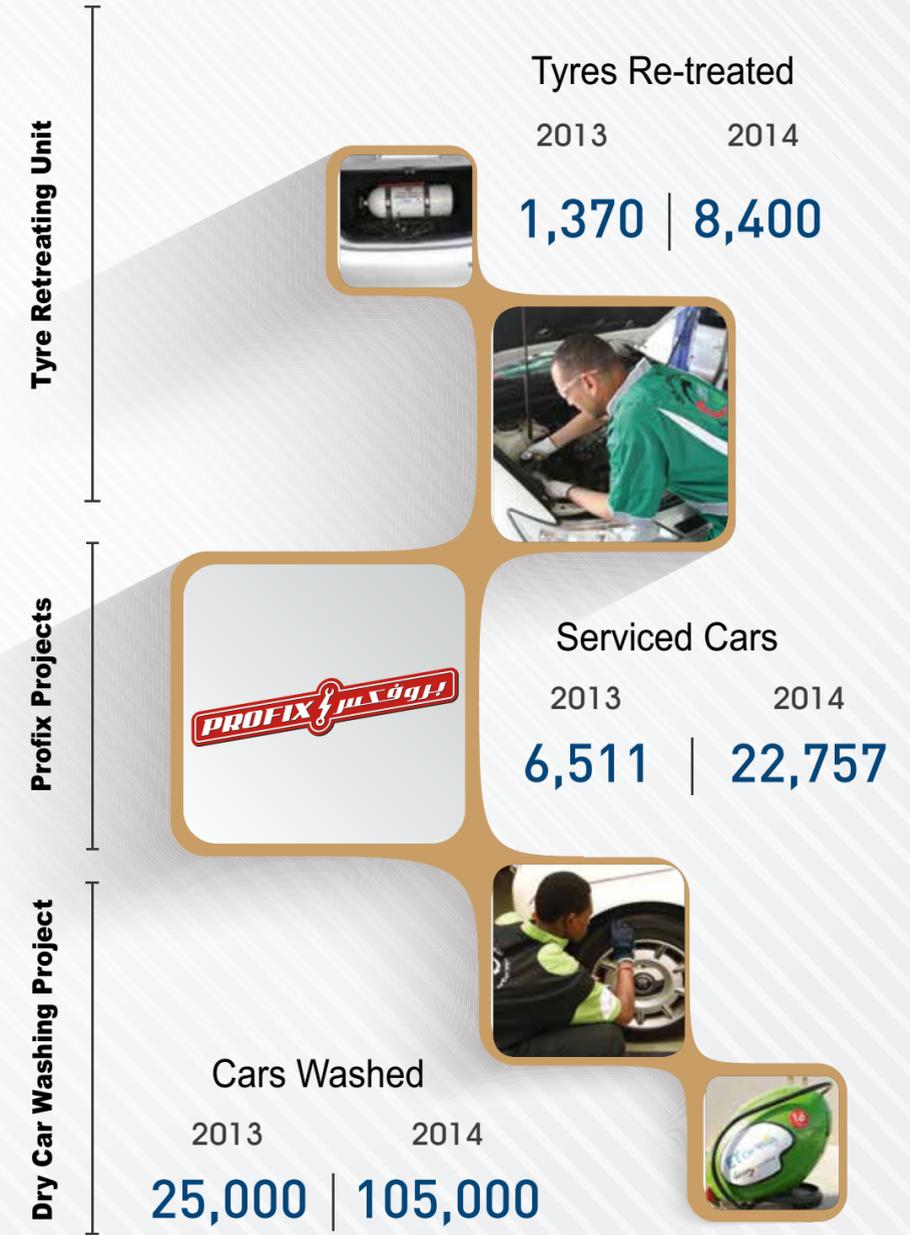
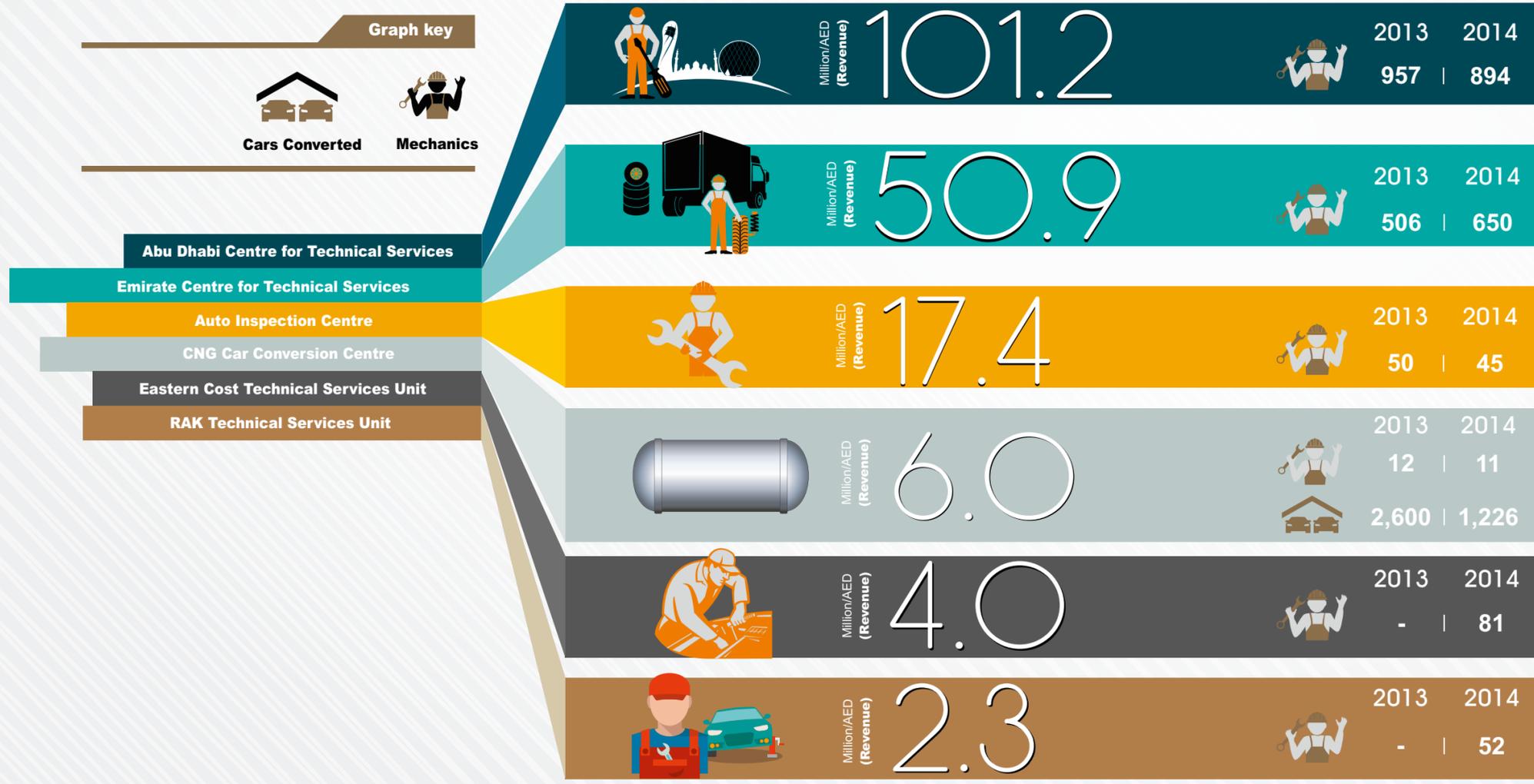


Centre	Details	2013	2014
Abu Dhabi Centre for Technical Services	Revenue	83m	101.2m
	Mechanics	957	894
Emirate Centre for Technical Services	Revenue	55m	50.9m
	Mechanics	506	650
Auto Inspection Centre	Revenue	14m	17.4m
	Mechanics	50	45
CNG Car Conversation Centre	Revenue	2.4m	6m
	Mechanics	12	11
	No. of Cars Converted	2,600	1,226
Eastern Cost Technical Services Unit	Revenue	-	4m
	Mechanics	-	81
RAK Technical Services Unit	Revenue	-	2.3m
	Mechanics	-	52
Tyre Retreating Unit	No. of Tyres Re-treated	1,370	8,400
Dry Car Washing Project	No. of Cars Washed	25,000	105,000
Profix Projects	No. of Serviced Cars	6,511	22,757

Auction Details	2013	2014
Number of Auctions	12	21
Internal Vehicles Sold	1,221	1,299
External Vehicles Sold	1,070	567
Value OF Sales (Internal Vehicles)	35.7 m	46.1 m
Value of Sales (External Vehicles)	15.5 m	14.3 m
TOTAL NO. OF VEHICLES SOLD	1,291	1,866
TOTAL SALES VALUE	51.2 m	60.4 m



Technical Services



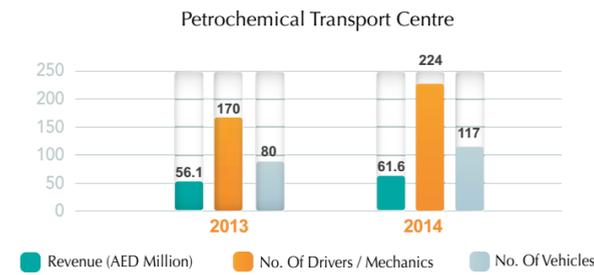


Logistics Services

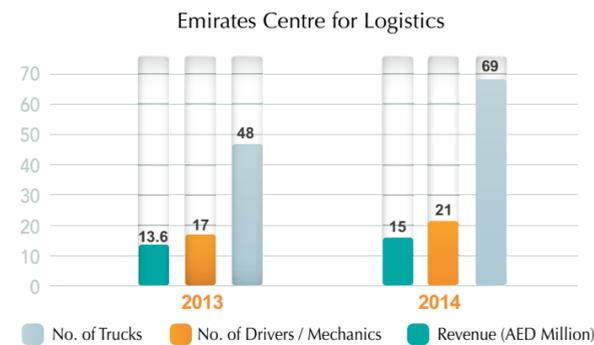
ET places increasing importance on the Logistics Services sector through the targets of its investment plan for -2014 2016, with results expected during the next few years. The Logistics Service Department, in keeping with all other ET sectors, witnessed a steady increase in the total number of drivers, in addition to increases in revenue across its main

business areas, generating a total AED82 million, mainly at the Petrol Transport Centre, followed by the Logistics Centre, then Car Parking and motorbikes rental. Last year's developments are shown in the following table:

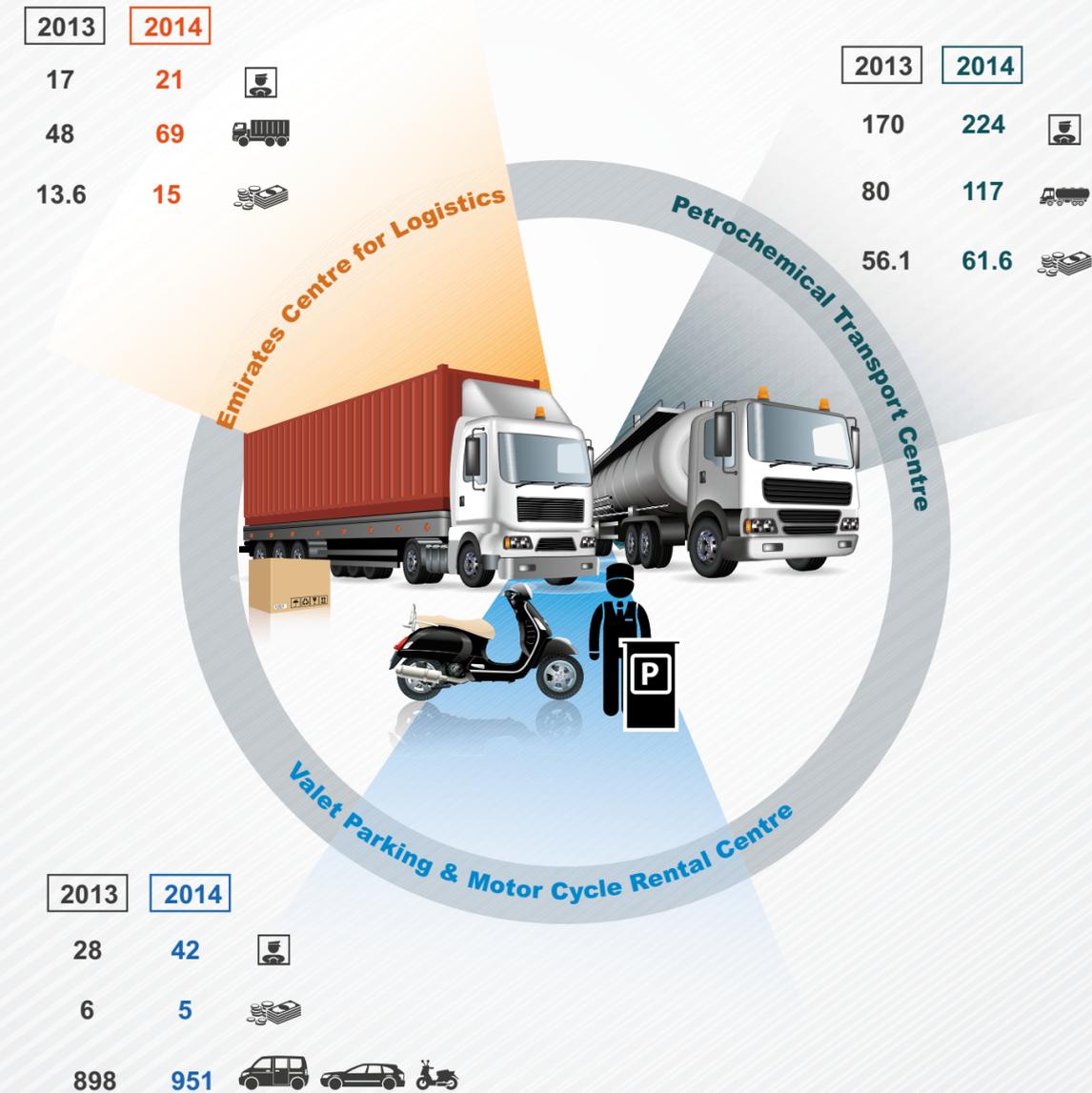
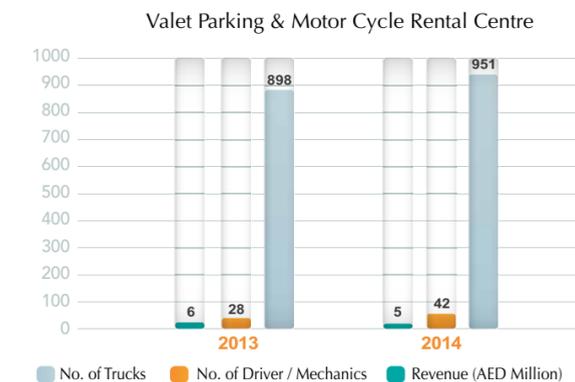
Petrochemical Transport Centre	2013	2014
No. Of Vehicles	80	117
No. Of Drivers / Mechanics	170	224
Revenue (AED Million)	56.1	61.6



Emirates Centre for Logistics	2013	2014
No. of Trucks	48	69
No. of Drivers / Mechanics	17	21
Revenue (AED Million)	13.6	15



Valet Parking & Motor Cycle Rental Centre	2013	2014
No. of Motorbikes	898	951
No. of Driver / Mechanics	28	42
Revenue (AED Million)	6	5



Chapter 3

Customers; the most valued asset

- 86 | **Stakeholder Engagement: Success for Mutual Happiness.**
- 89 | **Relative Importance & Identifying Priorities.**
- 90 | **Customers... Loyalty & Confidence.**
- 93 | **Suppliers... Mutual Commitment.**
- 94 | **Partnerships... Towards Greater Horizons.**



Stakeholder Engagement Success for Mutual Happiness

At Emirates Transport, our key to success is our strong relationship and care for our stakeholders. These are those individuals or organizations that we engage for the purposed of our business operations, services and products.

These include the following:

- Our Clients
- Our Suppliers
- Our Strategic Partners
- Our Employees

- Our Competitors
- All Federal and Local Government Organizations
- Many Regional and Global entities
- The Community within which we Operate

All across our operations and systems, Stakeholder expectations are identified, reviewed and addressed with an objective to improve overall performance and achieve excellence. The below table maps our stakeholders and their expectations:

Stakeholder	Expectation
Customers	Excellence in quality of Services and Products and highest level of satisfaction
Suppliers	Honesty and Integrity in business relations and mutual commercial benefits
Employees	Transparency, Equal Employment Opportunity, Excellent Working Environment, Career growth and Development
Partners	Profits maximization and overall business development
Federal & Local Governments	Compliance, control and mutual cooperation
Regional & Global Entities	Adoption of Best Practices and global standards
Competitors	Fair competitive environment and sustainable development for the transportation industry
Local Community & Environment	Societal Harmony, volunteerism, overall well-being and environmental protection

Effective and efficient engagement tools are in place within Emirates Transport which enables smooth and fruitful engagement and continuous communication with our

stakeholders. The table below highlights these tools and methodologies:

Stakeholder	Engagement Tools
Customers	Informal daily routine engagement Call Centre for Suggestions and Complaints Satisfaction Surveys Meetings Workshops Conferences
Suppliers	Vendor Assessments Quality Health & Safety Trainings Contracts Bids and procurements
Employees	Satisfaction surveys Personal Meetings Management discussion forums Training programmes Suggestions Complaints and Grievance Systems Annual Performance Appraisals
Partners	Systematic Engagement General Meetings Discussion Forums Exchange of Data and Information Annual Gala.
Federal & Local Governments	Memorandums of Understandings Laws and Policies Meetings and Conferences Standards Compliance
Regional & Global Entities	Seminars and Meetings International Standards Global Events and best practice exchange
Competitors	Industry Forums Workshops and Meetings Reports and Periodicals
Local Community & Environment	Volunteer Activities Free Services and business support Recycling Activities Awareness Campaigns Social and Cultural events Philanthropic Activities Specialist Exhibitions.

Materiality and Prioritization of Aspects

At Emirates Transport we have ensured to strongly engage the management and all stakeholders in the process of identifying and prioritizing our material aspects. These material aspects have the impacts on our business as well as our stakeholders, specially our customer, suppliers, government entities and the community we operate in. Global standards, benchmarking, strategic direction, business priorities, shareholders

profitability, risk assessment, stakeholders feedback are all inputs to this very methodological process of materiality identification and prioritization. For each material aspect, there are defined key performance indicators and yearly plans are defined and implemented and measured for regular performance assessment. A very comprehensive study is conducted regularly to review and assess the importance of our strategic priorities which are mapped in the table as below:

		The level of Strategic Importance for the Emirates Transport			
		Very high	High	Average	Low
Level of importance to stakeholders	Very high	The Security and Safety of Transport Activities			
	High	Supporting Government Compliance and Guidelines	Excellence and Leadership in Services and Processes		
	Average	Investment and Strengthening of the Organization's Financial position		Environmental Sustainability and Social Responsibility	
	Low		Development of Management Systems to keep up with the growth in business volume		

All these aspects have precise boundaries and scope as below:

MATERIALITY ASPECT	BOUNDARY & SCOPE
Security and Safety of Transport Activities	ET (all locations) , Customers, Suppliers, Strategic Partners
Excellence & Leadership in Services and Processes	ET (all locations)
Supporting Government Compliance & Guidelines	ET (all locations), suppliers, government partners
Strengthening the Organization's Financial position	ET (all locations)
Environmental Sustainability & Social Responsibility	ET (all locations), All Stakeholders
Development of Management Systems for Business growth	ET (all locations)



Among its stakeholders, Emirates Transport places special importance and priority to the care of its customers ensuring that the services provided to them are of highest standards and must exceed their expectations in all cadres. The huge number of customer, which comprises of corporations, local and federal government authorities and private sector entities continue to grow due to this level of engagement and service. The organization is committed to provide competitive services to its customers, meet their needs, and receive their feedback and believes in dealing with them in the most efficient, speedy and accurate manner to establish a long-term prosperous relationship. The Customer Service Charter of the organization receives continuous supervision from the senior management ensuring its implementation by all employees who are well-trained with the customer care techniques.

The Customer Call Care Centre of Emirates Transport serves as a means of enhancing the communication process between the organization and its customers, and provides a wide range of services. During 2014, the Customer Call Care Centre received more than 12,000 during the call out of which 96.6% were promptly replied. In addition, the centre responded to 2,200 incoming e-mails as against 2,000 for 2013 thus giving an overall increase of 72.5% over the last year. These calls included queries, observations, suggestions, proposals and complaints regarding the services provided by the organization in the areas of transport, logistics, technical support and other areas of business. The Call Centre achieved 89% in the assessment of the Federal Government's mystery shopper for the year 2014/2013 which exceeds by 18 points beyond the government performance rate proving to achieve excellent performance index of the set indicators.



Customers..

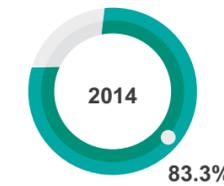
trust and loyalty



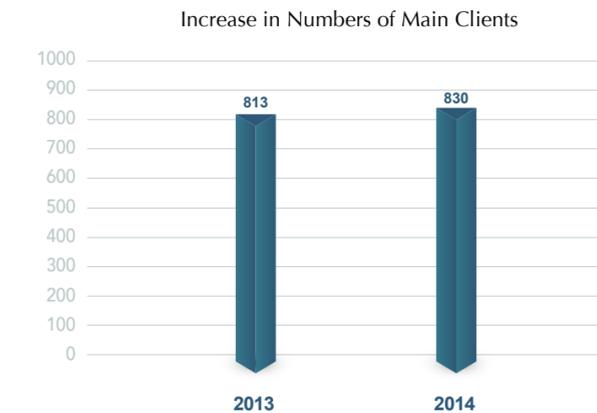
Details	2014
Customer Satisfaction Survey Results	83.3 %

Increase in Numbers of Main Clients	2013	2014
	813	830

Customer Satisfaction Survey Results



Details	2014
No. of queries received	524
No. of queries resolved	524
Avg. No. of days to resolve queries	3 - 4 working days
Target	3 working days
Customer satisfaction rate	89 %



Customer Service Code

In light of its commitment to promoting positive relations with clients, based on the instructions of the Federal Government, particularly The UAE Government Programme For Service Excellence, ET published its Customer Service Code, highlighting the mutual obligations required for the provision of services in fulfilment of customer expectations. Further, ET reviewed its Customer Service Code in 2013, updating it in compliance with the latest government approaches and global administrative practices.

Customer Care Policy

Emirates Transport is fully committed to excellence and quality standards within its policy in providing competitive services to its customers and their needs and receive the feedback and suggestions. It strongly believes in handling customers with efficiency, speed and accuracy within the specified service time frames in order to ensure a distinctive, genuine long-term partnership. Our Customer Care Policy receives constant attention from the leadership and senior management and is ensured with the participation of all employee levels that are trained and qualified to apply it optimally in accordance with approved standards. In order to achieve this, Emirates Transport has in place systems and practices for customers to provide their feedback and suggestions through the Federal Government System and through the call centre. In addition, the organization engages all clients and stakeholders through accounts in social media and the website in order to improve the performance and services.

In 2014, Emirates Transport launched a comprehensive methodology for excellence in customer care, in line with requirements of the ISO10001 & ISO10002.



Suppliers...mutual commitment

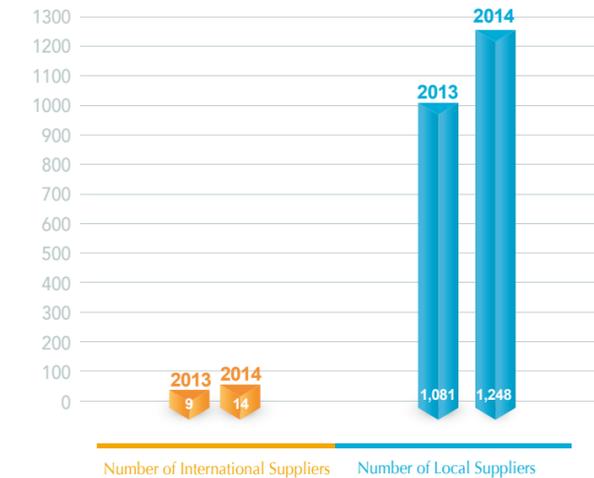
It is one of the priorities Emirates Transport to promote local purchasers and suppliers in order to support the local economy through its operations. The organization follows and applies certain set requirements and criteria which are developed to ensure promoting of local purchases. Among these, some key criteria are as follows:

- Disclosure of important information such as legal form, area of activity, business size and financial reports
- 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.



In support of its relationship with suppliers, improvements were introduced to ET's suppliers' methodologies and policies during 2014, according to which the methodology was re-launched, the ET suppliers' ethics code was published, as well as a special manual regarding suppliers, in addition to the excellence award for ET suppliers.

Details	2013	2014
Total Procurement value (AED million)	553	749
Number of Local Suppliers	1,081	1,248
Number of International Suppliers	9	14



Details	2014
Supplier Satisfaction Survey Results	83.9 %

Supplier Satisfaction Survey Results



Partnerships ... towards greater horizons

Emirates Transport places a very emphasis on its partnerships and strategic alliances with an aim to boost relationship and engagement for business excellence. The organization organizes a yearly gala meeting for its stakeholders, including business partners, local and federal government entities and other private entities with an objective to enhance cooperation, support and mutual relationship.

During 2014, Emirates Transport organized 30 benchmarking visits with its strategic partners and government departments mainly for benchmarking and best practice adoptions. 19 International Conferences and Exhibitions were attended by the organization during 2014 to share experiences and best practices in the area of social responsibility, the environment and safety. Moreover, 18 MOUs were signed with different Government and private organizations and other specialized institutions.

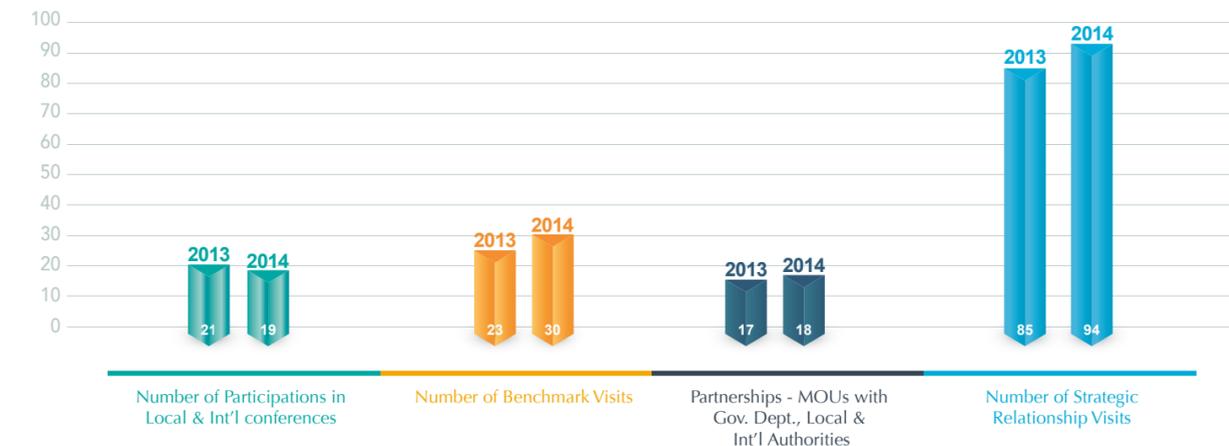


Topic	Partner
Environment, health and safety management system	Ministry of Environment and Water
Best practices in building maintenance & management system	Roads & Transport Authority - Dubai
Best practices for enterprise partnerships	The General Directorate of Civil Defence
Best practices in the area of receivables and collection system	Emirates Post Group
Best practices in cost of working hours for employees (mechanics and mechanics)	Dubai Municipality
Best practices in providing logistical support to all the organizational units and securing the required number of vehicles and drivers	Abu Dhabi Police
Best Practices for tyre retreading facilities	Ajman Police
Best practices in internal audit and the various applied initiatives	Ministry of Labour

Some of the other key partner's events for the organization included the following:

- Participation in the 7th International Conference of education and educational supplies.
- Participation in the international Tyre exhibition in Thailand.
- Participate in the forum for sustainable transport.
- Participation in the World Conference and exhibition for transport UITP.
- Participation in the Arabian travel Forum exhibition.
- Participation in the international Conference for converting vehicles to natural gas.
- Participation in the Ideas UAE exhibition and Conference.
- Participation in the 4th Conference of intellectual property in Dubai.
- Participation in the Ideas UK Conference.
- Participation in the Tyre Trade Fair 2014.
- Participation in the Green fleet Conference and exhibition in America.

Details	2013	2014
Number of Strategic Relationship Visits	85	94
Partnerships - MOUs with Gov. Dept., Local & Int'l Authorities	17	18
Number of Benchmark Visits	23	30
Number of Participations in Local & Int'l conferences	21	19



Chapter

4

Human Resources...Our Key to Success

- 99 | **Accurate Choices & Continued Development.**
- 104 | **Comprehensive Training.**
- 106 | **Emiratisation; Unwavering Policy.**

The real assets and investments of Emirates Transport are its employees of 17,252 employees by the end of 2014, and great significance is given to our human resources with an aim to develop a superior workforce on a continuous basis through engagement, development, empowerment and motivation. It is of prime emphasis to create and maintain a positive organizational culture where all our employees are encouraged to focus on quality, performance, innovation and improvement through our HR processes. These practices and policies result in creating an excellent work environment that attracts the best talents and reduces employee turnover. At Emirates Transport, we maintain a culture of high integrity and ethical conduct. A very well defined and articulated Code of Conduct is in place, which helps our employees to understand and maintain our high standard of business and personal ethics. In order to ensure transparency, these codes are accessible by all employees through our company Internal network services. A well-organized human resource system is in place, which ensures smooth compliance of the global human rights standards, standards of the UAE HR Law and the implementation of Federal policies and practices. Moreover, various supporting policies such as the Forced and Child Labour Policy, Diversity Policy, Reward and Recognition Policy and Open Door Communication Policy are in place within the organization.

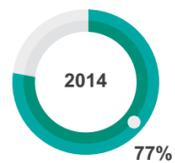
Accurate Choices & Continued Development

Emirates Transport strives to recruit the best human resources and ensures to build their skills and competencies, enhance training and development of its employees, foster culture of excellence and creativity amongst them. In order to ensure the best for and from our workforce, the organization emphasize extra efforts and special attention to the training and development of employees ensuring direct contribution in the preparation of qualified drivers, supervisors and mechanics that are capable of applying best knowledge and practices towards safety and excellence of our services. In addition, a centralized employee assessment process is also in place in which the employee is included in a discussion of professional and occupational development.



Details	2014
Employee Satisfaction Survey Results	77 %

Employee Satisfaction Survey Results

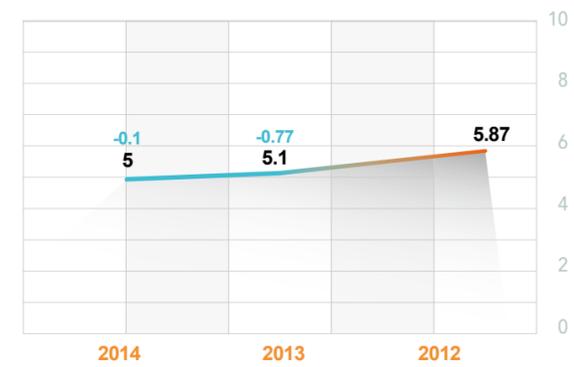


EMPLOYEE AGE DATA	2013	2014
Up to 29 years	3,144	4,192
30 – 39 years	4,728	6,364
40 – 49 years	3,514	4,286
50 – 59 years	1,902	2,122
60 years & above	275	288
TOTAL	13,563	17,252

EMPLOYEE NATIONALITY DATA	2013	2014
UAE Nationals	1,993	2,613
Expatriates	11,570	14,639
TOTAL	13,563	17,252

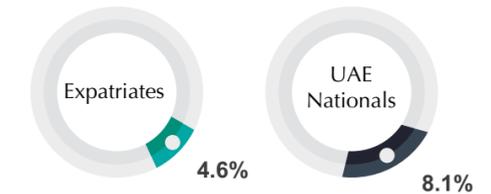
EMPLOYEE TUOVER	2013	2014
Employee Turnover Ratio	5.1	5

EMPLOYEE GENDER DATA	2013	2014
Males	10,517	13,046
Females	3,046	4,206
TOTAL	13,563	17,252

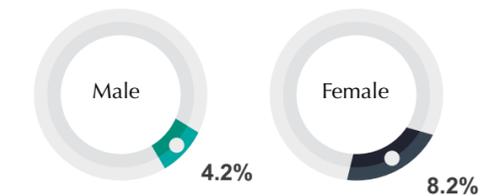


Details	TURNOVER PER-CENTAGE	
Nationality	Emirati	8.1 %
	Expat	4.6 %
Sex	Male	4.2 %
	Female	8.2 %
Age group	>-29	7.1 %
	30-39	5.6 %
	40-49	3.7 %
	50-59	3.6 %
	60-<	2.8 %

Employee Turnover Ratio by nationality in 2014



Employee Turnover Ratio by sex in 2014

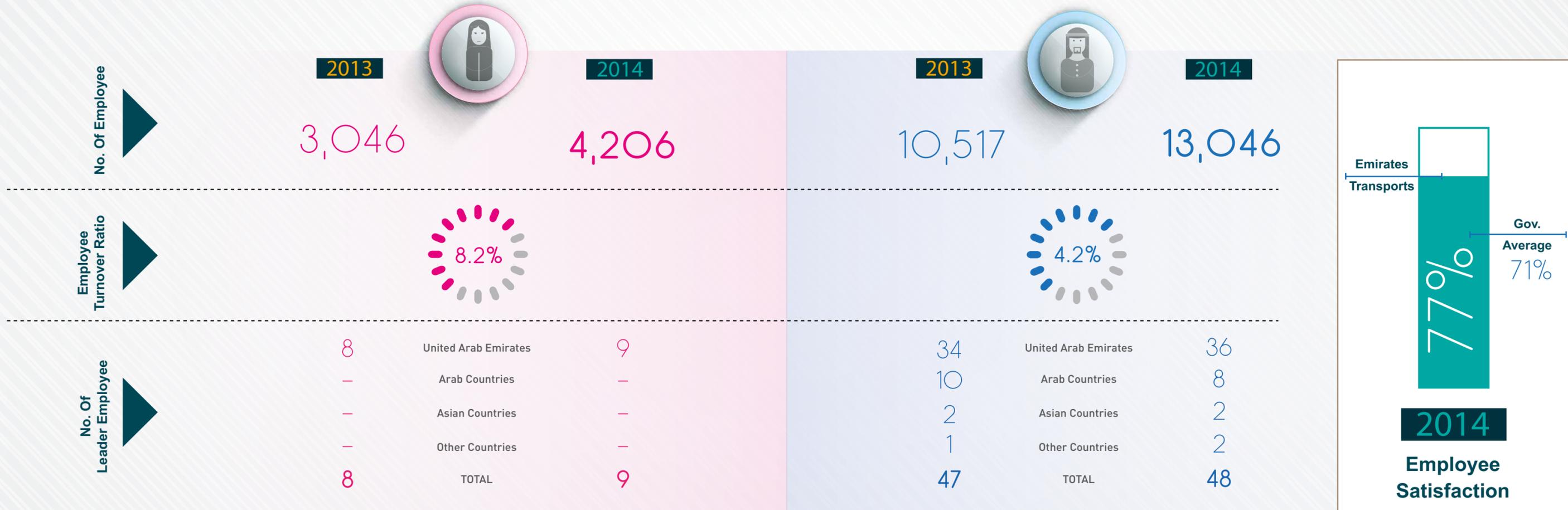


Nationality / Region	2013		2014	
	Male Leaders	Female Leaders	Male Leaders	Female Leaders
United Arab Emirates	34	8	36	9
Arab Countries	10	-	8	-
Asian Countries	2	-	2	-
Other Countries	1	-	2	-
TOTAL	47	8	48	9

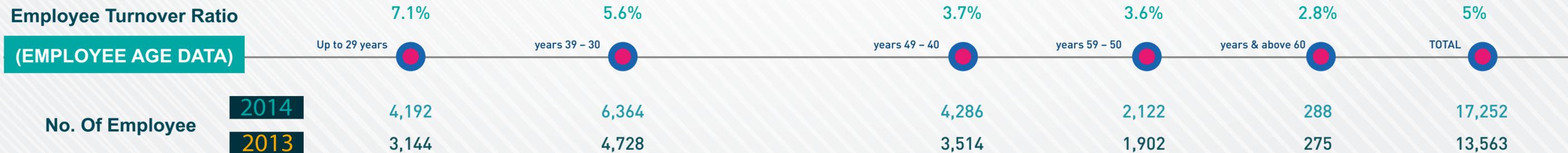
17,252

Employees

Human Resources



Employee Turnover Ratio (EMPLOYEE AGE DATA)



Training

Emirates Transport provides various training programme, including specifically designed sessions to its various business units, to enhance the tasks entrusted to its employees. These programmes are of theoretical and practical nature and aims at enhancing their roles and responsibilities. A total of 3,358 training programmes were conducted by the organization during the year 2104. There are specific numbers of hours training for transportation before a new driver can commence his/her responsibilities. These programmes also include evaluation of the drivers and determine the extent of their competence. In order to ensure the highest standards of efficiency and effectiveness of these programme, the Emirates Transport ensures the implementation of the quality management system ISO (10015).

Some of the key training programmes designed for the safety of our operations include the following:

- Traffic awareness.
- Occupational safety and health and road traffic safety
- Career awareness
- Religious and ethics awareness.
- The art of dealing with the child.
- Civil Defence.
- School bus evacuation routes in case of emergency.
- First aid methods.
- Interpersonal skills.
- How to deal with people with special needs.

Training Hours for Various Job Categories

Job Category	2013	2014
Senior Management	940	1.105
Executives	116.071	141.434
Specialists	1.116	1.368
Supervisors	3.773	2.279

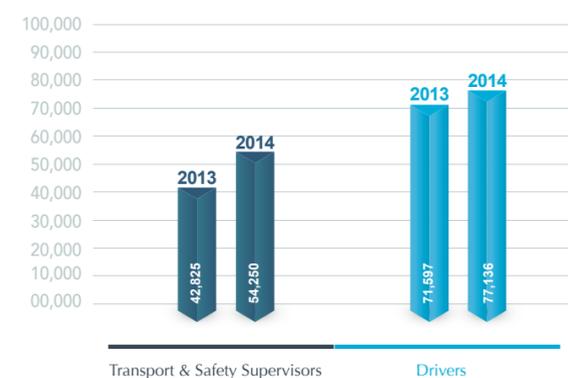
Training Data for Drivers and Supervisors

Employee Category	2013		2014	
	Nos.	Hours	Nos.	Hours
Drivers	3.470	71.597	3.811	77.136
Transport and Safety Supervisors	2.506	42.825	3.055	54.250

Number of Drivers & Supervisors



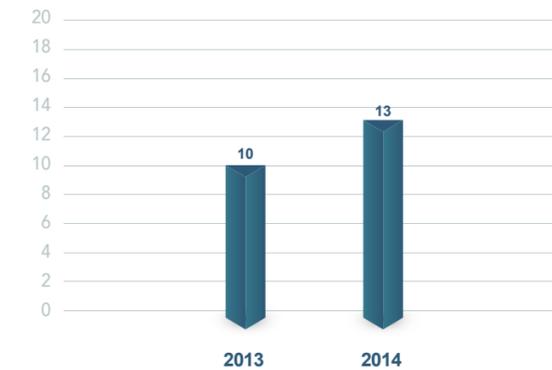
Number of Training Hours for Drivers & Supervisors



Training Data for Drivers

Details	2013	2014
The average number of training programmes for each driver	10	13

The average number of training programmes for each driver



Function-Wise Training Data

FUNCTIONAL CATEGORIES	NUMBER OF TRAINEES	PERCENTAGE
Leadership Category	32	100%
Specialized and Technical Category	40	79%
Supervisory Category	60	92%
Executive Class	7.998	97%

Training Data As per Job Category

JOB CATEGORY	AVERAGE HOURS OF TRAINING
Leadership category	35
Professional and technical category	21
Supervisory group	35
In executive class	17
Bikers	20
Transport and safety supervisors	18

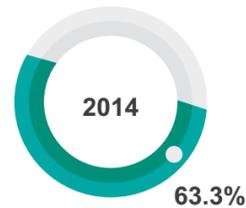


Emiratization; Unwavering Policy.

Emirates Transport supports local talent and strives to extend employment opportunities to the UAE nationals towards its Emiratization commitment. The organization is always keen to introduce young Emiratis who are also trained and developed in accordance to the national plans of human resource development. Specialized career plans and leadership training modules are also developed and implemented as part of the organization's Emiratization plan with an aim to develop UAE competencies and skills to meet the existing and future challenges of the nation.

Details	2014
Overall Emiratization	63.3%

Overall Emiratization



Transparency with Employee

At Emirates Transport, a formal employee grievance and complaint system was launched in 2013, with an aim to allow employees to report and bring to management's knowledge, any unpleasant incident, issue or situation or solve disputes with management, co-workers, and subordinates. The process comprises of a detailed questionnaire which records and analyses the level of transparency, fairness and integrity for every case along with measuring the effectiveness of regulations in place and the management accountability.

In continuation to last year's practice of accomplishment, the organization was able to resolve 100% of the 18 employee grievance cases during 2014. These cases included appeals against suspension from work due to unauthorized leave, discrepancy in settlement of dues, dispute with immediate supervisor, disagreement on annual performance appraisals, reasons for resignation, appeal against formal warnings and similar grievances.

Details	2014
Number of grievances filed by employees	18
Number of grievances resolved	18

Employee Recognition and Motivation

Employee incentive is an integral part of the human resource practices at Emirates Transport and thus dedicated activities, programmes and projects are always organized to empower the human element which is the bridge that moves the corporation towards achieving its strategic objectives and goals. During 2014 also many programmes and activities for employees were conducted which included areas such as career development, rewards for best ideas, sports, open days, religious trips, star programmes, discount programmes (sales), a programme recognising employees with more than ten years of work service, and much more. A detailed table of these programmes is presented below with number of beneficiaries for the last 2 years.



Programme	Description	No. of beneficiaries	
		2013	2014
Ideas	An online programme managed by the Strategic Planning and Institutional Excellence Department, to encourage creativity and motivate employees to present their initiatives and proposals to support more enthusiastic ideas in business development	354 employees presented 3,944 ideas	158 employees presented 1,854 ideas
Occupational Safety & Health Month	An annual awareness event launched in 2012, with a large number of activities, programmes and contests in different ET branches, locations & business centres affairs, to enhance employees' focus on occupational health and safety issues across both the internal and external business environment. The third session was organized in 2014 under the title "Your Safety, Our Success", with 250 different events and activities, and the participation of 90 public and private departments, indicating the major impact of event on the concerned parties.	-	Employees participations: 15,000 participations From outside ET: 20,000 participations
Excellent Programme	A monthly programme to assess and appraise staff contributions, through special admiration certificates	1,338	510
Colleague Support3	A social humanitarian initiative launched in cooperation with Dar Al Ber Charity Society, through to which employees may apply for financial support in emergency cases, such as surgeries, living costs and children's tuition fees, etc.	329	438
Thanks	Programme aims to honour achievements, and appraise achievers, who exert additional efforts within limited periods, with positive impact on ET business	366	401
Risk & Internal Audit Event	The second session was organized in May 2014, with a set of educational activities, in addition to an online contest for employees, and a number of brainstorming workshops to engage and encourage employees to present their ideas on risks across the business environment.	250	300
Suggestions Week	Organized for the first time in 2014, coinciding with the Global Proposals Week, under the title "Employees' Engagement for Sustainable Institutional Creativity", with a series of brainstorm workshops and lectures, concluded by honouring a number of units and distinguished employees.	-	166 employees offered 1955 ideas
League of Innovators	A specialized programme directed to ET staff, considered the first of its kind on the national level, during which contestants offer their ideas within four teams. The first session was launched in June 2014, with four competitions that lasted five months, during which about 648 ideas were presented in different fields (specified field for each competition).	-	17 work teams with 161 employees.
Stars	A programme that aims to honour distinguished employees on quarterly basis. The first session was held in Q2/2013.	47	53
Achievement	Launched for the first time in Q2/2013, to honour achievements.	19	28
Ambition	A programme organized to honour employees who obtain diplomas or other educational degrees while working for ET. This approach enhances academic achievements and supports a culture of development and empowerment.	17	16
Markets	During which employees present their skills and artisanship, through an official exhibition organized twice annually in Abu Dhabi and Dubai.	5	4
Employees Umrah Trip	These programmes aim to support the religious and educational aspects, develop cultural knowledge and social relations among employees, contributing to creating an ideal business environment by enhancing participation in different kinds of programmes, activities, and external events.	688	696
Hajj Trip	This programme offers employees an opportunity to practice the Hajj rite	10	10
Sports League	An annual internal social imitative during which a football competition is organized during the last quarter of each year, where special awards were offered to teams who rank in first and second place	10 teams	10 teams
Leisure Day	A periodical event during which employees at their different administrative levels meet outside work, to enjoy a set of recreational activities, to support team spirit and improve social relations among employees	90	128

Chapter

5

Sustainability...Message & Approach

110

Social and Environmental Practices.

121

Volunteerism; Shared Values.



Social & Environmental Practices Corporate Social Responsibility

Emirate Transport has a clearly defined and communicated policy on Corporate Social Responsibility. The scope of CSR practices encircles around the below 4 pillars in the organization:

- Health & Safety
- Environmental Care
- Employees well Being
- Community Development

CSR Vision:

Excellence in care and safety for the community, environment and staff and leadership in the application of international standards for corporate social responsibility.

CSR Mission:

Adhere 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.

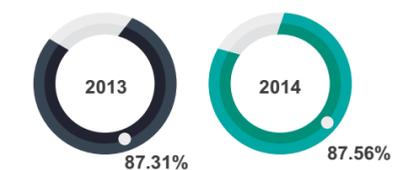
CSR KPIs:

- 1 - Number of Social Responsibility initiatives.
- 2 - Categories of beneficiaries from activities of Social Responsibility.
- 3 - Number of direct beneficiaries from activities of Social Responsibility.
- 4 - Employee Satisfaction Results.
- 5 - Community Satisfaction Survey Results.

A dedicated committee and team are in place to ensure the development and follow-up of programme that contribute to a deeper sense of social responsibility of the enterprise and its employees. It also ensures the activating role of the organization in the implementation of social responsibility towards the Emirates and its society, including its suppliers, employees, with the aim of strengthening the reputation of the organization.

Details	2013	2014
Community Satisfaction Survey results	87.31%	87.56%

Community Satisfaction Survey results



Emirates Transport also organized many initiatives throughout its centres and branches, as well as in cooperation with its strategic partners and various community stakeholders. Some of these include:

- Participation in the initiative of cultural convoys in cooperation with the Ministry of culture.
- Participation in mobile library initiative in cooperation with Zayed Giving Initiative.
- Participation in the GCC traffic week through exhibitions, lectures, education material and other publications
- Implementation of an awareness campaign with the Ministry of Interior for school students.
- Distribution of 30,000 welcome gifts for school students in the beginning of the academic year 2015/2014.
- Supporting schools to implement the golden rule graphic project to promote students to safety
- Blood donation campaign with the participation of all employees.
- Organization of the National Flag Day with the participation of all leaders and staff.
- Celebrations for the UAE National day in all centres and branches
- Voluntary programmes for employees of Emirates Transport engaging 873 participants for 8,181 hours



CSR Practices and details

Some key areas of the CSR practices in Emirates Transport are listed as below:

- Enhance occupational health and safety
- Safety of buses and fleet vehicles
- Training for drivers and staff on the principles of health and safety
- Spread awareness on principles of safety among school bus users
- Reduction in energy consumption (Water & Electricity)
- Monitoring and control of fuel consumption.
- Reduce Air Emission from vehicle exhaust
- Safe disposal of solid and liquid waste
- Promote recycling and the re-use
- Noise reduction and radiation control
- Staff welfare in accordance with SA 8000
- Healthy and safe working environment
- Incentives and appreciations for employees
- Employee training & development
- Practice employee diversity
- Free Transportation for Community Activities
- Free Advertisement for Buses on Awareness Campaigns
- Care and Financial Support for Community Activities and Programme
- Discounted Rates for Transportation and Technical Services
- Student Support through Training programmes and Scholarships
- Initiatives to Support Groups with Special Needs and the Elderly
- Donation of Busses for Special Needs Institutions



Occupational Environment, Safety and Health, and Road Safety Systems

Discussed in detail within the Business Strategy & Management Systems/Policies.

School Buses for Special Needs

As part of its CSR initiatives and responsible business practices, Emirate Transport, in collaboration with the Ministry of Education, introduced last year the buses for transporting students with special needs.

In addition to coordination with the Ministry of Social Affairs regarding "Arrive Safely" Initiative for the transportation of Ministry Special Needy Rehabilitation Centres transport.

Projects enjoy major praise and admiration by community members, as well as the schools who have a large number of students with special needs. These buses are equipped with latest equipment to ensure boarding and lodging the special needs children as well as devices to ensure extra care and control towards health and safety of these students. The organization ensures that these buses meets the global standards and quality for handicapped children and is always keen to improve and develop on these facilities as well as their numbers.

Details	2013	2014
School Buses for Special Needs for Ministry of Education	50	51
"Arrive Safely" Project with the Ministry of Social Affairs	36	36



Transport for Employees

Group transport maintains a leading position within ET's transport service system, as indicated mainly by public and private school transport, representing a major part of its national and developmental mission and role. Beside university and commercial transport, during 2014, ET continued its efforts to provide transportation means to its employees in both Dubai and Abu Dhabi. The main objective is to enhance support directed to employees, and participate in the control of carbon and greenhouse gases' emissions.

Transportation of Employees	2013		2014	
	Abu Dhabi	Dubai	Abu Dhabi	Dubai
Number of Employees Transported	253	324	350	585
Number of Buses Utilized	3	22	4	25

Within this scope, it is important to reflect on the important positive impact on environment due to ET's efforts in the fields of group transport, particularly for public and private schools students. In cooperation with Dubai Carbon Centre, ET measured the volume of carbon emissions from school transport services, compared to the use of private cars by students' parents. The study was established on a number of objective assumptions and factors, and concluded that total size of reduced emissions of carbon dioxide alone is 92,663 tons. This is a major and essential contribution by ET in environment protection, adding to its other efforts in this field.



CNG Converted Vehicles

Emirates Transport continues its contributions towards global environment through its major project of converting cars from gasoline to natural gas. During 2014, the organization was able to convert 1,226 more cars to CNG. This project of the organization has so far received many awards and recognitions both at the regional as well as global level. The main benefits of converting cars from gasoline to natural gas are as follows:

- Reduction of Carbon Dioxide Emission by 25- 20%
- Reduction of Carbon Monoxide by 80 – 50%
- Reduction of Nitrogen Oxide by 60 – 25%
- Reduction of Methane Hydrocarbons by 80 – 50%

Details	2013	2014
No. of Cars Converted from gasoline to CNG	2,600	1,226



Tyre Retreading Project

In 2013, Emirates Transport launched yet another environmental support project as its Tyre Retreading Unit. This is a pioneer project in its class and is a role model for the community, environment and other corporations to follow. The objective of this project is to address environmental issues relating to the Tyres and its 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.

Details	2013	2014
No. of Tyres Retreaded	1,370	8,400





234,173
Tons of CO₂



Golf Carts

Emirates Transport launched the golf carts service to various clients and strategic partners in both the government and private sectors. This service is offered by Abu Dhabi Transport & Rental Centre, and the Valet Parking & Motorbikes Rental Centre. The total number of Electric cars increased by more than double in 2014 in comparison to 2013 which contributed to a higher reduction of greenhouse emissions.

Details	2013	2014
Special Golf Carts	28	32



Dry Washing Project

During 2014, there was a tremendous increase in the number of cars washed through the dry washing facilities which has resulted in an enormous saving of water by the organization. This in turn has contributed to the global environmental contribution by the organization.

Details	2013	2014
No. of Cars Washed through Dry Washing facilities	25,000	105,000

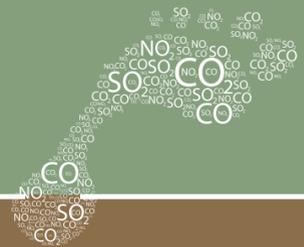
Carbon Footprint and Energy Conservation

In coordination with Dubai Carbon Centre, ET calculated its carbon footprint in 2014, according to which ET generated 234,173 tons of carbon dioxide, the majority of which was due to vehicles' fuel consumption. Vehicles generated 205,455 tons of carbon dioxide; representing 87.7% of total emissions by ET, followed by the use of air conditioning, which generated 21,477 tons, while emissions generated by power generators using diesel fuel were 868 tons. All these are direct emissions. Indirect emissions represent 5,323 tons of carbon dioxide generated due to electricity use, 1,050 tons of carbon dioxide generated from water use, and 46 tones due to paper use. The following table reflects ET's carbon footprint over the last two years. The increase in carbon footprint volume is attributed to major increases in fleet size, number of employees, business centres and units, noting that the carbon footprint calculation during 2014 is considered the most comprehensive and detailed measurement compared to previous years.

Carbon Footprint & Increase in Bus Fleet		
Details	2013	2014
Carbon Footprint (ton of CO ₂)	173,033	234,173
Increase in Bus Fleet	13,433	16,699

Energy Consumption (KWH)		
Details	2013	2014
Energy Consumed (KW)	5,886,314	7,386,003 (estimated figure)
Electricity (GJ)	21,174	26,569 (estimated figure)

Electricity & Water Consumption (AED)		
Details	2013	2014
Electricity	3,313,299	4,157,447
Water	1,699,124	2,258,689



Carbon footprint reduction initiatives

In the last few years, ET concentrated its efforts on launching a number of environmentally friendly projects, such as:

- Converting vehicles to work on natural gas.
- Tyre Retreading unit.
- Dry Car Wash Unit.

In 2014, ET also launched a number of initiatives and projects that will contribute to a reduction of its carbon footprint.



Reduction in carbon emissions.

Although ET school transport activities result in 61,697 tons of carbon emissions, they also save 92,663 tons of CO₂ that would have resulted from the students being transport separately by their parents.



transported

Benefited from staff transport services provided by ET



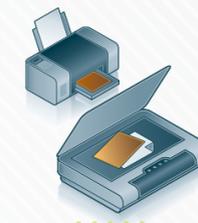
will be saved

by using fuel saving apparatus on ET buses. The studies for the initiative was concluded in 2014. This will be a welcome move since emissions from fuel consumption at ET reached 205,455 tons of CO₂.

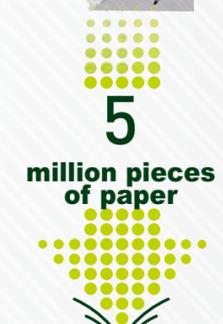


recycled

through an initiative for recycling electronic office equipment, in cooperation with Dubai Municipality.



made redundant



saved

by implementing the Printing Services Initiative



saved

The organization continues to emphasize its importance towards energy saving efforts which includes all possible activates and programmes to reduce consumption and make significant reductions to its carbon footprint. In cooperation with the Dubai Carbon Centre of Excellence, the carbon footprint is measured and monitored by the organization from the following various activities:

- Electricity & water consumption
- Combustion resulting from emissions sources of operations
- Combustion resulting from emissions of fixed devices
- Refrigerant gas use by vehicles
- Noise Level reductions
- Fuel Consumption rate of vehicles
- Paper Savings & recycling
- Recycling of Computers, Peripherals, printer toners and ink cartridges
- Application of green building to existing and new constructions

It is worth noting that carbon emissions due to school transport activity were at 61,697 tons of carbon dioxide, while this same activity saves 92,663 tons of emissions if students are transported by other means (private cars).

Vehicles Fuel Emission Cut Down Initiatives

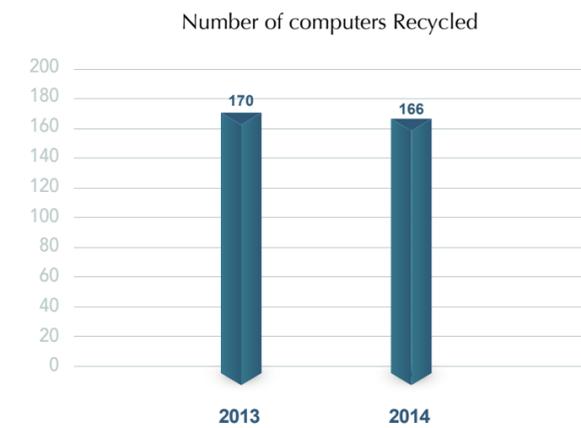
In light of the fact that the majority of ET's carbon footprint emissions were from vehicles fuel, ET coordinated with the Dubai Carbon Centre during the second half of 2014 to carry out a technical and field comparative study for a number of projects, to allow for an immediate substantial cut-down in emissions. The study highlighted two proposals; the first using chemical substances to improve fuel efficiency, therefore cutting down the total volume of fuel consumed by ET vehicles. The second is the use of the ultimate cell system. The study supported second proposal, particularly as the system is efficient in both diesel and benzene engines, as it is able to cut down fuel consumption by 18.79%. The first experimental project (carried out on five vehicles) supported the feasibility of this system. In December 2014, a decision was taken to form a technical team to implement the expanded experimental study on 150 vehicles.

Print Management Services Project

The Print Management Services is another key initiative introduced by the IT department during 2014 with the aim of cutting costs and reducing the carbon footprint of the corporation, through minimizing the use of paper and ink. The benefits of the initiative are highlighted in the following table:

SR	DETAILS
1	99 machines replaced 600 (444 printers + 156 scanners).
2	Annual saving of AED 806,400 by reducing the cost of ink and printer parts.
3	A continuous saving of 5 – 10% every year towards the price of printer ink.
4	Annual reduction of 45,598.72 kg of carbon emissions generated by printers.
5	Annual reduction of 47,837.50 watts of energy consumption from printers and scanners.
6	Reduction of paper usage by 5,290,950 papers annually.

Number of computers Recycled	2013	2014
	170	166



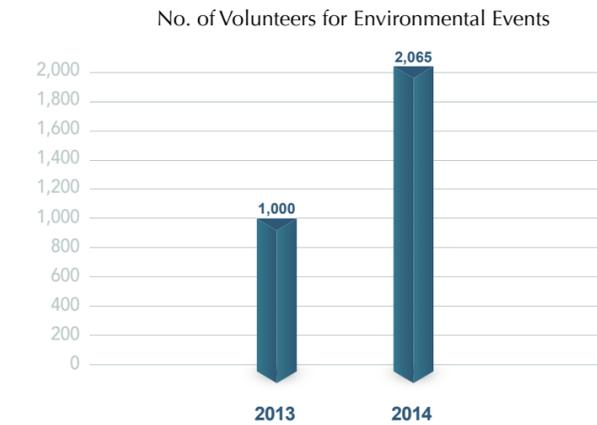
Volunteerism; Shared Values.

During 2014, ET's different branches organized a number of volunteer campaigns in CSR activities. The main objective of ET's volunteer work is to enhance the culture of group participation, to direct necessary efforts and potentials in support of community service on a volunteer basis, and to contribute to strong relations between employees and community organizations working in volunteer, environmental and charity activities. 288 government entities benefited from ET's free bus community service.

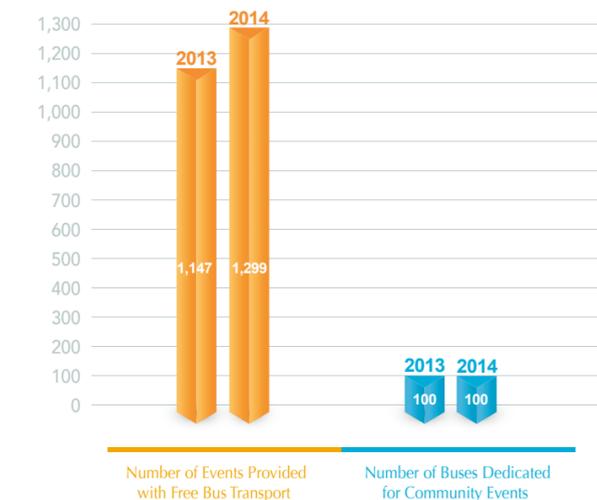
Some key volunteer events are listed in the table as below:

NAME OF EVENT	NUMBER OF PARTICIPANTS	NUMBER OF HOURS VOLUNTEERED
43rd national day with Ajman Police	55	110
Blood drive with Humaid bin Rashid charitable foundation	3	3
World Diabetes Day with Ajman medical district	70	70
Volunteer drivers to lead the community bus	1,299	9,093
Clean up the World-Dubai branch	130	650
GCC traffic week-Dubai branch	290	4,350
Blood drive-Ras al Khaimah	34	127
Participate in the definition of osteoporosis-Ras al Khaimah	30	120
Rashid Center for special needs-Dubai branch	30	120
World Diabetes Day-Ras al Khaimah	38	259
Participate in organizing traffic in celebration of school boys	12	84
Distribution of water & refreshments on the construction site	15	45

DETAILS	2013	2014
No. of Volunteers for Environmental Events	1,000	2,065



Description	2013	2014
Number of Buses Dedicated for Community Events	100	100
Number of Events Provided with Free Bus Transport	1,147	1,299





GRI Index

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G4-2	Description of key impacts, risks, and opportunities.	44 & 45	-
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G4-4	Primary brands, products, and/or services	18 to 31	Yes, Page 34
G4-5	Location of organization's headquarters	16	Yes, Page 34
G4-6	Number of countries where the organization operates	16	Yes, Page 34
G4-7	Nature of ownership and legal form	16	Yes, Page 34
G4-8	Markets served	18 to 31	Yes, Page 34
G4-9	Scale of the reporting organization	34	Yes, Page 34
G4-10	Number of Employees	100	Yes, Page 34
G4-11	Percentage of Employees covered by CBA	No CBA in the UAE	Yes, Page 34
G4-12	Organization Supply Chain	93	Yes, Page 34
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G4-50	Nature and Number of Critical Concerns Communicated	44 to 45	Yes, Page 34
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Economic Performance			
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Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
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G4-EC3	Coverage of the Organization's Defined Benefit Plan Obligations.	62 to 65	Yes, Page 34
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Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
G4-EN24	Total number and volume of significant spills.	117 to 120	Yes, Page 34
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous	117 to 120	Yes, Page 34
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected	117 to 120	Yes, Page 34
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G4-DMA	Reasons for Materiality & its Impacts	117 to 120	Yes, Page 34
G4-EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	117 to 120	Yes, Page 34
Overall			
G4-DMA	Reasons for Materiality & its Impacts	117 to 120	Yes, Page 34
G4-EN31	Total environmental protection expenditures and investments by type	117 to 120	Yes, Page 34
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Employment			
G4-DMA	Reasons for Materiality & its Impacts	99	Yes, Page 34
G4-LA1	Total number & rate of employee turnover by age group, gender & region	101	Yes, Page 34
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	99	Yes, Page 34
G4-LA3	Return to work and retention rates after parental leave, by gender	101	Yes, Page 34
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G4-DMA	Reasons for Materiality & its Impacts	99	Yes, Page 34
G4-LA4	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	99 to 101	Yes, Page 34
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G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor & advise on occupational health and safety programmes .	100 to 103	Yes, Page 34
G4-LA6	Type and Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	47 to 50	Yes, Page 34
G4-LA7	Workers with High Risks of Disease related to their Occupation	47 to 50	Yes, Page 34
G4-LA8	Health & Safety topics covered in formal agreements with trade unions.	No Trade Unions	Yes, Page 34

Specific Standard Disclosures			
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G4-LA9	Average hours of training per year per employee by gender and employee category.	104 & 105	Yes, Page 34
G4-LA10	programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	104 & 105	Yes, Page 34
G4-LA11	Percentage of employees receiving regular performance and career development reviews.	104 & 105	Yes, Page 34
Diversity and Equal Opportunity			
G4-DMA	Reasons for Materiality & its Impacts	99	Yes, Page 34
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and others.	100 & 101	Yes, Page 34
Equal Remuneration for Men and Women			
G4-DMA	Reasons for Materiality & its Impacts	99	Yes, Page 34
G4-LA13	Ratio of basic salary of men to women by employee category.	100 & 101	Yes, Page 34
Labour Practice Grievance Mechanism			
G4-DMA	Reasons for Materiality & its Impacts	106	Yes, Page 34
G4-LA16	Number of Grievances about Labour Practices	106	Yes, Page 34
Social: Human Rights			
Investment			
G4-DMA	Reasons for Materiality & its Impacts	99	Yes, Page 34
G4-HR1	Percentage and total number of significant investment agreements that include human rights clauses or have undergone human rights screening.	99 to 107	Yes, Page 34
G4-HR2	Total Hours of Employee Training on Human Rights Policies	104 to 105	Yes, Page 34
Non-Discrimination			
G4-DMA	Reasons for Materiality & its Impacts	99	Yes, Page 34
G4-HR3	Total number of incidents of discrimination and actions taken.	106	Yes, Page 34
Security Practices			
G4-DMA	Reasons for Materiality & its Impacts	99 to 107	Yes, Page 34
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	99 to 107	Yes, Page 34

Specific Standard Disclosures			
Material Aspect	DMA and Indicator Definition	Page / Direct Answer	External Assurance Reference
Human Rights Grievance Mechanism			
G4-DMA	Reasons for Materiality & its Impacts	106	Yes, Page 34
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Nil	Yes, Page 34
Social: Society			
Local Communities			
G4-DMA	Reasons for Materiality & its Impacts	110 to 112	Yes, Page 34
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	110 to 121	Yes, Page 34
G4-SO2	Operations with significant actual or potential negative impacts on local communities	110 to 121	Yes, Page 34
Anti-Corruption			
G4-DMA	Reasons for Materiality & its Impacts	45	Yes, Page 34
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	45 & 46	Yes, Page 34
G4-SO4	Communication and training on anti-corruption policies and procedures	46	Yes, Page 34
G4-SO5	Confirmed incidents of corruption and actions taken	Nil	Yes, Page 34
Social: Product Responsibility			
Customer Health & Safety			
G4-DMA	Reasons for Materiality & its Impacts	90 & 91	Yes, Page 34
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	90 to 92	Yes, Page 34
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Nil	Yes, Page 34
Product Service and Labeling			
G4-DMA	Reasons for Materiality & its Impacts	91	Yes, Page 34
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labelling, and percentage of significant products and service categories subject to such information requirements	90 to 92	Yes, Page 34
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	Nil	Yes, Page 34
G4-PR5	Results of surveys measuring customer satisfaction	91	Yes, Page 34
Customer Privacy			
G4-DMA	Reasons for Materiality & its Impacts	90 & 91	Yes, Page 34
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	Nil	Yes, Page 34